



Krungthai

**STEPS TOWARD**  
ENDLESS POSSIBILITIES









## **Eternally Enshrined in Our Hearts**

**In grateful remembrance of the royal benevolence of Her Majesty Queen Sirikit The Queen Mother, we humbly join in paying tribute and expressing our condolences.**



**The Board of Directors, Management, and Employees  
Krung Thai Bank Public Company Limited**



# STRATEGIC FOCUS

Krungthai Bank, as one of the country's leading commercial banks with a distinctive role in continuously supporting government policies, is committed to driving the organization forward by equipping employees with new skills and enhancing their capabilities to stay abreast of changes and work effectively alongside modern technologies. The Bank executes its strategy through five key Strategic Focuses to strengthen competitiveness and unlock future business growth opportunities. These can be categorized into three key components as follows:

## OUTCOMES

# A

### **Unlock disproportionate value from our current ecosystems**

Krungthai Bank accelerates the expansion of its X2G2X strategy and develops platforms that effectively serve customers' partners to deliver distinctive and differentiated "Total Solutions."

# B

### **Launch new growth engines for the future**

Krungthai Bank develops new platforms to enhance access to finance and financial services for people of all segments. It also strives to develop ESG-driven solutions to promote sustainable growth.

## ENABLERS

# C

### **Upgrade the way we interact and serve our clients**

The Bank drives the organization toward Operational Intelligence by integrating modern, fast, secure, and interconnected service models as well as accelerating process digitalization to better serve both corporate and retail customers.

## FOUNDATION

# D

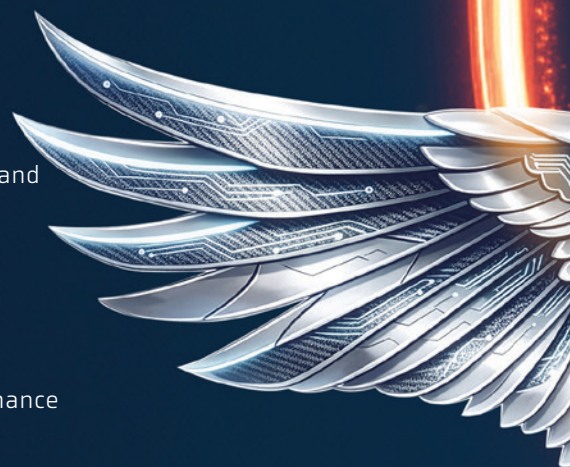
### **Future proof core technology infrastructure and data capabilities**

Krungthai Bank strengthens its technology infrastructure and data capabilities to support the delivery of high-quality products and services. It also enhances its data analytics capabilities and applies AI technologies appropriately, cost-effectively, efficiently, and measurably at every touchpoint to advance toward personalized banking.

# E

### **Transform culture and embed new ways of working**

Krungthai Bank accelerates the transition to new ways of working while enhancing employee capabilities through upskilling and reskilling initiatives so that they can work effectively in the digital era. It aims to attract and retain top talent and aspires to become a role-model organization that every employee is proud of.





# 5 STRATEGIC FOCUS





## HALL OF FAME

# 100

Awards of Honour – Krungthai's Journey of Success

**75** INTERNATIONAL  
AWARDS

**25** NATIONAL  
AWARDS

Every step of growth throughout Krungthai Bank's 60-year journey stands as proof of our commitment to driving positive change in every dimension, enhancing the quality of life for Thai people, and enabling all sectors to grow together sustainably—earning recognition from leading organizations both domestically and internationally.







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## FINANCIAL HIGHLIGHTS



### Total Assets

(million baht)

**3,933,319** **2025**

**3,740,468** **2024**



### Net Profit (million baht)

(Equity Holders of the Bank)

**48,229** **2025**

**46,154** **2024**



### Total Capital Ratio

**22.12%** **2025**

**21.42%** **2024**

Consolidated Financial Statements (Unit : million baht)	2025	2024 <sup>(1)</sup>	2023	2022	2021
<b>Financial Position</b>					
Total assets	3,933,319	3,740,468	3,677,685	3,592,419	3,556,744
Loans (Less Deferred Revenue)	2,711,171	2,698,611	2,576,516	2,592,838	2,628,963
Total deposits	2,864,171	2,731,344	2,646,872	2,590,236	2,614,747
Total liabilities	3,446,297	3,279,797	3,256,838	3,199,847	3,182,633
Total equity (Equity Holders of the Bank)	464,229	440,122	402,377	376,305	360,052
<b>Operating Performance</b>					
Interest income	147,807	165,105	152,369	113,475	104,832
Interest expense	42,026	45,990	38,950	23,070	21,460
Net Interest income	105,781	119,115	113,419	90,405	83,372
Non-Interest income	54,847	42,285	36,046	34,986	32,414
Total operating expense	64,767	68,778	62,157	54,770	52,731
Pre-provision profit	95,861	92,622	87,308	70,621	63,055
Expected credit losses	30,760	31,069	37,085	24,338	32,524
Income tax	12,880	11,576	9,902	9,077	5,975
Net profit	52,221	49,977	40,321	37,206	24,556
Net profit (Equity Holders of the Bank)	48,229	46,154	36,616	33,698	21,588
<b>Financial Ratios (%)</b>					
Return on Average Assets (ROA) (Equity Holders of the Bank)	1.26	1.24	1.01	0.94	0.63
Return on Average Equity (ROE) (Equity Holders of the Bank)	10.67	10.94	9.40	9.15	6.14
Net Interest Margin (NIM)	2.82	3.29	3.22	2.60	2.49
Cost to income ratio	40.3	42.6	41.6	43.7	45.5
NPL Ratio	2.90	2.99	3.08	3.26	3.50
Coverage Ratio	203.6	188.6	181.3	179.7	168.8
Tier 1 capital	20.18	19.45	17.62	16.69	16.86
Total Capital Ratio	22.12	21.42	20.71	19.80	20.12
<b>Share Information (baht)</b>					
Book Value per Share (Equity Holders of the Bank)	33.20	31.48	28.78	26.91	25.75
Earning Per Share (EPS)	3.45	3.30	2.62	2.41	1.54
Dividend Per Share	2.670 <sup>(2)</sup>	1.545	0.868	0.682	0.418

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current period since the associated companies has adopted the financial reporting standard No.17 - Insurance Contracts.

<sup>(2)</sup> Dividend Per Share included special dividend of 0.60 baht per share.





# MESSAGE FROM THE CHAIRMAN AND THE CEO

In 2025, Thailand's economy continued to face significant challenges. Geopolitical and geo-economic risks emerged as critical factors that can both positively and negatively impact the country's potential. While Thailand became an attractive investment location for foreign investors seeking to diversify risks following U.S. tariff measures and technology access restrictions imposed on China, in the short term, it faced an influx of imported goods competing aggressively in the domestic market. This directly affected the manufacturing sector and SMEs, posing complex challenges for Thailand's economic and diplomatic policy management. Moreover, 2025 was marked by volatility stemming from severe natural disasters, prolonged border conflicts, and cyber threats that caused financial losses and widespread impact on households particularly the vulnerable. Consequently, the government continued to provide targeted and timely assistance, alongside structural reforms aimed at unlocking new growth potential. Innovation, technology, and integrated government data systems served as key driving forces behind these efforts.

Against this backdrop of uncertainty, Krungthai Bank, as a leading commercial bank in Thailand, conducted business operations with prudence and discipline. We carefully managed our portfolio to maintain a balanced risk-return profile with a focus on asset quality, set provisions in alignment with asset quality, and exercised effective cost management by enhancing operational efficiency. At the same time, we invested in technology, digital innovation, and related businesses to strengthen competitiveness and enhance resilience against future economic volatility. We prioritized our commitment to developing financial products and services that meet the needs of all customer segments across every dimension while advancing a balanced approach to Environmental, Social, and Governance (ESG) responsibilities across all segments, from retail customers and corporate clients to public sector entities. We have established the X2G2X strategy to expand business opportunities through our customers' partners. This connects financial services particularly Supply Chain Financing across the business, government, and citizen sectors in a comprehensive ecosystem. This strategy begins with "G" for Government, reflecting the Bank's continuous role in supporting government policies, including our contribution to developing Thailand's electronic payment infrastructure to achieve nationwide coverage and supporting the country's transition toward a cashless society as well as our participation in various government initiatives such as customer aid programs and economic stimulus measures. This X2G2X strategy has enabled us to have a customer base that can be further leveraged to support future business. For example, we can extend financing to trade partners of the Bank's corporate clients within their supply chains by using digital trade and payment data connected to our Digital Supply Chain Financing Platform, allowing us to utilize transaction data to support credit assessment for small entrepreneurs and offer products and services as "Total Solutions" that genuinely address our customers' needs. These solutions support comprehensive business management, effectively improve access to credit services, and strengthen the capabilities of both corporate clients and their networks of SME partners within the supply chain. Ultimately, this helps promote stable and sustainable growth across Thailand's business sector. In addition, we have continuously helped our customers through programs like "You Fight, We Help" and "Sustainable Civil Servant Debt Consolidation Loan" as well as crisis relief measures. These initiatives aim to promote financial discipline, systematically restore quality of life, reduce the risk of recurring non-performing loans through targeted financial burden relief, and contribute meaningfully to sustainable resolution of Thailand's household debt challenges thereby enabling the Thai economy to move forward with stability.

In 2025, we reviewed and refined our strategic direction, transitioning from 7 Strategic Focuses to 5 Strategic Focuses to enhance clarity, alignment, and responsiveness to the rapidly evolving and increasingly complex global and domestic economic environment, thereby ensuring future readiness. The following are the key achievements for each strategic focus.

- 1) **Unlock disproportionate value from our current ecosystems:** we continued to enhance Paotang application as Thailand's Open Digital Platform available for all citizens, serving more than 40 million users. Key services in Paotang include Government Savings Bond Wallet (Sasom Bond Mung Kung Wallet), Digital Corporate Bonds, Krungthai Gold Wallet, Digital Lottery, Paotang Pay, Health Wallet, Social Security contribution payments, annual vehicle tax payments, and more. We also introduced products and services that strengthen customer ecosystem connectivity, such as PointPay, which allows customers to pay Tung-Ngen merchants with points instead of cash; a service for receiving cashless payment from foreign tourists; Mangmoom EMV cards; and Krungthai Campus Application. In addition, we supported several government economic stimulus measures in 2025.
- 2) **Launch new growth engines for the future:** we partnered with AIS and PTTOR to establish Clicx Bank, with a plan to launch virtual bank services in 2026. This virtual bank will expand financial access to underserved populations by leveraging partners' data and ecosystems, which are different from those of banks, to enhance customer identification and credit assessment capabilities, enabling a more comprehensive view of customers and strengthening our ability to deliver "Beyond Banking" services. Moreover, we expanded our banking-as-a-service offerings in collaboration with certain state-owned specialized financial institutions and continued to lead in sustainable finance aligned with ESG principles through various transition financing solutions, including Green Loans and ESG-Linked Derivatives, which are linked to sustainability operations.
- 3) **Upgrade the way we interact and serve our clients:** we further developed features of Krungthai NEXT, Paotang, Krungthai Connex, Krungthai BUSINESS, Krungthai Smart Trade, and Digital Supply Chain Financing.
- 4) **Future proof core technology infrastructure and data capabilities:** we applied artificial intelligence (AI) across multiple operational contexts within the Bank to enhance efficiency.
- 5) **Transform culture and embed new ways of working:** we endeavored to drive the organization with agility by implementing upskilling and reskilling initiatives as well as Wolf Hack a corporate hackathon that encourages agile ways of working and AI adoption. Collaboration with leading universities aimed to cultivate high-quality talent and attract next-generation innovators to drive the Bank's digital transformation.

We have been firmly committed to conducting business with strong corporate governance principles and in line with our vision of Growing Together for Sustainability through prioritizing fair treatment of all stakeholders, fostering a culture of responsibility, integrity, and transparency, and maintaining a strict zero-tolerance policy against all forms of corruption. We also ensured full compliance with applicable laws and regulatory requirements to build and sustain public trust and to remain a trusted partner for our customers. This commitment is reflected in our strong and tangible performance across multiple dimensions, including a net profit attributable to the Bank of THB 48,229 million, an increase of 4.5% from the previous year, reflecting sustainable and high-quality growth in line with our strategy. It also demonstrates operational efficiency across all dimensions, including growth in fee income from the wealth management business, expansion in capital market activities and gains on investments, together with effective cost management and asset quality control. We have also been recognized as a leading institution driven by modern financial technology and innovation, capable of anticipating and understanding evolving customer needs. Through continuous development of financial products and services across all channels, we ensure high-quality financial access for every customer segment, helping improve the lives of Thai people and Thai businesses every day as well as addressing the needs and expectations of all stakeholders while



generating long-term positive impact to drive the economy and society toward sustainable growth. In 2025, we achieved a historic milestone of receiving 100 awards from leading domestic and international institutions, reflecting excellence across all operational dimensions. Notable ones include Bank of the Year Thailand from The Banker magazine, UK; Best Bank for Digital Banking Services Thailand 2025 from Global Banking & Finance Review magazine, UK; Best Transaction Bank in Thailand from The Asian Banker magazine, Singapore; Best Innovation in Retail Banking Thailand 2025 and Sustainable Bank of the Year Thailand 2025 from International Banker magazine, UK; and Thailand Corporate Excellence Award 2025 in the category of Financial Management Excellence (Distinguished) from Thailand Management Association.

In 2026, Thailand's economic growth is projected to fall below 2% for the first time in 30 years, with the exception of crisis periods, and it is expected to lag regional peers. External pressures from U.S. tariff measures and continued uncertainty in the global economy arising from geopolitical tensions and increasing global economic and political fragmentation remain significant. At the same time, implementing domestic economic policy faces fiscal constraints as a result of post-election political transition and challenges in systematically addressing structural problems in alignment with the "Reinvent Thailand" approach. These problems include existing fragilities, particularly high household debt, inequality, and a large informal economy; deteriorating competitiveness with low foreign direct investment compared to neighboring countries, prolonged underinvestment, labor skill mismatches; and government inefficiencies due to outdated and redundant regulations, which incur hidden costs for businesses in addition to increasingly limited fiscal space.

To respond effectively to these changes and challenges affecting our business operations-and to prepare ourselves to capture future opportunities-we are committed to creating value that meets the needs and expectations of all stakeholders in a targeted, inclusive, consistent, and sustainable manner. In celebration of our 60th anniversary in 2026, Krungthai Bank will move forward under the concept "Steps Toward Endless Possibilities." We will do so by developing the future skills to enhance our employees' performance capabilities and accelerating culture transformation and the adoption of new ways of working to ensure agility, flexibility, and speed, which will enable them to apply modern technologies to transform processes and business models effectively and efficiently-under appropriate costs and with measurable results. We will focus on ensuring that we use resources efficiently, reduce costs, and manage organizational risks appropriately. We will translate our strategies into concrete execution at all levels and across the organization, supporting Krungthai Bank's position as a strong, modern, leading commercial bank that can serve every customer segment. We will continue to stand alongside Thai people at every step-contributing to creating sustainable growth and a better future for customers, the public, and Thailand. Furthermore, we remain committed to supporting government initiatives to help customers of all segments. For example, the "Pay Off Debt Fast, Move Forward" program for borrowers with outstanding NPL debt not exceeding THB 100,000, which will help vulnerable customers with high debt burdens whose income has yet to recover; or initiatives aligned with the "Reinvent Thailand" approach to help SMEs, such as the "SMEs Credit Boost" credit guarantee program together with funding and liquidity supports for six priority sectors, including smart electronics, automotive, retail and trading, medical and wellness, agriculture and food processing, and tourism. At the same time, we support government economic stimulus measures to improve quality of life in an equitable, inclusive, and transparent manner-through effective, clear, and concrete implementation of digital economy policies -so that Thailand's economy and the country can grow with stability and sustainability.

Against this challenging context, we have reviewed our key strategies and determined that our five Strategic Focuses remain aligned and appropriate for our operating context. We will accelerate execution to enhance competitiveness and growth opportunities by prioritizing value creation across five ecosystems, enabling full connectivity. We will build upon existing platforms as well as launch new ones that will drive future growth, upgrade how we engage and serve customers, develop IT infrastructure and future technologies, and transform our organizational culture to establish new ways of working and enhance the capabilities of our people, who are the heart of our organization. All these efforts are to ensure our readiness to leverage technology appropriately and cost-effectively-supporting strong and sustainable growth for all stakeholders in a comprehensive and balanced manner, which will underpin the Bank's stable and sustainable growth in the future.

We strongly believe that executing this concept and these strategies will play a significant role in achieving our mission and key objectives as well as create added value and appropriate returns for the Bank and all stakeholders through revenue growth, disciplined operational cost management, technology adoption to enhance efficiency, growth in the underserved and SME segments, and growth in businesses aligned with global megatrends governed by appropriate risk management.

We would like to express our sincere gratitude to our shareholders, customers, and partners for the trust, confidence, and continued support that enable us to drive forward and achieve our mission, strengthen our capabilities, enhance our potential, and serve as a key mechanism in improving the quality of life of Thai people and Thai businesses, in line with our vision, "Growing Together for Sustainability." We would also like to especially thank the Board of Directors and employees for their unwavering commitment, dedication, teamwork, and wholehearted efforts; for upholding good corporate governance; and for promptly and continuously adapting and developing themselves to successfully deliver our mission and initiatives. Together, we have created value and success for Krungthai Bank, strengthened our stability, and ensured that the Bank is ready to become part of every step of our customers' success. In 2026, through continuous execution of the five Strategic Focuses, we are confident that we will be well positioned to become a leader in Thailand's commercial banking industry-delivering value to all stakeholders. We will remain steadfast in conducting business responsibly in accordance with Environmental, Social, and Governance (ESG) principles and continue creating opportunities for Thai people and businesses, improving quality of life inclusively and equitably, and translating the concept of "Steps Toward Endless Possibilities" into tangible outcomes. We will serve as a pillar of Thailand's economy that always stands alongside Thai people and businesses creating stable and sustainable value for Krungthai Bank, Thailand's economy, and all Thais.



**Mr. Lavaron Sangsrit**  
Chairman of the Board  
of Directors



**Mr. Payong Srivanich**  
Chief Executive Officer







VISION AND MISSION

**GROWING  
TOGETHER **FOR**  
SUSTAINABILITY**

**EMPOWERING  
BETTER LIFE  
**FOR** ALL THAIS**





# ORGANIZATION CHART

As at December 31, 2025



## Krungthai Group

### Financial Business

#### Capital Market Business



Krungthai Asset Management Pcl.



Krungthai XSpring Securities Co., Ltd.

#### Credit Related Business



KTB Leasing Co., Ltd.



Krungthai Card Pcl.



Krungthai Mizuho Leasing Co., Ltd.



KTC Nano Co., Ltd.

#### Insurance Business



Krungthai-AXA Life Insurance Pcl.



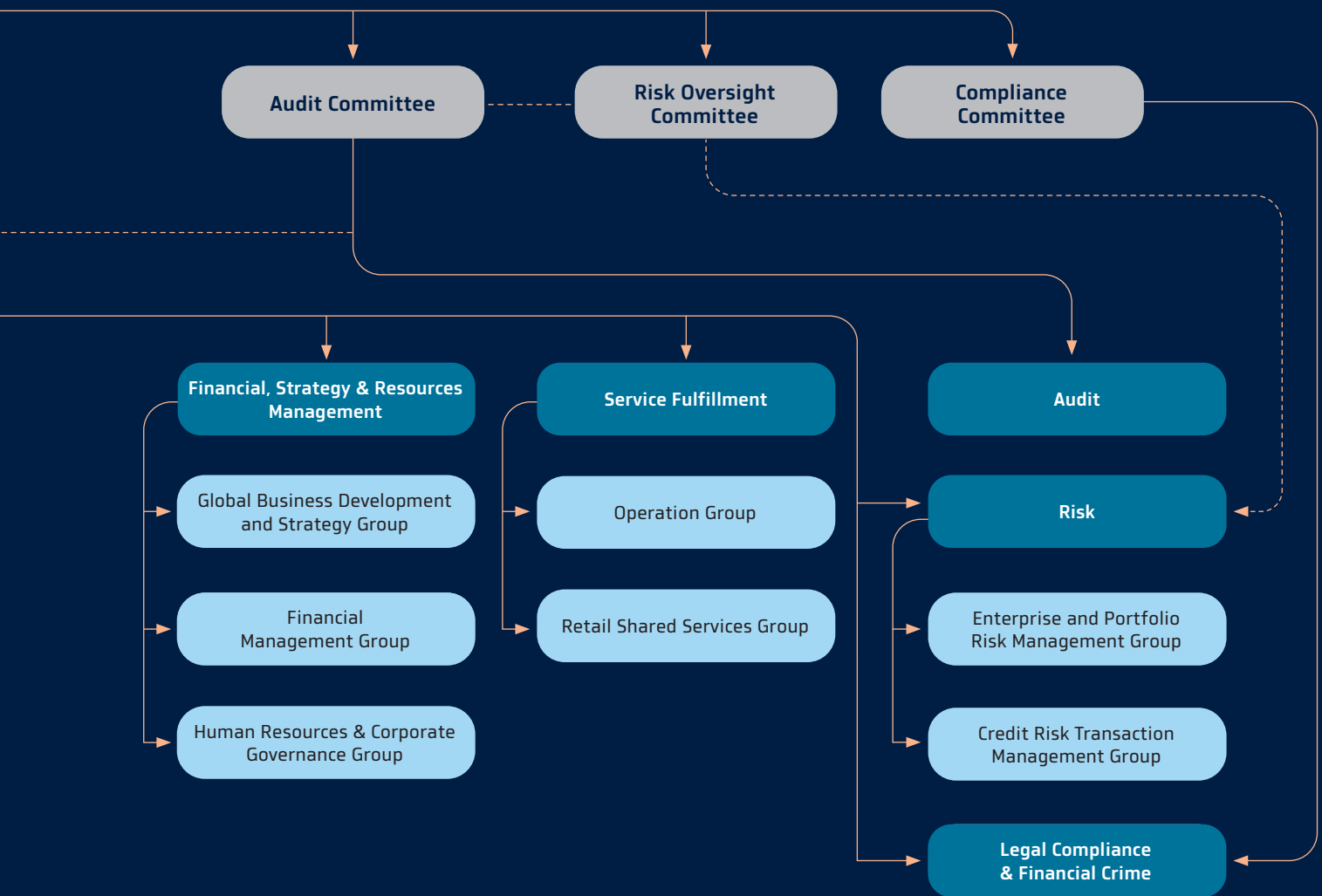
Krungthai Panich Insurance Pcl.

#### Venture Capital Business



Krungthai Ventures Co., Ltd.





Note: The Bank has implemented an organizational restructuring, renaming Business Center Group to Corporate Banking Group 3 from 1 January 2026

### Virtual Bank Business

Thai Trinity HoldCo.

Thai Trinity Holding Co., Ltd.

CLIX

Clix Bank Public Company Limited

### Holding Company

Krunghthai Advisory

KTb Advisory Co., Ltd.

### Payment Service under Supervision

KTC

PREPAID  
KTC Prepaid Co., Ltd.

### Support Business

Krunghthai General Services and Security

KTb General Services and Security Co., Ltd.

Krunghthai Computer Services

Krunghthai Computer Services Co., Ltd.

Krunghthai Law

Krunghthai Law Co., Ltd.

INFINITAS  
by Krunghthai

Infinitas By Krunghthai Co., Ltd.

Arise  
by INFINITAS

Arise by Infinitas Co., Ltd.

Note: On 20 June 2025, Krunghthai Card's Board of Directors resolved to approved the dissolution of KTC Prepaid Co.,Ltd received approval from the Bank of Thailand to return its license for the designated payment service business

## THE BOARD OF DIRECTORS

As at February 28, 2026



01 **Mr. Lavaron Sangsrit**  
Chairman



**02 Mr. Krairit Euchukanonchai**

Vice Chairman  
Chairman of the Board of Executive Directors  
Chairman of the Risk Oversight Committee

**03 Ms. Phongsaward Neelayodhin**

Director  
Independent Director  
Chairman of the Audit Committee  
Member of the Corporate Governance  
and Sustainability Committee

**04 Mr. Teerapong Wongsiwawilas**

Director  
Independent Director  
Member of the Audit Committee  
Chairman of the Nomination and Remuneration  
Committee Member of the Compliance Committee  
Member of the Audit Committee

**05 Mr. Payong Srivanich**

Chief Executive Officer  
(Authorized Signatory Director)  
Executive Director  
Member of the Risk Oversight Committee





**06 Prof. Dr. Kittipong Kittayarak**

Director  
Chairman of the Corporate Governance  
and Sustainability Committee  
Member of the Compliance Committee

**07 Gen. Nimit Suwannarat**

Director  
Independent Director  
Chairman of the Compliance Committee  
Member of the Nomination and Remuneration Committee  
Member of the Risk Oversight Committee

**08 Mr. Virasak Sutanthavibul**

Director  
Chairman of the Independent Committee  
Executive Director  
Member of the Risk Oversight Committee

**09 Mr. Thanwa Laohasiriwong**

Director  
Member of the Nomination and Remuneration Committee  
Member of the Risk Oversight Committee

**10 Mr. Attapol Attaworadej**

Director  
Executive Director  
Member of the Corporate Governance  
and Sustainability Committee

**11 Mr. Pinsai Suraswadi**

Director  
Member of the Corporate Governance  
and Sustainability Committee  
Member of the Compliance Committee

**12 Mr. Anan Kaewkumnoed**

Director  
Independent Director  
Member of the Audit Committee  
Member of the Corporate Governance  
and Sustainability Committee



## TOP EXECUTIVE OFFICERS

As at February 28, 2026



**01 Mr. Payong Srivanich**  
Chief Executive Officer

**02 Mr. Suratun Kongton**  
Chief Wholesale Banking Officer

**03 Mr. Ekachai Techawiriyakul**  
Chief Risk Officer

**04 Ms. Saranya Vejakul**  
Chief Financial, Strategy &  
Resources Management Officer

**05 Mr. Tawatchai Cheevanon**  
Chief Product & Business Solutions Officer



**06 Mr. Pongsit Chaichutpornasuk**  
Chief Legal Compliance & Financial Crime Officer

**07 Mr. Wasawat Chawalitthamrong**  
Chief Audit Officer

**08 Mr. Suripong Tantiyanon**  
Chief Retail Banking Officer

**09 Ms. Kornkanok Fuengfung**  
Chief Service Fulfillment Officer

**10 Mr. Panabhand Hankijjakul**  
Advisor to the Chief Executive Officer



## Group Head

As at February 28, 2026



01 **Ms. Praralee Ratanaprasartporn**  
Head of Digital Solutions Group

02 **Mr. Werapong Suppasedsak**  
Head of Corporate Banking Group 3

03 **Mr. Rawin Boonyanusasna**  
Head of Global Markets Group

04 **Mr. Suppawat Wadhanapatee**  
Head of Human Resources and Corporate Governance Group



05 **Mr. Kittipat Peantham**

Head of Government & State Enterprise Relations Group

06 **Ms. Suwanna Anantanond**

Head of Credit Risk Transaction Management Group

07 **Mr. Krit Chamapisit**

Head of Communication & Branding Group

08 **Mr. Thanakorn Karnjananut**

Head of Global Business Development & Strategy Group





09 **Ms. Nareerut Ariyaprayoon**

Head of Retail Banking Product & Strategy Group

10 **Ms. Prakaidao Damrongpan**

Head of Retail Banking Sales & Distribution Group

11 **Mr. Kontee Ruenklin**

Head of Credit Restructuring & Asset Management Group

12 **Ms. Asama Khanchanayanin**

Head of Retail Shared Service Group



13

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16

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**13 Ms. Varanitch Ujjin**

Head of Global Transaction Banking Group

**14 Mr. Thitipan Viboonjan**

Head of Corporate Banking Group 2

**15 Ms. Jitrutai Khongmantaweesup**

Head of Enterprise and Portfolio Risk Management Group

**16 Dr. Ruttaya Tongrut**

Advisor to the Chief Executive Officer



## Part 1 Business Operations and Performance

# 1. Structure and Operations of Financial Business Group

## 1.1. Policy and Business Overview

### 1.1.1 Vision and Mission

Krungthai Bank operates its business under the vision of “Growing Together for **SUSTAINABILITY**” and the mission of “Empowering **BETTER LIFE** for all Thais.” The Bank is committed to developing financial technology and innovations through the Thailand Open Digital Platform in order to enhance the quality of life and well-being of the public and customers across all segments in various dimensions. This includes promoting learning opportunities for people at the foundation level to enable them to effectively utilize technology; reducing inequality in access to the fundamentals of the digital economy and narrowing income distribution gaps in society; and jointly advancing Thai society toward a Digital Society and a cashless society. The Bank also strives to promote financial inclusion for Thai people, such as opportunities to access funding sources, financial literacy, fundamental rights to government services, and income equality. Throughout its operations, the Bank adheres to ESG principles, taking into account environmental, social, and governance considerations, to ensure that all aspects of its business operations grow with society sustainably.

### Overview of the Bank’s Operation in 2025

Thailand’s economy in 2025 faced heightened uncertainty stemming from U.S. trade policies, including the imposition of product-specific tariffs and retaliatory tariffs on several trading partners. In the first half of the year, the Thai economy expanded at a satisfactory pace, supported by an acceleration in exports ahead of anticipated increases in U.S. tariff rates. However, economic activity slowed in the second half of the year compared to the first half, as export momentum softened following the dissipation of temporary front-loading effects. At the same time, excess supply from overseas increasingly entered the domestic market, intensifying competition and affecting entrepreneurs, supply chains, and related labor both directly and indirectly. Meanwhile, the tourism sector, a key driver of Thailand’s economy, began to moderate. The Thai economy also remained vulnerable to structural challenges that undermined competitiveness. A significant number of businesses operate in the informal sector, while most SMEs face constraints in adapting to global megatrends and managing structural transitions. The household sector continues to grapple with high levels of formal and informal debt, limiting spending capacity. These factors, together with challenges in the public sector, were compounded by financial market volatility arising from uncertainties surrounding monetary policy directions in major economies, as well as ongoing geopolitical conflicts. As a result, Thailand’s overall economic growth remained below its potential level. Nevertheless, government economic stimulus measures under the “Quick Big Win” policy, aimed at generating short-term impact with long-term benefits and broad distribution, helped cushion the low-growth environment and provided an opportunity to restore confidence in the period ahead.

Amid the various uncertainties mentioned above, the Bank has conducted its business with prudence, managing its portfolio to maintain a balance between risk and return with a focus on quality. The Bank has emphasized asset quality management and continuously maintained a high coverage ratio to cushion against economic uncertainties. In addition, the Bank has placed importance on assisting and supporting all customer segments by contributing to sustainable debt resolution through various measures, including ongoing assistance for customers affected by natural disasters. These efforts aim to help customers across all segments remain resilient, safeguard their key assets and family stability, and prevent social problems and inequality from becoming more severe. In addition, the Bank has continued to support lending to business groups seeking to adapt in line with global dynamics, as well as to emerging business sectors with high growth potential (New S-Curve), in order to create added value for the economic system through the development of modern financial products and services. The Bank supports customers in adapting, rehabilitating their businesses, seizing opportunities from challenges, and transitioning toward sustainable business operations in line with ESG principles. It also promotes fair, comprehensive, and equitable access to formal funding sources, while adhering to the Bank of Thailand’s Responsible Lending guidelines to address debt problems sustainably. Through these efforts, the Bank contributes to driving the economy forward, with the aim of enhancing the quality of life of Thai people every day in an inclusive and equitable manner, in line with the vision “Growing Together for **SUSTAINABILITY**.”

The Bank’s Board of Directors places great importance on reviewing and defining the policy framework, vision, mission, strategic plan, and business plan of the Bank, as well as monitoring their implementation to ensure the achievement of the organization’s objectives. To this end, the Bank organizes brainstorming meetings among the Board of Directors, the Bank’s management, and executives of affiliated companies to determine strategic directions and key projects that will drive the business group toward achieving its strategic goals. Subsequently, management incorporates the outcomes of such meetings into the preparation of the Bank’s business plan and submits it to the Board of Directors’ meeting for consideration and approval. Thereafter, the Bank communicates its strategic plan, business plan, and key objectives to employees throughout the organization. This includes, for example, the annual seminar organized between the Board of Directors and executives of Krungthai Bank Public Company Limited (the Krungthai Business Strategy Seminar), to ensure that executives from branch managers, regional office executives, and department-level executives and above are informed of management policies and strategic directions, as well as economic trends and changes in the business environment. This serves as a guideline for proactive operations to enable the organization to achieve its objectives, and for accurately cascading the strategies

to employees within their respective units in a consistent and aligned manner across the Bank. In addition, the Bank regularly organizes mobile meetings of the Board of Directors, together with site visits to units and branches in each region, to communicate key policies and strategies in various areas, as well as to closely understand operational issues faced by employees.

The Bank's Board of Directors monitors the Bank's operating performance against monthly and quarterly key performance indicators, as well as compares the Bank's performance with that of peer banks on a quarterly basis. In addition, the Board of Directors provides policies, strategies, and recommendations to management through Board of Directors' meetings. After management has taken such guidance into implementation, progress and achievements must be reported back to the meetings on a continuous basis.

For its strategy in 2025, Krungthai Bank aims to drive the organization under the concept of **"Corporate Value Creation: Enhancing Skills, Creating Value for the Future."** The Bank focuses on strengthening new skills essential for the future (Future Skills) among employees, in order to develop their capabilities, enhance their awareness, and enable them to work effectively alongside technology in the modern world, thereby increasing the Bank's competitive potential. The Bank also emphasizes building collaboration with business partners to develop products and services that truly meet customer needs, respond to all customer segments across every dimension, and jointly deliver positive experiences and create value for the Bank's customers. These efforts aim to drive growth and generate economic value based on customer trust, ultimately leading to the Bank's stable and sustainable growth in the future. **The Bank has reviewed and refined its key strategies into 5 Strategic Focus** to enhance competitiveness and create future business growth opportunities. These strategic focuses are structured around three key components, as follows:

#### 1. Outcomes

**A. Unlock disproportionate value from our current ecosystems** The Bank aims to create economic value and profitability by fully leveraging its existing business ecosystems. This includes accelerating the execution of the X2G2X strategy to foster deeper integration across customer segments, B2B, B2C, G2B, and G2C, while developing platforms that effectively serve customers' business partners. The Bank places strong emphasis on taking a holistic view of the entire supply chain and delivering products and services in the form of "Total Solutions." At the same time, it aligns operations across the Bank and its financial business group under the "ONE Krungthai" approach. In addition, the Bank remains open to collaboration with partners across both the public and private sectors to co-develop products and services that precisely address customers' needs and deliver truly meaningful solutions.

Examples of key performance in 2025 include:

The continuous development of the "Paotang" application to serve as the Thailand Open Digital Platform, providing open access for all citizens to use its services, with more than 40 million users, such as:

- **SBM Wallet (Sasom Bond Mung Kung):** The Bank, in collaboration with the Public Debt Management Office, developed the SBM Wallet on the Paotang application to support digital bond trading for the first time in Thailand. In 2025, the Bank jointly offered various series of savings bonds through the SBM Wallet, as follows:

- Savings Bonds, Fiscal Year 2025, Issue No. 1 with a total issuance size of 10,000 million Baht, seven-year tenor, offering a fixed interest rate of 2.65% per annum. The minimum investment was 100 Baht, with a maximum investment of 20 million Baht per person. The bonds were offered to Thai individuals aged 15 years and above during 8-16 May 2025. The offering was fully subscribed at 10,000 million Baht on the first day of sale (8 May 2025), selling out within 11 minutes and 43 seconds. Investors ranged in age from 15 to 90 years and were distributed across all provinces nationwide, comprising 44% from Bangkok and 56% from other provinces.
- Savings Bonds, Fiscal Year 2025, Issue No. 2 with a total issuance size of 5,000 million Baht, ten-year tenor, offering a step-up interest rate structure as follows: Years 1-3 at 1.70% per annum; Years 4-7 at 2.40% per annum; and Years 8-10 at 3.40% per annum, equivalent to an average interest rate of 2.49% per annum. The minimum investment was 100 Baht, with a maximum investment of 20 million Baht per person. The bonds were offered to Thai individuals aged 15 years and above during 30 July-7 August 2025. The offering was fully subscribed at 5,000 million Baht. Investors ranged in age from 15 to 91 years and were distributed across all provinces nationwide, comprising 42.37% from Bangkok and 57.63% from other provinces.

The offering of savings bonds through the digital platform provided opportunities for people across all groups and regions to access government savings bond investments. It helped broaden access to savings bond investments for retail investors nationwide, reduce inequality in access to savings and investment products, and promote inclusive, equitable, and sustainable savings among all segments of the population. This reflects the success and potential of product and service development that precisely meets the needs of modern investors, enhances the quality of life of Thai people every day, and enables Thais to access investment opportunities in a comprehensive, transparent, and equitable manner. In recent years, the Public Debt Management Office (PDMO) has offered a total of 17 series of digital savings bonds through the SBM Wallet, with a combined value exceeding 100,200 million Baht. Investors are distributed across all regions nationwide and across all age groups. The SBM Wallet enables investors to independently buy and sell bonds via mobile phones, check bond prices and receive proceeds from sales, review bond trading history, request refunds of withholding tax, and check the status of tax refund requests. In addition, it integrates savings bond investment portfolios sold through authorized dealers and displays them in the SBM Wallet,



allowing investors to view an overview of their investments and meet the need to monitor bond portfolios of all series through a single platform.

- **Digital Bonds via the Paotang Application:** The Bank has developed a digital wallet system to support digital bond trading for the first time in Asia, with a minimum investment of only 1,000 Baht, which is the lowest initial investment amount for bond offerings in the country. This aims to provide retail investors with comprehensive, equitable, and equal access to investment opportunities. In 2025, the Bank, in collaboration with leading companies, offered digital bonds through the bond trading wallet on the “Paotang” application, as follows:

- Bangchak Corporation Public Company Limited issued 4-year digital debentures with an interest rate of 3.15% per annum, totaling 3,000 million Baht. The offering was fully subscribed. Of the total issuance, 2,000 million Baht was allocated with priority subscription rights to existing Bangchak digital debenture holders from 7 February 2025. The remaining 1,000 million Baht was opened for public subscription on 11 February 2025 and was fully subscribed within 1 minute and 49 seconds.
- IRPC Public Company Limited issued 5-year digital debentures with an interest rate of 3.95% per annum, totaling 1,000 million Baht. The offering was fully subscribed on the first day of subscription.
- SCG Packaging Public Company Limited (SCGP) issued digital debentures with a tenor of 3 years, 11 months, and 19 days, offering an interest rate of 3.15% per annum, totaling 2,000 million Baht. The offering was fully subscribed within the subscription period.
- Sansiri Public Company Limited issued digital debentures with a tenor of 3 years at an interest rate of 3.60% per annum, totaling 1,500 million Baht. Existing holders of the “SIRI25DC” digital debentures were granted priority subscription rights. Any remaining allotment, if available, was to be offered to general investors. The offering was fully subscribed within 49 minutes.

In recent years, the Bank has recorded total digital debenture offerings of more than 50,000 million Baht through the bond trading wallet on the “Paotang” application. This reflects strong investor confidence and trust in the quality investment products available on the Bank’s platform. The initiative aims to elevate Thailand’s capital market and promote inclusive access to financial and investment services for all Thais, ensuring convenience, speed, and security. Digital debentures offered via the Paotang application enable investors to trade in real time, 24 hours a day. Investors receive the debentures immediately upon purchase and funds instantly upon sale. The platform also provides comprehensive information in one place, including holdings details and trading prices. This fully integrated experience effectively supports savings and investment needs across all dimensions, contributing to sustainable financial stability for customers and the public.

- **Krungthai Gold Wallet:** The Bank, in collaboration with three leading gold shop partners which are MTS Gold Mae Thongsuk, YLG, and Aurora, developed the “Krungthai Gold Wallet” on the Paotang application. This platform enables general investors to access gold investment in real time through online channels in a comprehensive manner, covering account opening, top-up and exchange of funds, as well as buying and selling gold, thereby meeting the needs of modern investors. To further broaden access to gold investment through the Gold Wallet, the Bank reduced the minimum size for buying, selling, and withdrawing 99.99% pure gold to only 0.05 ounces, equivalent to approximately 6,000 Baht (depending on the exchange rate on the trading day), effective from 7 November 2025. This adjustment enables investors to gradually invest more easily through a dollar-cost averaging (DCA) approach and reflects preparedness for a situation in which investors can increasingly turn to gold as a hedging instrument against inflation and future economic uncertainty. It also enhances liquidity in the domestic gold market and responds to the behavior of new-generation investors who seek flexible portfolio diversification and risk management. In recent years, the Bank has continued to develop the Gold Wallet service on the Paotang application to meet the needs of comprehensive online gold investment. The service covers both 99.99% and 96.5% purity gold, enabling real-time buying and selling in Thai Baht and U.S. Dollars, with prices referenced to global market prices. It has received continuous positive response from investors nationwide. Currently, there are more than 685,000 user accounts, reflecting investors’ confidence in products and services that meet investor needs, are easy to access, secure, and aligned with the continuously evolving global economic landscape.

- **Digital Lottery:** The Bank, in collaboration with the Government Lottery Office, developed a platform for selling government lottery tickets through government applications, namely the Tung Ngern application and the Paotang application. In 2025, the Bank enhanced additional functions, such as:

- Disabled Vendor Symbol on the “Paotang” application: This feature was introduced to support digital lottery sales by distributors with disabilities, enabling lottery buyers to choose and support digital lottery tickets sold by distributors who are persons with disabilities.
- N3 Lottery Purchase Service via Existing Retail Outlets: This service enables customers who have previously purchased N3 lottery tickets through authorized retail outlets to conveniently purchase N3 lottery tickets through the “Paotang” application.

The sale of lottery tickets on digital platforms, such as the six-digit government lottery (L6), enables buyers to purchase tickets at the official price of 80 Baht, offers a wider selection of tickets, and provides a convenient and reliable channel. In the event of winning, prize money can be claimed immediately through the application. Small-scale sellers also benefit from selling on a platform with a large customer

base, without incurring costs associated with street selling and with more time available for sales, thereby supporting their livelihoods and enhancing income opportunities. Meanwhile, the three-digit government lottery (N3) helps reduce the prices of lottery tickets that remain above the official price and contributes to mitigating the issue of underground lotteries in line with government policy. The Bank will continue to enhance the efficiency of the Paotang application to support the operations of the Government Lottery Office, including increasing transaction capacity, developing an automatic prize-claiming system to improve convenience for winners, and enhancing payment systems for lottery sellers through the Paotang application.

- **Paotang Pay:** The Bank has developed "Paotang Pay" under the concept of "Pay and Get," encompassing services for money transfer, top-up, scanning, and payment via PromptPay QR Code at every bank and store throughout Thailand. This includes the ability to pay for water, electricity, telephone bills, credit cards, insurance, or government agency fees, with various benefits. The goal is to elevate "Paotang Pay" to a higher level of payment services within the Paotang application, functioning as a super wallet that combines the capabilities of the Bank Application and e-Wallet. It provides the Open Loop service as the first wallet utilizing the PromptPay QR Code as an intermediary, enabling payments to all banks. Users can freely spend at every store, catering to various lifestyles. In addition, to truly enable spending at every store throughout Thailand, the Bank has also launched the Play Card, a card linked with Paotang Pay. This card integrates online and offline use, allowing for contactless payments for public transportation fares on cars, rails, and expressways. It can also be used for purchasing products online and making payments through the EDC Payment machine. The Bank is committed to developing "Paotang Pay" into a super wallet for Thai people, seamlessly connecting all their spending. This aims to enhance the potential of digital payments within the "Paotang" application, making it more comprehensive, improving the quality of life, and reducing inequality in access to basic elements of the digital economy for Thai people.

- **Health Wallet:** The Bank is committed to leveraging technology and innovation to develop healthcare and medical services in order to promote a better quality of life for Thai people through the health wallet on the "Paotang" application. In 2025, the Bank introduced additional functions as follows:

- **Pharmacy Network Data Integration:** The Bank, in collaboration with the National Health Security Office (NHSO), the Medical Council, and the Pharmacy Council, entered into a cooperation agreement to enhance pharmaceutical services by connecting pharmacy network data and promoting access to healthcare services for Thai people. This enables the public to conveniently and quickly search for nearby pharmacies, check

eligibility, make appointments, and verify their identity to receive services. This project helps more than 47 million people under universal coverage scheme access medicines conveniently and close to home through AI-based preliminary symptom assessment and a search system covering more than 4,000 participating pharmacies, along with back-end system integration to ensure fast service and accurate claim submissions. Within the first three months after the service launch, there were more than 280,000 cumulative users.

- **Cancer Screening Services under Health Promotion and Disease Prevention Benefits of the National Health Security System (Universal Coverage Scheme-Gold Card or 30-baht scheme):** The Bank, in collaboration with the National Health Security Office (NHSO), developed four cancer screening services, namely: cervical cancer screening, colorectal cancer screening using the FIT Test, screening for precancerous lesions and oral cancer, and liver fluke infection screening through urine testing. The public can check their eligibility for these services via the "Paotang application", which provides information on screening entitlements and step-by-step guidance on how to access the services. Cancer screening services can be received at health promotion and disease prevention service units under the National Health Security System, state healthcare facilities with cancer treatment capabilities, as well as other service units equipped with quality and standardized diagnostic tools in accordance with the standards set by the Thai Society of Clinical Oncology. This enables faster test results and facilitates timely confirmatory examinations for at-risk patients, allowing them to enter the treatment process as early as possible.

- **Social Security Fund Contribution Payment via the "Paotang" Application:** The Bank, in collaboration with the Social Security Office (SSO), introduced a service for payment of Social Security Fund contributions under Section 39 and Section 40 through the "Paotang" application. This service facilitates convenience for insured persons by enabling payments anytime and anywhere, reducing time and travel constraints.

- **Annual Vehicle Tax Payment via the KlubRoad Wallet on the "Paotang" Application:** The Bank, in collaboration with the Department of Land Transport, launched a service for annual vehicle tax payment through the "Paotang" application. This service facilitates convenience for the public by enabling all transaction steps to be completed via the Paotang application, from submitting the tax payment request and making payment to receiving the Vehicle Tax Disc at home through Thailand Post. While awaiting delivery of the Vehicle Tax Disc, users can also display the electronic Vehicle Tax Disc via the Paotang



application for up to 15 days. Previously, the Department of Land Transport integrated with the Bank to develop a digital channel for applying for International Driving Permits through the “Paotang” application, representing the application of digital technology to transform driving license services. From the launch of the system on 13 December 2024 to 8 August 2025, a total of 51,257 International Driving Permits were issued via this service, reflecting strong public acceptance. In the near future, the Department of Land Transport and the Bank plan to jointly develop an online domestic driving license renewal service, linked with the digital health check system under the healthcare ecosystem, while continuing to work alongside the public sector in leveraging innovation and technology to enhance services and sustainably improve the quality of life of the public.

- **Cashless Payment Acceptance from Foreign Tourists via the “Tung Ngern” Application:** The Bank expanded cross-border payment services under the “ASEAN Payment Connectivity Initiative” of the Bank of Thailand. In 2025, the Bank connected its QR Code Cross-Border Payment system with South Korea, supporting the large number of Korean tourists traveling to Thailand, who rank among the top five foreign tourist arrivals. Tourists can use their Korean banking applications to scan and pay at merchants displaying the Cross-Border QR Payment symbol nationwide, enhancing convenience and security in spending. This service supports Thai entrepreneurs, particularly local merchants and tourism service providers, by enabling them to accept cashless payments from foreign tourists via the “Tung Ngern” application without the need for additional investment of system installation. It helps expand business opportunities for small merchants and local tourism operators, supports the growth of the tourism sector, and aligns with government policy to promote Thai tourism. Currently, the Bank provides QR Code Cross-Border Payment connectivity with seven countries and one economic territory, namely Singapore, Indonesia, Vietnam, Malaysia, Cambodia, Lao PDR, Hong Kong, and South Korea, with the aim of supporting tangible economic connectivity across the ASEAN region and East Asia.

- **“PointPay” an Alternative to Cash Payment in “Tung Ngern” Stores:** The Bank has collaborated with multiple partners that have joined the program by allowing their reward points to be used, including AIS, my by KTC, Bangchak, PT Max, and Global House. In 2025, the Bank further expanded its collaboration with PTT Oil and Retail Business, increasing channels for point utilization among partner members and enhancing a more convenient and diverse points redemption experience. Members can use their points in place of cash at Tung Ngern merchants nationwide, which cover a wide range of merchant categories such as restaurants, beverage shops, pharmacies, or grocery stores, etc. Currently, there are more than 2 million Tung Ngern merchants nationwide, effectively supporting partners’ point redemption locations and providing convenience for members holding reward points to use them in everyday life. The broad coverage of Tung Ngern merchants, from small community shops to urban merchants, combined with the integrated system that supports multiple digital payment methods, offers consumers greater payment options for goods and services. At the same time, it helps merchants generate additional income by enabling consumers to use points in place of cash when purchasing goods and services.

- **Thailand-China Payment System Connectivity via PromptPay:** The Bank, in collaboration with National ITMX Co., Ltd. (NITMX), the operator of Thailand’s core payment infrastructure (PromptPay), and Ant International, a global digital payment technology provider, enhanced and promoted regional payment connectivity through PromptPay. Under this collaboration, the Bank expanded its Cross-Border QR Payment service to enable seamless payment acceptance from the People’s Republic of China. This facilitates Chinese tourists traveling to Thailand to scan and pay for goods and services at merchants using the “Tung Ngern” application nationwide through three applications: Alipay, WeChat Pay, and UnionPay, directly via PromptPay QR. Merchants receive the full payment amount in Thai Baht, with no fees, thereby increasing business opportunities while ensuring convenience and security. The service enhances spending convenience for Chinese tourists in Thailand and expands income opportunities for small and medium-sized enterprises (SMEs) nationwide. Under the regulatory framework of the Bank of Thailand (BOT), Krungthai Bank was selected to act as the Settlement Bank for this cross-border payment collaboration. This role reflects confidence in Krungthai Bank’s capabilities as a state-owned commercial bank with a robust and efficient digital system capable of supporting international connectivity. Currently, more than 2 million Tung Ngern merchants nationwide can accept QR payments from multiple countries and territories, including China, Singapore, Indonesia, Vietnam, Malaysia, Cambodia, Lao PDR, South Korea, and Hong Kong, helping to expand business opportunities and enhance the competitiveness of SMEs nationwide. This serves as a key mechanism for strengthening local economies and supporting sustainable growth among tourism-related entrepreneurs.

Examples of other important products and services in 2025 include:

- **Student Loan Fund (SLF):** The Bank has been entrusted by the Student Loan Fund (SLF) to manage and administer student loan funds since 1996. To date, the SLF has provided loans to more than 7.1 million students, with a total loan amount exceeding 820,000 million Baht. In 2025, the SLF approved loan applications for more than 800,000 students, with a total loan budget of over 50,000 million Baht. The focus has been on providing loans to students with financial constraints and those enrolled in programs or fields of study that are in shortage and of key demand for the country. The loans help cover education-related expenses for students, including living expenses and tuition fees, and help alleviate the financial burden on parents, thereby supporting equitable access to education. The Bank has actively supported the SLF’s operations to help achieve these objectives.

- **Enhancement of the National Land Valuation System:** The Bank entered into a cooperation agreement on the integration and exchange of property valuation data with the Treasury Department to enhance the property valuation system and the Bank’s credit consideration process. This collaboration helps ensure that the Treasury Department’s property appraisal price list reflects appropriate values based on property characteristics and aligns with market price trends, while also leveraging innovation to reduce steps in searching appraisal prices. This will enhance service efficiency for

the public by making processes faster and simpler. The appraisal is expected to be completed by the end of 2026, with implementation scheduled to commence on 1 January 2027, for a four-year cycle from 2027 to 2030. This collaborative project aims to establish a central database and develop a standardized digital mechanism for referencing property appraisal prices, improving data management efficiency and supporting future policy analysis. The Treasury Department will be able to utilize data from the banking sector to update its database to better reflect market prices and conduct spatial analysis more effectively. At the same time, Krungthai Bank will be able to use the appraisal price list and digital land parcel maps from the Treasury Department to support faster and more comprehensive credit consideration, thereby enhancing data quality and delivering tangible economic benefits.

- **Mangmoom EMV Card:** The Bank, in collaboration with the Mass Rapid Transit Authority of Thailand (MRTA), launched the “Mangmoom EMV Card” under the EMV Contactless co-branded electronic card project. The objective is to facilitate convenient fare payments for rail transit and expand flexible payment options for daily life. The card can be used to pay fares on all MRT lines under MRTA supervision, namely the MRT Blue Line, MRT Purple Line, MRT Yellow Line, and MRT Pink Line. It can also be used with other transportation systems and at merchants that support EMV Contactless payments. To further enhance convenience, cardholders can top up funds via the “Paotang” application or scan the QR Code on the back of the card, as well as view transaction histories and suspend card usage in case of loss, anytime and anywhere through the “Paotang” application. These features help reduce travel expenses and deliver tangible improvements to the quality of life of the public.

- **Krungthai Campus Application:** The Bank, in collaboration with Mahamakut Buddhist University, a Buddhist higher education institution, implemented the Krungthai Campus Application to modernize educational administration and meet the needs of the digital era. In addition, a payment platform was developed to support tuition and fee payments via the university’s website. Payments can be made using debit or credit cards bearing the VISA or MasterCard logos and are connected to the Bank’s Krungthai Fast Pay (Payment Gateway) system to ensure convenient, fast, and secure payment transactions. Under this collaboration, Mahamakut Buddhist University has implemented the system across 7 campuses and 3 colleges, with more than 6,000 users. In the future, Mahamakut Buddhist University also plans to collaborate with the Bank to issue IPAC cards for students to support more comprehensive and convenient usage. In addition, the Bank has partnered with the Association of Private Colleges of Technology and Vocational Education of Thailand under the Patronage of Her Royal Highness Princess Maha Chakri Sirindhorn to implement the Krungthai Campus Application to enhance management and data connectivity for more than 400 member institutions. This collaboration aims to strengthen financial management, improve operational efficiency, and enhance internal administrative management within the University.

In this regard, Krungthai Campus Application serves as a one-stop service for internal institutional management, enabling convenient updates of university news and key activities. It supports personal data management, booking

of venues and equipment, attendance check-ins for activities, and the development of student and staff identification systems into the Krungthai Student Smart Card, with identity verification supported through Krungthai Digital ID to connect all aspects of university life. Currently, the Krungthai Campus Application has been trusted by more than 38 educational institutions and has over 300,000 users, reflecting confidence in the application of digital technology to enhance the efficiency of educational institution management, elevate the quality of education, and drive the country toward sustainable development.

- **Continue the Collaboration with Fidelity International:** In 2023, the Bank collaborated with Fidelity International, a global investment management company with over 50 years of experience in 25 countries worldwide, to enhance the Bank’s comprehensive investment services, aiming to create a unique and superior investment experience for its customers. In 2025, the Bank further expanded its collaboration between Fidelity International and Krungthai Asset Management Pcl. (KTAM) to elevate wealth management services. This initiative aims to deliver a superior investment experience for Krungthai Bank customers through the issuance and offering of exclusive funds for Krungthai Bank customers, supporting the achievement of long-term financial security goals, as follows:

- **Krungthai World Class Income Fund (KTWC-INCOME):** This is a mixed mutual fund focusing on investments in units of mutual funds and/or ETF funds overseas, across equities, debt instruments, hybrid instruments, alternative assets, deposits, or deposit-equivalent instruments. The fund was initially offered during 17-23 June 2025, and investors could subscribe through Krungthai Bank, as well as the NEXT application and KTAM Smart Trade. The fund recorded IPO subscriptions exceeding 1,300 million Baht, making it the highest IPO among overseas investment policy funds in the year, excluding term funds. This reflects investor confidence in an investment policy focused on generating stable income streams with the potential for sustainable long-term growth.

For the “KTWC Series” fund group, these are mixed funds comprising a total of 5 funds, consisting of 4 accumulation-type funds and one retirement mutual fund. Currently, the total net asset value exceeds 11,000 million Baht (as of 26 June 2025). The asset management company has appointed FIL Investment Management (Hong Kong) Limited, an affiliate of Fidelity International, as the delegated investment manager.

- **Establishment of Krungthai Ventures:** The Bank established Krungthai Ventures Company Limited (Krungthai Ventures) under KTB Advisory Company Limited, a subsidiary, to operate a venture capital business. The focus is on investments aligned with the Bank’s strategy to create new growth opportunities and generate positive impact for the country. The primary objective is not solely to seek financial returns typical of venture capital (VC) investments, but also to build business partnerships, develop new products, support mergers



and acquisitions (M&A), and, importantly, drive the ecosystem connected to the Bank's core businesses. To date, the Bank has invested in startups across various sectors, including technology and tourism, leveraging its corporate venture capital (CVC) as a "Springboard" to extend innovation and expand the scope of the Bank's services in the future.

### Customer Assistance Measures and Government Economic Stimulus Measures in which the Bank Participated in 2025 include:

- **You Fight, We Help Program:** The Bank supported the government's policy to drive a comprehensive debt restructuring initiative by accelerating solutions to debt problems among vulnerable groups, including retail debtors and small and medium-sized enterprises (SMEs), through the "You Fight, We Help" program. Phase 1 of the program was implemented from 12 December 2024, and the Bank continued to provide additional assistance under "You Fight, We Help" program, Phase 2, which involved improved conditions of existing measures and the introduction of new measures to expand coverage for vulnerable debtors. The participation period was also extended until 30 September 2025. The measures under the program include:

Measure 1: "Direct Payment, Asset Retention" aims to assist debtors with relatively small credit limits in retaining their pledged collateral assets, including homes, vehicles, and business premises, by expanding debtor eligibility to cover:

- Debtors with overdue payments exceeding 365 days
- Debtors who previously had a delinquency history below the threshold specified in Phase 1, namely those who had overdue payments of 1-30 days and had undergone debt restructuring since 1 January 2022

Measure 2: "Pay, Close, Complete" expands the debt burden threshold for individual debtors with non-performing loans, enabling them to change their debt status from "non-performing loans" to "debt settlement completed" and restart more quickly.

- Unsecured loans, such as personal loans and credit cards: the outstanding debt ceiling was expanded to no more than 10,000 Baht per account.
- Secured loans for which collateral enforcement has already been undertaken and with credit limits not exceeding the specified thresholds (housing loans or SME loans of no more than 5 million Baht per account, automobile loans of no more than 800,000 Baht per account, and motorcycle loans of no more than 50,000 Baht per account): the outstanding debt ceiling was expanded to no more than 30,000 Baht per account.

Measure 3: "Pay and Cut the Principal" is a new measure for unsecured loans with outstanding balances of no more than 50,000 Baht per account that are classified as non-performing loans. The measure involves debt restructuring into a term loan with installment repayments set at 2% of the outstanding principal over a three-year period. All installment payments will be applied entirely to reduce the principal. Interest will be suspended and waived during the measure, provided that debtors comply with the specified conditions. This measure helps alleviate debt burdens for debtors both in the present and over the longer term.

The "You Fight, We Help" program serves as a starting point for addressing household debt issues in a sustainable and concrete manner, aligned with the Responsible Lending measures of the Bank of Thailand. It is a temporary measure with a duration of up to three years, sufficient to support and accommodate subsequent government measures, including efforts to address the informal economy and informal debt, thereby enabling debtors to recover with greater capacity. Customers wishing to participate in the "You Fight, We Help Phase 2" program can register at any branch of Krungthai Bank or via the Bank's website at <https://krungthai.com/link/khunsoo>, or the Bank of Thailand's website at [www.bot.or.th/Khunsoo](http://www.bot.or.th/Khunsoo). Registration is open from 1 July 2025 to 30 September 2025.

- **Earthquake Relief Measures:** To alleviate hardship for retail customers, SME operators, and corporate customers affected by the major earthquake on 28 March 2025, which caused widespread impact across multiple areas of the country and resulted in damage to lives, property, livelihoods, and living conditions, the Bank introduced financial assistance measures. These measures covered reductions in financial burdens, including adjustments to installment payments, interest rate reductions, and the provision of additional liquidity facilities to support daily living as well as the repair of damaged residences and assets, as follows:

Measures to Alleviate the Financial Burden of Existing Loan Customers

- Housing loans and sSME business loans: Monthly installments reduced to 75% of the current installment for 1 year, with an interest rate reduced to 0% per annum for 3 months, followed by a fixed interest rate of 2.5% per annum for 33 months (a total special interest period of 3 years).
- Personal loans: Monthly installments reduced to 75% of the current installment for 1 year, with a fixed interest rate of 4.5% per annum for 3 years.

Measures for Business Recovery and Home Repair Loans

- Top-Up Housing Loan, Krungthai Home for Cash Loan, and sSME business loans (Term Loan): Fixed interest rate of 0% per annum for 3 months, followed by a fixed interest rate of 2.5% per annum for 33 months (a total special interest period of 3 years). For home loans, property appraisal and mortgage registration fees are waived.
- Personal loans (Term Loan): Fixed interest rate of 4.5% per annum for 3 years.
- SME business loans (Term Loan): Loan tenor of 7 years, with an interest rate of 3.5% per annum for 2 years, followed by MLR - 1% per annum thereafter.

SME business loans provide comprehensive assistance measures, including interest rate reductions, installment reductions, principal repayment holidays, interest-only payments, partial principal and/or interest payment deferrals, extension of loan tenors, and restructuring of repayment schedules. The terms and consideration criteria for each customer are subject to the Bank's prescribed guidelines.

Business customers may contact their Relationship Manager (RM) to coordinate appropriate assistance. The Bank will consider support measures in alignment with the specific circumstances of each customer.

Krungthai Bank stands ready to fully support and assist customers and the public in overcoming this crisis as quickly as possible. Customers may express their intention to participate in the assistance measures at any branch of Krungthai Bank from 28 March to 31 December 2025.

• **Relief Measures for the Situation of Unrest in the Thai-Cambodian Border Areas:** The Bank recognizes the impacts of the unrest along the Thai-Cambodian border, which have caused damage to lives, livelihoods, and property of customers and the public in several provinces. Accordingly, the Bank introduced financial assistance measures to urgently support affected customers and alleviate their financial burdens. These measures cover reductions in installment payments, interest rate reductions, and the provision of emergency credit lines to enhance liquidity for daily living, as well as for the repair of damaged residences and assets, as follows:

Measures to Alleviate the Financial Burden of Existing Loan Customers

- Housing loans and sSME business loans: Monthly installments reduced to 75% of the current installment for 1 year, with an interest rate reduced to 0% per annum for 3 months, followed by a fixed interest rate of 2.5% per annum for 33 months (a total special interest period of 3 years).
- Personal loans: Monthly installments reduced to 75% of the current installment for 1 year, with a fixed interest rate of 4.5% per annum for 3 years.

Measures for Business Recovery and Home Repair Loans

- Top-Up Housing Loan, Krungthai Home for Cash Loan, and sSME business loans (Term Loan): Fixed interest rate of 0% per annum for 3 months, followed by a fixed interest rate of 2.5% per annum for 33 months (a total special interest period of 3 years; for home loans, property appraisal and mortgage registration fees are waived.)
- Personal loans (Term Loan): Fixed interest rate of 4.5% per annum for 3 years.
- SME business loans (Term Loan): Loan tenor of 7 years, with an interest rate of 3.5% per annum for 2 years, followed by MLR - 1% per annum thereafter.

SME business loans: provide comprehensive assistance measures, including interest rate reductions, reductions in installment payments, principal repayment holidays, interest-only payments, or partial suspension of principal and/or interest payments, as well as extension of loan tenors/rescheduling of repayment plans, etc.

Corporate customers can contact their Relationship Manager (RM) to coordinate appropriate assistance, with the Bank considering support in line with the circumstances of each individual customer.

Krungthai Bank extends its deepest condolences to the families of those who lost their lives and conveys its support and encouragement to soldiers, officials, customers, and the public, wishing everyone safety and a swift recovery from this crisis. Customers may express their intention to participate in the assistance measures at any branch of Krungthai Bank from 24 July to 31 December 2025.

• **Debt Forgiveness Measures for Soldiers and Border Patrol Police (BPP) from Duty Operations along the Thai-Cambodian Border:**

Krungthai Bank recognizes the great sacrifice of soldiers and Border Patrol Police (BPP) who have bravely carried out their duties to protect and safeguard national sovereignty amid the unrest along the Thai-Cambodian border, which has resulted in numerous casualties and injuries in the line of duty. To honor the heroism of these courageous individuals, the Bank introduced debt forgiveness measures for soldiers and BPP who lost their lives, became disabled, or suffered loss of limbs as a result of duty operations along the Thai-Cambodian border. Under this measure, the Bank grants 100% debt forgiveness for all loan contracts, covering both principal and interest, across all types of loans, to help ease the burden on affected families and enable them to sustain their livelihoods during this difficult period.

In this regard, the assistance provided under this measure is in addition to the relief measures for those affected by the situation along the Thai-Cambodian border, which cover retail and corporate customers in terms of recovery and repair of residential properties, reduction of financial burdens, and liquidity support for daily living. The Bank believes that these measures will help the families of soldiers and Border Patrol Police (BPP) continue their lives and serve as encouragement for all officers who continue to perform their duties with courage, enabling them to overcome this crisis as quickly as possible.

• **Relief Measures for Flood Victims in the Northern Region:**

Krungthai Bank expresses its concern for the public affected by the sudden flooding caused by Tropical Storm Wipha, which brought heavy rainfall to several northern provinces, resulting in flash floods and continuously rising river levels. The situation caused widespread damage to property, livelihoods, and living conditions of customers and the public. Accordingly, the Bank introduced financial assistance measures to support flood victims, covering reductions in financial burdens, including adjustments to installment payments, interest rate reductions, and the provision of emergency credit lines to enhance liquidity for daily living, as well as repairs to damaged residences and assets, as follows:

Measures to Alleviate the Financial Burden of Existing Loan Customers

- Housing loans and sSME business loans: Monthly installments reduced to 75% of the current installment for 1 year, with an interest rate reduced to 0% per annum for 3 months, followed by a fixed interest rate of 2.5% per annum for 33 months (a total special interest period of 3 years).
- Personal loans: Monthly installments reduced to 75% of the current installment for 1 year, with a fixed interest rate of 4.5% per annum for 3 years.

Measures for Business Recovery and Home Repair Loans

- Top-Up Housing Loan, Krungthai Home for Cash Loan, and sSME business loans (Term Loan): Fixed interest rate of 0% per annum for 3 months, followed by a fixed interest rate of 2.5% per annum for 33 months (a total special interest period of 3 years). For home loans, property appraisal and mortgage registration fees are waived.
- Personal loans (Term Loan): Fixed interest rate of 4.5% per annum for 3 years.



- SME business loans (Term Loan): Loan tenor of 7 years, with an interest rate of 3.5% per annum for 2 years, followed by MLR - 1% per annum thereafter.

SME business loans: Assistance includes interest rate reductions, reductions in installment payments, principal repayment holidays, interest-only payments, or partial suspension of principal and/or interest payments, as well as extension of loan tenors/ rescheduling of repayment schedules, etc.

Corporate customers can contact their Relationship Manager (RM) to coordinate appropriate assistance, with the Bank considering support in line with the circumstances of each individual customer.

Krungthai Bank extends its support and encouragement to the public affected by the situation and stands ready to fully assist customers and the public to overcome this crisis as quickly as possible. Customers may express their intention to participate in the assistance measures at any branch of Krungthai Bank from 26 July to 31 December 2025.

- **Relief Measures for Flood Victims in the Southern Region:**

Krungthai Bank expresses its concern for the public affected by continuous heavy rainfall, which resulted in flash floods in Hat Yai District, Songkhla Province, and several other provinces in the southern region. The situation caused widespread damage to property, livelihoods, and living conditions of customers and the public. Accordingly, the Bank introduced financial assistance measures to support flood victims, as follows:

Measures to Alleviate the Financial Burden of Existing Loan Customers

- Housing loans and sSME business loans: Monthly installments reduced to 75% of the current installment for 1 year, with an interest rate reduced to 0% per annum for 3 months, followed by a fixed interest rate of 2.5% per annum for 33 months (a total special interest period of 3 years).
- Personal loans: Monthly installments reduced to 75% of the current installment for 1 year, with a fixed interest rate of 4.5% per annum for 3 years.

Measures for Business Recovery and Home Repair Loans

- Top-Up Housing Loan, Krungthai Home for Cash Loan, and sSME business loans (Term Loan): Fixed interest rate of 0% per annum for 3 months, followed by a fixed interest rate of 2.5% per annum for 33 months (a total special interest period of 3 years; for home loans, property appraisal and mortgage registration fees are waived.)
- Personal loans (Term Loan): Fixed interest rate of 4.5% per annum for 3 years.
- SME business loans (Term Loan): Loan tenor of 7 years, with an interest rate of 3.5% per annum for 2 years, followed by MLR - 1% per annum thereafter.

Customers wishing to participate in the Bank's assistance measures can contact any branch of the Bank or the branch where their loan account is maintained from 23 November to 31 December 2025.

- **Easy E-Receipt 2.0 Program:** The Bank supported the government's Easy E-Receipt 2.0 measure to stimulate the economy and consumer spending in 2025. Under this program, expenses incurred from the purchase of goods or services between

16 January and 28 February 2025 are eligible for personal income tax deductions based on actual amounts paid, up to a maximum of 50,000 Baht. The Bank enhanced its services to support entrepreneurs at all levels, from retail shops, community enterprises, and OTOP shops to SMEs and large enterprises, by enabling them to conveniently issue electronic tax invoices or full-format electronic receipts in compliance with the Revenue Department's requirements. This is facilitated through the Krungthai e-Tax Invoice/e-Receipt service, which provides comprehensive end-to-end integration on the Krungthai BUSINESS platform, helping reduce costs and streamline processes for entrepreneurs at every stage, from service enrollment to the issuance of electronic tax invoices.

Krungthai Bank is the first commercial bank to be certified as an e-Tax Service Provider Advanced by the Electronic Transactions Development Agency (ETDA) and the Revenue Department. This certification enables the Bank to apply digital signatures on behalf of entrepreneurs immediately. The Krungthai e-Tax Invoice/e-Receipt service allows entrepreneurs to conveniently, securely, and cost-effectively prepare and submit electronic tax invoice data through the Krungthai BUSINESS platform, with the following key features:

- Supports multiple channels for issuing electronic tax invoices, tailored to the nature of each entrepreneur's transactions, including issuance via a portal interface and API data submission, providing flexibility in usage.
- Easy and fast enrollment, supported by a dedicated advisory team that provides assistance at every step.
- International standard security measures, with the ability to verify data accuracy 24 hours a day via the e-Tax Portal.
- Reduces costs and time associated with document preparation and tax invoice issuance, as well as minimizes steps for delivering paper documents to business partners.

With its strong commitment to service development, the Bank is confident that the Krungthai e-Tax Invoice/e-Receipt service meets the needs of businesses of all sizes, ranging from SMEs, small retailers, and community enterprises to large corporations. Interested entrepreneurs can register for the Krungthai e-Tax Invoice/e-Receipt service from 14 January to 28 February 2025.

- **"Tiew Thai Khon La Khrueng" (Half-Half Thai Travel) Scheme:** The Bank supported the "Half-Half Thai Travel" Scheme with a budget of 1,760 million Baht to stimulate public spending through domestic tourism during the Green Season, helping to increase money circulation within the economy. The program offers a total of 500,000 entitlements, with each person eligible to use up to five entitlements (three for major cities/two for secondary tourism cities). The accommodation subsidy is capped at 3,000 Baht/room/night. The support scheme is differentiated by travel dates as follows: on weekdays (Monday-Friday), the government subsidizes 50% of accommodation costs (up to 3,000 Baht/night); on weekends (Saturday-Sunday and public holidays), the government subsidizes 40% (up to 3,000 Baht/night). In the event of staying in 55 designated secondary tourism cities, the government subsidizes 50% of accommodation costs, capped at 3,000 Baht per room per night, applicable to both weekdays

and weekends. In addition, participants receive a 500 Baht coupon per entitlement, totaling 500,000 coupons. The public can register and make bookings from 1 July 2025 to 27 October 2025, or until the entitlements are fully utilized, via the website [www.เที่ยวไทยคนละครึ่ง.com](http://www.เที่ยวไทยคนละครึ่ง.com) and the Amazing Thailand application. Eligible travel dates are from 4 July to 31 October 2025.

For entrepreneurs interested in participating in the program, including hotels/accommodations, restaurants, souvenir shops, OTOP shops, tourist attractions, tourism activities, spas and wellness massage businesses, as well as car rental and boat rental services, registration is open from 25 June to 31 July 2025 via the website <https://www.เที่ยวไทยคนละครึ่ง.com>. After registration and acceptance of the program's terms and conditions, the Bank will verify the entrepreneurs' account information, which takes five business days, and will notify the results through the system. Thereafter, the committee will proceed to display the list of participating establishments on the website.

The Tourism Authority of Thailand (TAT) expects that the "Half-Half Thai Travel" Scheme will generate more than 35,000 million Baht in tourism revenue circulation. Based on data as of 17 September 2025, all 500,000 entitlements had been fully utilized. A total of 2,160,189 people successfully registered, with 294,454 participants actually using the entitlements. In terms of participating entrepreneurs, there were a total of 9,222 establishments, comprising 4,214 hotels/accommodations, 4,461 restaurants, 148 tourist attractions, 185 spa and wellness businesses, 137 OTOP shops, and 77 car rental/boat rental service providers. This program is regarded as another important mechanism that effectively stimulates domestic tourism while generating income for entrepreneurs across various regions nationwide.

- **"Tiew Dee Mee Kuen" Program:** The Bank supported the government's "Tiew Dee Mee Kuen" (Travel and Tax Rebate) policy, which allows the public to claim tax deductions on expenses for accommodation, restaurants, and tour services, with a maximum deduction of 30,000 Baht for travel in secondary cities, from 29 October to 15 December 2025, in order to stimulate the tourism economy nationwide. Under this program, the Bank offered the "Krungthai e-Tax Invoice/e-Receipt" service to enable entrepreneurs of all sizes, including hotels, homestays, restaurants, and tour operators, to issue electronic tax invoices conveniently, securely, and at reduced cost. The Bank has been certified by the Electronic Transactions Development Agency (ETDA) and the Revenue Department as an e-Tax Service Provider Advanced, ensuring high standards of data security and accuracy. Entrepreneurs can monitor the status of electronic tax invoice transactions 24 hours a day via the Krungthai e-Tax Portal, enhancing confidence at every stage of business operations.

- **State Welfare Card Top-Up Measure:** On 30 September 2025, the Cabinet approved the allocation of 22,780 million Baht from the remaining central budget for fiscal year 2025 to implement the State Welfare Card top-up program, covering 13.4 million eligible beneficiaries. Under this measure, the Government will provide two additional top-ups of 850 Baht each to State Welfare Card holders, as follows: 850 Baht in November 2025 and 850 Baht in December 2025. This results

in a total additional support of 1,700 Baht over the two-month period. When combined with the existing monthly benefit of 300 Baht, beneficiaries will receive a total of 1,150 Baht per month during November and December 2025. The measure aims to alleviate the cost-of-living burden and provide temporary additional welfare support to 13.4 million cardholders. The funds may be used to purchase essential consumer goods, educational supplies, and agricultural inputs from Blue Flag shops (Thong Fah stores) and other designated merchants as prescribed by the Ministry of Commerce.

- **"Half-Half Plus" Program:** On 7 October 2025, the Cabinet approved the Half-Half Plus program with a total budget framework of 44 billion Baht, comprising 25 billion Baht from the fiscal year 2026 economic stimulus budget and 19 billion Baht from the central budget. The program aims to reach approximately 20 million people. Eligible taxpayers will receive 2,400 Baht per person, while the general public will receive 2,000 Baht per person. Target participants can use the benefits through the "Paotang" application to purchase food, beverages, goods, and designated services from participating merchants, or to purchase food and beverages from participating merchants via approved food delivery platforms. Public registration is open via the "Paotang" application from 20-26 October 2025, with the first spending period from 29 October to 31 December 2025. The government subsidy per day was increased to a maximum of 200 Baht per day, from the previous 150 Baht per day. Merchants interested in joining the program can register from 15 October to 19 December 2025. In addition, the government expanded the "Half-Half Plus" program to cover spending on public transportation services nationwide, such as motorcycle taxis, tuk-tuks, taxis, songthaews, passenger vans, and public buses. The Department of Land Transport opened nationwide registration for operators from 15 October to 19 December 2025, with an emphasis on access for operators holding valid licenses. To facilitate convenience for the public and merchants participating in the "Half-Half Plus" program, the Bank opened 67 special service branches nationwide during 18-19 October 2025, from 08:30 to 16:00 hours, providing services exclusively for the Paotang application, Tung Ngern application, and merchant registration for participation in the program. The Half-Half Plus program received higher-than-expected interest, with all 20 million entitlements fully registered within one day, and more than 900,000 merchants participating. This program is regarded as one of the government's key short-term economic stimulus measures, strengthening the economic grassroots, enhancing confidence in purchasing power, and increasing the consumption capacity of the public.

- **Launch new growth platforms for the future:** Develop new platforms to comprehensively address customer needs, enabling people across all segments to gain better access to funding sources and financial services. Introduce new forms of products and services that cover all activities in the New Normal era and go beyond financial services, such as Wealth-Tech, Virtual Banking, and Banking as a Service, etc. This also includes developing products to drive business operations in line with ESG principles and sustainable development, expanding access particularly for grassroots customer segments, especially retail customers who are still underserved by



the financial system (Under Bank), and connecting SME customers with the digital economy to jointly drive the Thai economy forward in a sustainable manner.

Examples of key performance in 2025 include:

- **Virtual Banking:** Krungthai Bank and its business partners, namely Advanced Info Service Public Company Limited (ADVANC) and PTT Oil and Retail Business Public Company Limited (OR), received approval from the Minister of Finance on 19 June 2025 to establish a branchless commercial bank (Virtual Bank). The parties jointly established a public limited company to apply for a license to operate a branchless commercial banking business, with the objective of commencing operations within 2026. On 9 July 2025, the Bank and its business partners jointly established Thai Trinity Holding Company Limited (TTH), and on 8 August 2025, they jointly established Click Bank Public Company Limited (Click), with TTH acting as the shareholder of Click on the date of incorporation. The collaboration leverages the respective strengths of each organization across financial services, telecommunications, and retail, all of which play key roles in strengthening nationwide data infrastructure, technology, and extensive service channel networks. The objective is to provide accessible financial services to underbanked/underserved groups. Click Bank is not limited to being merely a digital bank, but aims to expand its role toward "Beyond Banking" through development in multiple areas, such as data centers, contact center systems, and the application of AI to enhance customer experience and deliver more targeted and efficient services. This approach addresses the needs of informal debtors seeking speed, flexibility, and simplified documentation, representing a fundamental step toward resolving informal debt issues, reducing gaps, and enabling broader access to formal funding sources for the public.

- **"WealthFolio" Service:** The Bank launched "WealthFolio," a new feature on the Krungthai NEXT and Paotang applications under the NEXT Invest service. This feature serves as a financial health check tool for users, enabling them to clearly view an overview of the total value of their savings and investment assets held with Krungthai Bank and its affiliated companies. As a result, users can plan to enhance return opportunities and accurately assess their financial status, in line with the Bank's objective of becoming a leader in comprehensive investment platforms in the digital era. Key highlights of "WealthFolio" include:

- Consolidates all asset information in 1 place, covering 8 main asset categories: deposits, mutual funds, equities and derivatives, bonds, corporate debentures, gold, life insurance, and structured notes.
- Displays actual historical returns for up to two years, including interest, dividends, and gains/losses from asset sales.
- Shows principal maturity dates, including maturity dates of fixed deposits, bonds, debentures, and term funds, enabling more accurate cash flow planning in advance.
- Provides comprehensive access to life insurance information, including accumulated premium values and premium due dates.

- Allows users to request financial reports for visa applications instantly, receiving a "Financial Summary Report" and "Supporting Documents for Visa Applications" in PDF format via email, without the need to visit a branch.

- **Banking as a Service:** The Bank has partnered with the Islamic Bank of Thailand or ibank to launch the ibank Application, the Islamic Bank of Thailand's mobile banking service available on the "Paotang" application. This marks Thailand's first Sharia-compliant financial institution application. In 2025, new services were introduced to provide greater convenience, simplicity, and security, including the display of loan account information, electronic Zakat payment (e-Zakat), and the display of deposit account lock status and instructions for unlocking accounts. Zakat payment is an Islamic religious obligation requiring Muslim individuals and juristic persons whose assets reach the prescribed threshold (Nisab) on the anniversary of the lunar year to pay a portion of such assets at rates specified by Islamic principles. This service facilitates customers in fulfilling their religious obligations more conveniently and simply, anytime and anywhere. It represents Thailand's first fully integrated Zakat payment service, covering the entire process from Zakat calculation to payment. The Bank will continue to collaborate with the Islamic Bank of Thailand to further develop the ibank Application service and progressively introduce additional services, such as bill payment, top-up services, electronic donation (e-Donation), loan repayment, scheduled fund transfers, cardless cash withdrawal, ATM PIN change, PromptPay registration, electronic statements, online account opening, and online loan applications, to enhance customer convenience and further strengthen transaction security.

- **ESG and Sustainable Green Financing:** The Bank is committed to applying financial innovation and technology to develop products and services that meet the needs of all customer groups, while supporting environmentally friendly business operations and reducing greenhouse gas emissions. In 2025, the Bank developed products to drive businesses in alignment with ESG principles and sustainable development, as follows:

- **ESG & Green Deposit Linked FX Hedging Program:** The Bank has partnered with Siam Global House Public Company Limited to launch the ESG & Green Deposit Linked FX Hedging Program, marking the first initiative of its kind in Thailand. Under this program, the Bank links foreign exchange risk management solutions with ESG performance targets. If the company successfully achieves its ESG objectives, it will receive additional benefits through the Bank's Green Deposit account. Krungthai Bank has developed Green Deposit products in accordance with international standards under the Green Financing Framework, which has been certified by the external assessor, ISS Corporate Solutions (ISS-ESG). Funds from Green Deposits will be utilized to support and further extend Green Loans for environmental projects, such as renewable energy projects and green building projects.

- ESG-Linked FX Hedging Program: The Bank has partnered with Thai Oil Public Company Limited to establish a foreign exchange risk management transaction linked to ESG performance targets. If the company successfully achieves all three ESG dimensions, the Bank will provide transaction fee discounts to support business operations that place importance on environmental, social, and governance (ESG) principles, and to encourage businesses to grow sustainably alongside all sectors of society. This transaction emphasizes an integrated approach across all dimensions, ranging from efficient energy utilization in refinery operations, community care and conducting business under the highest principles of corporate governance. It represents the first initiative for the refinery business sector to comprehensively integrate ESG objectives across all dimensions to drive the organization toward sustainability.
- I-REC-Linked Interest Rate Hedging Program: The Bank has partnered with BCPG Public Company Limited to enter into a contract of interest rate hedging derivative transaction linked to the International Renewable Energy Certificate (I-REC), an internationally recognized certification for renewable energy generation. Under this arrangement, BCPG has delivered I-REC to the Bank for use in offsetting indirect greenhouse gas emissions from electricity consumption (Scope 2), in line with the Bank's goals toward Carbon Neutrality and Net Zero Emission. Leveraging its expertise in derivative transactions, the Bank has supported interest rate risk management transactions for the BCPG Group, helping enhance the efficiency of financial cost management.
- Green Loan to Singha Estate Public Company Limited: The Bank provided a Green Loan to Singha Estate Public Company Limited for the first time, with a credit facility of 1,900 million Baht, primarily to finance investment in the S-OASIS office building, which is designed using smart and environmentally friendly technologies. The S-OASIS office building was developed under the smart building concept, incorporating modern technologies alongside sustainable development principles, and has been certified with the LEED Gold standard. The Bank has established sustainability key performance indicators (KPIs) under its Responsible Lending Guideline, for Singha Estate to apply in the development of the S-OASIS office building in accordance with its operational plan toward becoming a smart and environmentally friendly building. This initiative promotes efficient energy utilization and creates value for the business, tenants, surrounding communities, and society at large.
- Green Loan to Asset World Corp Public Company Limited (AWC): The Bank provided a Green Loan in the amount of 7,904 million Baht to Asset World Corp Public Company Limited (AWC) to finance the renovation of "Hotel Plaza Athenae Nobu New York." Sustainability key performance indicators have been established as a framework for developing the project into a Green Building, in accordance with the Leadership in Energy and Environmental Design (LEED) standard or other internationally recognized green building standards. This collaboration reflects Krungthai Bank's role as a Sustainable Financial Partner, committed to promoting and supporting customers in transitioning their businesses toward balanced growth across economic, social, and environmental dimensions.
- Low-carbon Cities and Carbon Market Development: The Bank has partnered with the World Bank, the Ministry of Natural Resources and Environment, and the Ministry of Finance to launch the Low-carbon Cities and Carbon Market Development initiative (Thailand's Low-carbon Cities and Carbon Market Development Collaboration Platform). The World Bank provides technical support in designing the platform structure, financial systems, and linkages with international standards to help Thailand develop a credible and sustainable carbon market. This collaborative platform aims to generate high-quality carbon credits from the urban and industrial sectors, while promoting investment in clean energy, energy efficiency enhancement, and electric vehicles (EVs). The Bank will serve as the coordinating and managing entity to aggregate domestic greenhouse gas reduction projects, register them under international standards such as Verra, Gold Standard, and GCC, and manage the sale of carbon credits through the Stock Exchange of Thailand, both on a spot and forward basis. The target is to sell the first 1 million tons of carbon credits by mid-2026, representing a significant milestone for Thailand's entry into the global carbon credit financial system. This initiative is implemented under the supervision of the Bank of Thailand through the Sandbox framework.
- Krungthai Mastercard Debit Card with Eco-Friendly Design: The Bank has partnered with Mastercard and global partners, including Conservation International (CI) and the World Resources Institute (WRI), to launch the "Krungthai Mastercard Debit Card for Eco-Friendly Design" under the Priceless Planet Coalition (PPC) initiative. PPC is Mastercard's global collaboration aiming to plant 100 million trees worldwide, including in Thailand. Each card application



represents the planting of one tree, contributing to the expansion of green spaces and the restoration of natural balance. The Krungthai Mastercard Debit Card for Eco-Friendly Design is manufactured using 97% recycled materials and has been certified under the international Card Eco-Certification (CEC) sustainability standard. The card production process helps reduce greenhouse gas emissions by 18% compared with conventional production processes, or an overall reduction of approximately 1.34 tons of carbon dioxide (CO<sub>2</sub>), equivalent to planting more than 79 trees. The tree-planting project in Thailand focuses on the restoration of Kaeng Krachan National Park, Phetchaburi Province, a UNESCO World Heritage Site and a habitat for rare and endangered wildlife. This initiative reinforces Krungthai Bank's commitment to restoring environmental balance and supporting the organization's and the country's goal of achieving Net Zero Emissions.

## 2. Enablers

### C. Upgrade the way we interact and serve our clients

**(End-to-End):** Introduce new service models and approaches across the entire customer journey that are modern, fast, secure, and more connected. Enhance operational processes through process digitalization by accelerating the adoption of data and technologies, such as Robotic Process Automation (RPA) and artificial intelligence (AI), in the Bank's internal workflows to improve speed and efficiency. Emphasize the full utilization of existing databases and technologies at all organizational levels to analyze and further develop the Bank's products and services based on a genuine understanding of customer needs. This enables the delivery of solutions that precisely address both corporate and retail customers through multiple channels, particularly digital channels, alongside effective risk and return management with a strong focus on quality.

Examples of key performance in 2025 include:

- **Krungthai NEXT** The Bank has developed Krungthai NEXT under the concept of "Smart Life in One Application," offering functionalities that go beyond traditional banking and are built on international security standards. The application covers payment services, investment services, and international money transfer services, advancing toward becoming a Full Scale Digital Banking platform. Currently, Krungthai NEXT has more than 22 million users. The Bank has continuously enhanced Krungthai NEXT with a wide range of features. New features introduced in 2025 include:

- **QR Code Cross-Border Payment:** The Bank has linked the payment systems between Thailand and the Lao PDR through the QR Code Cross-Border Payment service under the ASEAN Payment Connectivity Initiative of the Bank of Thailand, with the objective of promoting regional economic connectivity and shared growth. This successful implementation facilitates

tourists, business operators, and the general public of both countries in making payments for goods and services at merchants in the Lao PDR displaying the THAI QR Payment symbol via the Krungthai NEXT application in a convenient, fast, and secure manner, with competitive exchange rates.

- **WealthFolio Service:** This service enables users to manage their assets and conduct comprehensive financial planning. Users can view consolidated information across all investment assets and access a new dimension of functionality through the Consolidated Investment Statement, which provides a complete overview of realized returns in a single platform.
- **"Real-Time Settlement" Service:** The Bank launched the "Real-Time Settlement with Krungthai Bank" service for the first time in Thailand, enhancing flexibility in cash flow management and supporting both short-term liquidity parking and emergency financial management. This service forms part of the Krungthai Real-Time Settlement Solution, developed by the Bank to support the movement of investment funds across various asset classes, such as debentures, bonds, gold, foreign exchange, and mutual funds, by seamlessly connecting the investment ecosystem and enabling flexible investment strategies under all circumstances. For the "Real-Time Settlement with Krungthai Bank" service, the Bank acts as the buyer of investment units from customers, with customers being informed of the selling price prior to executing the transaction. The price is adjusted to reflect the Bank's management costs. In cases where the sale is conducted after the fund's cut-off time, the Bank will apply an estimated net asset value (NAV) of the next business day. This "Real-Time Settlement" service differs from standard money market fund sales, which typically require a one-business-day settlement (T+1) based on the NAV announced by the asset management company. Key features of this service include immediate receipt of funds, the ability to sell investment units via the Krungthai NEXT application every day without exception, including public holidays, as well as through branches nationwide. The service offers high liquidity, enabling customers to withdraw funds from their investments instantly when needed, with advance visibility of the selling price. The "Real-Time Settlement" service was initially launched with the Krungthai SV Fund (KTSV-KTB), managed by Krungthai Asset

Management Pcl. (KTAM). This fund carries the lowest risk level (Risk Level 1) and primarily invests in government debt instruments, making it suitable for investors seeking short-term liquidity management.

- **Krungthai Connex:** The Bank has continuously enhanced LINE Krungthai Connex to effectively meet customer needs by leveraging AI and data-driven personalization to perform in-depth customer data analysis. This enables the delivery of service information, products, and promotions that are precisely tailored to each individual customer. Key features include account activity notifications, real-time gold price tracking, exchange rate alerts, notifications of prices for mutual funds of interest, and other service information such as Krungthai Travel Card, Gold Wallet, insurance products, and digital lottery services. These capabilities help customers make faster and more accurate financial decisions, while also enhancing customer satisfaction and delivering a positive customer experience. Currently, Krungthai Connex has more than 23 million users.

- **Krungthai Business:** The Bank has developed "Krungthai Business," a financial management application for businesses designed to meet the needs of all businesses across Thailand. The application covers all financial transactions, making transfers, receipts, and payments simple, complete, and fully integrated within a single application. To more comprehensively support businesses in the digital era, the Bank has introduced new features to better serve corporate customers, such as accounting and financial management services for organizations (Cloud ERP). This enables corporate customers to conveniently prepare accounts, record transactions on the ERP system, and perform transfers and payments seamlessly in one place. The solution helps prevent data recording errors, reduces working time from billing and invoice processing, and supports the complete preparation and submission of business tax documents on an end-to-end basis.

- **Krungthai Smart Trade:** The Bank has enhanced its international trade services under the "Krungthai Smart Trade" concept to better serve Thai importers and exporters by increasing convenience and speed, reducing duplication, and simplifying documentation processes, thereby delivering an improved customer experience. Key services include Krungthai Trade Online, a comprehensive online international trade platform covering all core Trade Finance transactions, and Digital Remittance Solutions. In addition, the Bank has partnered with global partners, including VISA and Nium, to develop innovative international money transfer solutions specifically for corporate customers. As a result, corporate customers can transfer funds worldwide via the Krungthai BUSINESS digital platform through both the website and mobile application in a convenient and user-friendly manner, with competitive exchange rates and 24-hour transaction status tracking. The platform also features an intelligent system that recommends the most suitable international money transfer platform based on each customer's transaction needs, complemented by expert advisory services from the Trade Solutions team. Furthermore, the Bank facilitates international transactions for corporate customers through its nationwide network of international business centers.

- **Digital Supply Chain Financing Project:** The Bank leverages digital trade and payment data connected to its Digital Supply Chain Financing Platform to support credit consideration for small entrepreneurs. This approach enhances efficient access to credit services, strengthens the potential of retail merchants, and prepares them for business growth. Examples include the Don Jai store network, a member of Berli Jucker Public Company Limited, pharmacy networks that are business partners of DN Center 2019 Co., Ltd., and the Dairy Farming Promotion Organization of Thailand (DPO), etc. In 2025, the Bank collaborated with the Pharmacy Council of Thailand to support pharmacies participating in digital initiatives by enabling access to comprehensive business management solutions. This includes enhancing service efficiency through Krungthai BUSINESS, a digital platform that provides end-to-end financial management, covering payment and collection systems, account management, and access to preferential-interest funding sources. These measures help improve liquidity through Digital Supply Chain Financing.

- **PromptBIZ:** The Bank, in collaboration with the Bank of Thailand (BOT), financial institutions, partners, and relevant agencies, has developed the PromptBIZ system to serve as a centralized financial and payment infrastructure for the business sector. The system supports digital trade and payment transactions that can be seamlessly conducted on an interbank basis in an end-to-end manner. PromptBIZ integrates trade and payment information, ranging from invoice data to billing, payment, and receipt issuance, with security in compliance with international standards. It offers Digital Trade and Payment services, enabling the electronic exchange of trade documents such as e-Invoices and e-Receipts. Such trade data can be used to facilitate payments through both intra-bank and interbank transfer services (Bulk Payment), and can also be further extended to other related transactions. These include business lending through Digital Supply Chain Financing, which supports SME financing under Invoice Factoring/Financing, thereby increasing access to credit in a more convenient and faster manner. The Bank plans to continuously expand these services to both public and private sector organizations.

### 3. Foundation

**D. Future proof core technology infrastructure and data capabilities:** Continuously strengthen IT infrastructure and digitalization capabilities to upgrade the technology framework to be modern, resilient, secure, stable, and efficient. This supports the delivery of best-in-class products and services to customers and builds customer confidence in the Bank's services. In addition, enhance data analytics capabilities to better understand customer needs (digital marketing) and advance toward personalized banking across multiple channels.

Examples of key performance in 2025 include:

- **Development of AI Technology to Enhance Public Sector Services:** The Bank, the Revenue Department, and the National Science and Technology Development Agency (NSTDA) under the Ministry of Higher Education, Science, Research and Innovation jointly signed a Memorandum of Agreement on the development, extension, and transfer of artificial intelligence technology. The collaboration aims to develop



AI technology in alignment with national strategies, support public service delivery, and enhance public sector efficiency. Under this collaboration, the Bank supports the development of the “RD Voice Chatbot,” an intelligent conversational assistant that provides tax-related information using artificial intelligence (AI). The initiative enhances the efficiency of communication with the public and serves as a key mechanism for upgrading public sector services to be more accessible. It expands access to tax information for all segments of the population in an equitable and modern manner, while strengthening transparency in public service delivery.

Under this collaboration, in the dimension of financial services, it will enable government data collection to be fast and transparent, while promoting a more efficient and secure digital infrastructure. The initiative comprehensively covers the transition of transaction processes between the public and business sectors into a fully electronic system, seamlessly replacing paper-based processes. The project has been fully approved and endorsed by all relevant parties in accordance with established internal procedures. It encompasses the application of AI in government work processes, the development of public sector personnel skills to prepare for the digital era, and the support of AI technology infrastructure, including cloud services provided by Krungthai Bank. This collaboration reflects the shared commitment of all parties to driving tangible innovation to enhance the quality of public sector services and support the transition toward a digital government system. It also contributes to the robust and sustainable advancement of digital economy policies, ultimately improving the quality of life of the public.

#### E. Transform culture and embed new ways of working:

Embrace change to stay ahead by accelerating the shift toward agile working approaches that are flexible, adaptable, and fast, guided by the Fail Fast Learn Fast principle. Enhance employee capabilities through upskilling and reskilling, particularly in digital literacy, to enable a deeper understanding and effective use of digital technologies. This empowers employees to respond precisely to customer needs, deliver superior customer experiences, increase customer satisfaction, and encourage customers to choose the Bank as their primary financial institution. In addition, these efforts help attract and retain high-quality talent, while progressing toward becoming a role model organization in which all employees take pride in being part of Krungthai Bank.

Examples of key performance in 2025 include:

- **Collaboration with partners to upskill and reskill employees:** The Bank has partnered with IBM to establish the joint venture, IBM Digital Talent for Business (IBMDT) to enhance human capital capabilities and strengthen employee skills through both upskilling and reskilling that are essential for future operations. Leveraging IBM’s experience and expertise, the initiative aims to transform operational approaches across IT functions, including information technology units and Krungthai Computer Services Co., Ltd. (KTCS), to achieve greater efficiency, speed, and agility. In addition, the Bank has collaborated with Accenture through Arise by Infinitas Co., Ltd. to serve as a center for developing technology professionals with expertise across various disciplines. This initiative supports

business expansion for the Bank, Infinitas, and partners both domestically and internationally. The focus is on developing technology talent with standardized competencies and global-level work experience by building a domestic talent base and attracting highly skilled technology professionals from abroad. These efforts strengthen digital capability development across the Krungthai Bank Group.

- **Wolf Hack Project:** The Bank is driving its organizational culture toward the future through the “Wolf Hack” project, an internal competition platform designed to empower employees to showcase creativity, present ideas, and develop solutions that can be practically implemented at the organizational level. The initiative reflects the Bank’s commitment to transforming into an agile and technology-driven organization, while creating a working culture under the concept of “Courage to Change.” The Wolf Hack project has been continuously implemented for over one year, providing opportunities for employees from diverse functions to form cross-functional teams to ideate and present business development concepts through innovation and technology, utilizing the Design Thinking process. The program emphasizes intensive capability development, including upskilling and reskilling, cross-functional collaboration, the use of modern technology tools such as AI tools, and the cultivation of an entrepreneurial mindset to prepare participants for leadership roles in the digital era. The Bank awarded selected employees with opportunities to attend training and learning programs at leading universities in various countries, including Singapore, China, and the United States, to develop “future leaders” with creative thinking and the ability to translate ideas into practical applications.

- **ONE Krungthai Application:** The Bank has continuously developed the ONE Krungthai application for internal use and implemented the New Human Resource Management System (New HRMS) project. The ONE Krungthai application has been applied as a digital tool to drive organizational culture transformation, supporting work across all dimensions, enhancing the employee experience, and strengthening employee engagement. The platform provides opportunities for employees at all levels to participate and confidently express the power of change, while supporting the cultivation of an organizational culture with zero tolerance for corruption. It also creates unity under the ONE Krungthai concept in a concrete manner.

- **KTB Chula Student Enterprise:** The Bank has partnered with Chulalongkorn University to drive the “KTB Chula Student Enterprise” project, marking the first initiative of its kind in Thailand’s education sector. The project provides students with opportunities to gain new experiences through hands-on, real-world work. Krungthai Bank is committed to welcoming and empowering the younger generation to become part of the organization’s advancement through the Chula-Krungthai Internship Program. The program offers internship opportunities to students from various faculties, such as the Faculty of Commerce and Accountancy, Faculty of Economics, Faculty of Engineering, Faculty of Law, Faculty of Arts, and Faculty of Political Science, etc. Students work alongside experienced professionals and Bank staff who serve as mentors, providing

guidance, advice, and support in solving real operational challenges. The program also offers opportunities to compete for scholarships for further studies at leading universities both domestically and internationally. This initiative aims to develop high-quality talent with strong capabilities, preparing them to become a key driving force in national development and to create sustainable long-term economic value. To date, the Bank has collaborated with Chulalongkorn University across multiple areas, including student skill development, organizing knowledge-sharing programs on business management and development for SME customers, as well as jointly studying and analyzing in-depth behavioral insights to address informal debt issues.

- **People Excellence** The Bank has partnered with Chulalongkorn University to drive the People Excellence initiative, a project aimed at enhancing human capital capabilities and promoting financial literacy for society. The program seeks to strengthen knowledge in finance, economics, and management among personnel, students, and the general public, with the objective of upgrading skills that are relevant to the modern world and extending toward research with both academic and social value. Under this collaboration, the Bank provides support in curriculum design, training programs, expert exchanges, and joint research to establish a sustainable learning ecosystem. The initiative commenced with the Faculty of Commerce and Accountancy and will be expanded to other faculties in the future. In addition, Krungthai Bank and Chulalongkorn University continue to advance their collaboration with plans to implement new initiatives, such as Investment Boot Camp for Chula Students, Wealth Creation & Tax Planning Course for Chula Staff, and Core Biz & Leadership Program, to further enhance the capabilities of young people and professionals. These efforts aim to prepare them as a key driving force for national development and to create value for the Thai economy.

Krungthai Bank is committed to driving the organization under the concept of "Corporate Value Creation: Enhancing Skills, Creating Value for the Future" to prepare for changes in the business environment. This is achieved through five core strategies, with a strong focus on creating value across five ecosystems to their full potential. These strategies build upon existing platforms and introduce new platforms to support future growth, upgrade customer access and service delivery, develop future-ready IT and technology infrastructure, and transform organizational culture to establish new ways of working that are responsive and effective. The Bank aims to ensure the appropriate and cost-effective use of technology to support revenue growth, cost reduction, management of credit quality risks, and enhancement of employee capabilities and efficiency, which is the heart of the organization. These efforts are designed to deliver strong and sustainable growth for all stakeholders in a comprehensive, balanced, and efficient manner in the future.

### **The Bank's Direction and Plans for 2026 (Forward Looking)**

The Thai economic outlook for 2026 is expected to continue facing persistent and wide-ranging challenges from both external and domestic factors, with increasingly deep, complex, and

multifaceted impacts on economic and social structure. Key external factors include ongoing global supply chain realignments driven by various factors, such as tensions between the United States and China, the Russia-Ukraine conflict, the war in the Middle East, and most recently, unrest in the Thailand-Cambodia border area. In addition, impacts from trade protectionist measures by the United States and European countries, the increasing influx of foreign products competing in the Thai market, Thailand's market opening for imports, and requirements related to regional value content (RVC), etc., remain important considerations. Furthermore, the transition in digital technology and AI, along with more severe climate change, is also influencing the global economic transition under a New World Order in trade, technology, and climate, with inevitable implications for Thailand. On the domestic factors, Thailand continues to face ongoing structural issues, including producers' declining competitiveness in the new global landscape, insufficient investment in productivity enhancement, and a workforce lacking necessary skills. The household sector continues to be affected by household debt, a large informal economy, inequality, and an aging society. The public sector also faces challenges from high levels of public debt, as well as a lack of continuity and alignment in public policies. Given these issues and challenges, Thailand's economy is becoming more fragile, weakening, and more volatile, and the recovery will no longer follow the same pattern as in the past. These challenges represent a new context that the Bank must understand and urgently adapt to, keeping pace with change and preparing to address future global challenges, so that Krungthai Bank remains the bank for Thai people and Thai businesses, capable of driving Thailand's economy sustainably.

For 2026, Krungthai Bank will focus on driving the organization under the concept of "Steps Toward Endless Possibilities." The Bank will prioritize the development of future-ready skills and accelerate the adoption of advanced technologies to enhance and improve operational efficiency. These efforts represent a collective step toward building a better future for the Thai people and Thailand by delivering infinite future possibilities to customers, the public, and Thai society. As a financial institution that has stood alongside Thai people through every era, the Bank is committed to creating value that meets the needs and expectations of all stakeholders. Krungthai Bank aims to remain the bank of choice for Thai people and Thai businesses, capable of driving balanced, continuous, resilient, and sustainable growth for the Thai economy and for all Thai people.

Under the aforementioned context and challenges, Krungthai Bank has reviewed its key strategies and determined that the 5 Strategic Focuses remain aligned with and appropriate to the Bank's business operations, competitive environment, and the rapidly changing, increasingly intense, and complex conditions of both the Thai and global economies. The Bank will accelerate execution to build competitive capabilities and create future business growth opportunities by enhancing future skills essential for employees, expediting improvements and transformations in ways of working, and driving an agile, flexible, and fast organizational culture and new working style. These efforts aim to enable effective collaboration with modern technologies at an appropriate cost and with clear, measurable



outcomes. The Bank will translate its strategies into concrete actions across all levels of the organization to develop products and services that truly meet customer needs and address all customer segments across every dimension. Through the delivery of superior customer experiences and value creation based on customer trust, the Bank seeks to drive growth and economic value while remaining responsive to change in an efficient manner. These efforts can be categorized into three key components, as follows:

### 1. Outcomes

**A. Unlock disproportionate value from our current ecosystems:** Accelerate the extension of the X2G2X strategy to achieve deeper connectivity across customer segments, including B2B, B2C, G2B, and G2C, supported by platforms that address the needs of customers' business partners. Emphasis is placed on adopting an end-to-end value chain perspective and delivering products and services in the form of "Total Solutions." The Bank will also integrate operations between the Bank and its subsidiaries under the ONE Krungthai approach, while remaining open to collaboration with all partner groups, both public and private. These efforts aim to develop products and services that precisely meet customer needs and deliver solutions that truly address their requirements.

**B. Launch new growth engines for the future:** Develop new platforms to comprehensively address customer needs and enhance access to funding sources and financial services for people across all segments. These platforms will cover a wide range of activities in the New Normal era and extend beyond financial services, including WealthTech, Virtual Banking, and Banking as a Service, etc. In parallel, the Bank will develop products to drive businesses in line with ESG principles and sustainable development, expand access for grassroots customers, particularly retail customers who remain underbanked, and connect SMEs with the Digital Economy to jointly propel the Thai economy forward in a sustainable manner.

### 2. Enablers

**C. Upgrade the way we interact and serve our clients (End to End):** Introduce new service models and approaches across the entire customer journey that are modern, fast, secure, and more connected. Enhance the efficiency of the Bank's internal processes by accelerating the adoption of data and technology (Process Digitalization) to accurately address the needs of both corporate and retail customers through multiple channels, including Online and Offline (O2O). This also includes transforming the operating model to enable effective policy execution, while maximizing the use of existing database and technology capabilities at all organizational levels to analyze and further develop the Bank's products and services based on a genuine understanding of customer needs. These efforts are carried out alongside effective risk and return management with a strong focus on quality.

### 3. Foundation

**D. Future proof core technology infrastructure and data capabilities:** Continuously strengthen IT infrastructure and digitalization capabilities to upgrade the technology framework to be modern, resilient, secure, stable, and efficient. This supports the delivery of best-in-class products and services and builds

customer confidence in the Bank's trusted services. In addition, enhance data analytics and processing capabilities, develop organizational knowledge, and adopt AI in an appropriate and cost-effective manner to better understand customer needs and advance toward personalized banking across multiple channels.

### E. Transform culture and embed new ways of working:

Embrace change to stay ahead by accelerating the adoption of new ways of working that are agile, flexible, and fast, guided by the "Fail Fast, Learn Fast" principle. Enhance employee capabilities through upskilling and reskilling, particularly in digital literacy, to enable precise responses to customer needs and the delivery of superior customer experiences. This, in turn, increases customer satisfaction and encourages customers to choose the Bank as their primary financial institution. These efforts are complemented by a performance-driven evaluation system and a competitive remuneration structure to attract talent, create employee engagement, and retain high-performing talents. The Bank also aims to become a role model organization in which all employees take pride in being part of Krungthai Bank.

The Bank believes that the execution of these concepts and core strategies will play a crucial role in driving the organization toward achieving its mission and key objectives. This approach will help create added value and deliver appropriate and effective returns for the Bank and all stakeholders through revenue growth, operating cost management, and the application of technology to enhance efficiency and effectiveness. It also supports growth in the underserved and SME (small and medium-sized enterprise) segments, as well as the expansion of businesses aligned with major global transformation trends (Mega Trend), all under an appropriate risk management framework.

Under the execution plan based on the five core strategies, Krungthai Bank, as one of the country's leading commercial banks, is committed to driving the organization through advanced technology and financial innovation that keep pace with and reflect an understanding of evolving customer needs. This is achieved through the development of financial products and services across all channels to comprehensively meet the needs of all customer segments and ensure access to high-quality financial services for retail customers, SMEs, large corporates, and the public sector, as well as all stakeholder groups. The Bank remains firmly committed to conducting business responsibly in accordance with environmental, social, and governance (ESG) principles, with the objective of creating opportunities for Thai people and Thai businesses, enhancing quality of life in an inclusive and equitable manner, and jointly driving the national economy forward. This includes supporting emerging business sectors with high growth potential (New S-Curve) to create added value for the economic system. The Bank is determined to translate the concept of "One Step, Infinite Possibilities: Enhancing Skills, Creating Value for the Future" into concrete action, taking a collective step toward building a better future for all stakeholders. The Bank aims to promote balanced and sustainable business growth that creates value for Krungthai Bank, Thai society, and all Thai people. These initiatives will strengthen

the Bank's competitive capabilities and support its aspiration to become a leader in Thailand's commercial banking sector in the future, while reinforcing its role as a pillar of the Thai economy, standing alongside Thai people and Thai businesses in driving sustainable economic development and enhancing national competitiveness. This is fully aligned with the Bank's vision and mission, which prioritize improving livelihoods and quality of life for the Thai population, while supporting continuous growth and creating stable and sustainable value for Krungthai Bank.

### 1.1.2 Major Changes and Developments

Krungthai Bank was established on 14 March 1966 through the merger of Monton Bank Co., Ltd. and Kaset Bank Co., Ltd., with the Ministry of Finance as the major shareholder, holding 93.12% of the registered capital. Subsequently, the Bank undertook several capital increases. By 1988, the Ministry of Finance's shareholding had decreased to 38.17%. In the same year, the Financial Institutions Development Fund (FIDF), a juristic person established within the Bank of Thailand in 1985 under the Bank of Thailand Act B.E. 2485 (A.D. 1942), acquired 38.09% of the Bank's registered capital. Later, in 1998, the Bank increased its capital again, and the FIDF subscribed for shares in proportion to its shareholder rights, as well as purchased shares from the Ministry of Finance and other shareholders who did not exercise their subscription rights.

In September 2002, an Extraordinary General Meeting of Shareholders approved a reduction of the Bank's registered capital to offset accumulated losses by reducing the par value of shares from 10.00 Baht per share to 5.15 Baht per share.

In October 2003, the Financial Institutions Development Fund (FIDF) adopted a policy to reduce its shareholding in the Bank. Accordingly, the Bank offered for sale 3,000 million shares held by the FIDF. Due to strong investor demand, an additional 450 million shares were allocated, resulting in a total of 3,450 million shares offered to the general public at an offering price of 8.50 Baht per share. As a result, the FIDF held 56.4% of the total issued and sold shares of the Bank at that time.

In October 2012, the Bank increased its capital by allocating 2,796.31 million newly issued ordinary shares to existing shareholders in proportion to their shareholdings, including both ordinary and preference shares (rights offering), at an offering price of 12.60 Baht per share. Following the capital increase, the Financial Institutions Development Fund (FIDF) continued to hold 55.05% of the Bank's ordinary and preference shares as of 31 December 2012.

With respect to its status as a listed company on the Stock Exchange of Thailand (SET), on 2 August 1989, the Bank listed its shares on the Stock Exchange of Thailand and commenced trading under the stock abbreviation KTB, and has continued to do so since that date. Subsequently, on 24 March 1994, the Bank registered and transformed into a public limited company under the name "Krungthai Bank Public Company Limited," with company registration no. BorMorJor. 335 (currently changed to 0107537000882).

The Bank accepted the transfer of assets and liabilities of Sayam Bank Limited in August 1987 and of the First Bangkok City Bank Pcl. in November 1998 for further management.

Regarding the Bank's status, there had previously been rulings that classified the Bank as a state enterprise. Subsequently, however, amendments to existing laws and the enactment of several new laws affected the assessment of the Bank's status. In November 2020, the Council of State considered an inquiry submitted by the Financial Institutions Development Fund (FIDF) and opined that, as the FIDF (which holds more than 50% of the Bank's shares) does not operate a business or engage in commercial activities in the same manner as other state enterprises, the FIDF is not a government organization under the law governing the establishment of government organizations, is not a state enterprise established by law, and is not a business unit owned by the government. Furthermore, the FIDF was established under the Bank of Thailand Act, as a function of the Bank of Thailand. Section 5 of the Bank of Thailand Act B.E. 2485 (A.D. 1942), as amended by the Bank of Thailand Act (No. 4) B.E. 2551 (A.D. 2008), stipulates that the Bank of Thailand has the status of a state agency that is neither a government agency nor a state enterprise under the law governing budgetary procedures and other relevant laws. Accordingly, the FIDF has the same status as the Bank of Thailand and is therefore not a state enterprise under Section 4 of the Budgetary Procedures Act B.E. 2561 (A.D. 2018). As the FIDF is not a state enterprise, its holding of more than 50% of the Bank's total capital does not render the Bank a public limited company that qualifies as a state enterprise under items (2) and (3) of the definition of "state enterprise" under Section 4 of the said Act. The Council of State further noted that the term "state enterprise" appears in multiple laws, and the determination of whether an entity constitutes a state enterprise must therefore be made in accordance with the provisions of each relevant law.

Nevertheless, as the Financial Institutions Development Fund (FIDF) holds more than 50% of the total issued and sold shares, Krungthai Bank continues to maintain its status as a state-owned commercial bank with a government agency holding more than 50% of its shares. In addition, Krungthai Bank is a public limited company under the Public Limited Companies Act B.E. 2535 (A.D. 1992) and remains subject to the Financial Institutions Businesses Act B.E. 2550 (A.D. 2007) (as amended) and the Securities and Exchange Act B.E. 2535 (A.D. 1992) (as amended). Accordingly, Krungthai Bank continues to operate commercial banking businesses and remains a listed company on the Stock Exchange of Thailand, as it has in the past. Furthermore, pursuant to the Regulation of the Ministry of Finance on the Withdrawal, Receipt, Disbursement, Custody of Funds; and the Delivery of Funds to Treasury, B.E. 2562 (A.D. 2019) (as amended), government agencies are still permitted to maintain deposit accounts with the Bank. In addition, the State Enterprise Policy Office, with the approval of the Ministry of Finance, continues to allow state enterprises to deposit funds with the Bank on an ongoing basis.

In addition, in its credit rating announcement for the Bank, Fitch Ratings stated that the Bank's credit rating reflects its increasingly clear policy-driven role during a period when



Thailand faced significant economic challenges arising from the Coronavirus pandemic. The Bank played a substantial role and had a direct responsibility in supporting government policies by assisting the public sector in distributing financial assistance under economic stimulus measures and various relief programs through the Bank's applications and branch network.

Accordingly, the change in Krungthai Bank's status has no impact on the Bank's financial position or business operations, particularly its role as a state-owned commercial bank with a government agency holding more than 50% of its shareholding.

With respect to the interpretation of Krungthai Bank's status under other laws, such interpretation shall be determined in accordance with the scope and definition of the term "state enterprise" as prescribed under each specific law, which may differ depending on the objectives and scope of application of such laws. Notwithstanding that the Bank's status under other laws may be interpreted differently, this does not affect the factual position that Krungthai Bank is a state-owned commercial bank with a government agency holding more than 50% of its shareholding, nor does it affect the Bank's continued significant role in supporting government policies as described above. Since 2021, relevant agencies have gradually provided opinions on the interpretation of Krungthai Bank's status under other applicable laws, as follows:

- The Council of State further provided opinions regarding the status of Krungthai Bank under other laws, as follows:
  - As the Bank is a public limited company established under the Public Limited Companies Act B.E. 2535 (A.D. 1992), it is not a government organization under the law governing the establishment of government organizations, is not a state undertaking established by specific legislation, and is not a business unit owned by the state. Moreover, the Financial Institutions Development Fund (FIDF) is not a state enterprise, as previously opined by the Council of State in November 2020. Accordingly, the fact that the FIDF holds more than 50% of the Bank's total capital does not cause the Bank to fall within the definition of a state enterprise under the Standard Qualifications of State Enterprise Directors and Officials Act, B.E. 2518 (A.D. 1975) and the State Enterprise Labor Relations Act B.E. 2543 (A.D. 2000).
  - As the Bank is a public limited company in which the Ministry of Finance holds 0.000022% of the paid-up registered capital, which is less than 50% as specified in item (2) of the definition of "state enterprise" under the State Enterprise Governance and Management Development Act B.E. 2562 (A.D. 2019).
  - As the Financial Institutions Development Fund (FIDF) constitutes an "other state agency" under Section 4 of the Public-Private Partnership Act B.E. 2562 (A.D. 2019), and the FIDF holds more than 50% of the Bank's capital, the Bank is therefore considered a state enterprise under the definition of "state enterprise" in Section 4 (2) or (3) of the Public-Private Partnership Act B.E. 2562 (A.D. 2019).

- The Social Security Office has opined that Krungthai Bank has a legal status that is clearly separate from the Bank of Thailand, and is not exempt under Section 11 of the Bank of Thailand Act. Accordingly, the Bank is subject to the Social Security Act B.E. 2533 (A.D. 1990) and the Workmen's Compensation Act B.E. 2537 (A.D. 1994).

- The Public Debt Management Office has opined that Krungthai Bank has the status of a state enterprise under Section 4 (b) of the relevant Act, as the definition of the term "state enterprise" under the Public Debt Management Act differs from the definition of "state enterprise" under the Budgetary Procedures Act.

- The National Anti-Corruption Commission (NACC) has opined that Krungthai Bank constitutes a state agency and a state enterprise under the definition of the term "state official" pursuant to Section 4 of the Organic Act on Anti-Corruption B.E. 2561 (A.D. 2018). Accordingly, the Bank's directors, executives, and employees, as persons performing duties in a state agency and a state enterprise, have the status of state officials and public officials. The NACC therefore has the authority to conduct investigations and make determinations of wrongdoing in cases where Bank employees commit offenses involving corruption in the performance of their duties. In addition, Krungthai Bank and its employees are required to comply with other provisions of the said Act, except for the following cases: (1) Notification of the NACC Re: Prescribing the State Officers Positions Prohibited from Undertaking Any Act under Section 126 B.E. 2563 (A.D. 2020), and (2) Notification of the NACC Re: Prescribing the Positions Prohibited from Undertaking Any Act under Section 127 B.E. 2563 (A.D. 2020).

- The Office of the Attorney General has considered that the Financial Institutions Development Fund (FIDF) constitutes a state agency under Section 5 of the Bank of Thailand Act B.E. 2485 (A.D. 1942). As the FIDF, being a state agency, holds more than 50% of the shares in Krungthai Bank, this results in Krungthai Bank having the status of an "other state agency" or another entity carrying out state activities under the Public Prosecution Organization and Public Prosecutors Act B.E. 2553 (A.D. 2010). Accordingly, the Office of the Attorney General continues to provide legal assistance and support in various litigation matters to Krungthai Bank.

- According to the notification of the Registrar under the State Enterprise Labor Relations Act B.E. 2543 (A.D. 2000), as the Financial Institutions Development Fund (FIDF) constitutes a function of the Bank of Thailand, which is neither a government agency nor a state enterprise under the definition of a state enterprise pursuant to the State Enterprise Labor Relations Act B.E. 2543 (A.D. 2000), the fact that the FIDF holds more than 50% of the Bank's total capital does not render Krungthai Bank a state enterprise under such Act. As a result, the State Enterprise Labor Union of Krungthai Bank, which had been established under the State Enterprise Labor Relations Act B.E. 2543 (A.D. 2000), was dissolved on 12 March 2021. Subsequently, the Registrar under the Labor Relations Act B.E. 2518 (A.D. 1975) registered the Krungthai Bank Labor Union pursuant to the Labor Relations Act B.E. 2518 (A.D. 1975) on 9 April 2021.

- The State Audit Office of the Kingdom of Thailand has opined that Krungthai Bank is a state enterprise and an audited entity under the supervision of the State Audit Office pursuant to Section 4(4) of the Organic Act on State Audit B.E. 2561 (A.D. 2018).

- The Treasury Department has opined that Krungthai Bank does not fall within the definition of a state enterprise under items (2) and (3) of the definition of the term “state enterprise” in Section 4 of the Budgetary Procedures Act B.E. 2561 (A.D. 2018), nor under Clause 7 (6) of the Ministerial Regulation on Acquisition of Benefits in State Property B.E. 2552 (A.D. 2009). However, Krungthai Bank is considered to fall within the category of “other state agencies” under Clause 7 (7) of the Ministerial Regulation on Utilization and Management of Ratchaphatsadu Land B.E. 2552 (A.D. 2009).

- Public Procurement and Supplies Administration Ruling Committee has opined that Krungthai Bank does not have the status of a state enterprise. In addition, as Krungthai Bank was established under the Public Limited Companies Act B.E. 2535 (A.D. 1992), it does not constitute a state agency under the definition of the term “state agency” pursuant to Section 4 of the Public Procurement and Supplies Administration Act B.E. 2560 (A.D. 2017).

Should there be any further interpretations regarding the Bank’s status under other laws, progress updates will be reported accordingly.

## 1.2 Business Operation

### 1.2.1 Income Structure

Unit : Million Baht

Financial Statement (consolidated)	2025		2024 <sup>(1)</sup>		2023	
	Amount	%	Amount	%	Amount	%
<b>Interest income</b>						
Interbank and money market items	10,663	6.6	14,485	9.0	12,185	8.2
Investments and trading transactions	667	0.4	306	0.2	190	0.1
Investments in debt securities	7,390	4.6	7,647	4.7	4,637	3.1
Loans to customers	128,699	80.1	141,826	87.9	134,635	90.1
Hire purchase and financial leases	103	0.1	182	0.1	231	0.2
Others	285	0.2	659	0.4	491	0.3
Total Interest income	147,807	92.0	165,105	102.3	152,369	102.0
<b>Interest expenses</b>						
Deposits	20,167	12.6	22,028	13.6	15,393	10.3
Interbank and money market items	3,233	2.0	4,358	2.7	4,049	2.7
Contributions to BOT and Deposit Protection Agency	12,940	8.1	12,500	7.7	12,409	8.3
Debt issued and borrowings	5,223	3.3	6,484	4.0	6,502	4.4
Others	463	0.3	620	0.4	597	0.4
Total Interest expenses	42,026	26.2	45,990	28.5	38,950	26.1
<b>Interest income, net</b>	<b>105,781</b>	<b>65.8</b>	<b>119,115</b>	<b>73.8</b>	<b>113,419</b>	<b>75.9</b>
Fees and service income	31,590	19.7	30,914	19.2	28,671	19.2
Fees and service expenses	8,633	5.4	8,632	5.3	7,799	5.2
Fees and service income, net	22,957	14.3	22,282	13.8	20,872	14.0
Gains on financial instruments measured at fair value through profit or loss	11,416	7.1	4,703	2.9	5,178	3.5
Gains on investments, net	5,579	3.5	891	0.6	195	0.1
Share of profit from investments accounted for under equity method	4,444	2.8	3,798	2.4	1,353	0.9
Dividend income	955	0.6	384	0.2	320	0.2
Other operating income	9,496	5.9	10,227	6.3	8,128	5.4
<b>Total Non-Interest Income</b>	<b>54,847</b>	<b>34.2</b>	<b>42,285</b>	<b>26.2</b>	<b>36,046</b>	<b>24.1</b>
<b>Total income, net</b>	<b>160,628</b>	<b>100.0</b>	<b>161,400</b>	<b>100.0</b>	<b>149,465</b>	<b>100.0</b>

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current period since the associated companies has adopted the financial reporting standard No. 17 - Insurance Contracts

## 1.2.2 Core Business Operations

### Retail Banking

#### 1.2.2.1 Retail banking

The Bank continuously develops deposit products and has introduced a new deposit product, including Krungthai Smart Goal Deposit, as an alternative savings option for depositors. This product is designed to support customers' financial planning to achieve their future financial goals. Krungthai Smart Goal Deposit is a fixed-term deposit with a total term of 25 years, offered in two options: (1) a 5-year deposit period with returns payable over 20 years, and (2) a 10-year deposit period with returns payable over 15 years. In addition, for fixed-term callable deposits, under which the Bank has the right to close the deposit account prior to maturity, the Bank has expanded its customer base by extending the service to individual customers in addition to the existing customer segments.

The Bank offers a wide range of housing loan products, including loans for customers purchasing residential properties from leading real estate developers, customers in special professional groups, government sector customers, as well as private sector employees under memorandum of understanding with the Bank for products related to housing loan. Addition to this, the Bank offers "Top-Up Housing Loan", which uses the same collateral as the housing loan, and "Krungthai Home for Cash Loan", which uses debt-free houses or real estate as collateral. These loans are intended for consumption purposes, home renovation and improvement, payment of premiums for credit life insurance, as well as to support ESG-related policies, such as expenses for pollution reduction or energy efficiency, including the installation of rooftop solar power systems (Solar Rooftop), installation of EV chargers for electric vehicles, purchase of energy-efficient electrical appliances with energy label No. 5, and etc.

The Bank's personal loan products mainly include "Krungthai Thanawat Loan" (Revolving Loan), a revolving credit facility for customers whose salaries are paid through the Bank. This product is offered to personnel in the public sector, state enterprises, and private companies, as well as loans for retired civil servants and permanent employees receiving monthly pension benefits. In addition to this, the Bank also offers Multi-Purpose Loans (Term Loan), which are provided to personnel in the public sector, state enterprises, and private companies that have entered into memorandum of understanding with the Bank as welfare loan arrangements.

Krungthai Smart Money Loan is a clean loan product designed to serve both customers with regular income (salary-based customers) and small retail business operators (self-employed customers).

Krungthai Jai Pum Loan and Krungthai Pay De Loan, which are term loan products, are provided through the Krungthai NEXT application.

Moreover, the Bank offers education loans for both domestic and overseas studies for students, covering programs conducted in English and international education programs.

The Bank has continuously organized special activities by participating in various financial fairs. In addition, the Bank has implemented measures to assist vulnerable groups through

various initiatives, such as extending a 0.25% interest rate reduction for vulnerable customers until 31 March 2025, as well as providing assistance measures for soldiers and border patrol police affected by the Thailand-Cambodia border situation in 2025. The Bank has also developed the "Sustainable Debt Consolidation for Civil Servants debt Program", which provides debt consolidation for government officials with a fixed interest rate throughout the contract term, with the objective of improving the financial well-being of government official customers. Furthermore, the Bank has implemented assistance measures for customers affected by disasters, including floods, earthquakes, and war, through installment reductions and special low interest rates to support business recovery or residential repairs, enabling affected customers to return to normal conditions as quickly as possible. In addition, the Bank has introduced the "You Fight, We Help" measures in line with the guidelines of the Bank of Thailand to support vulnerable customers. The Bank has implemented flexible assistance programs covering SME customers through debt payment holidays and flexible debt restructuring, as well as retail customers with collateral through installment reductions and extended repayment periods. Moreover, the Bank has coordinated and implemented measures in strict compliance with the guidelines of the Bank of Thailand to ensure that customers receive comprehensive assistance under consistent standards. These efforts aim to strengthen long-term customer relationships and support customers in resuming business operations and continuing debt repayment, in line with the Bank's role as a true financial partner.

#### 1.2.2.2 sSME Customers

##### sSME Loan

The sSME Loans are designed to support small business operators with an annual sales volume of no more than 100 million Baht per year and a total business credit line not exceeding 20 million Baht.

In 2025, Krungthai Bank received support for low-interest funding from the Government Savings Bank to enable sSME businesses to access financing through the "GSB Boost Up" Low-Interest Loan Project, with a fixed low interest rate for the first two years not exceeding 3.5% per annum. The project aims to support investment and enhance business liquidity to enable enterprises to operate in a resilient and sustainable manner in support of Thailand's economic recovery. In addition, the Bank cooperated with the Thai Credit Guarantee Corporation (TCG) through the PGS11 Credit Guarantee Project "TCG SMEs Sustainable" to support entrepreneurs across all segments.

### Wholesale Banking

#### 1.2.2.3 Corporate Loans

The Bank provides financial services to corporate customers with annual revenues exceeding 1,000 million Baht or total credit facilities of more than 500 million Baht. Comprehensive financial support is offered in various forms tailored to different business sectors, under a total solution approach designed to meet customers' expectations. Such services encompass lending, capital raising, and risk management of financial structures, as well as solutions addressing market risks, foreign exchange risks, and volatility in commodity and raw material prices arising from economic and financial conditions



and rapidly changing consumer behavior, in alignment with the Bank's mission to serve as a Trusted Financial Partner to its customers.

The Bank places emphasis on the following services:

- Expanding the customer base in high-potential innovation industries, government investment projects, and the Eastern Economic Corridor (EEC), to jointly drive economic growth and enhance the country's competitiveness.
- Expanding the customer base utilizing the Bank as their main operating account to better meet customer needs and facilitate transactional convenience.
- Leveraging and expanding products and services along customers' business value chains to strengthen business resilience and enhance growth opportunities for customers.
- Supporting corporate customers in expanding their businesses overseas, particularly in the Asia-Pacific region and CLMV (Cambodia, Laos, Myanmar, and Vietnam) countries.
- Supporting customers' investments and business operations that contribute to sustainable development, including initiatives aligned with the BCG (Bio-Circular-Green) model or ESG (Environmental, Social and Governance) principles, with due consideration of environmental, social, and governance impacts.
- Developing processes and strategies to deliver optimal services in response to evolving customer needs in the digital era, with a focus on leveraging technology to enhance efficiency.
- Continuously developing personnel capabilities and improving internal processes with a customer-centric approach to deliver the best possible customer experience.

The Bank understands the distinct needs of each business and is prepared to provide comprehensive financial support to enable customers to build competitive advantages and achieve sustainable growth amid intense competition, economic challenges, and unforeseen opportunities and risks.

In addition, the Bank actively supports the growth of customers seeking to expand their business capabilities into regional trade and investment, as well as the expansion of the Bank's local customer base overseas through its international network, comprising five overseas branches and one representative office, namely the Phnom Penh Branch, Siem Reap Sub-Branch, Vientiane Branch, Singapore Branch, Kunming Branch, and the Yangon Representative Office.

#### 1.2.2.4 Government Loans

The Bank has provided the following loan services to government agencies, which constitute a major customer base with low risk, and has implemented financial assistance measures for the Bank's debtors in accordance with government policies/projects, as follows:

1. Loans are provided to government agencies and state enterprises to support government policies and the operations of state enterprises, including both short-term and long-term loans, in line with the objectives of the respective entities.
2. Loans are provided to support private sector entrepreneurs, particularly those in the SME sector, utilizing various government assistance measures, as follows:

2.1 The Bank collaborates with the government sector to provide soft loans, supporting the private sector. These include the Environmental Loan Scheme (Environment Fund by

the Ministry of Natural Resources and Environment), rehabilitation and transformation loan measures for entrepreneurs investing in Digital Technology, Green initiatives, Innovation for sustainability, enhancing the competitiveness of Bank of Thailand (BOT) Soft Loan GSB Boost Up, Phase 3 Employment Promotion Loan Program of the Social Security Office, etc.

2.2 The Bank participates in Credit Guarantee Schemes of TCG to enable entrepreneurs who lack sufficient collateral to access credit facilities.

In addition to the above, to enhance the well-being of personnel of government agencies, state enterprises, and other public sector entities, the Bank collaborates with the government in providing loans at special interest rates for loans with salary accounts maintained with the Bank and loan repayments deducted from salary accounts. These include housing loans, multi-purpose loans (including loans for pensioners), Krungthai Thanawat Loans, and loans for members of the Government Pension Fund (GPF), which form part of the Bank's personal loan portfolio. The Bank also cooperates with the government in addressing civil servant debt issues through the Sustainable Debt Consolidation for Civil Servants Program.

#### 1.2.2.5 SME Loans

SME Loans are designed to support entrepreneurs across key business sectors, with annual income ranging from 100 million Baht or total credit lines between 20 million Baht and 500 million Baht nationwide. These loans are also available to businesses with income exceeding 500 million Baht or total credit lines above 500 million Baht, specifically targeting those without a headquarters or establishment in the Bangkok Metropolitan Region.

The Bank places importance on supporting lending to businesses or industries with growth potential as determined by the Bank and aligned with Environmental, Social, and Governance (ESG) objectives (Inclusion List), as well as the national strategic plan under the Bio-Circular-Green Economy (BCG) model. This includes Green Loan products that take environmental preservation into account, support energy conservation, and reduce business costs through the use of alternative energy, such as loans for the installation of solar cells or solar rooftops and EV chargers, as well as social loan products that contribute to job creation and the improvement of quality of life and the overall economy. These also include SME loans for tourism businesses, loans for government sector counterparties, employment-related loans, and support for low-interest soft loan programs under government policies etc.

In addition, the Bank supports entrepreneurs in accessing benefits provided by agencies promoting SMEs in all aspects, such as the Business Development Service (BDS) program of the Office of Small and Medium Enterprises Promotion, seminars organized by the Federation of Thai Industries, the Thai Chamber of Commerce, the Department of Industrial Works, and the Department of Industrial Promotion, as well as support for product exhibition booths and business matching activities organized by the Department of International Trade Promotion. The Bank also supports its customers in participating in various award programs, such as the Good Governance Award of the Puey Ungphakorn Institute for Economic Research and the ISMED Top MSMEs Achievement Award. Moreover, the Bank cooperates

with the Thailand Management Association (TMA) to support SME entrepreneurs in participating in the SMEs Excellence Awards, which require entrepreneurs to conduct business with a focus on sustainability, apply innovation to develop environmentally friendly products, and take into account environmental, social, and governance (ESG) principles.

Furthermore, amid the continued slowdown of the Thai economy and the rising levels of household debt and debt among small entrepreneurs (SMEs), the Bank provides assistance to SME entrepreneurs through debt restructuring, taking into consideration their debt repayment capacity. The Bank has provided assistance to specific groups of SME entrepreneurs under the “You Fight, We Help” project, enabling them to resume normal debt repayment or settle their debts more quickly, together with measures to prevent loss of repayment discipline (Moral Hazard) and to promote financial discipline in parallel. These measures are an important component in addressing debt issues in a sustainable manner.

#### 1.2.2.6 Cash Management

##### Cash Management Service

The Bank focuses on providing integrated cash management services to meet the needs of business customers of all sizes across all industry sectors, including corporate customers, small and medium-sized enterprises (SMEs), small-scale SME entrepreneurs, and government agencies. Services are delivered through the Krungthai BUSINESS digital platform, modern and secure digital channels, and an extensive nationwide branch network. These services include payment services, such as fund transfers and payments to business partners, including in-house transfers within Krungthai Bank, interbank transfers, bill payments, and employee payroll services, collection services, such as collection of payments for goods and services, direct debit services, and cheque deposit services as well as deposit services, liquidity management services, and account information services.

In presenting cash management services over the past year, the Bank has continued to place importance on understanding the needs of customers and relevant parties within the ecosystem as a core focus. Accordingly, the Bank has emphasized the development of products and services in the form of Total Business Solutions, focusing on creating value for products and services while enhancing user experience through digital platforms and expanding the customer base through multiple channels. This approach aims to strengthen customer engagement and encourage business customers to increasingly use digital channels, with Krungthai Bank serving as their main operating account. The Bank offers integrated cash management products and services covering end-to-end processes, including collections and payments, account reconciliation, liquidity management, special savings deposit products, electronic tax documentation (e-Tax Invoice/e-Receipt), withholding tax (WHT) management, as well as collaboration with business partners specializing in corporate accounting and cash management software development (Cloud ERP) to provide accounting and integrated cash management solutions to customers. These services enhance customers’ operational efficiency by simplifying every step of cash management through modern, internationally standardized technology integrated with

comprehensive cash services, enabling customers to conduct transactions via digital channels conveniently, quickly, and securely, while improving cash management efficiency and reducing operating costs.

##### Corporate Credit Product

The Bank provides credit services to support business funding and liquidity management for customers and their counterparties within the same ecosystem. The Bank offers liquidity enhancement credit facilities with credit limits determined based on trade documents or trade data, such as supply chain financing. On the supplier’s side, the Bank provides invoice financing and factoring services, while on the buyer side, the Bank offers dealer financing to support such transactions. In addition, the Bank provides long-term loans for the construction or improvement of establishments within supply chain projects, as well as discounting credit services, including aval bill discounting and sugarcane bill discounting, to deliver integrated services to customers.

In addition to the credit services, the Bank provides credit products related to guarantees and collateral arrangements, such as Letters of Guarantee (LG), Aval services, and Credit Confirmations (CC). Several of these products have been developed to be connected with the systems of relevant agencies, enabling customers and such agencies to transfer information in real time, track status, and verify information promptly. In recent years, the Bank has focused on enhancing its credit products into e-Products accessible through Krungthai BUSINESS, a digital platform for entrepreneurs. This facilitates greater convenience for customers and their counterparties in conducting credit-related transactions that are practical, convenient, and faster, such as electronic Letters of Guarantee (e-LG), electronic Credit Confirmations (e-CC), Aval bill discounting (Smart Aval), electronic sugarcane bill discounting (e-LBD), and electronic issuance and rollover of promissory notes (e-PN), etc.

In alignment with the concept of sustainable organizational development or ESG (Environmental, Social, and Governance), the Bank has introduced green business lending products (Green Lending) to enable entrepreneurs to obtain loans for the installation of solar panels and EV chargers. These initiatives form part of Thailand’s plan to reduce carbon dioxide emissions and move toward carbon neutrality. In providing such lending services, the Bank focuses on promoting knowledge on energy conservation and seeking business partners to deliver total solutions for interested entrepreneurs.

Furthermore, in the fourth quarter of 2025, the Bank introduced a new product to support SME customers that are government suppliers under the e-Government Procurement (eGP) system, namely the “Krungthai Ru Jai Government Supplier Loan.” The product aims to facilitate easier access to funding through a total solution approach by linking government procurement data, contract management, and payment information from the eGP system and the New GFMS of the Comptroller General’s Department under the PromptBiz eGP project for credit limit consideration. Credit facilities are provided covering guarantee limits (Letter of Guarantee: LG) for use throughout the process from bid submission, contract execution, to project completion; pre-financing credit (Promissory

Note: PN) to support production of goods or services; and post-financing credit (PN and Invoice Financing) through discounting of invoices based on delivery and acceptance information to enhance business liquidity. The maximum credit limit is up to 100 million Baht, with clean loan available up to 20 million Baht, subject to the Bank's terms and conditions.

#### International Trade Product

Krungthai Bank provides financial transactions and credit facilities to support international import and export businesses, international guarantee services (Counter Guarantee/ Standby Letter of Credit), as well as financial transactions and credit facilities to support import and export businesses involving domestic trade under Domestic Letter of Credit arrangements. These services facilitate transactions for importers and exporters across various industries. The Bank offers advisory services through specialist teams on practices prescribed by the International Chamber of Commerce (ICC), such as UCP 600, URC 522, and URR 725, and provides guidance to support customers' business operations with the aim of delivering positive transaction experience and promoting sustainable business development in line with the Bank's strategic plan. In 2025, the Bank conducted direct marketing initiatives targeting specific customer segments through the presentation of total solutions under the "Krungthai Smart Trade" concept, to raise awareness among importers and exporters of Krungthai Trade Online via the Krungthai BUSINESS platform, which provides fully digital international trade services without the need for physical documents; Digital Remittance Solutions for secure international fund transfers that are reliable, fast, offer competitive exchange rates, and allow 24-hour status tracking; as well as Trade Export Consultant service, an advisory service provided by international trade specialists.

In 2025, the Bank continued to focus on further developing and enhancing its international business products and services to expand its customer base and increase market share. The key approach guiding product and service development is understanding the evolving needs of importers and exporters amid the volatility of the global economy. Additionally, the Bank places emphasis on serving customers connected with its overseas branches to ensure that the Bank's services extend to customers' counterparties, covering transactions from the initiation stage, whether import or export, through settlement and collection of payments. The Bank also enhances its competitiveness by delivering a positive customer experience through operating models that apply appropriate technology aligned with customers' transaction requirements.

#### International Remittance Services

The Bank has continuously enhanced international remittance services through digital channels via Krungthai BUSINESS and nationwide branch channels. The Bank has enhanced digital outward remittance solutions for business customers in collaboration with alternative fintech partners with advanced technology in the financial industry, with the objective of strengthening capabilities and improving transaction experience to be convenient, fast, and traceable, with customers able to track transaction status online on a 24-hour basis. The Bank has communicated these developments to target market segments under the name "Krungthai BUSINESS WARP" to raise awareness of the Bank's digital transformation in serving businesses across all sectors.

In addition, the Bank has enhanced services to provide greater flexibility, enabling customers to manage foreign currency deposit accounts (Foreign Currency Account: FCD) independently through the Bank's online channels.

#### Export and Import Services

In 2025, the Bank continued to enhance its Trade Finance Backend System to support the growing volume of international trade transactions. In addition to this, the Bank further developed the digital channel "Krungthai Trade Online" to enable approval of trade finance transactions anytime via mobile devices (Mobile Approval), covering core import and export products. The system also allows customers to view comprehensive outstanding liability information with full transaction details for all transactions conducted through digital channels as well as the Bank's Business Service Center (BSC), thereby supporting more effective corporate liquidity management. Furthermore, the Bank introduced a new product, namely financing for payment of goods under UPAS Letter of Credit / Domestic Letter of Credit, as an alternative option to enhance liquidity for exporters or sellers prior to receiving payment under the Letter of Credit/Domestic Letter of Credit, by utilizing the credit line of the issuing bank.

The Bank has developed financial management projects/products, and services to support various government projects and to meet the needs of private sector customer groups, as follows:

#### PromptBiz eGP Project

The Bank and the Comptroller General's Department have collaborated under the PromptBiz eGP Project to support and reduce inequality for government suppliers. Through the linkage of government procurement data, contract management, and payment information from the e-GP system and the Comptroller General's Department's New GFMS, the Bank is able to use such data to support credit consideration, as well as to offer services including Letters of Guarantee (LG), pre-financing loans, post-financing loans, and other related services. As a result, suppliers, most of which are SMEs providing goods and services to the government sector in various forms, such as goods sales, service provision, leasing, contract manufacturing, and construction contracting, are able to receive integrated banking services for government-related operations, covering the entire process from bid submission, liquidity support before and after delivery, to receipt of payment from government agencies. In addition, customers can access these services through the Bank's online channels (Krungthai BUSINESS), including LG Online, PN Online, and Invoice Financing.

In 2025, the Bank was the only pilot bank with readiness to utilize government procurement data from the Comptroller General's Department during the period in which the banking sector was developing the PromptBiz system as infrastructure for the exchange of government procurement data among banks, which is scheduled for completion in 2026. Once the PromptBiz system becomes operational, suppliers will have the option to use services from banks that are members of the PromptBiz network. This project is considered a key mechanism supporting the "Quick Big Win" policy to enable a large number of SMEs to access funding sources and contribute to stimulating the Thai economy.



### Digital Supply Chain Financing Project

The Bank provides services to customers engaged in the purchase and sale of goods with large counterparties (Sponsors) to facilitate easier access to funding under the “Krungthai Digital Supply Chain Financing” project. Credit facilities are considered based on trade data between customers and Sponsors, including cases where trade data is transmitted through the PromptBiz system. The program focuses on sSME and Microfinance customers, as well as medium-sized and large SME customers. Credit facilities under the project are categorized as follows:

1. Invoice Financing: for suppliers selling goods to Sponsors participating in the program with the Bank.
2. Dealer Financing: for buyers purchasing goods from Sponsors participating in the project with the Bank.

This enables the Bank to provide comprehensive supply chain solutions without requiring collateral, while offering competitive interest rates. Customers also benefit from the convenience of using the Bank’s electronic channels (Krungthai BUSINESS system) to submit applications for Invoice Financing and Dealer Financing transactions via a web portal or mobile devices. In 2025, the Bank continues to focus on supporting SMEs in accessing funding in line with the government’s “Quick Big Win” policy to stimulate the economy, as well as the “Pee Chuay Nong” (Mentorship) project under the “Reinvent Thailand” approach, which encourages large enterprises to support SMEs within the same supply chain.

### National Digital Trade Platform : NDTP and PromptTrade Project

The Bank has participated in the development of Thailand’s National Digital Trade Platform (NDTP), a project driven by the Joint Standing Committee on Commerce, Industry and Banking (JSCCIB), comprising the Thai Chamber of Commerce, the Federation of Thai Industries, and the Thai Bankers’ Association. The platform aims to enhance operational efficiency for exporters, importers, and other relevant parties by facilitating simpler, more convenient, and faster import and export processes, preventing improper or duplicate transactions, and increasing access to trade financing for small entrepreneurs and SMEs in Thailand.

NDTP successfully developed the platform and conducted Proof-of-Concept (POC) testing and Pilot Live operations in Phase 1 in collaboration with Japan’s TradeWaltz platform and Singapore’s Networked Trade Platform (NTP) in 2022. The initiative also includes verification of document authenticity used by banks for credit disbursement through the linkage between NDTP and the Trade Document Registry (TDR), a platform introduced in early 2022 for banks providing financing for international trade businesses, to prevent duplicate credit applications (Double financing). The project has continued on an ongoing basis to date. In addition, the Bank has participated in further developing the NDTP platform toward the creation of the PromptTrade platform, which supports international trade digitization as an extension of the Trade Document Registry within the Bank’s service framework. This development involves connecting multiple B2B platforms to facilitate the exchange of digital trade documents between exporters and importers.

### Krungthai BUSINESS Scheme

The Bank places importance on understanding the needs of business customers and their business cycles across the entire supply chain, by focusing on connecting SME customers with the Digital Economy and supporting the development of an ecosystem that promotes sustainable growth for both SMEs and their business partners. Comprehensive financial solutions are offered for businesses of all sizes, with the Krungthai BUSINESS digital platform serving as the primary transaction channel. The platform covers small and medium-sized SMEs, large enterprises, and connectivity with government services, enabling customers to operate their businesses more seamlessly, flexibly, and efficiently.

In 2025, the Bank expanded the capabilities of the Krungthai BUSINESS platform to cover a broader range of services in support of diverse financial services. One of the key services is SmartYield, a new liquidity management solution for corporate customers, designed to manage returns between Thai Baht and foreign currency deposits through an Auto Sweeping feature. This feature allows customers to set various operating conditions in line with the company’s cash management strategies, helping to enhance returns from liquidity management while appropriately managing foreign exchange risk. In addition, the Bank enhanced its MultiBank Pooling service, enabling customers to consolidate funds from deposit accounts held with multiple banks into a single savings or current account maintained with Krungthai Bank. This allows companies with accounts across several banks to manage their funds more conveniently and efficiently. Furthermore, the Bank developed credit facilities to enhance liquidity for government suppliers by utilizing transaction data between government agencies and suppliers who have consented to data linkage through the Krungthai BUSINESS platform to support effective credit consideration. Krungthai Bank serves as the pilot bank for this service.

In addition, the Bank places importance on system security by adopting advanced technologies to mitigate cyber risks, as well as high-standard systems to ensure customer confidence in conducting transactions.

The Bank has also launched the SMART Account, a special savings deposit product for Krungthai BUSINESS customers, to simplify business cash management in a comprehensive and seamless manner through a single application. These initiatives reflect the Bank’s commitment to delivering products and services under a “Total Business Solutions” approach that meets customer needs and supports business operations in the digital era.

### e-Tax Invoice/e-Receipt Scheme

Krungthai Bank has been certified as an Advanced e-Tax Service Provider for the preparation and submission of electronic tax invoices and electronic receipts to the Revenue Department by the Electronic Transactions Development Agency (ETDA) and the Revenue Department. This enables the Bank to offer integrated financial solutions together with Krungthai e-Tax/e-Receipt services, covering the automatic preparation and submission of electronic tax invoice data on behalf of entrepreneurs. Such services help entrepreneurs reduce business costs, save time in tax invoice documentation, and minimize the use of paper-based documents in transactions with

business partners. The services also ensure data security, allow for data verification, and reduce concerns regarding document forgery or alteration, thereby supporting the sustainable growth of Thai businesses.

In 2025, Krungthai Bank continued to promote greater adoption of Krungthai e-Tax/e-Receipt services among entrepreneurs and actively supported the use of Krungthai e-Tax/e-Receipt in alignment with various government spending stimulus programs, such as the “Tiew Dee Mee Kuen 2025” (Travel and Tax Rebate) tax measure, which aims to stimulate tourism-related economic activity and promote tourism among both the general public and corporate sector businesses. The Bank has also gained trust from merchants and entrepreneurs across a wide range of industries, including small and medium-sized SMEs and large enterprises, to act as a service provider for the preparation and submission of electronic tax invoice data to the Revenue Department. This facilitates convenience for entrepreneurs in preparing and submitting output tax data, such as receipt information, tax invoice data, and other related documents, helping to reduce operating costs, enhance business efficiency, and support sustainable growth of customers in the digital era.

#### Customs Trader Portal Scheme

The Bank, in collaboration with the Customs Department, has continuously applied technology and digital innovation to support and drive government and Ministry of Finance policies, with the aim of enhancing public sector operational efficiency and facilitating convenient, fast, and transparent access to government services for the public and the business sector. This is consistent with the Bank’s role as the country’s financial and digital infrastructure. Under the X2G2X strategy, the Bank has jointly developed and enhanced the Customs Trader Portal as a central platform connecting services between the public and private sectors, increasing efficiency in customs procedures and supporting the country’s import and export business operations. The Customs Trader Portal enables importers and exporters, customs brokers, and related operators to register and renew registrations with the Customs Department through digital channels anytime and anywhere, significantly reducing administrative procedures and processing time. As a result, entrepreneurs are able to manage trade processes more efficiently. At present, more than 50,000 individual and corporate users have registered to use the service, reflecting user acceptance and confidence in the digital services jointly developed by the Bank and government agencies, as well as the Bank’s capability to appropriately integrate technology into public sector processes while considering both operational efficiency and information technology risk management and data protection. The Bank remains committed to continuously developing financial technology and innovation to enhance service quality for all business segments and to support the country’s trade ecosystem in enabling end-to-end digital transactions and seamless connectivity with government services.

#### Krungthai Digital Health Platform Scheme

Krungthai Bank has defined its healthcare strategy with the objective of developing and enhancing the country’s public health system through the use of digital technology

as a core infrastructure. The strategy focuses on three key approaches: increasing access to healthcare services for people across all entitlement schemes; developing digital platforms and infrastructure to connect healthcare service providers and government agencies; and supporting the healthcare business ecosystem in parallel with comprehensive financial services. Under this strategic framework, the Bank implemented the following Healthcare Ecosystem initiatives in 2025:

**1. Specialized Doctors Volunteer in Honor of the Royal Commemoration Project:** Krungthai Bank supported the implementation of the Specialized Doctors Volunteer in Honor of the Royal Commemoration Project by applying digital technology to enhance medical service processes in field operations. This includes registration, queue management, and electronic identity verification (e-KYC) to improve convenience and orderliness in service delivery to the public. The development of such systems increased service capacity from approximately 1,000 service users per day to more than 3,000 service users per day, reduced waiting time and congestion, and supported more effective management by medical teams and staff. This reflects the Bank’s role in leveraging digital technology to support public health missions and promote broad access to healthcare services for the public.

**2. Free Medicine at Pharmacies Project:** The Bank, in collaboration with the National Health Security Office, the Medical Council of Thailand, the Pharmacy Council, the National Science and Technology Development Agency (NSTDA), and the Thailand Center of Excellence for Life Sciences (TCELS), has integrated the use of healthcare entitlements through digital channels. This initiative enables the public to conveniently assess their symptoms, schedule consultations with pharmacists, and receive medicines at nearby pharmacies. The project covers more than 4,000 pharmacies nationwide, helping to reduce the burden on hospitals while strengthening the role of pharmacies as accessible community-based healthcare service providers.

**3. Prevention and Health Promotion Project (Prevention & Promotion: P&P):** The Bank, in collaboration with the Social Security Office and the National Health Security Office, has expanded health promotion and disease prevention services to cover key offerings such as vaccinations and basic health check-ups. These services are delivered through digital channels, including the Health Wallet feature on the Paotang application, with real-time data integration with healthcare service providers. The project has been extended to more than 700 private hospitals under the Social Security system and over 10,000 healthcare service providers under the Universal Coverage scheme nationwide.

**4. NHSO Digital Platform Project (Claims System between Healthcare Service Providers and the National Health Security Office)** The Bank, in collaboration with the National Health Security Office (NHSO), jointly developed and supported a digital platform to facilitate the claims process and the submission of reimbursement data between healthcare service providers and the National Health Security Office. The platform helps enhance accuracy and transparency while reducing operational steps. At present, more than 200 healthcare service providers have implemented the system in actual operations.

**5. Total Financial and Business Solutions Project for the Healthcare and Dental Sectors:** The Bank expanded its cash management and business loan services by integrating payment systems and ERP systems with the Krungthai BUSINESS platform for healthcare service providers and dental clinics, with more than 150 pilot healthcare and dental service providers participating in the project.

**6. Project to Extend Government Official Medical Benefits to Sub-district Health Promoting Hospitals:** The Bank, in collaboration with the Comptroller General's Department and the National Health Security Office, expanded the use of civil servant medical benefits to 80 pilot Sub-district Health Promoting Hospitals to enhance access to primary healthcare services and help distribute the service burden of large hospitals.

**7. Nationwide Healthcare through Single ID Card:** The Bank supported the implementation of the single national ID card for healthcare services through three main channels: the Paotang application, EDC machines, and Kiosk terminals, with connectivity to hospitals and healthcare service providers in the Bangkok Metropolitan Area. The project also built upon telemedicine services and electronic know-your-customer (e-KYC) verification for both healthcare professionals and service recipients to enhance convenience, continuity, and service standards in healthcare access.

The Healthcare Ecosystem initiatives implemented in 2025 reflect Krungthai Bank's role as a supporter of the digital infrastructure of the public healthcare system by connecting access to services, healthcare entitlement management, and support for the healthcare business ecosystem, thereby enabling the sustainable long-term development of the country's digital healthcare system.

#### Significant Projects of Mass Transit System

In 2025, the Bank implemented various projects to further enhance services in collaboration with the public and private sectors, as follows:

##### - Expressway

The Bank developed an EMV Contactless toll payment system using credit and debit cards from all banks for the Kanchanaphisek Expressway (Bang Phli-Suksawat), launched in March. This initiative extended the connectivity of EMV Contactless payment systems on urban expressway routes previously developed by the Bank to outer-city expressway routes, facilitating seamless and convenient EMV Contactless toll payments for expressway users.

##### - Electric Train

1. Developed an EMV Contactless fare payment system for debit cards issued by Kasikornbank, Bank of Ayudhya, and Siam Commercial Bank for the Chalong Ratchadham Line - Purple Line (Bang Yai-Tao Poon-Rat Burana) and the Chaloen Ratchamongkhon Line - Blue Line (Tha Phra-Bang Sue-Hua Lamphong-Lak Song), expanding from the previous acceptance of only Krungthai Bank and UOB debit cards.

2. Developed an EMV Contactless fare payment system using credit and debit cards from all banks for the Airport Rail Link (Phaya Thai-Suvarnabhumi) to enhance passenger convenience, replacing the previous payment methods of single-journey tokens and Smart Pass cards. The system also enables EMV Contactless connectivity with the Chaloen

Ratchamongkhon Line - Blue Line (Tha Phra-Bang Sue-Hua Lamphong-Lak Song) at Phetchaburi Station and the Nakhara Phiphat Line - Yellow Line (Lat Phrao-Samrong) at Phatthanakan Station, where the Bank had previously completed system development.

3. Developed an EMV Contactless fare payment system for the 40 Baht flat fare all-day service for the Chalong Ratchadham Line - Purple Line (Bang Yai-Tao Poon-Rat Burana) and the Red Line Commuter Rail (Rangsit-Bang Sue-Taling Chan) for a one-year period from 1 December 2025 to 30 November 2026, in line with the Ministry of Transport's policy to reduce transportation living costs. This initiative ensures service continuity following the conclusion of the 20 Baht maximum fare per trip measure on 30 November 2025.

4. Mangmoom EMV Card A collaboration between Krungthai Bank and the Mass Rapid Transit Authority of Thailand (MRTA) to issue a prepaid electronic fare card, enhancing the MRT Plus card to enable cross-line fare payments. This initiative reduces travel limitations by eliminating the need to use separate fare cards for each rail line.

5. Half-Half Plus Scheme: payments are made via the Paotang application (G-Wallet) for per-trip fares under the Ministry of Transport's cost-of-living relief measures for transportation. The project is available for services on the Chalong Ratchadham Line - Purple Line (Bang Yai-Tao Poon-Rat Burana), the Chaloen Ratchamongkhon Line - Blue Line (Tha Phra-Bang Sue-Hua Lamphong-Lak Song), the Red Line Commuter Rail (Rangsit-Bang Sue-Taling Chan), the Airport Rail Link (Phaya Thai-Suvarnabhumi), the BTS Sukhumvit Line - Light Green Line (Kheha Samut Prakan-Khu Khot), the BTS Silom Line - Dark Green Line (Bang Wa-National Stadium), the Nakhara Phiphat Line - Yellow Line (Lat Phrao-Samrong), the Pink Line (Khae Rai-Min Buri), Bangkok Mass Transit Authority (BMTA) urban bus services, intercity bus services operated by Transport Co., Ltd., and private joint bus operators.

#### Multi-Bank Pooling Service for Corporate Customers

In April, the Bank was selected to provide the Multi-Bank Pooling Service for the Advanced Info Service Public Company Limited (AIS) Group, marking the first corporate customer to adopt this service. The objective of the service is to support customers in cash management by consolidating funds from the customer's deposit accounts held with other banks into a deposit account with Krungthai Bank, enabling more convenient and efficient financial management. Companies participating under the Advanced Info Service Group include five entities: (1) Advanced Wireless Network Company Limited, (2) Advanced mPAY Company Limited, (3) CS LoxInfo Public Company Limited, (4) Triple T Broadband Public Company Limited, and (5) Triple T Internet Company Limited.

#### 1.2.2.7 Financial Market and Capital Market Business Services

##### Financial Market and Capital Market Products

The Bank provides investment services and financial risk management advisory services, including trading in government bonds and corporate debt instruments, investment products, and derivative transactions linked to market variables including interest rates, exchange rates, bond prices, equity prices, and commodity prices. Services also include loan transactions with



embedded derivatives or structured notes, as well as credit derivative transactions. The Bank is a market leader in both services and innovative products, serving four key customer segments: large corporate and small and medium-sized enterprise (SME) customers, government agencies and state enterprises, financial institutions, and individual customers. Customers' suitability and appropriateness assessments are conducted prior to offering transactions to ensure that customers understand the transactions and related risks, and that such transactions are appropriate in accordance with the regulations of the Bank of Thailand and the Securities and Exchange Commission. In addition, the Bank enhances service flexibility through online services, such as foreign exchange risk hedging via Krungthai Smart FX, etc.

#### Investment Banking and Debt Instrument Products

The Bank provides investment banking and securities distribution services, including financial advisory services, business value enhancement, capital raising, credit rating advisory, and recommendations of strategies appropriate to industry competition, interest rate trends, exchange rates, and economic conditions. Capital market fundraising services in both debt and equity capital markets comprise three main services: securities arranging and underwriting, financial advisory services, and selling agent services, delivered through the Bank's branch network and electronic systems.

Moreover, the Bank offers government savings bonds and corporate bonds through a fully integrated digital wallet on the "Paotang" application, enhancing efficiency in managing government savings bonds and corporate bonds while reducing investment constraints for investors. The Bank has continuously been entrusted by government agencies and leading private-sector companies to act as the distribution manager for digital wallet-based government savings bonds and corporate bonds.

#### Foreign Securities Depositary Receipt Products

The Bank developed comprehensive savings and investment products by offering Depositary Receipts (DRs) referencing foreign ordinary shares, becoming the first issuer in Thailand. This initiative expands opportunities for overseas investment through the Stock Exchange of Thailand with simplified processes and lower costs compared to direct foreign securities trading. In addition, the Bank collaborated with the Stock Exchange of Thailand to become the first issuer of Fractional Depositary Receipts, enabling investors to trade DRs during the same hours as overseas stock markets, such as the U.S. stock market. The Bank also serves as the liquidity provider for the DRs it issues.

The Bank has issued and offered a total of 59 Depositary Receipts (DRs) across five major global markets, covering 51 foreign ordinary shares. In addition, the Bank has, for the first time, issued and offered DRs referencing foreign exchange-traded funds (ETFs), totaling eight securities, as follows:

- Hong Kong (e.g., Alibaba Group Holding Limited: BABA80, Baidu Inc.: BIDU80, BYD Company Limited: BYDCOM80, NetEase, Inc.: NETEASE80)
- Singapore (Singapore Telecommunications Limited: SINGTEL80)

- Japan (Sony Group Corporation: SONY80, Toyota Motor Corporation: TOYOTA80, NEXT FUNDS Nikkei 225 Exchange Traded Fund (1321): NIKKEI80)
- Europe (e.g., Ferrari N.V.: FERRARI80, Hermes International SCA: HERMES80)
- United States (e.g., Apple Inc.: AAPL80X, Netflix, Inc.: NFLX80X, Advanced Micro Devices, Inc.: AMD80X, Berkshire Hathaway Inc. (Class B): BRKB80X, The Coca-Cola Company: KO80X, The Estee Lauder Companies Inc.: ESTEE80, State Street SPDR Portfolio S&P 500 ETF (SPYM): SP500US80X)

As of 31 December 2025, the total market value amounted to 29.2 billion Baht.

#### 1.2.2.8 Krungthai Card Public Company Limited

Krungthai Card Public Company Limited ("KTC") primarily operates credit card businesses, as well as businesses related to credit cards, merchant acquiring, payment collection services, and regulated personal loan businesses, including vehicle title loans. The Company focuses on expanding its member base in alignment with the Bank of Thailand's responsible and fair lending guidelines, within an acceptable risk framework. At present, KTC has been licensed by the Office of Insurance Commission (OIC) to operate as both a non-life insurance broker and a life insurance broker, and to provide advisory services on such insurance products. In this regard, KTC continues to drive the organization through strategies that integrate sustainability across all dimensions by developing financial innovations supported by quality personnel and technology, expanding inclusive access to financial products and services, while efficiently managing resources and building trust in accordance with good corporate governance principles to achieve sustainable growth.

#### 1.2.2.9 Krungthai Asset Management Public Company Limited

Krungthai Asset Management Public Company Limited, as the country's leading asset management company, operates a wide range of fund management businesses, including mutual funds, provident funds, private funds, and infrastructure funds/REITs/real estate funds. Services are offered through Krungthai Bank branches and the Krungthai NEXT application, with Krungthai Bank acting as the distributor and redemption agent for various types of investment units. In addition, the Company is committed to offering a diverse range of investment products to meet investors' needs and align with prevailing investment conditions, while adhering to good corporate governance principles and prudent management under a sound governance framework, with primary emphasis on investors' best interests.

In 2025, the Bank introduced the Real Time Settlement service (an add-on service for immediate redemption proceeds credited through Krungthai Bank) for the Krungthai Government Money Market Fund (KTG Class), or KTSV-KTB Fund, marking the first fund in Thailand to offer this feature. The service enables effective liquidity management with immediate access to funds every day, including public holidays, ensuring never missed investment opportunities. The fund focuses on investments in government debt instruments with the lowest risk level (Level 1).

In addition, the Bank launched the initial public offering (IPO) of the Krungthai World Class Series Fund (KTWC-INCOME-A) to provide customers with greater investment choices across a wider range of assets and countries, as well as the KAsset World Islamic Equity Passive Fund, developed in recognition of the importance of and to meet the needs of specific customer segments under the Bank's care. This fund is the first in Thailand with an investment policy focusing on global foreign equities that comply with Islamic principles.

#### 1.2.2.10 Krungthai-AXA Life Insurance Public Company Limited

Krungthai-AXA Life Insurance Public Company Limited, a joint venture with AXA Group, a global leader in life insurance, offers a range of life insurance products distributed through the Bank's channels. These include whole life insurance, health and critical illness insurance, endowment insurance, retirement insurance, and investment-linked life insurance. Additionally, the Company provides endowment life insurance products for customers seeking tax deductions through the Krungthai NEXT application, facilitating customers' ability to independently select and purchase life insurance products with greater convenience.

#### 1.2.2.11 Krungthai Panich Insurance Public Company Limited

Krungthai Panich Insurance Public Company Limited provides comprehensive non-life insurance services, including fire and property insurance, motor insurance, health insurance, travel insurance, and personal accident insurance. The Company offers insurance products that provide business protection for small, medium, and large enterprises, covering losses and damage to assets incurred in the course of business operations. Customers can also independently purchase insurance products, such as motor insurance, personal accident insurance, health insurance, and travel insurance, through the Krungthai NEXT application, offering additional convenience beyond the Bank's branch network and the Company's own channels.

#### 1.2.2.12 Krungthai XSpring Securities Co., Ltd.

Krungthai XSpring Securities Co., Ltd. provides securities brokerage services, acts as an agent for securities and derivatives trading, and offers securities borrowing and lending services. The Company engages in securities investment and trading, securities distribution, financial advisory services, foreign securities trading, issuance and distribution of derivative warrants and derivative instruments, as well as investment advisory services and acting as a trading agent for units of private funds under management for both Thai and foreign investors, including institutional and retail investors. Additionally, the Bank has enhanced services by enabling customers to top up foreign currencies directly from Global Savings accounts, increasing customer flexibility through the Krungthai NEXT application.

Furthermore, the Bank extended the operating hours for real-time Thai Baht top-ups to Cash Balance accounts via the Krungthai NEXT application from 18:00 to 03:00 hrs to support trading of foreign securities Depositary Receipts (DRs) on the Streaming platform. Currently, Krungthai Bank customers can open investment accounts online with Krungthai XSpring Securities through the Krungthai NEXT application, with up to four account types available: Cash Balance Account, T+2 Cash Account, Derivatives Account (TFEX), and Foreign Securities Account. From 2023 to the present, the Bank has expanded

its customer base with more than 160,000 new securities trading accounts opened.

### 1.2.3 Market and Competition

#### Market and Competition Conditions and Business Trends

In 2025, commercial banks (CBs) faced challenges from Thailand's economic growth of approximately 2.0 percent, which remained below its potential level. The U.S. tariff and trade measures led to a slowdown in the manufacturing sector due to intensified competition from lower-priced imported goods. In addition, the economy continued to face structural challenges, including existing vulnerabilities, particularly high household debt, declining competitiveness in the evolving global landscape, and challenges in the public sector. Meanwhile, domestic demand faced additional pressure from the impacts of severe natural disasters, border tensions, and cybercrime.

Under such conditions, commercial banks placed importance on prudent credit expansion and risk management, adhering to the principles of responsible and fair lending (Responsible Lending), while continuing to provide assistance to debtors, particularly vulnerable households, self-employed individuals, and SMEs. Key measures included reducing lending interest rates in line with the Monetary Policy Committee's (MPC) policy rate cuts from 2.25% to 1.25%, debt restructuring, and addressing household debt issues through initiatives such as the "You Fight, We Help" program and the "Sustainable Debt Consolidation for Civil Servants" program. Banks also implemented relief measures for customers affected by various disasters, including earthquakes and floods, such as principal payment holidays and interest waivers for up to 12 months for debtors impacted by severe disaster-declared areas (Level 4) in the southern region, as well as assistance measures for debtors affected by unrest along the Thai-Cambodian border. Additionally, the banking sector adopted proactive measures to address financial fraud, while supporting business adaptation and capability enhancement, particularly for SMEs, to strengthen their competitiveness and enable sustainable growth amid the evolving global trade environment. The sector also collaborated with public and private sectors to address structural challenges and enhance income-generation capacity.

Overall, the performance of the commercial bank system in 2025 can be summarized as follows:

- **Loans to debtors and net accrued interest receivables** contracted by 1.70%, following a 0.78% decline in the previous year. This was mainly due to continued contraction in SME business loans and consumer loans, amid persistently high credit risk.
- **Deposits** increased by 2.12%, compared with an expansion of 2.22% in the previous year, driven primarily by growth in savings and current accounts (CASA).
- **Net Profit** declined by 3.56%, after increasing by 12.08% in the previous year, mainly due to lower net interest income in line with loan contraction and interest rate reductions provided to debtors, consistent with the policy rate direction and debt relief measures, despite continued growth in net fee and other income.
- **Non-Performing Loans (NPLs or Stage 3)** increased by 1.66%. Nevertheless, NPL ratio rose to 2.79%, from 2.71% in the previous year, in line with economic trends.

- **Total Capital** increased by 3.38%, resulting in a total capital ratio at a strong level of 20.99%, which remained well above the minimum regulatory requirement prescribed by the Bank of Thailand.

#### **Business Condition Trend and Competition Trend of Commercial Banks in 2026**

In 2026, the operations of the commercial banks will continue to face multidimensional challenges, as Thailand's economy is projected to grow at below 2% for the first time in 30 years, excluding crisis periods, and at a slower pace than regional peers. External pressures stem from U.S. tariff measures and heightened global economic uncertainty arising from geopolitical tensions and global economic and political fragmentation. Meanwhile, domestic economic policy implementation remains constrained by limited fiscal space, amid a political transition following the general election, with a new government set to define policy directions across various areas, particularly in addressing structural challenges, including a large informal economy, high household debt, and declining competitiveness of the business sector.

Against this backdrop, the banking sector will place emphasis on conducting business in a manner that balances risk management with income growth, while continuing to provide integrated support to customers across all dimensions through collaboration with both the public and private sectors. This includes efforts to address household debt and support vulnerable groups, such as the "Pid Nee Wai, Pai Tor Dai" program, as well as co-investment with asset management companies or entities engaged in asset management through joint ventures (JV AMCs). In addition, the banking sector will focus on enhancing business potential and competitiveness in line with the "Reinvent Thailand: A New Dynamic for the Thai Economy" program, through measures such as soft loan programs and the "SMEs Credit Boost" credit guarantee mechanism for newly extended loans to targeted high-potential businesses, particularly in six key industries: smart electronics, automotive, healthcare and medical services, agriculture and food, tourism, and retail. The sector will also jointly drive other measures supporting investment and liquidity, including measures to support Thai entrepreneurs in enhancing competitiveness by the Board of Investment (BOI); measures to promote the use of local content and industrial products registered under the Made in Thailand (MiT) scheme in collaboration with the Federation of Thai Industries; preferential measures through public procurement; measures to support lending to government suppliers via the PromptBiz system; and the "Pee Chuay Nong," which large enterprises supporting SMEs within the same supply chain program.

In addition, rapid advancements in digital technology have required the banking sector to adapt by leveraging technology, particularly artificial intelligence (AI), to enhance financial products and services, as well as to enhance operational efficiency, alongside the upskilling and reskilling of personnel. This takes place amid intensifying competition under Thailand's evolving financial landscape in line with the Bank of Thailand's policy direction, such as the licensing of branchless commercial banks (Virtual Banks), the testing of programmable payment innovations, the promotion of data utilization to enhance access to credit and support appropriate financial management,

and the promotion of Risk-Based Pricing (RBP) mechanisms for unsecured retail lending. At the same time, the banking sector will continue to advance its role as a sustainability-driven bank, with ESG principles serving as a core operational framework, while supporting customers in transitioning toward a green economy in a concrete, comprehensive, and inclusive manner.

#### **Competitiveness of the Bank**

Krungthai Bank is a large commercial bank with a leading competitive position within Thailand's commercial banking system. The key strengths that support the Bank's competitiveness are as follows:

- **Strong Relationships with Government and State Enterprises:** Part of this stems from the Bank's continued ability to effectively deliver financial services to government agencies, state enterprises, and public sector personnel, as well as its significant role in supporting the effective implementation of government policies. Key contributions include facilitating public access to government welfare, supporting the sustainable resolution of household debt, establishing nationwide electronic payment infrastructure, and driving Thailand's transition toward a cashless society. The Bank also collaborates with relevant agencies to enhance the quality of life of Thai citizens on a daily basis through the "Paotang" application, which serves as Thailand's Open Digital Platform. Notable initiatives include the delivery of economic stimulus measures under the "Half-Half Plus" scheme, the "Digital Lottery" service, which enables Thai citizens to purchase lottery tickets at the official price of 80 Baht while expanding sales channels for small-scale vendors nationwide, and the offering of government savings bonds via the Ministry of Finance's Savings Bond Wallet, which promotes inclusive and equitable access to savings and investment opportunities across all population groups. In addition, the Bank has developed the Health Wallet to enhance public access to healthcare services, such as through the "Free Medicine at Nearby Pharmacies" program and has applied blockchain technology to improve the efficiency of government initiatives, including the VAT Refund for Tourists (VRT) project. The expansion of the Bank's government-related customer and partner base has further enabled the Bank to leverage this ecosystem to extend business opportunities and support economic activities under its X2G2X strategy.

- **Scalable platforms and comprehensive products and services aligned with the digital economy:** The Bank has progressed toward becoming a leader in digital banking and is well positioned to support Banking-as-a-Service offerings. This is reflected in the scale of users across the Bank's digital platforms in 2025, including over 22 million users of the Krungthai NEXT application, more than 40 million users of the Paotang application, over 2 million merchants using Thung Ngern, and approximately 23 million users of Krungthai CONNEXT. In addition, the Bank remains committed to the continuous development of digital products and services, which have been well received. Key examples include end-to-end business solutions on the Krungthai BUSINESS platform, digital bond investment services, and comprehensive online gold investment services via Gold, as well as the enhancement of the investment experience through the "WealthFolio" feature, which enables users to manage assets and plan their finances more holistically. As a result of these



initiatives, in 2025, Krungthai Bank achieved a historic milestone, receiving 100 awards from leading domestic and international institutions, particularly in the areas of innovation and digital banking, underscoring the Bank's leadership in financial innovation in Thailand.

- **Strong capital to support growth:** As of 31 December 2025, the Bank reported a capital adequacy ratio (CAR) of 22.12% (for the Bank's financial business group), of which 20.18% was Tier 1 capital. This level remains above the minimum regulatory requirement prescribed by the Bank of Thailand, reflecting the strength and resilience of the Bank's capital status to support business expansion and to withstand potential risks arising from changes in economic, social, and regulatory environments.

- **Strong brand recognition and reputation:** Krungthai Bank is a large commercial bank that has served customers and Thai people for 60 years. It is one of the top banks most frequently recognized by customers, and has been recognized for its effective brand utilization in social media marketing.

- **Continuous organizational improvement and development:** This enables the Bank to keep pace with the rapidly changing business environment, including enhancing internal operational efficiency through the adoption of artificial intelligence (AI) and Robotic Process Automation (RPA), as well as developing innovative products and services that respond to customer needs. The Bank has established a clear and comprehensive digital development roadmap, continuously integrating innovations into its operations, such as the establishment

of Infinitas by Krungthai Co., Ltd. (Infinitas by Krungthai), the joint venture with Accenture under "Arise by Infinitas" to develop digital talent to support digital businesses, and the collaboration with IBM through the joint venture "IBM Digital Talent for Business (IBMDT)", focusing on strengthening and enhancing workforce capabilities, particularly in digital skills. In parallel, the Bank has upgraded its technology infrastructure to international standards and enhanced the stability and security of its information technology systems to support new and increasing transaction volumes in the future. The Bank also continues to drive its organizational culture toward the future through initiatives such as "Wolf Hack," a hackathon program that provides opportunities for employees to co-create financial innovations with practical applications. In addition, the Bank is advancing its Virtual Bank business, expanding its role toward "Beyond Banking," and collaborating with partners to enhance customer experience and further reduce barriers to access to financial services. Furthermore, the Bank places strong emphasis on sustainability across environmental, social, and governance (ESG) dimensions, aligned with the United Nations Sustainable Development Goals (SDGs), to strengthen the organization's transition toward becoming a sustainable bank. This includes supporting financial products and services that address customers' sustainability needs and generate long-term positive impacts on the economy and society, such as Green Deposits, Transition Loans, Green Loans, and the integration of financial risk management transactions with the development of sustainable products, etc.

### Asset, Loan, Deposit and Branch

of Commercial banks registered in Thailand as of 31 December 2025

Bank	Asset		Loan (Net)		Deposit		Domestic Branch	
	Amount (m. Baht)	Market share (%)	Amount (m. Baht)	Market share (%)	Amount (m. Baht)	Market share (%)	Amount (m. Baht)	Market share (%)
1. Bangkok Bank	4,119,943	16.55	1,965,003	13.85	2,780,501	15.75	750	14.66
2. Krungthai Bank	3,832,833	15.39	2,461,089	17.35	2,871,437	16.27	967	18.91
3. Kasikorn Bank	3,759,113	15.10	2,250,652	15.87	2,808,793	15.91	736	14.39
4. Siam Commercial Bank	3,502,528	14.07	2,137,543	15.07	2,585,916	14.65	669	13.08
5. Bank of Ayudhya	2,333,919	9.37	1,524,556	10.75	1,735,882	9.84	569	11.12
6. TMB Thanachart Bank	1,698,351	6.82	1,155,212	8.14	1,269,797	7.19	469	9.17
Total of DSIBs	19,246,687	77.30	11,494,055	81.03	14,052,326	79.61	4,160	81.33
Total of Non-DSIBs (11 Banks)	3,501,799	14.06	2,107,391	14.86	2,427,492	13.76	942	18.42
Total Offshore Branches	2,151,597	8.64	583,471	4.11	1,169,135	6.63	13	0.25
Grand Total	24,900,083	100.00	14,184,917	100.00	17,648,953	100.00	5,115	100.00

Source: C.B. 1.1, Bank of Thailand

Remark: 1. The BOT peer group criteria of commercial banks are as follows:

- 1.1. DSIBs (Domestic Systemically Important Banks) include Thai Commercial Banks with market share of total assets of 10% (excluding subsidiaries of foreign banks)
- 1.2. Non-DSIBs include Thai Commercial Banks with a market share of total assets of less than 10%.
2. Loan data (net) means loans to customers and net accrued interest receivables.
3. Domestic branch data include headquarters, service points and off-site banking services for more than 30 days.

## Awards and Recognitions

In 2025, the Bank received a total of 100 awards, comprising 75 international awards and 25 national awards, as follows:

### 1. 75 International Awards

- **7 CEO Awards**

1. Best Bank CEO in Thailand from The Asian Banker Magazine, Singapore
2. Best CEO of the Year Thailand 2025 (Mr. Payong Srivanich) from Global Business & Finance Magazine, United States
3. Banking CEO of the Year Thailand 2025 (Mr. Payong Srivanich) from Global Banking & Finance Review Magazine, United Kingdom
4. Best Banking CEO Thailand 2025 (Mr. Payong Srivanich) from Global Business Review Magazine, United Arab Emirates
5. CEO of the Year in the Banking Industry 2025 from The European Magazine, United Kingdom
6. Best Banking CEO of the Year Thailand 2025 (Mr. Payong Srivanich) from International Brand Expertise, United Kingdom
7. Best CEO Banking - Thailand (Mr. Payong Srivanich) from International Finance Magazine, United Kingdom

- **8 Corporate Awards**

1. Bank of the Year Thailand from The Banker Magazine, United Kingdom
2. Best Managed Bank in Thailand from The Asian Banker Magazine, Singapore
3. Asia Responsible Enterprise Award 2025 - Corporate Governance Category from Enterprise Asia, Singapore
4. Asia Pacific Enterprise Awards 2025 - Corporate Excellence Category from Enterprise Asia, Singapore
5. Best Corporate Governance Bank Thailand 2025 from Global Business Review Magazine, United Arab Emirates
6. Asia's Best Companies 2025 - Best Managed - Financials - Thailand (Bronze) from FinanceAsia Magazine, Hong Kong SAR, People's Republic of China
7. Bank of the Year Thailand 2025 from International Investor Magazine, United Kingdom
8. Best Commercial Bank Thailand 2025 from World Business Stars Magazine, United Kingdom

- **6 Digital Banking Awards**

1. ASEAN Business Award 2025 - Digital Advancement (Winners' Circle) from ASEAN Business Advisory Council, Malaysia
2. Best Bank for Digital Banking Services Thailand 2025 from Global Banking & Finance Review Magazine, United Kingdom
3. Best Digital Bank Thailand 2025 from Global Business Review Magazine, United Arab Emirates
4. Top Digital Banking Product - Innovation Leader Thailand 2025 from The European Magazine, United Kingdom
5. Digital Banking Excellence Award Thailand 2025 from International Investor Magazine, United Kingdom
6. Best Digital Transformation Bank Thailand 2025 from World Business Achievers, Singapore

- **9 Human Resources Awards**

1. Asia Responsible Enterprise Award 2025 - Investment in People Category from Enterprise Asia, Singapore
2. Employee Experience Award 2025 Thailand - Best HR Digital Transformation Strategy (Gold) from Human Resources Online, Singapore
3. Employee Experience Award 2025 Thailand - Best Women Leadership Programme (Silver) from Human Resources Online, Singapore
4. Employee Experience Award 2025 Thailand - Best Use of Technology to Enhance Employee Engagement (Bronze) from Human Resources Online, Singapore
5. Employee Experience Award 2025 Singapore - Best Use of Technology to Enhance Employee Engagement (Bronze) from Human Resources Online, Singapore
6. Best HR Management App from International Brand Expertise, United Kingdom
7. HR Excellence Award 2025 Thailand - Excellence in Employee Volunteerism (Silver) from Human Resources Online, Singapore
8. HR Excellence Award 2025 Thailand - Excellence in Digital Transformation (Silver) from Human Resources Online, Singapore
9. Workplace Wellness Programme Award - Thailand from ESGBusiness Magazine, Singapore

- **16 Marketing and Branding Awards**

1. Red Dot Design Award: Brand & Communication Design 2024 - Spatial Communication, Exhibition Design from Red Dot Award AG, Germany

2. German Design Award 2025 - Excellent Architecture - Fair and Exhibition from German Design Council, Germany
  3. Golden A' Design Award - Trade Show Architecture, Interiors, and Exhibit Design from A' Design Award & Competition SRL, Italy
  4. Bronze A' Design Award - Sustainable Products, Projects and Green Design from A' Design Award & Competition SRL, Italy
  5. Asia Pacific Enterprise Awards 2025 - Inspirational Brand from Enterprise Asia, Singapore
  6. Best Bank for Social Media Thailand 2025 from World Business Achievers, Singapore
  7. Marketing Excellence Award 2025 Thailand - Excellence in CSR/Cause Marketing (Gold) from MARKETING-INTERACTIVE, Singapore
  8. Marketing Excellence Award 2025 Thailand - Excellence in Consumer Insights/Market Research (Gold) from MARKETING-INTERACTIVE, Singapore
  9. Marketing Excellence Award 2025 Thailand - Excellence in Customer Engagement (Silver) from MARKETING-INTERACTIVE, Singapore
  10. Marketing Excellence Award 2025 Thailand - Marketing Team of the Year (Silver) from MARKETING-INTERACTIVE, Singapore
  11. Marketing Excellence Award 2025 Thailand - Excellence in Marketing to a Specific Audience (Bronze) from MARKETING-INTERACTIVE, Singapore
  12. Marketing Excellence Award 2025 Thailand - Excellence in Media Strategy (Bronze) from MARKETING-INTERACTIVE, Singapore
  13. Marketing Excellence Award 2025 Thailand - Excellence in Sponsorship Activation (Bronze) from MARKETING-INTERACTIVE, Singapore
  14. Marketing Excellence Award 2025 Thailand - Excellence in Search Marketing (Bronze) from MARKETING-INTERACTIVE, Singapore
  15. Marketing Excellence Award 2025 Thailand - Excellence in Personalisation Marketing (Bronze) from MARKETING-INTERACTIVE, Singapore
  16. Silver Dragon - Social Media from Dragons of Asia, Australia
- **15 Product and Service Awards**
    1. Best Transaction Bank in Thailand from The Asian Banker Magazine, Singapore
    2. Best Innovation in Retail Banking Thailand 2025 from International Banker Magazine, United Kingdom
    3. Most Innovative Investment Products Thailand 2025 from Global Banking & Finance Review Magazine, United Kingdom
    4. Best Cash Management Bank Thailand 2025 from Global Banking & Finance Review Magazine, United Kingdom
    5. Best Cash Management Bank - Thailand 2025 from The Global Economics Magazine, United Kingdom
    6. Best Thai Bank for Treasury & Cash Management 2025 from The European Magazine, United Kingdom
    7. Thailand Public Sector Initiative of the Year - Finance from GovMedia, Singapore
    8. Thailand E-Governance Project of the Year - Finance from GovMedia, Singapore
    9. Best Risk Management Solution (Highly Commended Winner) from Treasury Today Magazine, United Kingdom
    10. Best Bank for Transaction Banking Services - Thailand from The Digital Banker, Singapore
    11. Best Corporate Bank - Thailand from International Finance Magazine, United Kingdom
    12. Best Lifestyle App - Students from The Digital Banker, Singapore
    13. Health Technology Innovation Award - Thailand from ESGBusiness Magazine, Singapore
    14. Thailand Customer-Centric Innovation of the Year - Financial Services from Asian Business Review Magazine, Singapore
    15. Thailand Strategic Partnership Innovation of the Year - Financial Services from Asian Business Review Magazine, Singapore
  - **14 Sustainability Awards**
    1. Sustainable Bank of the Year Thailand 2025 from International Banker Magazine, United Kingdom
    2. Emblem of Sustainability from Enterprise Asia, Singapore



3. Asia Responsible Enterprise Award 2025 - Social Empowerment Category from Enterprise Asia, Singapore
4. Best CSR Bank Thailand 2025 from Global Business & Finance Magazine, United States
5. Best Green & ESG Financial Solution Provider Thailand 2025 from Global Business & Finance Magazine, United States
6. Best Social Impact Bank Thailand 2025 from Capital Finance International Magazine, United Kingdom
7. Best Bank for CSR Initiatives - Thailand 2025 from The Global Economics Magazine, United Kingdom
8. Best For-Profit Adult Education (Special Commendation) from Money Awareness and Inclusion Award, Singapore
9. Leaders in Ethical Business & Environmental Stewardship 2025 from The European Magazine, United Kingdom
10. Best Bank for Social Responsibility and ESG Initiatives - Thailand 2025 from Global Brands Magazine, United Kingdom
11. Best Bank for Financial Literacy Promotion - Thailand 2025 from Global Brands Magazine, United Kingdom
12. 3G Most Sustainable Banking Award 2025 from Cambridge IFA, United Kingdom
13. 3G Excellence Award in Education & Literacy Programme 2025 from Cambridge IFA, United Kingdom
14. Best Sustainability Initiative Thailand 2025 from World Business Outlook Magazine, Singapore

## 2. 25 National Awards

### • 2 CEO Awards

1. Thailand Corporate Excellence Award 2025 - Leadership Excellence, Distinguished Level from Thai Management Association
2. Thailand Top CEO of the Year 2025 - Banking Industry from Business+ Magazine

### • 3 Corporate Awards

1. Thailand Corporate Excellence Award 2025 - Financial Management Excellence, Distinguished Level from Thai Management Association
2. Plaque of Honor in Recognition for Model Organization in Promoting Awareness and Social Responsibility in Personal Data Protection from Personal Data Protection Committee (PDPC), Thailand
3. CAC Change Agent Award 2025 from Thai Private Sector Collective Action Against Corruption (CAC)

### • 1 Digital Banking Award

1. Thailand Award 2025 - "Outstanding Creativity and Innovation of the Year", Digital Financial Innovation Category from Foundation for Thai Society

### • 4 Human Resources Awards

1. People Management Award of Thailand 2024 - Platinum Level from Personnel Management Association of Thailand
2. Outstanding Good Governance Award 2025 - Excellence in Employee Treatment from Puey Ungphakorn Institute, with Paphawin Co., Ltd. as the nominating organization
3. Top 50 Companies Young Professionals Want to Work For - Rank 41 from WorkVenture
4. Best Places to Work in Thailand 2025 from WorkVenture

### • 7 Marketing and Branding Awards

1. Thailand Influencer Award 2024 - Best Financial & Investment Influencer Campaign (2nd Prize Winner) from TellScore
2. Best Partnership Award 2024 from Anti-Fake News Center Thailand, Ministry of Digital Economy and Society
3. 13th Thailand Social Award - Best Brand Performance on Social Media (Bank Category) (Finalist) from WISESIGHT (Thailand) Co., Ltd.
4. LINE Thailand Award 2024 - Best Sponsored Stickers in Finance & Banking from LINE Company (Thailand)
5. LINE Thailand Award 2024 - Best Official Account in Finance & Banking from LINE Company (Thailand)
6. Gold Exhibitor Award from The Federation of Thai Industries
7. 2025 MAAT Media Award - Best Use of Media for Good: "FinFit - Strong Finance, Strong Life" (Bronze) from Media Agency Association of Thailand (MAAT)

### • 3 Product and Service Awards

1. Thailand Corporate Excellence Award 2025 - Product/Service Excellence, Distinguished Level from Thai Management Association
2. SMEs Excellence Award 2025 - Service Business Category, Gold Level from Thai Management Association, with LannaCom Co., Ltd. as the nominated company

3. Thailand Award 2025 - "Outstanding Product of the Year", Game-Changing Financial Service Category from Foundation for Thai Society

- **5 Sustainability Awards**

1. SET ESG Ratings 2024 - "AAA" Level from The Stock Exchange of Thailand
2. Thailand Award 2025 - "Outstanding Environmental Management Organization of the Year", Environmental Management for Sustainable Development Category from Foundation for Thai Society
3. King Prajadhipok Award for Civic Consciousness - "Good" Level, Organizational Category from King Prajadhipok's Institute
4. ESG100 Company Certificate - Financial Services Sector from Thaipat Institute
5. Outstanding Human Rights Organization Award 2025 - Large Business Organization Category, Excellent Level from Department of Rights and Liberties Protection, Ministry of Justice

### Service Network

The Bank's service network by region as of 31 December 2025

Unit : Place

	Total	Bangkok and Perimeter	Province
ATMs (Including all cash withdrawal machines)	7,946	1,786	6,160
Local branches	967	284	683
Physical branches*	924	270	654
Service points (including off-site service points)	43	14	29
Business office	73	18	55
Exchange booth	29	14	15

\*Including the head offices

### 1.2.4 Products and Services

Sources of Funds and Lending

Unit : Million Baht

Consolidated Financial Statement	31 Dec 2025		31 Dec 2024		Change
	Amount	Percent	Amount	Percent	Percent
Deposits	2,864,171	72.8	2,731,344	73.0	4.86
Interbank and money market items	274,137	7.0	255,872	6.8	7.14
Debt issued and borrowings	124,740	3.2	132,464	3.5	(5.83)
Other liabilities	183,249	4.7	160,117	4.3	14.45
Total equity	487,022	12.4	460,671	12.4	5.72
<b>Total</b>	<b>3,933,319</b>	<b>100.0</b>	<b>3,740,468</b>	<b>100.0</b>	<b>5.16</b>

Unit : Million Baht

Loans and Deposits Classified by Maturity Consolidated	31 Dec 2025		31 Dec 2024		Change
	Amount	Percent	Amount	Percent	Percent
Loans (less deferred revenue)					
- Not more than 1 year	703,697	26.0	807,133	29.9	(12.1)
- More than 1 year	2,007,474	74.0	1,891,478	70.1	6.1
<b>Total Loans*</b>	<b>2,711,171</b>	<b>100.0</b>	<b>2,698,611</b>	<b>100.0</b>	<b>0.5</b>
Deposits					
- Not more than 1 year	2,790,077	97.4	2,647,891	97.0	5.4
- More than 1 year	74,094	2.6	83,453	3.0	11.2
<b>Total Deposits</b>	<b>2,864,171</b>	<b>100.0</b>	<b>2,731,344</b>	<b>100.0</b>	<b>4.9</b>

\*Excluding accrued interest receivables and interbank and money market loans

### Business Assets for Operation

#### Main Fixed Assets

The Bank and its subsidiaries' net premises and equipment were as follows:

Unit : Million Baht

Cost	31 Dec 2025	31 Dec 2024
Land		
Cost	5,389	5,390
Revaluation	17,392	17,400
Premises	12,753	12,315
Equipment	23,526	23,592
Others	1,517	1,287
<b>Total</b>	<b>60,577</b>	<b>59,984</b>
Less Accumulated depreciation	30,390	30,364
Less Allowance for impairment	383	383
<b>Premises and equipment, Net</b>	<b>29,804</b>	<b>29,237</b>

The Bank has lease liabilities as of 31 December 2025 compared to the previous year as follows:

Unit : Million Baht

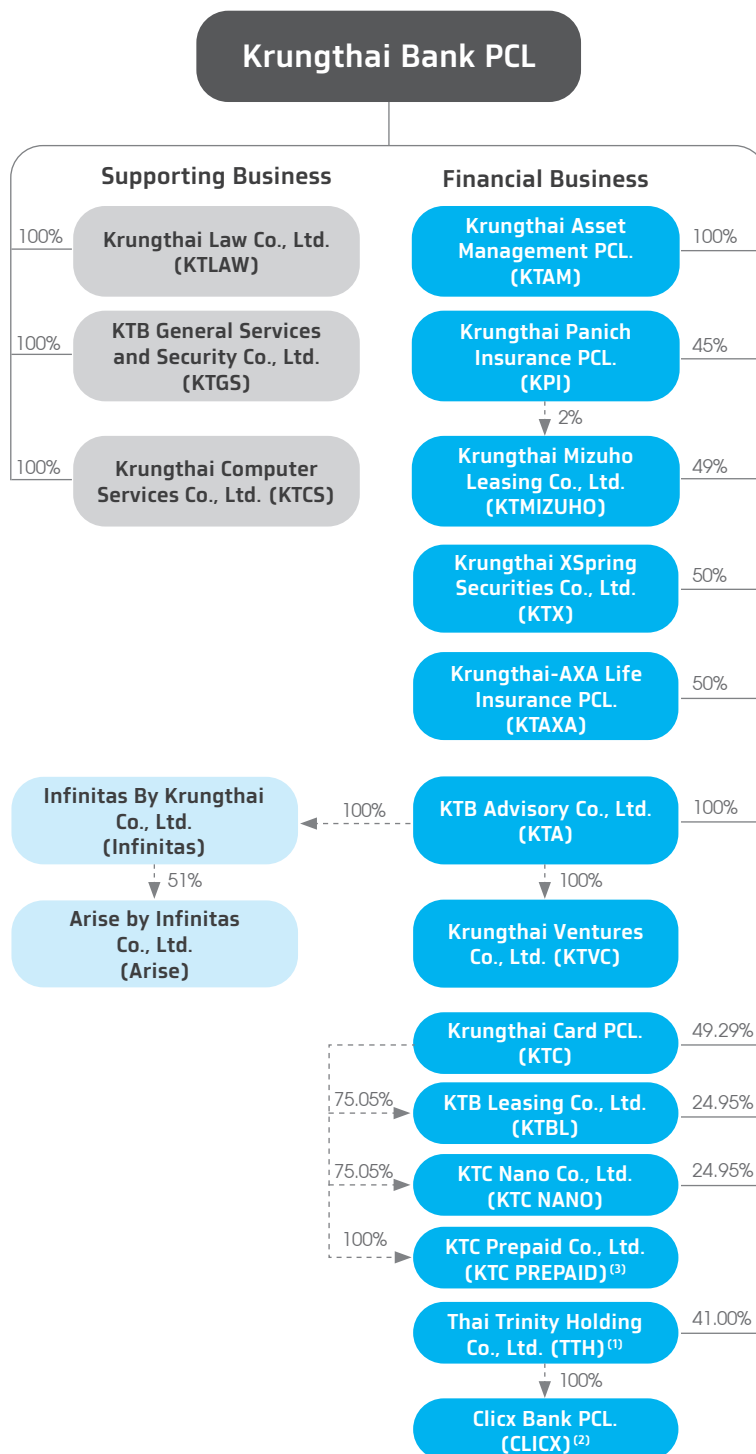
Lease Payments	31 Dec 2025	31 Dec 2024
Up to 1 year	1,627	1,630
Over 1 - 5 years	1,805	1,936
Over 5 years	141	149
<b>Total</b>	<b>3,573</b>	<b>3,715</b>
Less deferred interest expenses	199	220
<b>Total</b>	<b>3,374</b>	<b>3,495</b>



## 1.3 Shareholding Structure of the Group

### 1.3.1 Shareholding Structure of the Financial Business Group

Shareholding Structure in the Financial Business Group as of 31 December 2025



Remark: (1) Thai Trinity Holding Co., Ltd. has been incorporated on 9 July 2025, with Krungthai Bank Public Company Limited holding 41.00% of its shares.

(2) Clicx Public Company Limited has been incorporated on 8 August 2025, with Thai Trinity Holding Co., Ltd. holding 100% of its shares.

(3) On 20 June 2025, Krungthai Card's Board of Directors resolved to approve the dissolution of KTC Prepaid Co., Ltd. And on 9 January 2026, KTC Prepaid Co., Ltd. received approval from the Bank of Thailand to return its licence for the designated payment service business.

### Investment Policy in Securities

The Bank has established an investment policy for securities as a guideline for managing investments in both equity securities and debt instruments, with the objective of generating returns commensurate with the level of risk acceptable to the Bank. Such investments are undertaken in accordance with the Bank's risk management policy and in compliance with applicable laws, regulations, and supervisory requirements. The policy aims to enhance non-interest income and other investment returns in addition to interest income from lending, support the Bank's core business operations, and serve as a tool in the debt restructuring process.

### Policy on Investment in Securities, Rules for Investing in the Bank's Securities

#### • Debt Instruments

The Bank considers investing in government bonds or government-guaranteed debt instruments, which are low-risk and highly liquid instruments. Such instruments may also be recognized as liquid assets and allocated for various transactions with the Bank of Thailand. In addition, the Bank has considered investing in bonds issued by state-owned enterprises and debt securities of private sector entities, taking into account the Bank's liquidity position, the liquidity of the securities, associated risks and returns, as well as investment concentration. The Bank regularly reviews its investment policy and adjusts its investment strategy to ensure alignment with market conditions.

#### • Equity Instruments

The Bank has considered investing in equity instruments to generate returns from its excess liquidity. In this regard, the Bank focuses on investments in entities with strong fundamentals, a consistent dividend payment record, and primarily in listed securities with sufficient trading liquidity. In addition, the Bank invests in businesses that support the Bank's operations, as well as holding certain equity investments acquired through debt restructuring of lending customers. The Bank ensures that its equity investments remain within the regulatory limits and requirements prescribed by relevant regulatory agencies.

### Risk Management

The Bank has a Risk Oversight Committee (ROC) for evaluating the Bank's risk management policies and strategies, as well as an Assets and Liabilities Management Committee (ALCO) for determining investment strategies by considering returns appropriate to the level of risk and overseeing investment management in accordance with established policies, ensuring that investments remain within approved aggregate limits and risk thresholds. The Bank closely monitors and manages the investments to generate returns and mitigate potential losses from impairment by monitoring economic conditions, market yield trend analysis, the performance of the invested entities, and price movements, including the related news, to assess the business status and environment of the entities invested by the Bank to adjust the investment strategies and determine appropriate impairment allowances in line with changes in investment values.

In this regard, the Bank's unit that supervises investment management reports trading activities and investment positions to the Board of Executive Director and the Board of Directors on a monthly and quarterly basis, respectively.

### Provision of Allowance for Impairment

The recognition of impairment allowances for each type of investment in securities is determined based on indicators of impairment in accordance with applicable accounting standards, such as the financial statements and market prices of the securities in which the Bank has invested, in order to estimate the expected recoverable value in the future.

### Investment Policy in Companies in the Financial Business Group

The Bank has strategically invested in businesses to enhance the integration and comprehensiveness of services within its core operations through the establishment of a financial business group. The group operates under the Bank of Thailand's consolidated supervision framework, which aims to ensure the stability of companies within the financial business group, promote prudent business conduct, and enable effective management of risks arising from business operations.

The Bank has 18 companies in its financial business group as of 31 December 2025, as follows:

1. Financial Business refers to businesses established to enhance the Bank's ability to provide more integrated and comprehensive services. These businesses include asset management, hire purchase and leasing, credit card, life insurance, non-life insurance, securities, financial advisory, venture capital, payment services business under supervision, holding company and virtual bank businesses. There are 13 financial business companies, namely Krungthai Asset Management PCL., Krungthai-AXA Life Insurance PCL., Krungthai Panich Insurance PCL., Krungthai XSpring Securities Co., Ltd., Krungthai Advisory Co., Ltd., Krungthai Leasing Co., Ltd., Krungthai Mizuho Leasing Co., Ltd., Krungthai Card PCL., KTC Nano Co., Ltd., KTC Prepaid Co., Ltd., Krungthai Ventures Co., Ltd., Thai Trinity Holding Co., Ltd., and Clicx Bank PCL.

2. Supporting Business refers to service businesses established to support the Bank's operations by enhancing flexibility, facilitating operational processes, and improving service efficiency across various functions, such as legal services, information systems, digital platforms, technology-related services, and other support services. These services include financial instrument logistics, building management, staff training center services, vehicle services, asset relocation services, security services, automated document printing, folding, envelope packing and delivery services, debt collection services, and customer relationship management services.

There are 5 supporting business companies, namely Krungthai Law Co., Ltd., Krungthai Computer Services Co., Ltd., Krungthai General Services and Security Co., Ltd., Infinitas by Krungthai Co., Ltd., and Arise by Infinitas Co., Ltd., which provide personnel and information technology resources and related services.

In addition, the Bank has invested in other companies that are not part of the financial business group to support the Bank's operations and enhance service efficiency across various functions. These investments include: (1) National ITMX Co., Ltd., which develops and provides national payment infrastructure systems, payment system standards, and interbank payment and fund transfer services, supporting all types of electronic financial transactions in Thailand; (2) BCI (Thailand) Co., Ltd., which specializes in the development of blockchain-based infrastructure technology; and (3) IBM Digital Talent for Business Co., Ltd., which provides software design and development

services for business operations and financial services. Furthermore, Krungthai Ventures Co., Ltd., a venture capital company within the Bank's financial business group, has invested in Search Engine Optimization Co., Ltd. ("SEO"), holding 30.02% of the total shares. SEO provides software consulting and procurement services, as well as travel-related services, including ticketing, hotel reservations, tour guide services, and domestic and international travel arrangements. Such investments are in line with the strategies of both the Company and Krungthai Bank to support the growth of Thai startups and SMEs and strengthen their long-term competitiveness.

### Companies in which Krungthai Bank Holds 10% or More of the Total Shares Issued

As of 31 December 2025

Company	Business	Total Shares Issued	Shareholding Ratio			Type of Share
			The Bank's Direct Holding of Shares		Indirect Holding <sup>(1)</sup>	
			No. of Shares Invested	Percentage of Shareholding	Percentage of Shareholding	
Insurance Business						
1. Krungthai-AXA Life Insurance PCL. 9 G Tower Grand Rama 9, 1 <sup>st</sup> , 22 <sup>nd</sup> - 27 <sup>th</sup> Fl., Rama 9 Rd., Huay Khwang, Huay Khwang, Bangkok 10310 Customer Service Tel.: 1159, +662 021 4800 (for International Calls) E-mail: customer.care@krungthai-axa.co.th	Life Insurance	135,500,000	67,750,000	50.00	-	Ordinary
2. Krungthai Panich Insurance PCL. 1122 KPI Tower, New Phetchaburi Rd., Makkasan, Ratchathewi, Bangkok 10400 Tel.: +662 624-1111	Non-Life Insurance	33,000,000	14,850,000	45.00	-	Ordinary
Hire Purchase/Leasing						
3. KTB Leasing Co., Ltd. 591 UBC II Bldg., 2 <sup>nd</sup> Fl., Sukhumvit Rd., Khlong Tan Nuea, Vadhana, Bangkok 10110 Tel. +662 407-1500 and +662 407-1578	Hire purchase	100,000,000	24,950,000	24.95	75.05 <sup>(2)</sup>	Ordinary
4. Krungthai Mizuho Leasing Co., Ltd. 98 Sathorn Square Office Tower, 33 <sup>rd</sup> Floor, Unit 3307-3313, North Sathorn Rd., Silom, Bang Rak, Bangkok 10500 Tel. +662 009-0888 Fax. +662 009-0810, +662 009-0811	Hire purchase	10,000,000	4,899,998	49.00	2.00 <sup>(3)</sup>	Ordinary
Credit Card/Personal Loan/Retail Loan						
5. Krungthai Card PCL. 591 UBC II Bldg., 14 <sup>th</sup> Fl., Sukhumvit Rd., Khlong Tan Nuea, Vadhana, Bangkok 10110 Tel. +662 123-5100	Credit Card and Personal Loan	2,578,334,070	1,270,908,500	49.29	-	Ordinary
6. KTC Nano Co., Ltd. 591 UBC II Bldg., Room No. 1005 (Zone B) 10 <sup>th</sup> Fl., Sukhumvit Rd., Khlong Tan Nuea, Vadhana, Bangkok 10110 Tel. +662 123-5300	Small Business Loans	5,000,000	1,247,500	24.95	75.05 <sup>(2)</sup>	Ordinary
Payment Service under Supervision						
7. KTC Prepaid Co., Ltd. 591 UBC II Bldg., Room No. 1107, 11 <sup>th</sup> Fl., Sukhumvit Rd., Khlong Tan Nuea, Vadhana, Bangkok 10110 Tel. +662 123-5100	Payment Service under Supervision	10,000,000	-	-	100.00 <sup>(2)</sup>	Ordinary

Remarks: (1) Final shareholding ratio

(2) Indirect shareholding through Krungthai Card PCL.

(3) Indirect shareholding through Krungthai Panich Insurance PCL.

(4) Indirect shareholding through KTB Advisory Co., Ltd.

(5) Indirect shareholding through Infinitas by Krungthai Co., Ltd.

(6) Indirect shareholding through Thai Trinity Holding Co., Ltd.



Company	Business	Total Shares Issued	Shareholding Ratio			Type of Share
			The Bank's Direct Holding of Shares		Indirect Holding <sup>(1)</sup>	
			No. of Shares Invested	Percentage of Shareholding	Percentage of Shareholding	
Securities						
8. Krungthai Asset Management PCL. 195 Empire Tower Bldg., 32 <sup>nd</sup> Fl., Sathorn Tai Road, Yan Nawa, Sathorn, Bangkok 10120 Tel.: +662 686-6100 Fax.: +662 670-0430	Asset Management	20,000,000	19,999,986	100.00	-	Ordinary
9. Krungthai XSpring Securities Co., Ltd. 8 <sup>th</sup> , 15 <sup>th</sup> - 17 <sup>th</sup> Fl., Liberty Square Bldg., No. 287, Silom Rd., Bang Rak, Bangkok 10500 Tel.: +662 695-5555 Fax.: +662 695-5173	Securities	259,127,200	129,563,600	50.00	-	Ordinary
Holding Business						
10. KTB Advisory Co., Ltd. 35 Nana Nuea Bldg., 5 <sup>th</sup> Fl., Sukhumvit Rd., Khlong Toei Nuea, Vadhana, Bangkok 10110 Tel.: +662 208-3049	Holding Company	130,000,000	129,999,999	100.00	-	Ordinary
11. Dhipaya Group Holdings PCL. 1115 Rama III Rd., Chong Nonsi, Yan Nawa, Bangkok 10120 Tel.: +662 239-2200	Holding Company	594,292,336	59,429,000	9.99996	-	Ordinary
Venture Capital Business						
12. Krungthai Ventures Co., Ltd. 35 Nana Nuea Bldg., 5 <sup>th</sup> Fl., Sukhumvit Rd., Khlong Toei Nuea, Vadhana, Bangkok 10110 Tel.: +662 208-4599	Venture Capital	100,000,000	-	-	100.00 <sup>(4)</sup>	Ordinary
Supporting Business						
13. Krungthai Law Co., Ltd. 191/50-53, 55 C.T.I. Tower Bldg., 19 <sup>th</sup> Fl., Ratchadaphisek Rd., Khlong Toei, Khlong Toei, Bangkok 10110 Tel.: +662 096-8800 Fax.: +662 261-3748	Legal Services	300,000	299,993	100.00	-	Ordinary
14. KTB General Services and Security Co., Ltd. 96/12 Soi Lat Phrao 106 (Boon Udom 1), Lat Phrao Rd., Phlap Phla, Wang Thonglang, Bangkok 10310 Tel. +662 791-9800 Fax. +662 935-3708	General Services	1,400,000	1,399,990	100.00	-	Ordinary
15. Krungthai Computer Services Co., Ltd. 22/1 Sawai Brown 2 Bldg., Sukhumvit Soi 1, Sukhumvit Rd., Khlong Toei Nuea, Vadhana, Bangkok 10110 Tel.: +662 646-8000	IT Services	13,000,000	12,999,994	100.00	-	Ordinary
16. Infinitas by Krungthai Co., Ltd. 35 Nana Nuea Bldg., 3 <sup>rd</sup> Fl., Sukhumvit Rd., Khlong Toei Nuea, Vadhana, Bangkok 10110	Digital Platform Service and Services Related to Technology	30,000,000	-	-	100.00 <sup>(4)</sup>	Ordinary
17. Arise by Infinitas Co., Ltd. 88 The Parq Bldg., 5 <sup>th</sup> Fl., 9-10 Ratchadaphisek Rd., Khlong Toei, Khlong Toei, Bangkok 10110 Tel.: +662 483-9755	Providing Personnel and IT Resources Services	30,000,000	-	-	51.00 <sup>(5)</sup>	Ordinary
Virtual Bank Business						
18. Thai Trinity Holding Co., Ltd. 87 M Thai Tower, All Seasons Place, 11 <sup>th</sup> Fl., Wireless Rd., Lumpini, Pathum Wan, Bangkok 10330 Tel. +662 208-4599	Holding Company	50,000,000	20,500,000	41.00	-	Ordinary
19. Clix Bank Public Company Limited 87 M Thai Tower, All Seasons Place, 11 <sup>th</sup> Fl., Wireless Rd., Lumpini, Pathum Wan, Bangkok 10330 Tel. +662 208-4599	Banking	50,000,000	-	-	100.00 <sup>(6)</sup>	Ordinary

Remarks: (1) Final shareholding ratio

(2) Indirect shareholding through Krungthai Card PCL.

(3) Indirect shareholding through Krungthai Panich Insurance PCL.

(4) Indirect shareholding through KTB Advisory Co., Ltd.

(5) Indirect shareholding through Infinitas by Krungthai Co., Ltd.

(6) Indirect shareholding through Thai Trinity Holding Co., Ltd.

Company	Business	Total Shares Issued	Shareholding Ratio			Type of Share
			The Bank's Direct Holding of Shares		Indirect Holding <sup>(1)</sup>	
			No. of Shares Invested	Percentage of Shareholding	Percentage of Shareholding	
Other Businesses						
20. National ITMX Co., Ltd. 5/13 Moo 3, Khlong Kluea, Pak Kret, Nonthaburi 11120 Tel.: +662 558-7555 Fax.: +662 558-7566	Interbank Transaction Management	500,000	115,786	23.16	-	Ordinary
21. BCI (Thailand) Co., Ltd. 319 Chamchuri Square Bldg., 25 <sup>th</sup> Fl., Room 9-12, Phaya Thai Rd., Pathumwan, Bangkok 10330 Tel.: +662 029-0200	Electronic Letter of Guarantee Service on Blockchain System	53,000,000	11,750,000	22.17	-	Ordinary
22. Suvarnabhumi Airport Hotel Co., Ltd. 999 Suvarnabhumi Airport Building, Moo 1, Nongprue, Bangplee, Samut Prakan 10540 Tel.: +662 131-1035-46 Fax.: +662 131-1189	Hotel	10,177,800	1,017,780	10.00	-	Ordinary
23. Saraburi New Industrial City Co., Ltd. 123 Thai Life Insurance Bldg., 12 <sup>th</sup> Fl., Ratchadaphisek Rd., Huai Khwang, Huai Khwang, Bangkok 10400 Tel.: +662 246-9487, Fax.: +662 246-9819	Industrial Estate	25,000,000	2,500,000	10.00	-	Ordinary
24. Alphatec Electronics Co., Ltd. (Contact Office of the Liquidator) 889 Thai CC Tower Bldg., 14 <sup>th</sup> Fl., Room 141, Sathorn Nuea Rd., Sathorn, Bangkok 10120	Electronics Components Manufacturing	2,642	806	30.51	-	Ordinary
25. Manager Media Group PCL. 98/3-10 Phra-Athit Rd., Chana Songkram, Phra Nakorn, Bangkok 10200 Tel.: +662 629-4488, Fax.: +662 629-4469	Publications	129,354,620	20,814,928	16.09	-	Ordinary
26. Sahaviriya Steel Industries PCL. Prapawit Bldg., 2 <sup>nd</sup> - 3 <sup>rd</sup> Fl., 28/1, Surasak Rd., Silom, Bang Rak, Bangkok 10500 Tel.: +662 238-3063-82 Fax.: +662 236-8890, +662 236-8892	Steel Industry	11,444,458,319	4,499,394,589	39.32	-	Ordinary
27. Private Equity Trust for SME Growing Together 1 989 Siam Piwat Tower Bldg., 9 <sup>th</sup> Fl., 24 <sup>th</sup> Fl., Rama I Rd., Pathumwan, Pathumwan, Bangkok, 10330	Private Fund (Fund Established to Promote SMEs)	95,000,000	83,700,415	88.11	-	Trust Certificate
28. Private Equity Trust for SME Growing Together 2 989 Siam Piwat Tower Bldg., 9 <sup>th</sup> Fl., 24 <sup>th</sup> Fl., Rama I Rd., Pathumwan, Pathumwan, Bangkok, 10330	Private Fund (Fund Established to Promote SMEs)	82,000,000	70,386,258	85.84	-	Trust Certificate
29. IBM Digital Talent for Business Co., Ltd. 188 Spring Tower, 11 <sup>th</sup> Fl., 101, 112 Phaya Thai Rd., Thung Phaya Thai, Ratchathewi, Bangkok 10400	Design, Consulting and Software Development	540,000	54,000	10.00	-	Ordinary

Remarks: (1) Final shareholding ratio (4) Indirect shareholding through KTB Advisory Co., Ltd.  
 (2) Indirect shareholding through Krungthai Card PCL. (5) Indirect shareholding through Infinitas by Krungthai Co., Ltd.  
 (3) Indirect shareholding through Krungthai Panich Insurance PCL. (6) Indirect shareholding through Thai Trinity Holding Co., Ltd.

### 1.3.2 In the Case Where a Person Who May Have a Conflict of Interest Holds Shares in a Subsidiary or Associated Company More Than 10%.

-None-

### 1.3.3 Relationship with Business Group of Major Shareholders

-None-

### 1.3.4 Shareholders

#### Shareholding Structure

Shareholding Structure: List of Shareholders as of 31 December 2025 (book closing date) are as follows:

Shareholders	Number of Shares			
	Ordinary	Preferred	Total	Percent
1. The Financial Institutions Development Fund	7,696,248,833	0	7,696,248,833	55.05
2. Thai NVDR Co., Ltd.	1,203,198,516	2,060	1,203,200,576	8.60
3. VAYUPAK FUND 1	547,690,515	5,452,190	553,142,705	3.96
4. STATE STREET EUROPE LIMITED	276,189,790	0	276,189,790	1.98
5. SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	245,476,864	0	245,476,864	1.76
6. BBHISL NOMINEES LIMITED	209,736,800	0	209,736,800	1.50
7. CITIBANK NOMINEES SINGAPORE PTE LTD-ART A/C UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	178,750,000	0	178,750,000	1.28
8. NORTRUST NOMINEES LIMITED-NTC-CLIENTS ACCOUNT	122,937,658	0	122,937,658	0.88
9. Government Savings Bank	110,182,322	0	110,182,322	0.79
10. THE BANK OF NEW YORK MELLON	86,423,019	0	86,423,019	0.61
11. Other shareholders	3,299,226,933	45,750	3,299,272,683	23.59
<b>Total</b>	<b>13,976,061,250</b>	<b>5,500,000</b>	<b>13,981,561,250</b>	<b>100.00</b>

Remarks: Information from Thailand Securities Depository Co., Ltd., the Bank's securities registrar

Proportion of ordinary shares held by Thai nationality and foreign nationality shareholders

Shareholder	Juristic Entity		Individual		Total		
	Number	Number of Shares	Number	Number of Shares	Number	Number of Shares	%
Thai Nationality	1,156	11,067,570,483	71,879	976,579,018	73,035	12,044,149,501	86.14
Foreign Nationality	278	1,887,327,628	111	50,084,121	389	1,937,411,749	13.86
<b>Total</b>	<b>1,434</b>	<b>12,954,898,111</b>	<b>71,990</b>	<b>1,026,663,139</b>	<b>73,424</b>	<b>13,981,561,250</b>	<b>100.00</b>

Remarks: Information from Thailand Securities Depository Co., Ltd., the Bank's securities registrar

Shareholders can examine the details of the Securities Registrar for ordinary and preferred shares of the Bank in Part 1, Item 5, General Information and Other Major Information.

#### The Bank's Shareholding by Minority Shareholders (Free Float)

The Bank gathered a list of shareholders as of 31 December 2025, and found that the Bank's shareholding by minority shareholders (free float) was in the proportion of 44.95% of the paid capital.



### Financial Institutions Development Fund

As of 31 December 2025, the Financial Institutions Development Fund held 7,696,248,833 shares, representing 55.05% of the total paid-up ordinary and preferred shares (or 55.07% of the total paid-up ordinary shares) of the Bank, and remained the Bank's major shareholder. The Financial Institutions Development Fund ("FIDF") was established with the objective of rehabilitating and developing the financial institution system to ensure its stability and soundness. The Fund Management Committee is responsible for setting policies and overseeing the operations of the FIDF. In this regard, the FIDF functions both as part of, and as a juristic person separate from, the Bank of Thailand, with its management carried out by the fund management unit under the framework prescribed by the Fund Management Committee.

## 1.4 Number of Registered and Paid-Up Capital

### 1.4.1 Registered Capital

As of 31 December 2025, the Bank has had registered capital and paid-up capital of 72,005,040,437.50 Baht, consisting of:

Ordinary Shares for	13,976,061,250	shares	at a share value of 5.15 Baht per share
Preferred Shares for	<u>5,500,000</u>	shares	at a share value of 5.15 Baht per share
Total	<u>13,981,561,250</u>	shares	

### 1.4.2 Detail of the Bank's Securities

- Ordinary Shares

Ordinary shares are listed on the Stock Exchange of Thailand and are actively traded on both domestic and foreign boards. For domestic trading, these shares use the symbol 'KTB', while on foreign boards, they are traded under the symbol "KTB-F".

- Preferred Shares

Preferred shares are listed securities on the Stock Exchange of Thailand and are traded on both domestic and foreign boards. On domestic boards, these shares are identified by the symbol 'KTB-P', while on foreign boards, they are denoted by the symbol "KTB-Q".

Preferred shares are a type of stock fully invested at par value, offering shareholders special privileges. In addition to the right to vote in shareholders' meetings and the right to receive dividends equivalent to those of ordinary shares, preferred shareholders are entitled to a special dividend. This dividend is paid at a fixed rate of 3% per year, and it is distributed before any dividends are allocated to ordinary shares.

In voting, whether openly or secretly, ordinary, and preferred shareholders have votes equal to the number of shares they hold, where one share is counted as one vote.

- Conditions for Investing in the Bank's Securities

1) The Bank's shareholders must be persons of Thai nationality holding not less than 75% of the total issued and paid-up voting shares.

Where the Bank of Thailand deems appropriate, the Bank of Thailand may allow non-Thai nationals to hold shares up to 49% of the total number of issued and paid-up voting shares.

2) No person, or holding company acting as the parent company of a financial business group (including shares held or possessed by any related persons of such person), shall hold or possess, whether directly or indirectly, shares of any financial institution in excess of 10% of the total issued shares, unless approval has been obtained from the Bank of Thailand or such holding complies with the criteria prescribed by the Bank of Thailand.

### 1.4.3 Other Securities

As of 31 December 2025, the Bank had 1,203,200,576 units of Non-Voting Depository Receipts (NVDR), which are managed by Thai NVDR Co., Ltd., a company established by the Stock Exchange of Thailand. NVDR investors are entitled to the same financial benefits as shareholders, such as dividends and rights to subscribe for newly issued shares, but do not have voting rights at shareholders' meetings, except for voting on resolutions relating to the delisting of the underlying securities from being listed on the Stock Exchange of Thailand. The NVDRs accounted for 8.61% of the Bank's issued and paid-up ordinary shares and 0.04% of its issued and paid-up preferred shares, and represented 19.14% of the total shares held by minority shareholders (free float). Minority shareholders and investors may verify the number of NVDRs on the website of the Stock Exchange of Thailand at [www.set.or.th](http://www.set.or.th).

## 1.5 Issuance of Other Securities

The Bank issues and offers debt instruments. The proceeds from each offering are used for the purposes stated in the debenture filing. The details of outstanding debt instruments are as follows:

### Debt Instruments Offered for Domestic Sale to the Institutional Investors and/or the High-net-worth Investors.

Issuance Date	Debt Instruments	Credit Rating	Outstanding	Period (years)	Maturity Date
March 2021	US\$600,000,000 Additional Tier 1 Subordinated Notes <sup>1/</sup> (under the Euro Medium Term Note Program) (Enforced by English law. It is listed on the Singapore Stock Exchange (SGX))	Ba3 (Moody's)	USD 600 million	None (Call option in 5 <sup>th</sup> year)	No Redemption Date
April 2022	Subordinated Instruments intended to qualify as Tier 2 Capital of Krungthai Bank PCL. No. 1/2022 (Redemption in 2032)	AA(thai) (Fitch Ratings Thailand)	18.1 billion Baht	10 (Call option in 5 <sup>th</sup> year)	April 2032
2021 - 2025	Structured note, USD Currency <sup>2/</sup>	AAA(thai) (Fitch Ratings Thailand)	USD 456 million		2026-2040
2021 - 2025	Structured note, THB Currency <sup>2/</sup>	AAA(thai) (Fitch Ratings Thailand)	39.1 billion Baht		2026-2040

<sup>1/</sup> 1/ On October 8, 2025, the Board of Directors passed a resolution to approve the early redemption of all outstanding Additional Tier 1 on the first optional redemption date, which falls on March 25, 2026. In this regard, the Bank has already obtained approval for the aforementioned redemption from the Bank of Thailand (BOT) on November 28, 2025

<sup>2/</sup> The Bank has issued and offered structured notes under the Krungthai Bank PCL Structured Notes Program Nos. 1/2020, 1/2021, 1/2022, 1/2023, and 1/2025, e.g.

- Structured note linked to the USD/THB exchange rate (FX Note)
- Structured note linked to the Solactive Luxury Dynamic Factors 10% Daily Risk Control Index (SOLUX10F)
- Structured note linked to the iSTOXX Global Transformation Select 30 NR Decrement 4.5% Index (IXGTRSND)
- Structured note linked to the Solactive Global Artificial Intelligence ESG EUR Index 5% AR (SOAIESG5 Index)
- Structured note linked to the J.P. Morgan 4% VT Mozaic XRP 1% Decrement Index (JMAB392E Index)
- Structured note linked to THOR interest rate: Step Up Callable Bonus Note and Callable Bonus Note
- Structured note with embedded derivatives linked to USD SOFR interest rate: Step Up Callable Bonus Note and Callable Bonus Note
- Structured note with embedded derivatives linked to BNP Paribas AW Alpha Commodity 4 ER Index (BNPXAWR4)
- Structured note with embedded derivatives linked to UBS X-Asset Risk-Premia Portfolio 2.0 (UBSCS1XRP)
- Structured note with embedded derivatives linked to the Solactive Alternative Funds VT Index (SOALTFVT Index)
- Structured note with embedded derivatives linked to Jupiter Merian Global Equity Absolute Return Fund L CHF Hedged Acc (OMGACH)
- Structured note with embedded derivatives linked to credit ratings or credit events affecting debt repayment (Credit Linked Note)
- Structured note with embedded derivatives linked to iShares 20+ Year Treasury Bond ETF (TLT UQ)
- Structured note with embedded derivatives linked to Solactive Japan All Cap VT Index (SJPACVT Index)
- Structured note with embedded derivatives linked to exchange rates (Dual Currency Note)
- Structured note with embedded derivatives linked to SPDR Gold Trust ETF (GLD)
- Structured note with embedded derivatives linked to Solactive Future Series United States 500 High Water Mark USD Series 1 Index (SOFESHW Index)

## 1.6 Dividend Payout Policy

### Dividend Payout Policy of the Bank

The Bank has a dividend payment policy of approximately 40% of its net profit. However, the dividend payment in each year depends on the actual profit generated from the Bank's normal business operations in that year, taking into consideration the Bank's future operating performance, economic conditions and financial environment, credit growth and provisioning requirements, resolutions of the Board of Directors and/or shareholders' meetings, the amount of retained earnings, statutory and other reserves as required or deemed appropriate by the Bank, as well as compliance with applicable laws, rules, and regulations prescribed by the relevant regulatory authorities.

The Bank's Financial Statements	Year 2025	Year 2024	Year 2023
Earnings per Share (Baht)	3.15	3.09	2.48
Dividend per Share for Ordinary Shares (Baht)	2.6700 <sup>(1)</sup>	1.5450	0.8680
Dividend per Share for Preferred Shareholders (Baht)	2.8245	1.6995	1.0225
Dividend Payout Ratio (%)	85.00	50.00	35.00
Dividend Payment Date	30 April 2026	2 May 2025	3 May 2024

<sup>(1)</sup> Included special dividend at a rate of 0.60 Baht per share

### Dividend Payout Policy of the Bank's Subsidiaries

The Bank's subsidiaries consider the dividend payment which is subject to operating performance, operating performance under the business plan, retained earnings, provisioning of legal reserves, and other reserves as necessary or as deemed appropriate for business operations.

## Part 1 Business Operations and Performance

# 2. Risk Management

### 2.1 Risk Management Policies and Plans

Krungthai Bank, as one of the country's Domestic Systemically Important Banks (D-SIBs), prioritizes risk management and control while striving for sustainable banking through a systematic and efficient risk management system. The Bank has meticulously outlined its risk management framework, policies, guidelines, and manuals, encompassing all dimensions of risk management in alignment with the Bank of Thailand's (BOT) requirements. Furthermore, it has embraced the guidelines of the Committee of Sponsoring Organizations of the Treadway Commission (COSO), which offer a framework for integrated enterprise risk management (ERM) founded on international principles. The important principle is to link the risk management process with the strategic plan and business opportunities of the Bank to integrate risk management across the entire organization. The Bank has established Key Risk Indicators (KRIs), Risk Appetite, and Risk Tolerance, covering all risk factors and causes, in order to monitor the results of risk management to a level acceptable to the Bank and in accordance with the specified goals. Additionally, the true causes of risk are identified to seek management measures and prevention guidelines before damage occurs to the Bank's business operations, income, and capital funds. The Cluster Risk team is responsible for continuously supervising, monitoring, evaluating, and reporting the results of risk management to the Risk Oversight Committee, Audit Committee, and the Board of Directors.

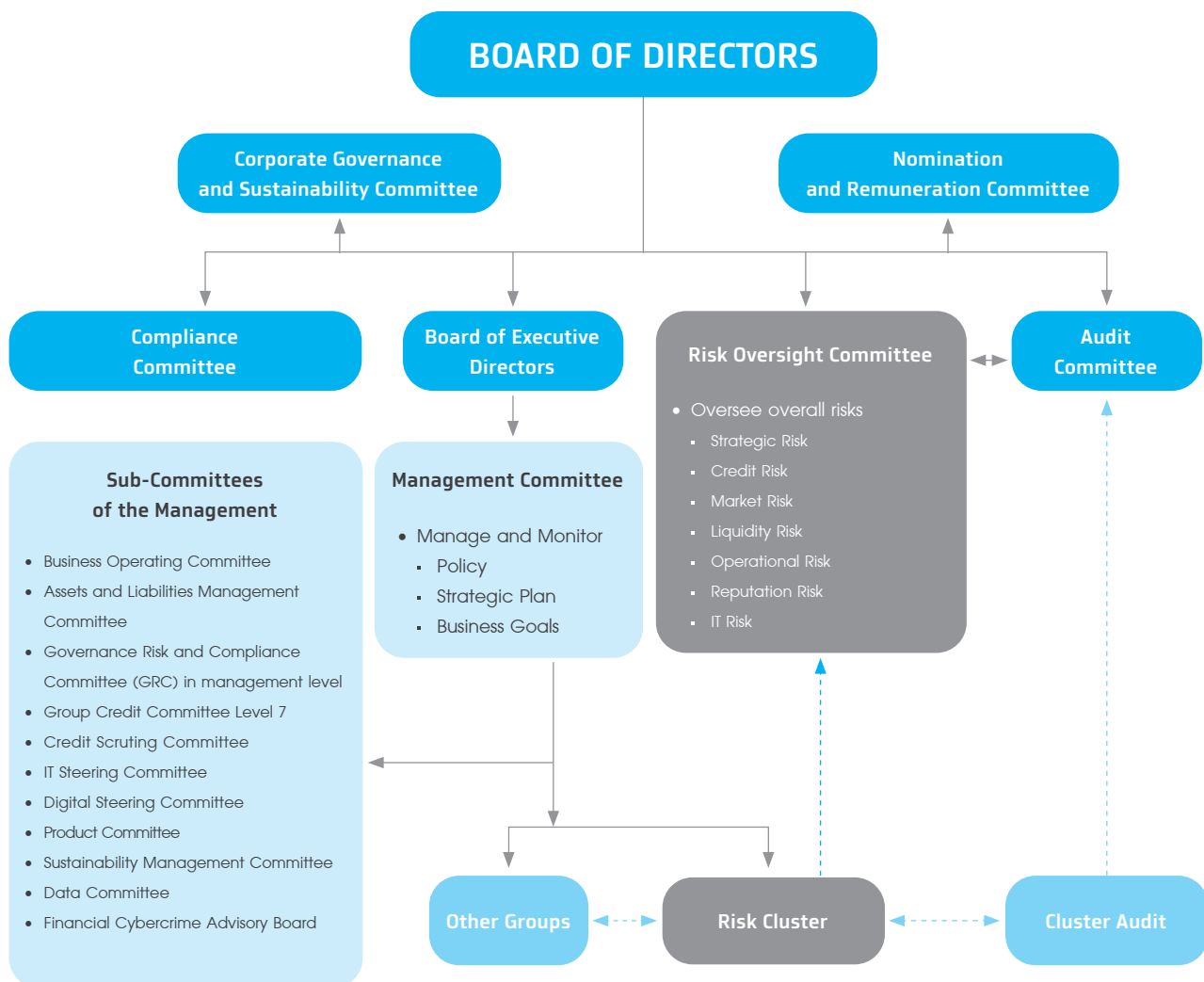
The Bank continuously encourages its employees at all levels to be aware of creating Risk Culture according to the policy of the Bank of Thailand by communicating through Sustainable Krungthai Initiatives and Krungthai core value, including providing training courses and seminars about

risk management to the employees at all levels covering the Board of Directors, committees, top executives and employees in every department of the Bank. Consequently, all of them realized the importance and have further understanding toward risk management, as well as taking responsibility in regulatory compliance and the Bank's risk management. These actions shall effectively support all departments to achieve the goals and conduct the business operations in compliance with good corporate governance, which will help the Bank have further steady and sustainable growth.

- **Risk Management Structure**

The Bank has established an effective organizational and risk management structure in accordance with good corporate governance principles, with clearly defined roles and responsibilities for each unit. The Bank's risk management governance structure consists of various committees, which are sub-committees of the Bank's Board of Directors, responsible for overseeing risks at an overall and policy level. These include the Executive Committee, the Risk Oversight Committee, the Compliance Committee, the Audit Committee, and the Corporate Governance and Sustainability Committee. In addition, there are management-level sub-committees responsible for managing and monitoring risks, consisting of the CEO and senior executives. These include the Management Committee, the Asset and Liability Management Committee (ALCO), the Governance Risk and Compliance (GRC) Management Committee, and the Credit Screening Committee, among others. The Bank's overall risk management governance structure can be summarized as follows:





#### • Risk Management Process

In a rapidly changing financial environment, financial institutions face multidimensional challenges in conducting their business operations. Technological developments (Disruptive Technology) have become a major catalyst for emerging risks that are increasingly complex and severe ranging from advancements in artificial intelligence (AI) to risks related to environmental, social, and governance factors (ESG Risk). These are in addition to the core risks directly associated with the Bank's business operations, including Credit Risk, Market Risk, Operational Risk, Liquidity Risk, Reputation Risk, and Information Technology Risk (IT Risk). These changes highlight the crucial need for the Bank to have a robust risk management process that helps build resilience and prepares the organization for potential disruptions. Therefore, the Bank has established an enterprise risk management policy to ensure a systematic and standardized approach aligned with international best practices. This framework supports effective and timely decision making by management, enabling sustainable long term business growth and value creation for stakeholders.

The Bank has defined a risk management process for analyzing, collecting, identifying, assessing, and prioritizing risks that may arise in the future and pose obstacles to achieving the Bank's objectives. The process also includes establishing control measures, monitoring, and regular reporting of risks to relevant committees, ensuring that risks remain at an appropriate or acceptable level in line with budgetary considerations and the changing internal and external environment. The Bank's key risks are those related to business transactions and operations with both customers and counterparties. These include Strategic Risk, Credit Risk, Market Risk, Liquidity Risk, Reputation Risk, IT Risk, and Operational Risk which also covers Legal Risk and Compliance Risk. The Bank's risk management process consists of five key steps:

1. Risk Identification
2. Risk Assessment
3. Risk Control and Mitigation
4. Risk Monitoring
5. Risk Reporting

### 1. Risk Identification

The Bank requires that risk identification begin with a comprehensive understanding of both the internal and external environment so that all relevant risks are captured and aligned with business direction. This includes consideration of the organizational culture, governance policies, work processes, and information technology systems that may affect the Bank. Risk identification must also be linked to the Bank's strategic objectives and focus on identifying the root causes of risks to enable effective risk management. This process supports the establishment of Key Risk Indicators (KRI) and acceptable risk levels (Risk Appetite).

### 2. Risk Assessment

Once all relevant risks have been identified, the Bank conducts a systematic assessment to determine their priority. The assessment considers the likelihood of occurrence and severity of impact, covering both Inherent Risk and Residual Risk after existing controls and mitigation measures are applied. This ensures that assessment results align with the Bank's risk taking capacity. The Bank also evaluates the effectiveness of current controls to understand how well risks are being managed at present.

### 3. Risk Control and Mitigation

The Bank selects appropriate strategies to respond to and manage residual risks, such as preventing risk events, reducing their likelihood, minimizing their impact, or transferring risks to external parties. The selection of measures must consider cost benefit effectiveness. Roles, responsibilities, and required resources must be clearly defined to ensure consistent and comprehensive implementation across business processes.

### 4. Risk Monitoring

Risk monitoring is a critical mechanism that helps ensure the Bank maintains risk levels within established thresholds. All units must assess the adequacy, efficiency, and effectiveness of their risk management activities so that management is informed about whether each unit is performing according to plan. This allows the Bank to use the assessment results to continuously enhance its risk management system. The Bank also conducts internal audits to independently evaluate the effectiveness of the risk management framework in accordance with professional standards, ensuring consistency and continuity.

### 5. Risk Reporting

The Bank prepares regular risk management reports for management and relevant committees, presented through a Risk Dashboard. These reports provide accurate and timely visibility into risk levels and performance against planned actions, along with recommendations for improving risk management. This supports transparency and effective management decision making.

Risk management is not a standalone activity but an ongoing, integrated process embedded across all levels of the organization from strategic planning and goal setting to daily operations. Effective risk management helps the Bank minimize losses while confidently pursuing business opportunities. Ultimately, success relies on cultivating a strong organizational culture in which employees at all levels recognize the importance of risk management and take ownership of the risks under their responsibility. Such a culture is essential for enabling the Bank to grow steadily and sustainably amid an environment filled with challenges and uncertainties.

#### • Consolidated Supervision

The Bank has 18 subsidiary companies within the Financial Business Group, classified into two groups: 1) financial businesses, which promote the Bank's ability to provide more comprehensive services; and 2) supporting businesses, which enhance the Bank's operational flexibility, convenience, and efficiency in delivering various services. The Bank has established policies and risk management guidelines for the Financial Business Group that align with the Bank of Thailand's supervision criteria for financial business groups and the Bank's risk management framework.

Furthermore, the companies in the Financial Business Group are required to report risk management performance to the Risk Oversight Committee regularly or whenever significant changes occur. In this regard, risk management performance of respective companies must be monitored closely.

The Bank had encouraged the companies under Financial Business Group to have the risk management covering significant risks in compliance with the Internal Capital Adequacy Assessment Process (ICAAP), namely Strategic Risk, Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Reputation Risk, and IT Risk. Regarding to this, the Bank has continuously provided the training and relevant knowledge to the companies under Financial Business Group as well as overseeing all its affiliates to implement the KRI as the tool for assessment risk and reported the risk management performance to the Risk Oversight Committee of the Financial Conglomerate and the Board of Directors of the Bank. This resulted in development of the risk management of Financial Business Group successively.

## 2.2 Business Operation Risks and Risk Management Measures

### 1) Strategic Risk

Strategic Risk refers to the risk arising from the formulation of strategies, operational plans, or their implementation that is inappropriate or misaligned with internal factors and the external environment. Such misalignment may negatively affect the Bank's income, capital funds, or overall business continuity. If the Bank is unable to achieve its defined objectives, it may result in adverse impacts on revenue, capital adequacy, or the sustainability of its operations.

The Bank's strategic risk governance approach is as follows:

- The Bank conducts its business prudently and places significant emphasis on operational planning and strategic risk management. This is achieved through the analysis and assessment of various risks, both internal and external, that may impact the Bank's operations. The Bank focuses on utilizing actual data and performing comparative analyses against its targets and competitors. A SWOT Analysis has been conducted and formulated into strategies that enhance strengths, address weaknesses, seize positive business opportunities, and protect against external negative pressures, combined into a short-term and long-term overall strategic plan for the Bank that responds to the Bank's vision, mission, and core values that are appropriate and consistent with both internal and external environments.
- The Bank's strategic planning process adheres to principles of consistent and comprehensive implementation, guided by established policy plans, defined steps, involved parties, and a clear timeline. The Board of Directors and senior executives of the Bank and its subsidiaries actively participate in brainstorming sessions to formulate the Bank's strategic plan. They place great importance on reviewing and establishing the framework for the Bank's policies, vision, mission, strategic plan, and business plan, all of which are approved by the Board of Directors. Additionally, a process is in place to implement the strategic plan, communicate it to all executives across all units, and monitor its execution to ensure the organization's goals are achieved.
- Policies and guidelines on strategic risk management are devised and reviewed annually.
- The Bank's measures for strategic risk management are in line with the Bank of Thailand's guideline and are monitored and reported to the Risk Oversight Committee.

- The Bank monitors and compares its operating performance with targets regularly, and reports to executives to set strategies to achieve the targets. Action plans are reviewed and adjusted to fit changing conditions.

### 2) Credit Risk

Credit Risk refers to the risk of loss arising from a counterparty's inability to fulfill contractual obligations as agreed and stipulated in the contract. It also includes the risk of a downgrade in the credit rating of the Bank's counterparties, which may affect the Bank's income and capital adequacy. The Bank's credit risk governance approach is as follows:

- The Bank has established policies related to credit risk management, such as the lending policy, credit risk management policy, Credit Risk Model Management Policy, Environmental and Climate Risk Management Policy, Country Risk Management Policy, Policy on Loan Classification, Provisioning, and Write off, Debt Restructuring Policy, and Sustainable Lending Policy. These policies are regularly reviewed.
- The Bank has implemented a structure that provides proper checks and balances between the lending units and the credit committee, supported by an independent credit screening unit. This enhances internal control effectiveness related to credit risk and ensures an end to end credit risk management process.

### Non-Performing and Financial Asset Commitment Impairment Risk

The Bank recognizes the potential impact arising from credit impairment of financial assets and liabilities or from assets becoming non performing loans (NPL). If borrowers are unable to repay their debts as scheduled, this affects the Bank's interest income, profitability, and capital adequacy.

The Bank's NPL governance approach is as follows:

- The Bank places strong emphasis on risk management from the client onboarding stage through a rigorous customer screening process based on credit underwriting criteria, credit scoring, and customer risk rating. These measures enable the Bank to clearly distinguish between good borrowers and those showing early signs of weakness, thereby effectively reducing and preventing the occurrence of NPLs.



- In the credit approval stage, the Bank establishes delegated lending authority levels based on loan size and complexity, with standards guided by relevant credit policies. Once credit facilities are approved, the Bank closely monitors borrowers' repayment behavior to ensure consistent payment performance. Early warning tools are used to detect signs of potential liquidity issues, including comparing projected cash flows with actual repayments, reviewing financial statements, business plans, and reassessing customer risk ratings to ensure borrowers remain capable of meeting obligations.
- If a borrower's repayment capacity deteriorates, the Bank implements measures such as revising loan conditions or restructuring debt to mitigate losses arising from non payment. The Bank also manages risks from impaired loans through expected credit loss (ECL) provisioning, supported by internally developed models. These models are subject to governance processes to ensure reliability, including model validation, data updates, and ongoing model monitoring.
- Additionally, the Bank conducts proactive risk management by assessing potential NPLs together with the lending units and reporting them monthly to relevant committees. This ensures NPL levels remain within acceptable thresholds. The Bank also closely monitors economic risks and conducts stress testing to assess their impact on business operations, credit portfolios, and capital adequacy. Stress tests are performed annually to identify timely mitigation strategies.
- Beyond credit impairment of assets and financial obligations, the Bank also assesses risks related to collateral. This includes evaluating whether to acquire or accept collateral based on its potential, quality, and type to ensure it can be sold within the required timeframe. The Bank manages and maintains collateral in sale ready condition, performs annual appraisals within defined timelines to reflect market value, and conducts regular inspections to assess property condition and identify issues. External factors such as economic conditions, market trends, and consumer behavior are also analyzed to determine appropriate sales strategies and pricing. The Bank further evaluates risks from collateral value deterioration, such as real estate market declines, legal or zoning changes, transportation developments, and physical depreciation of assets.

- The Bank is required to set aside reserves for assets awaiting sale in accordance with the classification and provisioning criteria for financial institutions, as well as the guidelines for holding real estate awaiting sale, in line with the relevant announcements from the Bank of Thailand.

#### Credit Concentration Risk

In cases where the Bank has a high concentration of loans in a particular business sector or to a specific borrower, this may lead to excessive credit concentration within that sector or for that individual borrower. Therefore, the Bank places significant importance on managing risks arising from the concentration of loans, investments, commitments, or credit like transactions to borrowers and groups of related borrowers, in accordance with regulatory large exposure requirements. The Bank may face losses impacting its income and capital adequacy if a sector with high loan exposure or a major borrower becomes unable to repay its obligations.

The Bank's risk governance approach includes conducting industry group risk assessments to ensure that loan growth aligns with the Bank's strategic direction and targeted industry segments, while preventing credit concentration in any one group. The Bank sets maximum transaction limits for each business sector (Sector Limits), each bank (Bank Limits), and each country (Country Limits) to ensure proper risk diversification and to mitigate concentration risk. The Bank also closely monitors credit limit utilization reports from relevant units to ensure exposures remain within the established maximum thresholds and submits these reports to the relevant committees on a monthly basis.

#### Counterparty Credit Risk

Counterparty Credit Risk refers to a risk that is a loss arising from the default event of a counterparty in financial contracts. For example, the financial instrument is not traded or the compensation for any damage is not given as agreed. Where the Bank's counterparty credit governance approach is as follows:

- The Bank sets credit limits to prepare for both pre-settlement risk and settlement risk by considering factors such as financial status and credit rating of counterparties and controlling and monitoring transactions not exceeding the daily credit limit. Moreover, the Bank uses Sensitivity Analysis to test the impacts on counterparties if a crisis arises and reports to the Risk Oversight Committee on a monthly basis.

- The Bank assesses the credit reliability, financial status, and assets of the debtor/counterparty to analyze and apply appropriate strategies for managing the counterparty risk.
- The Bank regularly monitors and reports counterparty risk to the assigned sub-committees, senior management, and the relevant units responsible for counterparty risk management, ensuring they are aware of the risk level.

### 3) Market Risk

Market risk refers to the risk that the Bank may incur losses due to changes in the value of positions reported both on and off the financial statements. These changes may arise from fluctuations in interest rates, foreign exchange rates, equity prices, and commodity prices, which can negatively impact the Bank's income and capital funds.

The Bank has developed a market risk management policy and market risk management manual, both of which are regularly reviewed. Market risk includes:

#### Interest Rate Risk in the Banking Book

Interest rate risk refers to the risk that the Bank's income or capital funds are adversely affected by changes of interest rates on all the assets, liabilities and off-the statements of financial position that are rate-sensitive items. Such risk might have a negative impact on net interest income, market values of items in trading accounts, and other income and expenses related to the interest rate.

The Bank manages the risk through:

- The Bank analyzes its statement of financial position by considering assets, liabilities, and off-balance sheet items in the banking book that are sensitive to changes in market interest rates
- The Bank assesses the interest rate risk of assets, liabilities, and off-balance sheet items in the banking book to determine the magnitude of the impact of interest rate changes on the Bank's income and/or economic value. The risk assessment method used is appropriate and consistent with the nature, volume, and complexity of the Bank's transactions, allowing for the evaluation of the impact on the Bank's Net Interest Income (NII) and economic value, or Standardized Economic Value (Standardized EV), through the Present Value Method of Repricing Cash Flow. This method considers the impact of changes in the yield curve and customer behavior.

- The Bank controls interest rate risk in the banking book (Risk Limits) by setting risk limits, risk appetite, and risk tolerance. It then requests approval from the Bank's Board of Directors to manage risk at an acceptable level, including establishing guidelines for support in both normal situations and cases where an approved risk limit is exceeded.
- The Bank conducts regular stress tests to assess interest rate risk in the banking book on a quarterly and annual basis, reporting the results to the Risk Oversight Committee.

#### Market Risk in the Trading Book

Market risk in the trading book refers to the risk that the Bank may suffer losses due to changes in the value of positions, both on and off the financial statements, arising from movements in interest rates, equity prices, exchange rates, and commodity prices. Changes in interest rates and equity prices may result from general market risk and/or issuer-specific factors. Market risk in the trading book can be categorized into the following aspects:

- 1) Interest Rate Risk in the Trading Book refers to the risk that income or capital may be adversely affected by changes in interest rates, which impact the value of debt instruments and interest rate-linked financial derivatives in the trading book.
- 2) Foreign exchange rate risk refers to income or capital funds adversely impacted from exchange rate volatility that occurred from the foreign currency transactions and foreign currency assets and liabilities. When converting all items on the financial statement to Thai Baht, it results a decrease in the Bank's asset value or an increase in the Bank's debt value.
- 3) Equity price risk refers to the risk arising from changes of equity securities prices or stock market index giving an adverse impact on income or capital funds, resulting in the declining value of trading book of investment securities for trading.
- 4) Commodity price risk refers to the risk arising from changes of commodity prices that gave an adverse impact on income or capital funds. At present, the Bank has no policy regarding positions taking, the Bank managed the risk by using a back-to-back approach.

The Bank manages the risk through:

- The Bank will analyze and identify the causes of risk by considering changes in various relevant risk factors that may affect the value of assets and financial instruments in the Bank's trading book, including changes in interest rates, exchange rates, equity prices, and commodity prices.

- The Bank assesses risks by applying various statistical tools, methods, and models appropriate to the transactions in order to assess market risk in the trading book, including Value at Risk (VaR) and sensitivity indicators such as PV01 and Greek values, among others. Backtesting is conducted on the models, and the results are reported to the Risk Oversight Committee on a monthly basis. Additionally, model validation tests are conducted, and the results are reported to the Price Verification Committee annually.
- The Bank will consider hedging and/or reducing the size of position holdings based on market conditions.
- The Bank regularly conducts stress tests using simulated scenarios based on historical yields of market factors relevant to the bank's business and changing market conditions. These tests employ sensitivity analysis to assess the change in value from the current value of the portfolio, calculated from changes in various market factors, with multiple levels of severity. Stress tests are conducted monthly and annually for trading accounts and reported to the Risk Oversight Committee.

#### 4) Liquidity Risk

Liquidity Risk refers to the risk that the Bank may be unable to meet its financial obligations when they become due because it cannot convert assets into cash, cannot obtain sufficient funding, or can secure funding only at an unacceptably high cost. Such situations may affect the Bank's income, cash flows, and capital, impacting its ability to operate under both normal and stressed conditions.

The Bank has introduced various deposit products to maintain its customer base. As of 31 December 2025, the Bank's liquid assets, namely, Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) were higher than the requirement specified by the BOT.

The Bank's liquidity risk governance approach includes the following:

- The Bank has established liquidity risk management policies and manuals that align with the Bank's strategy, market conditions, and the Bank of Thailand's guidelines for liquidity risk management for financial institutions.
- The Bank assesses liquidity risk by analyzing sources of risk from its balance sheet structure, considering the characteristics of liquidity inflows and outflows, and evaluating the ability to convert various assets

into cash. Liquidity risk is measured through projected cash inflows and outflows, including off balance sheet items, to determine liquidity positions across different time buckets (Liquidity Gap). The Bank also conducts financial ratio analysis to identify trends in liquidity risk. Additionally, the Bank defines a Survival Period, representing the duration for which the Bank can sustain adequate liquidity under a stress scenario defined by the Bank.

- The Bank maintains a high level of liquid assets to meet funding needs under both normal and stressed conditions. It also manages a diversified portfolio of liquid assets to ensure proper liquidity distribution.
- The Bank controls liquidity risk by assigning duties and responsibilities for related departments in monitoring the liquidity and consistently reporting to the assigned sub-committee. The Bank also specifies liquidity risk triggers, risk appetite and risk tolerance to support the liquidity risk for both Thai Baht and significant foreign currencies approved by the Board of Directors to control the liquidity risk to risk appetite level. In addition, guidelines have been established to support both normal conditions and in cases where approved risk indicators are exceeded. The Bank holds a substantial amount of liquid assets to meet needs in both normal and crisis situations. Additionally, it manages a diverse portfolio of liquid assets to ensure proper diversification.
- The Bank conducts liquidity risk stress tests on a quarterly and annual basis in accordance with the bank's stress testing policy framework. Using internally developed scenarios, these scenarios are divided into three types: 1) Institution-specific crisis - a stress event that affects only the bank, 2) Market-wide crisis - a stress event affecting the broader financial system and impacting the bank's liquidity, 3) Combination of both - a stress event resulting from the combined impact of institution-specific and market-wide crises. For each stress scenario, the bank applies assumptions such as varying levels of deposit withdrawals by different customer segments, reduced liquidity in liquid-asset markets, and decreased access to major funding sources. The results are reported to the Risk Oversight Committee.



- The Bank adjusts data to reflect actual behaviors under both normal and stressed conditions, and prepares a Liquidity Contingency Plan to respond to crisis situations, considering the results of each stress-testing scenario. The Liquidity Contingency Plan includes early-warning indicators for potential liquidity crises, enabling the Bank to mitigate negative impacts promptly and at a reasonable cost.
- The Bank consistently follows up and reports liquidity conditions to the assigned Committee, top executives and related departments for acknowledging the existing risk condition and risk level to prepare sufficient source of funds or to reduce the risk of lacking liquidity.

## 5) Operational Risk

Operational risk refers to the risk arising from the lack or deficit in proper internal control, people, and the Bank's system or external event, including legal and compliance risk. Examples include operational failures arising from ineffective control processes, insufficient employee training, flawed product design, service disruptions/system outages, climate-related risks, as well as cyberattacks, pandemics, natural disasters, and non-compliance with laws or regulations, such as Market Conduct requirements.

The impacts of operational risk may include direct or indirect losses affecting the Bank's income and capital. In addition, since Krungthai Bank is classified as a Domestic Systemically Important Bank (D-SIB), any severe incident or widespread disruption could affect the stability of the national economy. Therefore, the Bank has established the following operational risk governance measures:

- The Bank has developed policies and manuals governing operational risk management, business continuity management, outsourcing risk management, and compliance management. These documents are reviewed regularly.
- The Bank places strong emphasis on managing operational risk by adopting the Three Lines of Defense model to ensure integrated execution, monitoring, and control of risks. This approach enhances the effectiveness of operational risk management and builds confidence among customers, employees, senior management, and the Board of Directors. The model consists of:

- First Line of Defense: Business units and support units understand the risks inherent in their work processes and the risks within their areas of responsibility as risk owners. Their duties include identifying, assessing, controlling, and monitoring risks, as well as reporting them to management.
- Second Line of Defense: Risk management and oversight functions provide tools, frameworks, and methodologies for the First Line of Defense to manage risks. They collaborate with both the First and Third Lines of Defense as partners to ensure that risk management is carried out in alignment with the Bank's strategies.
- Third Line of Defense: The internal audit function reviews business operations and risk-management processes to provide assurance to the Bank's various committees that risk management and internal control systems are effective.
- Risk assessment and management through operational risk tools, including legal and regulatory compliance (Operational Risk Tools)
  - Risk Control Self-Assessment (RCSA): All units are required to perform self-assessments of their risks and controls to understand risks within their processes and establish appropriate and sufficient controls. Each unit must continuously review process-related risks associated with operational risk management.
  - Key Risk Indicators (KRI): Units must define operational and compliance KRIs to regularly monitor related risks. Acceptable thresholds are set, and if a KRI exceeds its risk tolerance, the unit must prepare an Action Plan to analyze root causes and outline corrective and preventive measures.
  - Operational Loss Incident Reporting: Operational loss events must be reported according to established procedures. The Bank analyzes incidents and root causes to develop control or preventive measures. After corrective actions are implemented, the effectiveness of those controls must be continuously monitored.
  - Business Continuity Plan (BCP): The Bank maintains a BCP covering emergencies such as natural disasters and pandemics that may disrupt operations or customer services. The plan must be reviewed and tested annually to ensure operational effectiveness.

- Outsourcing management: For outsourced services, the Bank has developed a continuity plan and requires annual reviews and testing to ensure that external service providers can deliver services as required and avoid disruptions to customer services.
- The Bank promotes a strong risk culture, fostering risk awareness and proactive loss prevention. Lessons learned from operational risk events and issues are incorporated into improving risk governance, the risk-management framework, and monitoring processes across the organization, strengthening the Bank's resilience on an ongoing basis.

## 6) Reputation Risk

Reputation Risk is an unavoidable risk for the Bank, as its business operations primarily involve providing services to the public. Modern communication technologies and diverse media channels allow information to spread rapidly worldwide, these channels can facilitate the rapid dissemination of news, criticism, or public complaints against the Bank. Reputation risk arises when the public including customers, counterparties, investors, and regulators perceive the Bank negatively or lose confidence in it. Reputation risk may also result from practices that are inconsistent with ethical standards, societal expectations, industry service standards, contractual obligations, or customer-friendly service standards. Both actual negative events and misperceptions within society or public media may directly impact the Bank's credibility, operations, and business continuity. Such risks may also affect the Bank's performance, income, and/or capital both now and in the future. The Bank's reputation risk governance framework includes the following:

- The Bank has established reputation risk management guidelines and defined an appropriate review cycle.
- The Bank assesses and monitors reputation risk through a Reputation Risk - Key Risk Indicator to ensure that reputation risk is controlled at an appropriate level. Indicators include the Bank's credit ratings, positive and negative media coverage, and the number of market conduct complaints. These are reported regularly to relevant committees.

- The Bank provides multiple channels for receiving complaints, allowing individuals to submit concerns through:

1. Official Bank channels: letters, email, fax, bank branches, Krungthai Contact Center, Line (Krungthai Connex), etc.
2. Informal channels: Facebook, Pantip, X (Twitter), TikTok, and online news outlets/pages.
3. External agencies: government complaint centers, the Financial Consumer Protection Center, and other regulatory authorities.

- The Bank defines appropriate response and coordination measures for each type of complaint to ensure timely problem resolution, clarification, or explanation. The objective is to ensure customers receive fair treatment. Escalation guidelines are in place for incidents that may pose a growing impact on the Bank's reputation.

The Bank has established communication and public-relations plans to deliver accurate information during crises or urgent situations to external parties, including customers and business partners through mass media and social media channels.

## 7) Information Technology Risk (IT Risk)

Information Technology (IT) now plays a critical role in the Bank's business operations. IT enhances business efficiency, opens up new opportunities, reduces operating costs, supports competitiveness, and enables the Bank to deliver value through its products and services quickly and effectively. At the same time, IT can introduce significant risks, such as cyberattacks, data breaches, service errors or disruptions - whether caused internally or through third-party service providers. A lack of IT competitiveness, such as outdated systems unable to integrate with modern technologies like cloud computing, AI, or APIs can cause the Bank to fall behind competitors. Non-compliance with regulatory requirements may also result in civil or criminal penalties.

These risks may cause financial loss, reputational damage, or lead to regulatory sanctions, thereby undermining customer confidence. Recognizing the significance of these issues, the Bank identifies IT risk as a key risk requiring structured management. IT risk governance includes the following:

- The Bank has IT Risk Management Policies and Manuals, including Third-Party Risk Management policies which are regularly reviewed.
- IT operations are aligned with relevant international standards such as ISO 27001, ISO 31000, and NIST as well as the Bank of Thailand's governance guidelines.
- IT project management, third-party risk management, and data-risk management are conducted through Risk Control Self Assessment (RCSA) and are governed by three key principles: (1) Confidentiality of systems and data, (2) Integrity of systems and data, (3) Availability of IT services. The Bank also prioritizes data quality to identify areas requiring improvement and ensure appropriate risk-management actions when risks exceed acceptable thresholds. Regular reporting of IT KRIs, IT incidents, and security incidents ensures management is aware of emerging trends and can respond promptly.
- The Bank enhances the capacity of its IT systems to support new services and increased transaction volumes.
- The Bank strengthened information-security capabilities for financial transactions and services, establishing measures to prevent data leaks, and improving protection against emerging and increasingly complex cyber threats.

- The Bank conducts systematic IT audits through independent auditors, ensuring alignment with IT-related risks and regulatory requirements. Following up on corrective actions ensuring adequate and appropriate controls, risk management, and compliance.

These processes collectively ensure that IT security, data security, and IT system resilience effectively support the Bank's business operations.

To support the risk-management practices described above, the Bank manages its capital in accordance with Basel III regulations issued by the Bank of Thailand at both the bank-only and consolidated levels. The Bank consistently follows standardized processes for risk management and capital adequacy assessment, in line with regulatory requirements and international best practices. The Bank performs Stress Testing covering all material risks under both normal and stressed conditions to evaluate capital adequacy. Basel III impacts are studied continuously to support Capital Planning, including dividend policy considerations.

Under the Bank of Thailand's consolidated supervision requirements, the Bank submits quarterly reports on capital adequacy ratios for the financial group and discloses capital and risk information via the Bank's website within the required timeframe. The Bank and its financial group consistently maintain capital levels above the minimum regulatory requirements.

## Emerging Risk

Emerging Risk	Risk Description	Impact	Risk Mitigation Measures
1. ESG Risk	<p>The Bank recognizes that ESG risks create continuous and interconnected impacts across all stakeholder groups. ESG risks arise from three key drivers:</p> <ul style="list-style-type: none"> <li>Permanent climate change crises, such as abnormal glacier melt and loss of tropical rainforests, which lead to increasingly severe and unpredictable natural disasters spreading across wider areas.</li> <li>Sudden and stringent environmental regulations introduced to accelerate progress toward Net Zero, such as carbon taxes (Carbon Tax), IFRS S1 and S2 disclosure standards, and the integration of nature and biodiversity considerations under the TNFD framework into supervisory requirements.</li> <li>Technology ethics and human rights risks, including potential violations of customer data privacy and increasing pressure for comprehensive human rights due diligence throughout the client supply chain.</li> </ul>	<p>ESG-related risks that affect all areas of the Bank may generate both direct and indirect impacts, as outlined below:</p> <ul style="list-style-type: none"> <li>Natural disasters can affect the debt-servicing abilities of customers by causing direct damage to customers' assets and income streams. Additionally, higher costs stemming from carbon taxes and new regulatory requirements may weaken the debt servicing ability of clients in heavy industries, leading to higher NPL levels and reduced collateral values.</li> <li>Severe weather events may cause physical damage to branch buildings, office equipment, operational systems, and data centers.</li> <li>The Bank may incur additional costs from investments required to develop personnel, enhance work processes, and strengthen ESG monitoring and reporting systems in accordance with international standards and/or regulatory mandates.</li> <li>If the Bank inaccurately classifies green loans or fails to align such classifications with the Thailand Taxonomy, it may be perceived as engaging in "greenwashing." This could adversely affect investor confidence and expose the Bank to potential legal and regulatory actions.</li> </ul>	<p>The Bank focuses on managing ESG related risks through clear policies and operational frameworks, such as the Sustainable Lending Policy and Guidelines, the Environmental and Climate Risk Management Policy. These are overseen by the Sustainability management Committee, the Corporate Governance and Sustainability Committee, and the Risk Oversight Committee, ensuring a systematic approach to ESG risk management, as follows:</p> <ul style="list-style-type: none"> <li>Climate Risk Assessment and Climate Stress Test &amp; Scenario Analysis using geospatial data to assess potential impacts on the Bank's operations and loan portfolio, forecast location based risks, and conduct transition risk assessments to evaluate the financial impact on clients in high risk industries.</li> <li>ESG Integration in the credit process: Applying ESG checklists, exclusion lists, and inclusion lists aligned with Responsible Lending practices and consistent with the Thailand Taxonomy, with ongoing monitoring and evaluation of clients' ESG performance.</li> <li>ESG Governance: Strengthening risk management through the Three Lines of Defense framework and enhancing transparency by disclosing information in the Sustainable Development Report and Task Force on Climate related Financial Disclosures (TCFD) Report, aligned with GRI, ISSB (IFRS S1, S2), and TNFD standards.</li> <li>Transition Support: Developing Transition Plans with clients and offering internationally certified green financing products (certified by ISS ESG) to incentivize and support clients in transitioning toward a sustainable low carbon society.</li> <li>Business Continuity Planning: Preparing business continuity plans covering natural disasters, with annual reviews and testing to ensure operational effectiveness during disruptions.</li> </ul>

TNFD : Taskforce on Nature-related Financial Disclosures



Emerging Risk	Risk Description	Impact	Risk Mitigation Measures
2 Risk from the Use and Management of Generative AI	<p>Generative AI (GenAI) is rapidly advancing, and the Bank has begun applying GenAI to enhance operational efficiency and customer services. However, key risks include:</p> <ul style="list-style-type: none"> <li>• Data &amp; Governance Risks: Training data may contain bias, be outdated, or lack quality-leading to incorrect decisions or AI hallucinations.</li> <li>• Cyber &amp; Model Attack Risks: Use of GenAI to impersonate individuals during transactions or attack AI systems to access confidential Bank data.</li> <li>• Regulatory &amp; Compliance Risks: Risks of personal data leakage when using external AI platforms, as well as legal uncertainty regarding future AI regulations (e.g., AI Act).</li> </ul>	<p>If the Bank is unable to manage GenAI risks, potential impacts include:</p> <ul style="list-style-type: none"> <li>• Operational Impacts: Incorrect business decisions due to model drift or distorted data.</li> <li>• Financial Impacts: Losses from digital fraud exploiting GenAI and fines for non-compliance with data-protection laws (PDPA).</li> <li>• Reputational &amp; Innovation Impacts: Loss of customer trust if AI outputs show bias or violate privacy. Competitive disadvantage if the Bank cannot safely move AI solutions to production.</li> </ul>	<p>The Bank has established a comprehensive risk-management framework for GenAI aligned with AI-security standards from the Bank of Thailand, Cybersecurity Agency, Securities and Exchange Commission, and Monetary Authority of Singapore. Key measures include:</p> <ul style="list-style-type: none"> <li>• Pre-deployment Risk Assessment: Ensuring compliance with three CIA security principles (Confidentiality, Integrity, Availability) and regular IT audits.</li> <li>• Strict Model Testing: Human validation to avoid AI hallucination. Pilot testing in limited environments (Sandbox) before full deployment.</li> <li>• Data Anonymization: Before feeding information into AI learning processes to ensure privacy and data protection.</li> <li>• Employee Skill Development: Training staff to understand AI use, limitations, risks, and responsible usage.</li> </ul>
3 Geopolitical and Geoeconomic Risks in a polycrisis	<p>Geopolitical and geoeconomic risks in a polycrisis environment are increasingly interconnected across economic and social dimensions and are becoming more complex. Key risks include: heightened geopolitical tensions leading to rising prices for commodities and logistics, conflicts in neighboring countries or border regions that may escalate, and protectionist trade policies by major economies as they shift toward self-reliance and tighter control of strategic resources. Global supply-chain reshuffling and increased financial-market volatility.</p> <p>The Global Risks Report 2026 (World Economic Forum) identifies Geoeconomic Confrontation as the No. 1 global risk (up from No. 9 the previous year).</p>	<p>The aforementioned risks may create significant impacts on the Bank's customers, particularly through declining income and tighter liquidity, which weaken their debt-servicing capacity. This, in turn, affects loan growth and demand for the Bank's financial services. The main customer groups likely to be affected include: export businesses, Cross-border trade businesses, Thai businesses operating in neighboring countries that are exposed to geopolitical conflicts, SME customers, who may face intensified competition due to the influx of low-priced imported goods, and retail customers working in industries affected by geopolitical and geoeconomic risks, which may reduce their income as company performance declines or working hours are reduced.</p>	<ul style="list-style-type: none"> <li>• The Bank recognizes the potential impacts that may arise and therefore closely monitors and assesses the situation, while continuously exchanging insights with various organizations such as the Joint Standing Committee on Commerce, Industry and Banking.</li> <li>• During the credit-approval process, the Bank implements strict and multi-dimensional evaluation procedures that take into account a wide range of risk scenarios, including geopolitical and geoeconomic risks. After credit approval, the Bank reviews every loan at least once every 12 months, conducts proactive monitoring of borrowers, provides guidance and appropriate assistance, and reports the overall loan portfolio to relevant committees at least once a month.</li> <li>• The Bank ensures the adequacy of loan-loss provisions by evaluating expected credit losses according to loan classification and considering additional overlays aligned with current economic conditions. This is conducted through the management overlay process, which requires monthly approval from the Override and Overlay Committee.</li> <li>• The Bank conducts stress testing at least once a year, covering both normal conditions and severely adverse scenarios that could cause the economy to deteriorate significantly. Examples include conflicts in the Middle East, the Russia-Ukraine conflict, and trade wars among major global powers.</li> </ul>

## 2.3 Shareholders' Investment Risk

Shareholders' Investment Risk arises when shareholders do not receive the expected return on their investment. The return is in the form of dividends and/or capital gains. The dividend payment depends on the Bank's performance, its dividend payout policy, official's policy change, including economic conditions both domestically and internationally and other factors. The Bank has managed main risks as stated. However, there may be risks other than those specified, which affects the Bank's performance and dividend payment to shareholders and may cause shareholders not to receive expected returns.

Meanwhile, the Bank's share price may increase or decrease, depending on its performance and external factors such as changes in policies affecting the Bank, economic conditions, unusual situations. These factors may cause share price to decline, putting investors at risk of not receiving the expected returns. Therefore, shareholders should study the risks that may occur and make investment decisions with discretion.

In addition, the Financial Institutions Development Fund is the Bank's major shareholder, holding 55% (as of 31 December 2025) of the total issued and paid-up shares. It is able to vote in the shareholders' meeting. However, important agendas

affecting the Bank's operations require three-fourths of the votes of the shareholders' meeting, such as amendments to the Memorandum of Association and the Director Company's Articles of Association, an increase/decrease in registered capital. Furthermore, the Bank appointed the Independent Director Committee to be an important part of ensuring that the structure of the Board of Directors and the Management have sufficient checks and balances. Each independent director can express independent opinions, giving conflicting opinions or making any other observations at the Board of Directors' meeting. The objectives are to protect the rights and interests of shareholders and other stakeholders, promoting the operation of the Bank's corporate governance. As of 31 December 2025, the Bank has 5 Independent Directors out of a total of 12 Directors). Apart from the Independent Director Committee, the Bank also appointed the Audit Committee, which consists of 3 Independent Directors. The Audit Committee focuses on the Bank's internal audit process, financial report review, and considers items that may have conflicts of interest, for transparent business operations.

## 2.4 Risk of Foreign Securities Investment

(In case the issuer is a foreign company)

-None-

## Part 1 Business Operations and Performance

### 3. Driving Business for Sustainability

Krungthai Bank, as a state-owned commercial bank, stands with the Thai people and is committed to conducting business in line with ESG principles, namely Environmental, Social, and Governance. The Bank emphasizes transparency, honesty, fairness, responsibility, and sustainability, adhering to the principles of good corporate governance. It implements robust risk management practices, considers the interests of all stakeholders, fosters trust, creates value for shareholders, and strives to develop financial technology and innovation through the Thailand Open Digital Platform to enhance the quality of life for people and customers in all dimensions. Additionally, the Bank undertakes projects to create shared value, providing comprehensive and equitable assistance in alignment with the United Nations Sustainable Development Goals.

The Bank operates under the vision of “Growing Together for **SUSTAINABILITY**” and the mission of “Empowering **BETTER LIFE** for all Thais.” Krungthai Bank is dedicated to developing financial technology and innovation through the Thailand Open Digital Platform to enhance the quality of life for individuals and customers in various dimensions. These efforts include fostering learning opportunities for people at the grassroots level to utilize technology, reducing inequality in access to the fundamental elements of the digital economy, and addressing income distribution gaps in society. The Bank collaborates in driving Thai society toward becoming a digital society and a cashless society, while striving to promote financial equality for all Thais. This encompasses access to funding, financial education, basic rights to government services, and income equality. Krungthai Bank adheres to ESG principles, including environmental, social, governance, and climate-related aspects, across all dimensions of its business operations to ensure long-term value creation alongside sustainable societal development. The Bank systematically analyzes and prioritizes key sustainability and climate-related issues through an annual materiality assessment process, which identifies issues that are material to the Bank’s business and supports the formulation of strategies aligned with prioritized sustainability topics across economic, social, and environmental dimensions. This materiality assessment enables the Bank to effectively respond to stakeholder expectations in accordance with human rights principles, while reinforcing its role in addressing climate change and supporting the transition toward a low-carbon economy. Accordingly, the Bank assesses potential impacts, risks, and opportunities across its value chain, including those related to climate change, over the short, medium, and long term. Further details can be found in the Sustainability Report and the Climate Change Report.

In preparing sustainability disclosures, the Bank references internationally recognized standards, including the Sustainability Accounting Standards Board (SASB) Standards, which focus on sustainability issues that are financially material through

industry-specific metrics. The SASB Standards therefore serve as a key framework guiding the Bank’s sustainability and climate-related disclosures. Sustainability information is disclosed on a consolidated basis, covering the core business operations of Krungthai Bank Public Company Limited, its subsidiaries, and associated companies over which the Bank has management control or significant operational influence in Thailand. Additional information can be found in the Sustainability Report.

#### 3.1 Sustainability Management Policies and Goals

The Bank has established policy frameworks and practices and has integrated international sustainability challenges, including sustainable guidelines from regulators, as well as the country’s goals and plans, into its management goals across various dimensions covering environment, society and governance, and climate-related aspects.

The Bank’s policies encompass a comprehensive framework covering sustainability governance and organizational structure, sustainability strategy, sustainability risk management, as well as target setting and performance monitoring. Key policies include, among others, the Environmental and Social Responsibility Policy, the Corporate Governance Policy, the Anti-Bribery and Corruption Policy, the Human Rights Policy and the Occupational Health and Safety and Working Environment Policy.

With respect to ESG oversight, the Bank has assigned responsibilities to a Board-level subcommittee, namely the Corporate Governance and Sustainability Committee, which is responsible for establishing policies and guidelines related to corporate governance, sustainability, and social and environmental responsibility. The Committee also oversees and monitors the implementation of these policies by the appointed Sustainability Management Committee. The Sustainability Management Committee is tasked with driving the effective implementation of sustainability policies, translating strategic direction into practical actions, and communicating sustainability-related guidelines to operational units to ensure alignment with the Bank’s established policies.

Krungthai Bank recognizes the importance of sustainable business operations and has defined its sustainability strategy across three key dimensions: Sustainability in Internal Operations, Sustainability for Clients, and Sustainability for Infrastructure & Community. These strategic pillars support the Bank’s sustainable growth and its role as a key mechanism in driving economic development and social progress in Thailand, in line with the Bank’s vision of “Growing Together for **SUSTAINABILITY**.” In addition, the Bank has established targets aligned with its five core strategic pillars and continuously monitors and reports performance against these targets.

The Bank remains committed to continuously enhancing the quality and transparency of its sustainability and climate-related performance reporting. The Bank also aligns its disclosures with the requirements of relevant sustainability indices and reporting standards, and establishes targets and key performance indicators for each material sustainability issue. A summary of the material sustainability topics is presented as follows.

### Climate Change

1. Reduce scope 1, 2 greenhouse gas (GHG) emissions from internal operations and reach Net Zero Emission by 2030 to supporting Thailand's commitment.

2. The Bank adopts environmentally responsible business practices throughout its value chain, including sustainable lending policy, in alignment with its approach to climate change risk management. This includes the development of environmentally friendly financial products and services (Green Lending), contributing to a downward trend in the Bank's Financed Emissions portfolio. The Bank has set a target of achieving net-zero greenhouse gas emissions related to its financing. In particular, the Bank aims to achieve net-zero emissions in the power generation sector by 2065. However, in order to remain aligned with Thailand's revised national greenhouse gas emissions reduction targets under the latest Nationally Determined Contribution (NDC 3.0), which were officially announced in November 2025, Krungthai Bank is currently undertaking a comprehensive review and reassessment of its targets, as well as related implementation approaches. This process is intended to ensure that the Bank's transition efforts are consistent with national policy directions and are able to effectively and sustainably support the achievement of Thailand's greenhouse gas emissions reduction objectives.

### Environment

1. Efficient resource utilization and environmental management within the Bank's operational processes focus on reducing resource consumption, including energy use, water use, and waste generation. To achieve these objectives, the Bank has established systematic and continuous management approaches for energy, water resources, and waste management throughout its operations. These efforts are designed to deliver tangible outcomes and support the Bank's commitment to responsible environmental stewardship.

### Society

1. Respect for Human Rights: The Bank has enhanced its human rights due diligence process across its value chain to align with international standards and has extended this process to its subsidiaries. This ensures that its operations adhere to global human rights principles. Additionally, the Bank continuously raises awareness and fosters a culture that prioritizes human rights within the organization.

2. Human resource management is continuously strengthened, covering labor practices, human capital development, as well as talent attraction and retention.

3. Access to financial services is promoted through two key approaches: financial inclusion and financial literacy initiatives. These initiatives contribute to economic development and help reduce social inequality by expanding access to financial products and services for all segments of the population, while broadening opportunities for access to funding and enhancing financial knowledge among the public.

4. Participating in efforts to improve the quality of life for Thai people through community development, the Bank focuses on supporting careers that provide stable incomes, enhancing financial knowledge to enable communities to achieve sustainable self-reliance, and fostering a culture of volunteerism among its employees. These efforts are implemented through the Bank's own social projects as well as initiatives conducted in collaboration with various partner organizations.

5. Sustainable financial products and services are delivered by incorporating internationally recognized sustainable development frameworks and integrating environmental, social, and governance (ESG) principles into business operations. This approach ensures a responsible credit approval processes that take into account social and environmental considerations, while aligning business operations with policy directions at both national and international levels.

6. Occupational health and safety practices are implemented in accordance with ISO 45001, with occupational health and safety management system standards in place to strengthen organizational safety culture and advance toward the goal of becoming a zero-accident organization.

7. Customer relationship management is conducted through transparent and truthful provision of product and service information, in adherence to the principles of fair customer treatment and market conduct.

### Governance

1. Good corporate governance principles encompass practices and organizational culture and have been applied in the Bank's operations to establish an appropriate risk management framework, ensure compliance with laws and regulations, including the continuous promote a culture of anti-corruption within the Bank.

2. Risk and Crisis Management through the Implementation of training courses aims to raise awareness among employees, enabling them to perform their duties in compliance with internal regulations and the rules established by various regulatory agencies related to the Bank. The training emphasizes employee discipline, including a review of disciplinary processes and the consideration of appropriate penalties to promote responsible business practices with transparency, ensure compliance with applicable laws and regulations, and uphold a zero-tolerance approach to all forms of corruption.



3. Digital innovation and technology are developed and applied to strengthen leadership in diverse digital financial services, supporting national economic development and policy implementation while ensuring inclusive access for all segments of the population. Digital innovation and technology are leveraged to develop financial products and services that are convenient, secure, accurate, and modern.

4. Data privacy is respected through the establishment of guidelines for the protection and use of personal data, together with robust cybersecurity practices to prevent damage from cyberattacks. Comprehensive contingency and incident response plans are implemented to address cyber-related risks, supported by external assurance in accordance with ISO/IEC 27001:2022 (Information Security Management Systems: ISMS), an international standard for information security management.

5. Sustainable procurement practices are applied in line with ISO 20400:2017 (Sustainable Procurement) to assess suppliers against internationally recognized standards. Supplier risks are continuously evaluated based on ESG criteria, alongside the communication of a Supplier Code of Conduct aligned with organizational strategies that support sustainable economic growth.

## 3.2 Managing Impact on Stakeholders in the Business Value Chain

### 3.2.1 Business Value Chain

As a service-based business, the Bank places importance on all stakeholders and activities across its entire value chain. This holistic approach enables the Bank to effectively respond to the genuine needs and expectations of all stakeholder groups, while emphasizing the advancement of sustainability through shared growth alongside the organization. The Bank acts as an intermediary in financial transaction for key stakeholders, including customers, suppliers, and business partners. These are related to the Bank's business operations across the entire value chain, from upstream to downstream. For upstream activities, the Bank's sources of funds include various types of deposits, namely savings, current, and fixed deposits, which are deposited by individuals, juristic persons (including private companies), government agencies, state enterprises, and financial institutions through Bank branches and other channels, such as automatic depository machines (ADMs), automated teller machines (ATMs), and Krungthai NEXT application. It also includes interbank borrowing, and other important funding sources, namely borrowing, equity, and bank services as being agents or brokers for example for fund management services and other services such as foreign exchange.

The Bank manages its operations in accordance with risk and opportunity management frameworks related to business operations, sustainability, and climate-related considerations across the entire value chain, both current and anticipated,

together with good corporate governance. There is a continuous monitoring across the short, medium, and long-term time horizon, supported by policies to maintain working capital levels by focusing on the principle of NPL management and proper business management to respond to economic, social, environmental changes and climate-related changes, including considering liquidity and regulations that change along with technology advances, with the goal of creating maximum added value for shareholders under the regulations and supervision of regulators, including the Bank of Thailand and the Stock Exchange of Thailand.

The Bank uses these funds through its various business operations, mostly to loans, such as corporate loans, loans to government agencies, and retail loans. This enables the Bank to receive income in the form of interest and fees from services provided by the Bank and affiliated companies offered through the Bank, income from investments, and share of profit from investments under the equity-share method. This includes the development of new financial products, such as Green Deposits, Green Loans, and other sustainable finance solutions. In addition, the Bank has established a transition plan that incorporates target setting and performance indicators for reducing greenhouse gas emissions associated with its lending activities. This transition plan supports the transformation of business operations toward the achievement of greenhouse gas emissions reduction targets related to lending and investment, while promoting financing for environmentally friendly projects and businesses. Furthermore, the Bank has developed sustainability-related transition plans covering its entire value chain. Additional details on corporate governance policies and the Code of Business Conduct are disclosed in the Sustainability Report, while information on climate-related risks across the value chain is presented in the Climate Change Report.

### 3.2.2 Analysis of Stakeholders in Business Value Chain

The Bank recognizes the importance of various groups of stakeholders both inside and outside the organization, including shareholders, employees, and business partners that directly and indirectly affect the Bank's operations in terms of economic, social, environmental and climate change. The Bank conducts continuous assessments of risks and opportunities to understand sustainability-related impacts on its business plans and stakeholders throughout the entire value chain, covering both current and anticipated impacts on the Bank's operations across short, medium, and long-term time horizons. In addition, such risk and opportunity assessments enables the Bank to engage with and manage its stakeholders appropriately, efficiently and fairly. The Bank has analyzed and prioritized stakeholders. To elaborate, this is stated as part of the policy on the corporate governance and code of conduct. Additional details can be found in the Sustainability Report.

### 3.3 Environmental Sustainability Management

The Bank's policies, guidelines and performance regarding the environment management are disclosed on the website and in the Sustainability Report, with some key points as follows:

- **Efficient Use of Resources**

The Bank recognizes the importance of preserving and promoting good environmental quality as the foundation for driving the economy, enhancing the quality of life for people in society. The Bank focuses on fostering cooperation among internal departments and stakeholders, including external experts, to coordinate collaborative projects aimed at addressing environmental issues, which are crucial agendas at both the national and international levels. The Bank has continuously implemented projects and initiatives for Environmental Wellness, with the goals and operational guidelines set in compliance with those at both the international and national levels, aiming for efficient use of resources across short, medium, and long-term time horizons. Further details on performance related to energy, water, and waste generated from operations are disclosed in the Sustainability Report.

In addition, the Bank has renovated its office buildings to meet the LEED certification standards, a green building assessment criterion from the United States. Due to its ongoing commitment to sustainable operations and integration across various areas, The Bank has buildings certified under the LEED Certificate for Operations and Maintenance, achieving the Platinum level at the Sukhumvit Head Office building and the Gold level at the Nana Nuea Head Office building in 2025. The Bank has also implemented energy efficiency projects and initiatives, increasing the proportion of renewable energy use through pilot projects involving electric vehicles and the installation of rooftop solar panels. The Bank also requires the monitoring, measurement, and accounting of sustainability metrics, including the Bank's greenhouse gas emissions across all three scopes. These are reported to the executives and regulators regularly, either at the specified frequency or quarterly, to review the results of environmental project implementation and the by-products of other operations. Examples include reducing greenhouse gas emissions through digital banking operations and implementing digital technology and strategies in business operations (Digital Transformation). Additionally, the Bank plans to develop participatory projects to expand and create positive environmental impacts.

The Bank places strong emphasis on climate change-related issues and conducts its operations in alignment with the vision "Growing Together for SUSTAINABILITY". Accordingly, social and environmental responsibility has been embedded into the Bank's organizational structure and operational practices in accordance with internationally recognized environmental, social, and governance (ESG) standards. The Bank has also formulated a climate change strategy aligned with both international and national targets, while ensuring

appropriate disclosures in line with relevant sustainability and climate-related reporting frameworks. Additional details around the Bank's climate strategy, risk management approach, and key transition pathways under the "Krungthai Pathway to Net Zero" strategy are disclosed in the Sustainability Report.

- **Assessing the Impacts of Climate Change**

The Bank has enhanced its climate-related disclosure practices in line with internationally recognized standards and integrated climate-related risk factors into business strategy and risk management. This approach is structured around four key pillars of climate management best practices: (1) governance, (2) strategy, (3) risk and opportunity management, and (4) targets and metrics, reflecting the establishment of a robust foundation for effective climate action and transparent climate-related disclosures. In addition, the Bank continuously monitors and assesses the impacts of climate change, considering such impacts across 2 dimensions which are: 1) risks in work and business operation of the Bank and 2) risks that may affect the customers' ability to operate business and pay debts. Details are as follows:

1. The Bank assesses business impacts, both monetary and non-monetary, in case of a disaster that prevents the Bank's core business operations or transactions from operating normally. The Bank set forth Business Continuity Management Policy, which was approved by the Board of Directors. The policy is reviewed annually to suit the changing environment. In addition, the Bank also stipulated the Business Continuity Plan (BCP), as well as regularly reviewed and tested the plan according to the specified period to ensure that the Bank is ready to cope with disastrous events and able to operate the business within a reasonable period of time. In this regard, the Bank has followed up on news about disasters on a regular basis in order to be able to cope and manage crises in a timely manner.

2. The Bank regularly monitors the situation and assesses the risks from climate change. In the event of a natural disaster, the Bank will assess the impact on the regional level, industry level, and on each customer by notifying the business units related or responsible for taking care of the customers to closely monitor the situation, especially customers who may be affected by such natural disaster. Monitoring, surveillance and damage impact surveys are reported to responsible executives and business units so as to consider providing remedial measures to help customers or adjust the risk level of customers or industry or region.

Recognizing the importance of addressing the impacts of climate change, the Bank has established strategies, policies, as well as defined targets and key performance indicators to respond to this issue. These include the commitment to achieve net-zero greenhouse gas emissions for Scope 1 and Scope 2, representing the Bank's operational emissions, by 2030. Further details are disclosed in the Sustainability Report and the Climate Change Report.

### 3.4 Social Sustainability Management

The Bank has policies, guidelines and performance regarding the social sustainability management, which are disclosed on the website and in the Sustainability Report, with some key points as follows:

- **Respect for Human Rights in Business Operations**

The Bank has operated its business with respect for human rights throughout its entire supply chain. In 2025, the Bank has expanded the scope of conducting Human Rights Due Diligence covering its business operations and supply chain in Thailand, in compliance with the UN Guiding Principles on Business and Human Rights (UNGPR), The National Action Plan on Business and Human Rights (NAP) and other international requirements, covering risk assessments at operational sites, business partner assessments, as well as capacity building for employees on issues of harassment and non-discrimination.

- **Human Resource Management**

The Bank has identified human resources management as a strategic priority to steer the organization toward sustainability and effective business operations in an era of rapid change. Employees at all levels play a crucial role in driving and developing the organization. The Bank has therefore strengthened its operational skills that will be necessary in the future. This is a crucial issue and must be continuously implemented. In addition, the Bank has enhanced its work culture and concepts, agility, technology application, and has also fostered ideas and the ability to connect sustainable development issues to be a part of work by utilizing Design Thinking tools and Objectives and Key Results (OKRs) to create sustainability plans and more efficient collective work processes. The progress of plan implementation is also monitored.

- **Financial Inclusion and Financial Literacy**

The Bank recognizes the importance of financial inclusion, which is a crucial factor in driving the country's economy. To provide efficient and appropriate access to finance for all stakeholders, the Bank has established two operational guidelines: 1) promoting access to financial inclusion and 2) financial literacy. These aim to bolster the economy and reduce inequality gaps in society by providing access to financial products and services for all citizens. Additionally, the Bank has distributed opportunities to access funding sources, aiming to thoroughly meet the needs of all customer groups. This is coupled with a variety of services that are comprehensive, safe, convenient, and fast, along with promoting knowledge and fostering good financial discipline for customers.

The Bank has taken into account the obstacles in accessing financial services for all groups of people in society, especially those in underprivileged groups; therefore, the Bank has designed and developed financial products that cater to all segments of the population. The Bank has categorized financial products and services as follows: 1) Products and services that support financial access for all groups of people; 2) Digital lending products through Krungthai NEXT; 3) Products and services

for debt rehabilitation and restructuring; 4) Providing financial literacy; and 5) Providing knowledge on Digital Literacy, aiming to ensure complete financial access along with supporting the building of financial discipline and skills necessary to use digital technology.

In addition, the Bank aims to drive the use of innovation and technology to create value by continuously developing the "Paotang" Application to become Thailand's Open Digital Platform, which is open to all groups of people in every region to use its services. This initiative aims to meet the needs of every customer group in every dimension, aiming to provide Thai people with opportunities to thoroughly and equally improve their quality of life. Currently, there are more than 40 million users of Paotang services. Some important services are as follows:

**Savings and Investment:** The Bank has collaborated with the Public Debt Management Office to develop the SorBorMor Wallet, providing retail investors with the opportunity to conveniently access government bonds and offering private bond trading services, a digital wallet system. Additionally, the Bank is collaborating with partners from three leading gold shops, namely MTS Gold (Mae Thong Suk), YLG, and Aurora, to develop the "Krungthai Gold Wallet" for investing in 99.99% and 96.55% pure gold in real-time through a comprehensive online channel. This initiative facilitates the distribution of investment access opportunities to retail investors nationwide, thereby mitigating inequality in access to savings and investment products. It also serves to comprehensively and sustainably promote savings among diverse groups of people.

**Health Promotion:** The Bank has collaborated with the National Health Security Office (NHSO) to develop the Krungthai Digital Health Platform system, aimed at connecting to the health benefits system. This collaboration aims to facilitate access for people to government medical treatment rights provided to Thai citizens, ensuring comprehensive healthcare from birth to old age. This initiative will sustainably enhance the country's public health system.

The Bank has collaborated with the Ministry of Finance to upgrade the VAT Refund for Tourists (VRT) system, with the aim of streamlining the process for tourists and reducing the issuance time for tax refund documents. Tourists' information regarding purchases of goods and services will now be directly transmitted to the Revenue Department using blockchain technology. This enhancement improves work efficiency and facilitates accurate, convenient, and prompt VAT refunds for tourists. Tourists can choose to receive tax refunds through several channels, such as refunding to Visa, MasterCard, JCB, and UnionPay cards, including online wallets on Alipay or WeChat applications as well.

Furthermore, the Bank has collaborated with the Government Lottery Office to sell digital lottery tickets through the Paotang Application. This initiative helps small sellers gain access to a platform that has a large number of buyers, promoting careers and income for small agents. It also allows the public buyers to purchase lottery tickets at an equal price of 80 Baht.

- **Engagement to Improve the Quality of Life of the Community**

Since Krungthai Bank is a financial institution that supports the Thai people of all ages and aims to promote sustainability for the country while improving the quality of life through financial and banking operations, the Bank has implemented projects to develop the environment and support a high quality of life by promoting stable income-generating careers. Additionally, the Bank provides financial literacy to the community and society, which is crucial for grassroots economies and impacts the overall landscape of the country. These efforts aim to cultivate a better understanding and management of finances, strengthen financial skills and potential, and ultimately foster self-reliance. The Bank has established a framework for creating shared value with society (CSV Framework) through four main projects: 1) The "Krungthai Go Local, Grow Local" project, joining forces for development into social enterprises; 2) "Krungthai Loves Environment", creating a positive impact for a sustainable environment; and 3) Providing financial literacy for a sustainable society 4) Building a culture of volunteerism among Employees and the Public to support social value creation.

- **Delivery of Sustainable Financial Products and Services**

The Bank has established a Sustainable Lending Policy that incorporates the framework and principles of international sustainable development while aligning with the Bank's identity. This policy integrates operations with environmental, social, and governance (ESG) principles to ensure business and services are conducted with social and environmental responsibility (Responsible Banking Services and Operations). The credit approval process and risk management framework are designed to effectively address customer screening, credit evaluation, assessment, control, and risk monitoring. These processes comprehensively cover environmental, social, and governance issues, including climate change, to minimize potential negative impacts arising from credit support. Meanwhile, the Bank emphasizes supporting loans for businesses or projects in industries with potential that align with Environmental, Social, and Governance (ESG) goals (Inclusion List) and the national strategic plan under the Bio-Circular-Green Economy (BCG) Model. This includes green loans taking into account or aimed at environmental conservation, social loans that promote job creation and improve the quality of life and the country's economy, loans for SMEs, and loans for research and innovation, among others. The Bank will not provide loans to businesses or individuals in undesirable groups as determined

by the Bank (Exclusion List). Additionally, the Bank has established guidelines for evaluating loans for medium-sized and larger business customers, as well as project loans in specific industries, which require an assessment of environmental, social, and governance (ESG) risks using the ESG Checklist Form before entering the loan consideration and approval process. The Bank also mandates an annual review of ESG risk issues for customers in these groups. The Bank engages with customers on sustainability-linked risks and opportunities through product offerings, training programs, and the development of key industry transformation plans. This includes the ongoing and consistent integration of sustainability practices in lending to both corporate and individual customers, reinforcing the Bank's commitment to becoming a sustainable bank.

- **Occupational Health and Safety**

The Bank places strong emphasis on creating a safe and legally compliant working environment by developing an Occupational Health and Safety (OHS) management system in accordance with the international standard ISO 45001. This system encompasses risk management, preventive planning, and systematic monitoring and auditing processes to ensure that employees, customers, and all stakeholders are able to work and access the Bank's premises with the highest level of safety. In addition, the Bank promotes a strong safety culture through the Krungthai Safety Together initiative, which aims to raise awareness and foster collaboration between management and employees. Regular training programs, fire evacuation drills, and continuous occupational safety and health activities are also conducted. These initiatives reflect the Bank's commitment to reducing workplace risks, promoting employee well-being, and enhancing occupational health standards to support efficient and sustainable operations in the long term.

- **Customer Relationship Management**

The Bank considers customer relationship management to be a key factor in business operations and long-term sustainability. The Bank is committed to understanding customer behavior and needs through the use of data, digital technology, and advanced analytics to enhance service experiences that are convenient, fast, secure, and aligned with evolving lifestyles. Accordingly, the Bank develops and offers products and services tailored to the needs of different customer segments and implements a strategic customer management approach to build strong and lasting relationships. This is achieved through sales support tools, diverse communication channels, and comprehensive business and financial advisory services.



## Part 1 Business Operations and Performance

# 4. Management Discussion and Analysis : MD&A

### Economic Overview

Thailand's economy grew by 2.4% in 2025, slower than last year and remained below its potential. Although overall exports expanded by 12.9%, driven by front-loaded exports ahead of U.S. tariffs hike together with a rise in electronics exports in an artificial intelligence upcycle, the impact on industrial production and employment was limited with minimal reliance on local supply chains. In contrast, exporters using high local content, whose costs are primarily in Thai baht, were affected by the full-year Thai baht appreciation of 7.2%. The recovery in tourism also fell below expectations, particularly regarding Chinese tourists, which declined due to safety concerns and strong regional competition. Meanwhile, domestic demand remained subdued as private investment was slow, although the investment promotion policies began to attract capital into new industries like data centers and electronics. Private consumption also slowed down, reflecting a subdued recovery in labor income amidst high household debt. Furthermore, the economy faced many challenges, ranging from geopolitical conflicts, cybercrime and illegal money flows, and severe flooding in the North and South, notably the severe Level 4 disaster in Hat Yai, which caused major damage to property. In response to the weak economic outlook, the Monetary Policy Committee (MPC) cut the policy rate by a total of 1.00% in 2025, ending the year at 1.25%. Commercial banks followed suit by lowering lending rates and offering other measures, such as relief measures for disaster victims, to support business operations, employment, and daily living conditions.

Given Thailand's long-standing structural weaknesses, the struggle to remain competitive in a changing global economy, and challenges regarding government efficiency, these pressures have led to cooperation among the public, private, and banking sectors under the 'Reinvent Thailand' platform. This collaboration has resulted in the launch of measures to tackle structural problems in a sustainable manner, including "Pid Nee Wai, Pai Tor Dai" program. It also includes measures starting in early 2026, such as the "SMEs Credit Boost" to enhance credit guarantees, as well as programs to provide funding and liquidity support for targeted industries, aimed at reducing debt burdens and strengthening financial conditions for both households and businesses.

### The Bank and Its Subsidiaries' Overview Performance

#### The Bank and Its Subsidiaries' Performance for Year of 2025

Thailand's economy grew by 2.4% in 2025, remained below its potential. U.S. tariffs contributed to a slowdown in manufacturing sector amid intensified competition from lower-cost imported goods. The economy also continued to face long-standing structural challenges, including high household debt, limited competitiveness in the evolving global landscape, and challenges related to government efficiency. Domestic demand was further pressured by severe natural disasters, border-related tensions, and cybercrime. Amid these challenges, the Bank continued to operate with prudence, maintaining a focus on disciplined asset quality management and ongoing customer assistance as well as providing support for customer durability adjustment, particularly for SMEs, to strengthen competitiveness and drive sustainable growth under the evolving global trade landscape.

The Bank continued to provide comprehensive support to customers and the public through debt relief measures and recovery programs, including "Pid Nee Wai, Pai Tor Dai" program for borrowers with NPL balances up to Baht 100,000, "You Fight, We Help" and "Sustainable Debt Consolidation for Civil Servants" programs, as well as other ongoing relief measures. The Bank empowered SMEs under the "Reinvent Thailand" platform through measures including the "SMEs Credit Boost" credit guarantee program, and funding support to strengthen liquidity across 6 target industries: Smart Electronics, Automotive, Retail, Healthcare, Agriculture & Food, and Tourism. These efforts aim to broaden economic opportunities and promote high-quality, inclusive, and sustainable growth, consistent with the Bank's vision, "Growing Together for Sustainability".

In 2025 compared with 2024<sup>1/</sup>, the Bank delivered sustainable and resilient performance aligned with its strategic direction, amid domestic and global economic challenges. Consolidated net profit attributable to equity holders of the Bank was Baht 48,229 million, increased by 4.5% YoY, reflecting the Bank's operational efficiency and productivity across all dimensions. The Bank focused on portfolio management and business mix with justified risk-return, contributing to loan growth of 0.5% YoY, primarily driven by housing loans and government loans, despite intense competition and repayments from corporate loans. Fee income expanded 3.0% YoY primarily from Wealth Management, a key strategic growth engine. This was further supported by a growth in global market businesses and higher investment gains. Meanwhile, net interest income declined primarily due to market interest rate trend and the Bank's proactive debt restructuring efforts to support customers under a sustainable debt resolution framework.

<sup>1/</sup> Adjusted to be presented as a comparative purpose with the current period since the associated companies has adopted the financial reporting standard No. 17 - Insurance Contracts.

The Bank's disciplined comprehensive cost management resulted in a Cost to Income Ratio of 40.3%, reduced from 42.6% in 2024, amid continuing investment in IT and digital capabilities to enhance competitiveness and support long-term growth. Asset quality remained well-managed, with NPL ratio of 2.90%, down from 2.99% at the end of 2024. Credit cost stood at a sufficient level of 1.14%, in accordance to its portfolio quality, while coverage ratio remained at a high level of 203.6% for future uncertainties amid ongoing geopolitical, economic, and global trade tensions.

Financial Business Group's Tier 1 capital ratio and total capital adequacy ratio stood at 20.18% and 22.12% of its RWA, respectively, above Bank of Thailand regulatory requirements.

The Bank delivered an ROE of 10.67% and announced its interim dividend from the Bank's operating results for the first half of 2025. This reflects the Bank's strong operating performance and its ability to deliver sustainable value creation for shareholders. Furthermore, S&P Global Ratings upgraded the Bank's international credit rating and Fitch Ratings raised the Bank's financial strength rating (Viability Rating: VR). In addition, the Bank achieved a significant milestone by receiving 100 awards from renowned domestic and international organizations. These included 25 global awards in innovation and digital banking, reflecting the Bank's strong commitment to continuous investment in financial technology. These efforts enhanced customer experience and strengthened

customer-centric capabilities across all segments, supporting sustainable long-term growth and reinforcing the Bank's standards of excellence and leadership in financial innovation in Thailand.

Thailand's economy in 2026 is expected to grow below 2% for the first time in nearly 30 years, excluding crisis periods, and to underperform regional peers. External pressures include U.S. tariffs and continued uncertainty in the global economy arising from geopolitical tensions and economic and political fragmentation. Domestically, economic policy implementation faces fiscal constraints amid a political transition following the general election. Key challenges remain in addressing structural issues, including the large informal economy, elevated household debt, and the competitiveness of the business sector.

As the bank marks its 60th anniversary in 2026, Krungthai Bank continues to drive the organization forward through innovation under the concept "Step Toward Endless Possibilities", navigating challenges across a dynamic operating landscape. The Bank remains focused on developing future skills, accelerating the responsible adoption of technology, data, and AI, and enhancing operational efficiency to deliver value to customers and all stakeholders. The Bank is advancing its 5 key strategic pillars to ensure the Bank's competitiveness and sustainable growth. Furthermore, the Virtual Bank initiative will, expand the Bank's role toward a "Beyond Banking" approach, aimed at enhancing customer experiences and narrowing gaps in access to formal financial.

## Overview Operating Income and Net Profit

Unit : Million Baht

	2025	2024 <sup>(3)</sup>	Change %
Net interest income	105,781	119,115	(11.2)
Net fee and service income	22,957	22,282	3.0
Other non-interest income	31,890	20,003	59.4
Total operating income	160,628	161,400	(0.5)
Total other operating expenses	64,767	68,778	(5.8)
Pre-provision profit <sup>(1)</sup>	95,861	92,622	3.5
Expected credit losses	30,760	31,069	(1.0)
Operating profit before income tax expenses	65,101	61,553	5.8
Income tax expenses	12,880	11,576	11.3
Net Profit	52,221	49,977	4.5
Net profit (attributable to equity holders of the Bank)	48,229	46,154	4.5
ROA (%) <sup>(2)</sup>	1.26	1.24	0.02
ROE (%) <sup>(2)</sup>	10.67	10.94	(0.27)

<sup>(1)</sup> Pre-provision profit before provision for expected credit losses and income tax expense

<sup>(2)</sup> ROA and ROE calculated from net income (attributable to equity holders of the bank) divided by average assets and average equity attributable to equity holders of the bank respectively.

<sup>(3)</sup> Adjusted to be presented as a comparative purpose with the current period since the associated companies has adopted the financial reporting standard No. 17 - Insurance Contracts.

In 2025 compared with 2024<sup>1/</sup>, the Bank delivered sustainable and resilient performance aligned with its strategic direction, amid domestic and global economic challenges. Consolidated net profit attributable to equity holders of the Bank was Baht 48,229 million, increased by 4.5% YoY, reflecting the Bank's operational efficiency and productivity across all dimensions. The Bank focused on portfolio management and business mix with justified risk-return, contributing to loan growth of 0.5% YoY, primarily driven by housing loans and government loans, despite intense competition and repayments from corporate loans. Fee income expanded 3.0% YoY primarily from Wealth Management, a key strategic growth engine. This was further supported by a growth in global market businesses and higher investment gains.

Meanwhile, net interest income declined primarily due to market interest rate trend the Bank's proactive debt restructuring efforts to support customers under a sustainable debt resolution framework.

The Bank's disciplined comprehensive cost management resulted in a Cost to Income Ratio of 40.3%, reduced from 42.6% in 2024, amid continuing investment in IT and digital capabilities to enhance competitiveness and support long-term growth. Asset quality remained well-managed, with NPL ratio of 2.90%, down from 2.99% at the end of 2024. Credit cost stood at a sufficient level of 1.14%, in accordance to its portfolio quality, while coverage ratio remained at a high level of 203.6% for future uncertainties amid ongoing geopolitical, economic, and global trade tensions.

<sup>1/</sup> Adjusted to be presented as a comparative purpose with the current period since the associated companies has adopted the financial reporting standard No. 17 - Insurance Contracts.

## Net Interest Income

Unit : Million Baht

	2025	2024 <sup>(2)</sup>	Change %
Interest income	147,807	165,105	(10.5)
- Interbank and money market items	10,663	14,485	(26.4)
- Investments and trading transactions	667	306	118.0
- Investment in debt securities	7,390	7,647	(3.4)
- Loans	128,699	141,826	(9.3)
- Hire purchase and financial lease	103	182	(43.4)
- Others	285	659	(56.8)
Less Interest expense	42,026	45,990	(8.6)
- Deposits	20,167	22,028	(8.4)
- Interbank and money market items	3,233	4,358	(25.8)
- Contributions to BOT and DPA	12,940	12,500	3.5
- Debts issued	5,223	6,484	(19.4)
- Others	463	620	(25.3)
Net interest income	105,781	119,115	(11.2)
Earning Asset Yield (%) <sup>(1)</sup>	3.95	4.57	(0.62)
Cost of Fund (%) <sup>(1)</sup>	1.32	1.48	(0.16)
Net interest margin (based on earning assets) (%) <sup>(1)</sup>	2.82	3.29	(0.47)

<sup>(1)</sup> Earning assets include financial assets measured at fair value through profit or loss; Interest bearing debts include financial liabilities measured at fair value through profit or loss.

<sup>(2)</sup> Adjusted to be presented as a comparative purpose with the current period since the associated companies has adopted the financial reporting standard No. 17 - Insurance Contracts.

In 2025 compared with 2024, net interest income declined by 11.2% YoY, following market interest rate trend and the Bank's interest rate adjustments to support customers. The Bank continued to focus on a justified risk-return portfolio management. Loans grew by 0.5% YoY, primarily driven by housing loans and government loans, despite intense competition and repayments from corporate loans. NIM stood at 2.82%.

### Change of interest rate

	17 Dec 2025	13 Aug 2025	30 Apr 2025	26 Feb 2025	16 Oct 2024	27 Sep 2023	2 Aug 2023
Policy Rate	1.25%	1.50%	1.75%	2.00%	2.25%	2.50%	2.25%
Krungthai Interest Rate	19 Jan 2026	22 Dec 2025	15 Aug 2025	15 May 2025	3 Mar 2025	1 Nov 2024	5 Oct 2023
Deposit Rate <sup>(1)</sup>							
- Savings Rate	0.250%	0.250%	0.250%	0.250%	0.250%	0.300%	0.300%
- 3 Months Fixed Rate	0.650%	0.700%	0.850%	0.900%	1.000%	1.170%	1.170%
- 6 Months Fixed Rate	0.750%	0.750%	0.900%	1.000%	1.100%	1.250%	1.250%
- 12 Months Fixed Rate	0.850%	0.900%	1.200%	1.300%	1.500%	1.700%	1.700%
Loan Rate							
- MLR	6.400%	6.400%	6.500%	6.750%	6.825%	6.925%	7.050%
- MOR	6.370%	6.370%	6.620%	6.870%	7.020%	7.270%	7.520%
- MRR	6.945%	6.945%	7.045%	7.295%	7.345%	7.445%	7.570%

<sup>(1)</sup> Standard deposit rate for individuals.

On December 17, 2025, the Monetary Policy Committee (MPC) assessed that monetary policy could be further eased amid a clear economic slowdown and heightened risks. The objective was to ensure that financial conditions remain supportive of economic recovery, help alleviate debt burdens for vulnerable groups, and enhance the effectiveness of financial measures and other government policies. The policy rate was therefore reduced by 0.25%.

In response, the Bank announced a reduction in lending rates of up to 0.25%, effective from December 22, 2025, to help alleviate financial burdens for households and businesses amid the economic slowdown. This reflects the Bank's commitment to standing alongside its customers through all economic conditions.

### Net Fee and Service Income

Unit : Million Baht

	2025	2024	Change
			%
Fee and service income	31,590	30,914	2.2
Less Fee and service expense	8,633	8,632	0.0
Net fee and service income	22,957	22,282	3.0

In 2025 compared with 2024, net fee and service income was Baht 22,957 million, increased by 3.0% YoY, largely supported by the expansion of Wealth Management business.

### Total Other Operating Income

Unit : Million Baht

	2025	2024 <sup>(1)</sup>	Change
			%
Gains (loss) on financial instruments measured at fair value through profit or loss	11,416	4,703	142.7
Gain (loss) on investments, net	5,579	891	526.3
Share of profit (loss) from investments for using equity method	4,444	3,798	17.0
Dividend income	955	384	148.3
Other income	9,496	10,227	(7.1)
Total other operating income	31,890	20,003	59.4

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current period since the associated companies has adopted the financial reporting standard No. 17 - Insurance Contracts.



In 2025 compared with 2024<sup>(1)</sup>, total other operating income was Baht 31,890 million, rose by 59.4% YoY, supported by a growth in global market and higher investment gains in accordance with favorable market conditions, as well as higher share of profit from investments for using equity method, primarily from Wealth Management business.

### Other Operating Expenses

Unit : Million Baht			
	2025	2024 <sup>(2)</sup>	Change
			%
Employees' expenses	26,922	27,061	(0.5)
Premises and equipment expenses	9,688	10,881	(11.0)
Taxes and duties	4,897	5,349	(8.4)
Impairment loss of properties for sale	3,785	5,745	(34.1)
Others <sup>(1)</sup>	19,475	19,742	(1.4)
<b>Total other operating expenses</b>	<b>64,767</b>	<b>68,778</b>	<b>(5.8)</b>
Cost to income ratio (%)	40.3	42.6	(2.3)

<sup>(1)</sup> Including Directors' remuneration

<sup>(2)</sup> Adjusted to be presented as a comparative purpose with the current period since the associated companies has adopted the financial reporting standard No. 17 - Insurance Contracts.

In 2025 compared with 2024<sup>(1)</sup>, the Bank maintained a disciplined comprehensive cost management. Other operating expenses declined by 5.8% YoY, primarily from operational efficiency and a normalization of impairment loss on properties for sale. The Bank continued to focus on operational efficiency and investments in IT and digital capabilities to enhance competitiveness and support long-term growth. As a result, Cost to Income Ratio improved to 40.3%, down from 42.6% in 2024.

### Expected Credit Losses

Unit : Million Baht			
	2025	2024	Change
			%
Expected credit losses <sup>(1)</sup>	30,760	31,069	(1.0)

<sup>(1)</sup> Expected credit losses for interbank and money market items, investments in debt securities, loans to customers (including loss from criteria change) and loan commitments & financial guarantee contracts

In 2025 compared with 2024, the Bank prudently and cautiously set aside expected credit losses in economic challenges. Expected credit losses amounted to Baht 30,760 million, resulted in credit cost of 1.14%, align with its portfolio quality. Asset quality management remained well-managed, supported by close and continuous monitoring, maintaining coverage ratio at a high level of 203.6%, compared with 188.6% in the previous year, for any economic uncertainties.

## The Bank and Its Subsidiaries' Financial Status as of December 31, 2025

### Financial Assets and Investments, Net

The Bank's consolidated financial assets measured at fair value through profit or loss and net investment were Baht 564,827 million as at December 31, 2025, compared to Baht 402,427 million as at December 31, 2024. Financial assets measured at fair value through profit or loss and net investments comprised of government and SOE securities 77%, private enterprise and foreign debt securities 15% and unit trust and marketable equity securities 8%.

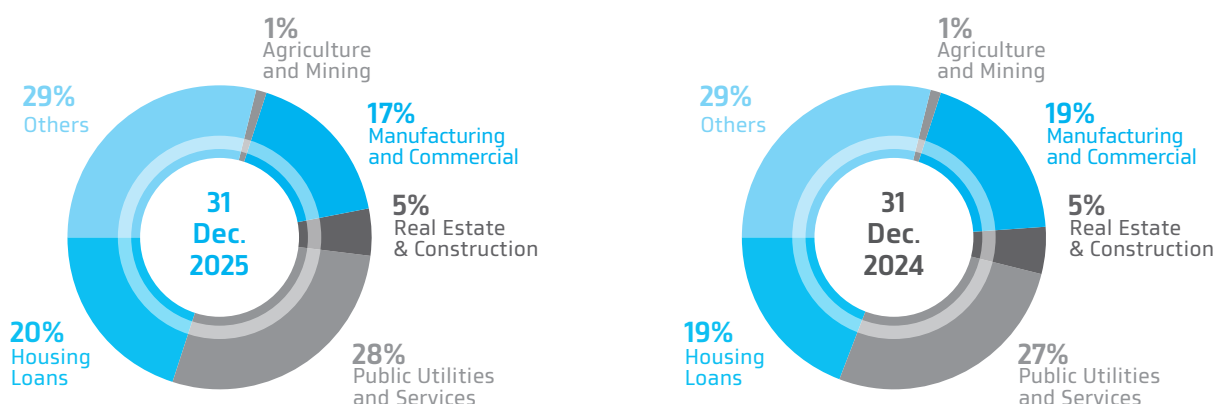
#### Classifications of financial assets and investments, net

Unit : Million Baht

Consolidated Financial Statements	31 Dec 2025	31 Dec 2024	Change
			%
Financial assets measured at fair value through profit or loss	63,785	51,342	24.2
Investment, net	501,042	351,085	42.7
- Investment in debt securities measured at amortized cost	1,446	1,347	7.3
- Investment in debt securities designated to be measured at fair value through other comprehensive income	485,184	334,363	45.1
- Investment in equity securities designated to be measured at fair value through other comprehensive income	14,412	15,375	(6.3)
Total financial assets and investments, net	564,827	402,427	40.4

## Loans to Customers

### Loan breakdown by type of business



The Bank's loans to customers (less deferred revenue) amounted to Baht 2,711,171 million, a slight increase of 0.5% from the end of 2024 in line with the Bank's strategic direction to maintain a justified risk-return portfolio management. This growth was primarily driven by retail loans, particularly housing loans, and government loans, despite intense competition and corporate loan repayments.

Unit : Million Baht

Consolidated Financial Statements	31 Dec 2025	31 Dec 2024	Change
			%
Loans to customers	2,711,390	2,698,992	0.5
<u>Less</u> Deferred revenue	219	381	(42.5)
<u>Add</u> Accrued interest receivables	25,107	24,343	3.1
<u>Less</u> Allowance for expected credit losses	185,845	173,879	6.9
Loans to customers and accrued interest receivables, net	2,550,433	2,549,075	0.1

### Loan breakdown by type of borrowers (Consolidated's Financial Statements)

Unit : Million Baht

Consolidated Financial Statement	31 Dec 2025		31 Dec 2024		Change
	Amount	(%)	Amount	(%)	%
Private Corporate	639,846	23.6	694,702	25.7	(7.9)
Government and State Enterprise	560,222	20.7	525,666	19.5	6.6
SMEs	265,671	9.8	272,179	10.1	(2.4)
Retail	1,245,273	45.9	1,206,009	44.7	3.3
- Housing	533,959	19.7	508,246	18.8	5.1
- Personal	636,061	23.4	621,686	23.1	2.3
- Credit card	73,572	2.7	73,650	2.7	(0.1)
- Leasing	1,681	0.1	2,427	0.1	(30.7)
Others	378	0.0	436	0.0	(13.4)
Total loans (per F/S)	2,711,390	100.0	2,698,992	100.0	0.5

### Asset Quality

#### Loan classification and expected credit loss

Unit : Million Baht

Consolidated Financial Statement	31 Dec 2025	31 Dec 2024
1. NPL <sup>(1)</sup>	92,911	95,065
2. NPL Ratio	2.90 %	2.99 %
Allowance for Expected Credit Losses (total) <sup>(2)</sup>	189,196	179,275
3. Coverage Ratio <sup>(3)</sup>	203.6 %	188.6 %

<sup>(1)</sup> NPL based on principal less deferred revenue while including interbank and money market items

<sup>(2)</sup> Allowance for expected credit loss (total) = Allowance for expected credit losses for interbank and money market items, loans to customers and loan commitments & financial guarantee contracts

<sup>(3)</sup> Coverage Ratio = Allowance for expected credit losses for interbank and money market items, loans to customers and loan commitments & financial guarantee contracts / NPL

Unit : Million Baht

Consolidated Financial Statement	31 Dec 2025		31 Dec 2024	
	Loans and Accrued Interest Receivables <sup>(1)</sup>	Allowance for Expected Credit Losses <sup>(2)</sup>	Loans and Accrued Interest Receivables <sup>(1)</sup>	Allowance for Expected Credit Losses <sup>(2)</sup>
Loan Classification				
- Performing	2,432,865	43,687	2,431,774	44,330
- Under - performing	209,387	71,427	194,468	58,431
- Non - performing	92,519	70,091	94,600	70,492
- Lifetime ECL - simplified approach <sup>(3)</sup>	1,507	640	2,112	626
Total	2,736,278	185,845	2,722,954	173,879

<sup>(1)</sup> Loans less deferred revenue while including accrued interest receivables and undue interest receivables

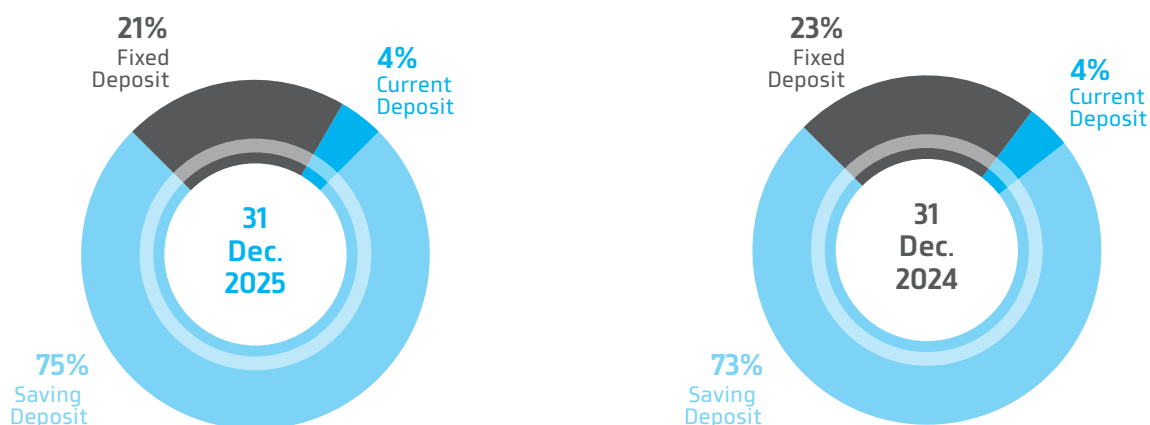
<sup>(2)</sup> Allowance for expected credit losses for loans to customers (including loss from criteria change) per financial statements

<sup>(3)</sup> Lifetime ECL - simplified approach is the approach of the Bank's subsidiary to recognize the allowance for expected credit losses on lifetime of finance lease receivables

The Bank continued to focus on prudent asset quality management. NPLs were well-managed in the environment of ongoing economic uncertainties. NPL ratio was 2.90%, down from 2.99% at the end of 2024. The Bank maintained a high coverage ratio of 203.6%, compared with 188.6% in the previous year, in a volatile economic environment. Expected credit losses were set aside at a sufficient level, in accordance with its portfolio quality.

## Deposits

### Deposits breakdown by types



The Bank's deposits was Baht 2,864,171 million, increased by 4.9% from December 31, 2024. The portion of current deposit and savings deposit to total deposit (CASA) stood at a high level of 79%.

The Bank's loans to customers (less deferred revenue)-to-deposits ratio (L/D ratio) stood at 94.66%, down from 98.80% as of December 31, 2024.

## Sources and Uses of Funds

Unit : Million Baht

	31 Dec 2025		31 Dec 2024		Change
	Amount	(%)	Amount	(%)	%
Net interbank and money market items (asset)	538,962	13.7	534,775	14.3	0.8
Financial assets measured at fair value through profit or loss	63,785	1.6	51,342	1.4	24.2
Net investments and net investments in associates	523,303	13.3	367,235	9.8	42.5
Loans to customers (less deferred revenue)	2,711,171	68.9	2,698,611	72.1	0.5
Less Allowance for expected credit losses	185,845	4.7	173,879	4.6	6.9
Other assets	281,943	7.2	262,384	7.0	7.5
<b>Total Asset</b>	<b>3,933,319</b>	<b>100.0</b>	<b>3,740,468</b>	<b>100.0</b>	<b>5.2</b>
Deposits	2,864,171	72.8	2,731,344	73.0	4.9
Net interbank and money market items (liabilities)	274,137	7.0	255,872	6.8	7.1
Debt issued and borrowings	124,740	3.2	132,464	3.5	(5.8)
Other liabilities	183,249	4.6	160,117	4.3	14.4
<b>Total equity</b>	<b>487,022</b>	<b>12.4</b>	<b>460,671</b>	<b>12.4</b>	<b>5.7</b>
- Equity holders of the Bank	464,229	11.8	440,122	11.8	5.5
- Non-controlling interest	22,793	0.6	20,549	0.6	10.9
<b>Total liabilities and equity</b>	<b>3,933,319</b>	<b>100.0</b>	<b>3,740,468</b>	<b>100.0</b>	<b>5.2</b>
Loans to customers (less deferred revenue)-to-deposits ratio (%)	94.66		98.80		



As of December 31, 2025, the Bank and its subsidiaries' main sources of funding consisted of deposits, accounting for 72.8%, and other sources, including equity, interbank borrowings, debt issued and borrowings. The Bank allocated 68.9% of its funds to loans to customers (less deferred revenue), 13.7% to net interbank and money market items, and 13.3% to net investments and net investments in associated companies.

### Equity

As of December 31, 2025, the total equity (attributable to the Bank) amounted to Baht 464,229 million, an increase of 5.5% from December 31, 2024.

Book value per share (attributable to the Bank) was Baht 33.20 per share, up from Baht 31.48 per share as of December 31, 2024.

## Statutory Capital Fund

### Statutory Capital Fund (Financial Business Group)

Unit : Million Baht

Financial Business Group <sup>(1)</sup>	31 Dec 2025		31 Dec 2024		The minimum rate required (%) <sup>(2)</sup>
	Amount	(%)	Amount	(%)	
Common Equity Tier 1 capital	411,878	19.24	387,968	18.49	>8.000
Tier 1 capital	431,923	20.18	408,089	19.45	>9.500
Tier 2 capital	41,602		41,269		
Total capital fund	473,525	22.12	449,358	21.42	>12.000
Risk-weighted assets	2,140,380		2,097,972		

<sup>(1)</sup> Balance sheet as under regulatory scope of the financial business group means financial statement for consolidated basis under BOT's regulation which does not include non-life and life insurance companies, and companies held less than 50 percent of paid-up shares capital by the Bank.

<sup>(2)</sup> According to BOT's regulation, the minimum capital ratios of Commercial Banks in Thailand will be increased to absorb Capital conservation buffer more than 0.625% a year starting from January 1, 2016 until the capital buffer ratio of more than 2.5% is reached on January 1, 2019. Moreover, KTB was named as the one of the Domestic Systemically Important Banks (D-SIBs) requiring to hold all capital ratios to absorb higher loss absorbency of additional 0.5% of risk-weight assets from January 1, 2019 and 1% of risk-weight assets from January 1, 2020 onwards (reference to the BOT Notification Sor.Nor.Sor. 16/2017 and 17/2017)

### Statutory Capital Fund (The Bank's Financial Statements)

Unit : Million Baht

The Bank's Financial Statements	31 Dec 2025		31 Dec 2024		The minimum rate required (%) <sup>(1)</sup>
	Amount	(%)	Amount	(%)	
Common Equity Tier 1 capital	373,381	18.41	359,352	17.89	>8.000
Tier 1 capital	392,028	19.33	377,999	18.82	>9.500
Tier 2 capital	40,369		40,317		
Total capital fund	432,397	21.32	418,316	20.83	>12.000
Risk-weighted assets	2,027,757		2,008,361		

<sup>(1)</sup> According to BOT's regulation, the minimum capital ratios of Commercial Banks in Thailand will be increased to absorb capital conservation buffer until the capital buffer ratio of more than 2.50% is reached on January 1, 2019. Moreover, Krungthai was named as the one-sixth of the Domestic Systemically Important Banks (D-SIBs) requiring to hold all capital ratios to absorb higher loss absorbency of additional 1% of risk-weight assets from January 1, 2020 onwards (reference to the BOT Notification Sor.Nor.Sor. 16/2017 and 17/2017)

As of December 31, 2025, Financial Business Group's Common Equity Tier 1 was Baht 411,878 million and Tier 1 capital was Baht 431,923 million. Total capital was Baht 473,525 million, represented 19.24%, 20.18% and 22.12% of its RWA, respectively.

The Bank's Common Equity Tier 1 capital was Baht 373,381 million, Tier 1 capital was Baht 392,028 million and total capital was Baht 432,397 million, represented 18.41%, 19.33% and 21.32% of its RWA, respectively.

The Bank maintains a strong capital adequacy ratio relative to the Bank of Thailand's regulatory requirements. Furthermore, the Bank continually assesses the adequacy of its capital ratio to ensure compliance with future regulatory thresholds.

### **Factors or Events that May Significantly Affect Financial Position or Performance in the Future (Forwards looking)**

Thailand's economy in 2026 is expected to face risks from both external and domestic factors, which may pressure economic growth to fall below earlier projections. On the external front, key risks stem from U.S. trade protectionist measures, which may involve higher-than-expected increases in import tariffs, as well as the possibility of additional tariff measures, such as duties on goods at risk of transshipment. Such developments would create uncertainty in the investment climate and, if realized, could significantly disrupt domestic supply chains. In addition, the Thai economy faces risks from a greater-than-expected influx of low-priced imports, as slower consumption and investment in China may prompt manufacturers to accelerate inventory clearance into the ASEAN region and Thailand. The tourism sector may also recover more slowly than anticipated if situations arise that undermine tourist confidence, particularly regarding safety concerns. These factors could result in weaker-than-expected employment, private consumption, and private investment.

On the domestic front, a key risk is natural disasters, which may cause damage to lives and property and disrupt economic activities. This risk arises in a context where households have accumulated vulnerabilities from uneven income growth and persistently high household debt, which stood at approximately 86.8% of GDP as of the end of the second quarter of 2025. Above that, Thailand has a large informal economy, accounting for more than 48.4% of GDP, which faces issues of economic inequality. Informal workers, representing 52.7% of total employment, have limited access to risk management mechanisms. The business sector also faces challenges in enhancing its capabilities, including adapting to sustainability standards and applying artificial intelligence technologies alongside cybersecurity risk management, in order to strengthen competitiveness under the new global economic landscape. The Bank will closely monitor these risks and stands ready to take appropriate actions to safeguard the best interests of its customers and the Bank.

## Credit Ratings

Bank's credit ratings rated by S&P Global Ratings, Moody's Investors Service, and Fitch Ratings were as follows:

S&P Global Ratings	Dec 2025	Dec 2024
- Long-term/ Short-term	BBB / A-2	BBB- / A-3
- Outlook	Stable	Positive
- Stand-Alone Credit Profile (SACP)	bb+	bb
Moody's Investors Service	Dec 2025	Dec 2024
- Long-term/ Short-term	Baa1 / P-2	Baa1 / P-2
- Outlook	Negative	Stable
- Baseline Credit Assessment (BCA)	baa3	baa3
- Additional Tier I Subordinated Notes (USD)	Ba3	Ba3
Fitch Ratings	Dec 2025	Dec 2024
Foreign Currency Credit Ratings		
- Long-term/ Short-term	BBB+ / F1	BBB+ / F1
- Outlook	Negative	Stable
- Viability Rating	bbb	bbb-
National Credit Ratings		
- Long-term/ Short-term	AAA(tha) / F1+ (tha)	AAA(tha) / F1+ (tha)
- Outlook	Stable	Stable
- Subordinated Debt (Baht)	AA(tha)	AA(tha)

On March 19, 2025, S&P Global Ratings announced an upgrade of the Bank's international credit rating, raising both its long-term and short-term ratings to BBB/A-2 from BBB-/A-3. Additionally, the Bank's Stand-Alone Credit Profile (SACP) was upgraded to bb+ from bb. This upgrade reflected the Bank's continuous improvement in profitability, prudent asset quality management, and its strong business position.

On April 30, 2025, Moody's Investors Service announced the change in outlooks on seven Thai financial institutions, including Krungthai to negative from stable, following the change in outlook on the Government of Thailand to negative from stable. The Krungthai's foreign currency rating Long term was affirmed at Baa1.

On June 24, 2025, Fitch Ratings affirmed the Bank's Long-Term Issuer Default Rating (IDR) at BBB+ and National Long-Term Rating at AAA(tha). Additionally, the Bank's Viability Rating (VR) was upgraded to bbb from bbb-, reflecting the Bank's continued adaptability and strong fundamentals. On September 29, 2025 Fitch Ratings announced the change in outlook of five banks, including Krungthai, to negative from stable, following the change in outlook on Thai sovereign rating to negative from stable. Krungthai's foreign currency rating - Long term was affirmed at BBB+.

## Part 1 Business Operations and Performance

# 5. General Information and Other Major Information

## 5.1 Company Information

- Name of Company : Krung Thai Bank Public Company Limited
- Business Type : Commercial Banking
- Head Office Location : 35 Sukhumvit Road, Khlong Toei Nuea Subdistrict, Vadhana District, Bangkok 10110
- Registration Number : 0107537000882 (formerly Bor.Mor.Jor. 335)

The Bank registered its transformation to public limited company on 24 March 1994.

- Head Office Location : Head Office  
Building 1:  
35 Sukhumvit Road, Khlong Toei Nuea Subdistrict,  
Vadhana District, Bangkok 10110  
Building 2:  
10 Sukhumvit Road, Khlong Toei Subdistrict,  
Khlong Toei District, Bangkok 10110

- Home Page : [www.krungthai.com](http://www.krungthai.com)

- Krungthai Contact Center : +662-111-1111

- Number and Type of the Total Shares Issued

As of 31 December 2025, the Bank's registered and paid-up capital amounted to 72,005,040,437.50 Baht which is classified into:

Ordinary shares amounted	13,976,061,250	shares	at THB 5.15 per share
Preferred shares amounted	5,500,000	shares	at THB 5.15 per share
Total	13,981,561,250	shares	



## Other References

- Registrar (Ordinary and Preferred shares)

Thailand Securities Depository Co., Ltd.  
The Stock Exchange of Thailand Building  
93 Ratchadapisek Road, Dindaeng,  
Bangkok 10400  
Tel.: +662 009-9000  
SET Contact Center: +662 009-9999  
Fax.: +662 009-9991  
E-mail: srg\_tsd@set.or.th

- US\$ 600,000,000 Additional Tier 1 Subordinated Notes  
(under the Euro Medium Term Note Program)

### REGISTRAR AND TRANSFER AGENT

The Bank of New York Mellon SA/NV, Luxembourg Branch  
Vertigo Building-Polaris  
2-4, rue Eugene Ruppert  
L-2453 Luxembourg

### TRUSTEE

The Bank of New York Mellon, London Branch  
160 Queen Victoria Street  
London EC4V 4LA  
United Kingdom

- Subordinated Instruments intended to qualify as Tier 2  
Capital of Krungthai Bank PCL. No. 1/2022 due 2032.  
The Subordinated Instruments are redeemable  
at the option of the Issuer prior to the maturity date  
and can be written down (fully or partially) at the time  
of occurrence of the official deciding to officially grant  
financial assistance to the Issuer.

### Debenture Registrar

Krungthai Bank PCL.  
Registrar Team, Capital Market Services Department  
977/2 SM Tower, 3<sup>rd</sup> Fl.,  
Phahonyothin Road, Phaya Thai,  
Bangkok 10400  
Tel.: +662-298-0821-30 ext. 1 to contact registrar

### Bondholder's Representative

-None-

- Structured debentures under the Structured Debentures Programme of Krungthai Bank PCL. No. 1/2020, 1/2021, 1/2022 and 1/2023.

Debenture Registrar  
Krungthai Bank PCL.  
Registrar Team, Capital Market Services Department  
977/2 SM Tower, 3<sup>rd</sup> Fl.,  
Phahonyothin Road, Phaya Thai,  
Bangkok 10400  
Tel.: +662-298-0830-1 ext. 1

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- Auditor

EY Office Limited  
34<sup>th</sup> - 37<sup>th</sup> Fl., One Bangkok Tower 3,  
1875 Rama 4 Road, Lumpini, Pathumwan,  
Bangkok 10330  
Tel.: +662 264-9090

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- Legal Advisors

Legal Affairs Department,  
Legal Compliance Sector,  
Legal Compliance & Financial Crime Group  
Krungthai Bank PCL  
Nana Nuea Building, 13<sup>rd</sup> Fl.,  
35 Sukhumvit Road, Khlong Toei Nuea Subdistrict,  
Vadhana District, Bangkok 10110  
Tel.: +662-345-1992

Krungthai Law Co., Ltd.  
191/50-53, 21 CTI Tower 19<sup>th</sup> Fl.,  
Ratchadapisek Road, Khlong Toei,  
Khlong Toei, Bangkok 10110  
Tel.: +662 261-3739  
Fax.: +662 261-3748-50

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## 5.2 Other Major Information

5.2.1 Other information that may have a significant impact on the investors' decision-making

None

5.2.2 Foreign shareholders restriction (in case that the company has a policy to request a resolution of the shareholders' meeting for the offering of shares or issuing a transferable subscription right (TSR)

None. At present, the Bank does not have a policy to issue transferable share subscription right (TSR).

- Financial Institutions that are in Contact (in case the Bank issues debt instruments)

Citigroup Global Markets Limited  
Citigroup Centre, Canada Square  
Canary Wharf  
London E14 5LB, United Kingdom

The Hongkong and Shanghai Banking  
Corporation Limited  
Level 17 HSBC Main Building  
1 Queen's Road Central  
Hong Kong

Standard Chartered Bank  
1 Basinghall Avenue  
London EC2V 5DD  
United Kingdom

Merrill Lynch (Singapore) Pte. Ltd  
50 Collyer Quay,  
#14-01 OUE Bayfront  
Singapore 049321

## 5.3 Legal Disputes

At present, the Bank has no lawsuits in which it has been sued as a defendant, namely, the lawsuit that may have a significant impact on the business operations of the Bank or its subsidiaries, the lawsuit that negatively affects the assets of the Bank or its subsidiaries with capital greater than 5 percent of the shareholders' equity at the end of the latest fiscal year, and the lawsuit that does not arise from business operation of the Bank or its subsidiaries as prescribed by the SEC.

## Part 2 Corporate Governance

# 6. Corporate Governance Policy

The Board of Directors has established a policy for Krungthai Bank to conduct its business according to the laws and Corporate Governance Code by taking into account transparency, integrity, fairness, and responsibility for every group of stakeholders, adhering to the code of conduct and ethics in accordance with Corporate Governance Code to be an effective, excellent organization with a significant foundation for sustainable and stable business operations. The Board of Directors has approved the preparation of the written Corporate Governance Policy, including the review and update of the policy to be appropriate and up-to-date. The Corporate Governance Policy of the Bank was established and first proclaimed in 2002, and continuously updated the corporate governance standard of the Bank all the time by adhering to good corporate governance guidelines under internationally accepted principles both in the country and overseas, for instance, Corporate Governance Code of the Organization for Economic Co-operation and Development (OECD), the Principles of Good Corporate Governance for Listed Companies of the Stock Exchange of Thailand, the Corporate Governance Code (CG Code) of the Securities and Exchange Commission, and the Thai Institute of Directors, etc. The Bank, adhering to the “apply or explain” principle, adopts policies and practices that align with the relevant laws and regulations governing its business operations. These principles cover the management of the Board of Directors, shareholders, and stakeholders. Furthermore, the Board of Directors, executives, and employees at all levels throughout the organization are committed to and abide by the corporate governance policy. This policy serves as a fundamental principle of operation, fostering a culture of good corporate governance. Such a culture bolsters confidence among shareholders and all stakeholder groups, contributing to the Bank's value creation and sustainable growth. Additionally, the Bank's Corporate Governance Policy is available in both Thai and English and can be accessed by anyone interested on the Bank's website.

## 6.1 Overview of Corporate Governance Policies and Practices

Krungthai Bank emphasizes conducting its business with transparency, integrity, and fairness in accordance with good corporate governance guidelines, with the aim of being an efficient and excellent organization in business operation based on ethical responsibility. The Bank takes into account the benefits of every group of stakeholders, building shareholder confidence and value, while integrating Environmental, Social, and Governance (ESG) principles into its operations. Moreover, the Bank fosters a corporate culture of zero tolerance for corruption, fair market conduct and practice, responsible lending, and personal data protection. It requires all levels of personnel to adhere to and implement corporate governance policies, banking business ethics, a code of ethics, and expected standards of conduct aligned with its core

values of “Breakthrough, Efficiency, Integrity, Teamwork, Social”, affirming its commitment to moral and ethical conduct, which are embedded across all operational processes. This commitment fosters a culture of good governance within the organization, elevates the Bank's corporate governance framework to align with international standards, and supports business development that creates social value, reduces inequality, and enables all sectors to grow together with the Bank in a sustainable manner in accordance with the vision of “Growing Together for [SUSTAINABILITY](#)”.

Under the continuous supervision and guidance of the Board of Directors, which strictly adheres to the corporate governance guidelines, the Bank places importance on the efficient risk management and internal control system and conducts regular audits and reviews of corporate governance, integrates the sustainability into the Bank's culture and business operations, and communicates relevant information to enhance understanding among stakeholders both internally and externally, to ensure an efficient, transparent, and reliable management system in the Bank's operations. Moreover, the Bank encourages the directors, executives, and employees at all levels to adhere to the corporate governance policy in order to foster a strong internal culture of good governance, and enhance the Bank's corporate governance in line with international standards, reinforcing the Bank's position as a leading institution that supports sustainable development of society and the nation under the vision “Growing Together for [SUSTAINABILITY](#).” In this regard, the Board of Directors is responsible for performing duties in the best interests of the Bank and its shareholders. The Bank clearly segregates duties and responsibilities between Management and the Board of Directors. The Board determines policies and oversees the Bank's operations to ensure compliance with applicable laws, regulations, and ethical standards.

The Bank has adopted the CARPETS principles of good governance as a code of conduct for the Bank's personnel in accordance with the guidelines of the Stock Exchange of Thailand, as follows:

- [Creation of Long-Term Value](#)
- [Sustainable Value Creation](#)
- [Accountability](#)
- [Accountability in the performance of duties](#)
- [Responsibility](#)
- [Sense of duty](#)
- [Promotion of Best Practices](#)
- [Commitment to best practices](#)
- [Equitable Treatment](#)
- [Fair and equitable treatment of stakeholders](#)
- [Transparency](#)
- [Transparency in operations](#)
- [Social and Environmental Awareness](#)
- [Responsibility toward society and the environment.](#)



## Governance and Sustainability Strategy

The Bank integrates its business operations with consideration of environmental, social, and governance (ESG) impacts, in alignment with the regulations of the Stock Exchange of Thailand and the National Strategic Plan on Prevention and Suppression of Corruption. The Board of Directors has approved the Governance and Sustainability Strategic Plan (2023-2027) of Krungthai Bank, with the mission to become a leader in corporate governance excellence under the Zero Tolerance policy and to advance toward Sustainable Krungthai. The strategy comprises four main pillars, as follows:

- Strategy 1** Enhancing the culture of corporate governance, transparency, integrity, fairness, and sustainability.
- Strategy 2** Enhancing the process of preventing fraud and proactive risk prevention processes, while improving operational efficiency through Process Improvement and Process Innovation.
- Strategy 3** Enhancing proactive anti-corruption and corporate governance practices in accordance with international standards, particularly in areas where governance gaps have been identified.
- Strategy 4** Enhancing corporate governance and sustainability processes in line with international standards.

To ensure that the Bank's corporate governance is implemented in accordance with its strategic plan and corporate governance policy toward sustainability, in line with the vision of "Growing Together for **SUSTAINABILITY**".

The Board of Directors has assigned the "Corporate Governance and Sustainability Committee" to oversee the implementation of corporate governance and social and environmental responsibility in accordance with established policies and objectives. In addition, the Board has appointed the "Sustainability Management Committee" to drive the effective implementation of policies and ensure tangible outcomes across the organization.

### 6.1.1 Policies and Guidelines Relating to the Board of Directors

The Board of Directors is the Bank's supreme governing body, vested with full authority to oversee the administration of commercial banking and related businesses. The Board supervises the directors and executives to ensure that they perform their duties with responsibility, due care, and integrity, and that the Bank operates in compliance with applicable laws, objectives, and Articles of Association of the Bank, and resolutions of the Board of Directors, and the resolutions of the Shareholders' Meeting, in accordance with relevant legal requirements and good corporate governance principles. The Board of Directors approved the Charter of the Board of Directors, which sets out the authority, duties, and responsibilities of the Board of Directors, as well as the roles and responsibilities of the Chairman of the Board of Directors, to serve as a reference framework for the performance of directors' duties. The Charter has been effective since November 21, 2018, and is regularly reviewed to

ensure its continued appropriateness and alignment with current requirements. In addition, the Bank has established other clear policies and practices relating to the Board of Directors, covering various matters, including but not limited to the following matters:

- **Structure of the Board of Directors:** The Board comprises an appropriate number of directors commensurate with the size and complexity of the organization, enabling it to perform its duties effectively. An appropriate balance of authority is maintained, with the number of independent directors reaching at least the requirements prescribed by the relevant regulatory authorities.
- **Nomination of the Directors:** Individuals appointed as directors must undergo a nomination process conducted by the Nomination and Remuneration Committee in accordance with the applicable laws and Corporate Governance Code under the rules stipulated by the Bank. The nomination of directors is considered from various channels, including the Directors' Pool, to identify individuals with the required knowledge, expertise and experience in line with the defined Skill Matrix, aligned with the Bank's current and future strategic objectives as well as its sustainable development goals. Accordingly, the Board comprises individuals with diverse qualifications in terms of skill, experience, and professional expertise beneficial to the Bank. At least one director possesses expertise in accounting or finance, at least one in information technology, and at least one non-executive director has experience relevant to the Bank's business. Personal differences, including religion, culture, race, gender, or other individual characteristics, do not constitute barriers to appointment.
- **Independence of the Board of Directors from the Management:** Role and responsibilities between the Board and Management are clearly segregated. The Board of Directors determines policies and provide oversight to ensure that Management administers the Bank's operations and activities in compliance with applicable laws and ethical standards. The Chairman of the Board of Directors and the Chief Executive Officer are separate individuals to prevent any concentration of authority in a single person. Their respective roles and responsibilities are clearly defined.
- **Remuneration:** The Nomination and Remuneration Committee reviews director's remuneration to ensure its appropriateness in attracting and retaining qualified directors. The remuneration policy and criteria for each position are aligned with the scope of responsibilities, the Bank's financial position, and benchmarking against listed companies on the Stock Exchange of Thailand and peer commercial banks. All forms of directors' remuneration are submitted annually to the Shareholders' Meeting for approval. Directors do not receive any additional benefits beyond those approved by the Shareholders' Meeting.
- **Performance Evaluation of the Director:** The performance of directors is evaluated twice annually through self-assessment, peer assessment, and group assessment. The evaluation results are analysed to enhance Board effectiveness and to support consideration of the appropriateness of the composition of the Board of Directors.

- **Development of the Director:** The Board of Directors implements a policy to enhance governance effectiveness by leveraging evaluation results, Board feedback, the Bank's strategic guidelines, and the directors' Skill Matrix covering educational qualifications and professional experience. Director development initiatives are implemented through four primary channels: (1) training programs, (2) seminars, (3) field trips, and (4) off-site meetings and visits to the operations and business entities of the Bank's customers. The Secretary of the Board coordinates with relevant onshore and offshore government and private sector agencies to facilitate courses and activities that promote the exchange of knowledge and experiences crucial to the Bank's key strategies and technology. This approach is designed to integrate new and noteworthy insights into financial and trade literacies, thereby fostering proactive transformation and enhancing the Bank's long-term competitiveness.

- **Succession Plan** The Board of Directors supervises the establishment of the succession plan and the development programs for senior executives to ensure they possess the knowledge, skills, experience, and characteristics necessary to drive the organization toward its strategic objectives. Furthermore, the Board oversees the annual performance evaluation of the Chief Executive Officer and senior executives. The remuneration structure is aligned with the Bank's risk-aware culture and corporate values. Compensation for senior executives is determined through a prudent and transparent process, aligned with responsibilities, performance outcomes, and the Bank's short-term and long-term financial results.

- **Supervision of Subsidiaries and Associated Companies:** The Board of Directors has established clear policies for the supervision of management in both subsidiaries and associated companies. These policies are implemented to ensure effective operational control, alignment of interests, and coordination with the Bank. Moreover, performance reports are regularly submitted to the Board of Directors, relevant sub-committees, or designated representatives to ensure thorough oversight and accountability.

- **Establishment of Sub-Committees by the Board of Directors:** The Board has established Sub-Committees to assist in reviewing and scrutinizing matters as necessary. The Board of Directors has approved both the Charter of the Board of Directors and the Charters of each Sub-Committee, which define the structure and composition, roles and responsibilities, office terms, and the Board of Directors and each Sub-Committee's Meetings. These charters serve as reference frameworks for the performance of duties and are regularly reviewed to ensure continued relevance and appropriateness.

### 6.1.2 Policies and Guidelines Relating to Shareholders and Stakeholders

The Board of Directors has established policies to ensure that the Bank operates in compliance with the applicable laws and ethical standards, supported by an efficient, transparent, and accountable management system. These measures enhance trust and confidence among shareholders, investors, and all stakeholders and related parties. To lead the Bank towards

stability, value creation, and sustainable growth, the explicit policies and practices relating to shareholders and stakeholders have been established, covering the following key areas:

- **Shareholder Protection, Equitable Treatment of Shareholders and Promotion of the Exercise of Shareholders' Rights**

The Bank formulates the Rights of Shareholders Protection Policy to encourage and facilitate every group of shareholders, including minority shareholders, institutional investors, and foreign investors. The policy allows the shareholders to exercise their rights to attend the shareholders' meeting without any acts that violate or deprive their rights, whether it is a basic legal right, the right to make mutual decisions on important matters of the Bank through consideration of the agenda of the shareholders' meeting. Moreover, the Bank follows good practices for protecting the rights of shareholders more than basic legal rights in other areas and does not perform any acts that may limit the shareholders' opportunity to study the Bank's information. The shareholders have the right to receive both financial and non-financial information and news of the Bank, important information, and annual performance reports which contain the information and details of the Bank's holding past shareholders' meetings. Such information is published via the Bank's website, which is easy and convenient to access. The Bank also provides opportunities and clear channels for shareholders to propose agendas or submit questions about the Bank in advance of the date of the shareholders' meeting, including explaining the reasons in case the proposed agenda is not considered (if any).

The Bank adheres to a policy of treating all shareholders equally and fairly, without any discrimination. One way this is done is through the use of technology in the management of meetings, which may be conducted in the form of physical meetings, e-Meetings, or Hybrid (mixed, i.e., both physical and e-Meeting) as stipulated in the Emergency Decree on Electronic Meetings. In the organization of the meeting each year, management will consider the format of the meeting that is suitable for the situation.

- **Information Prevention of the Use of Insider**

The Bank enforces a strict policy prohibiting directors, executives, employees, and other related persons from using insider information for personal benefits or disclosing it to others for acknowledgement. Additionally, the Bank has established procedures for the secure storage and prevention of the misuse of insider information. These procedures are documented and disseminated throughout the organization to ensure compliance by all members.

- **Prevention of the Conflict of Interest**

The Bank has the policy that the directors and executives shall report to the Bank on their stakes and their related persons' stakes concerning the entity management of the Bank or its subsidiaries. Additionally, any director with interest in meeting any matter, he/she shall not vote on that matter. The Chairman may invite him/her to leave the meeting temporarily.

- **Stakeholder Responsibility and Anti-corruption**

The Board of Directors establishes a policy for the Bank to treat its stakeholders by respecting their existing rights under

the related laws and not perform any acts that violate the rights of the stakeholders. The action measures are taken against those who do not comply with the said policies and practices. In the case of violation of rights, there is compensation with an explicit, transparent, and fair sequence of steps, both in terms of discipline and legal action. Additionally, the Bank provides a process for promoting the cooperation between the Bank and its stakeholders in fair coordination of benefits and mutual strengthening wealth and sustainability for the entity covering the following matters.

- **Respect for Human Rights:** The Bank has a policy to operate the business by adhering to domestic laws, international laws, and the Universal Declaration of Human Rights (UDHR). The Bank supports the basic principles of human rights in every business line and in every area where the Bank operates its entity. The Bank respects the protection of human rights and is not involved in violation of human rights. The matters of human rights have been determined in the operation practices of employment and appointment for holding the office. Meanwhile, the Bank has taken good care of employees to be aligned with the International Labour Organization's Declaration on Fundamental Principles and Rights of Work.

- **Respect for Intellectual Property:** The Bank has a policy to operate the business without violating all intellectual property rights, whether being trademarks, patents, trade secrets, and other copyrighted achievements. In the use, publicity, or modification of any intellectual property, permission from the owner of that intellectual property is required. Meanwhile, every employee shall also protect the Bank's intellectual properties, which include patents, trademarks, copyrights, trade secrets, and other information belonging to the Bank.

- **Implementation of Sustainability and Environmental and Social Responsibility:** The Bank has operated under all 17 Sustainable Development Goals of the United Nations and the operating guidelines under the Stock Exchange of Thailand's ESG framework and set the goals of the Bank's sustainability implementation. Moreover, the Bank has also established the implementation framework for Corporate Social Responsibility (CSR) and Creating Shared Value (CSV) through the implementation of various projects, such as the Krungthai Loves Community Project, that provides knowledge to the communities nationwide for developing local products, managing the nature-balanced tourism, basic financial and marketing literacy, etc. Additionally, the Bank has cooperated with the United Nations Development Program (UNDP) to develop biodiversity in communities and the Green Financing projects that provide financial support to low-carbon businesses, etc.

- **Anti-Corruption:** The Bank has a policy to drive towards a moral model organization under the "Sustainable Krungthai" (Krungthai Khunnatham) Project and establishes Zero Tolerance policy to ensure enterprise-wide practices. The business is operated under laws, ethics, and related standards, anti-corruption, with a full range of actions including no demand, no receipt, no payment, and no business conduct with the persons and juristic persons involved in corruption, and adherence to the internationally accepted Corporate Governance Code. However, the Bank has established an "Anti-Bribery and

Corruption Policy" and announced the said policy to the public, along with the preparation of an anti-bribery and anti-corruption handbook and prevention of conflicts of interest handbook for the use of the Bank's employees and executives as the practical principles. The Bank has participated in the declaration of its intention with the Collective Action Against Corruption (CAC) Project and passed a self-assessment process that the policies and practices for the prevention of corruption are completely established under the criteria defined by the CAC Council, which has been certified by the CAC Council and has been the CAC member. Moreover, the Bank has supported other related companies and business partners to have policy and publish the anti-corruption policies and participate as network partners (Change Agent). Additionally, the Bank has formulated the Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing Policy under international standard guidelines, such as Vienna Convention (1988) and Financial Action Task Force (FATF), etc.

- **The Bank Has Implemented a Whistleblowing Policy:** establishing a channel for anyone to report suspected offenses. This policy enables the reporting of any perceived misconduct by the Bank's directors, executives, employees, staff, or staff of affiliated companies. Such misconduct can include fraud, illegal activities, violations of laws, the Bank's regulations, or regulations set by various regulatory agencies. The policy assures that the identities of whistleblowers will be kept confidential and protected throughout the investigation process and after its conclusion. Upon receiving a whistleblowing report, the Whistleblowing Team will forward it to the relevant committee or working group for consideration and action and will report to the Bank's Audit Committee and Board of Directors, excluding the management team, for further information.

## 6.2 Code of Conduct

### Policies and Guidances on Code of Conduct

The Bank has established a Code of Conduct as a framework guiding the Bank's overall governance and policy supervision, ensuring alignment with its business operations. It reflects the Bank's commitment to conducting business with honesty, integrity, fairness, and straightforward conduct, and to serve customers and stakeholders with fairness, integrity and non-discrimination. This process is regularly reviewed and approved by the Board of Directors, to ensure its continued relevance and appropriateness. It applies to personnel at all levels of the Bank, including overseas branches to the extent that it does not conflict with local laws, and forms part of the Bank's employee disciplinary framework. Failure to comply will result in disciplinary action in accordance with the Bank's regulations.

In addition, the Bank emphasizes consistent understanding and alignment among personnel to foster a strong and sustainable corporate culture. The Code of Conduct is included as a mandatory annual training course, which personnel are required to complete and pass each year. Furthermore, related communications and educational materials are regularly disseminated through internal channels, such as the Krungthai Intranet Website and CLMG Post. The Code of Conduct is also publicly available on the Bank's website.

## 6.3 Significant Changes and Developments in Policies, Practices and Corporate Governance in 2025

### 6.3.1 Changes in Corporate Governance Code in 2025

The Bank is committed to operating under the Corporate Governance Code, with a process of reviewing, improving, and developing the policies, practices, and operating process by adhering to the principles of accuracy and transparency under the good corporate governance guidelines, which are consistent with laws and international standards and take into account the suitability of the Bank's business operations. In 2025, the Bank has reviewed as follows:

- **Review and Update of Corporate Governance Policy** by adhering to the principles of good corporate governance of the Organization for Economic Co-operation and Development (OECD), the Stock Exchange of Thailand (SET), the Thai Institute of Directors (IOD), legal principles, the National Anti-Corruption Strategy, and the principles of good corporate governance in accordance with international standards.
- **Review and Update the Code of Ethics.** The Bank has designated the Human Resources and Corporate Governance division as the responsible unit for reviewing and updating the Code of Ethics on a regular basis or when significant changes occur. The Division is responsible for overseeing its implementation and integrating the Code of Ethics into all dimensions of human resource management. The Bank also promotes comprehensive compliance with the Code of Ethics among all personnel.

#### Corporate Governance Performance in the Operating Year 2025 and Management Guidelines

- **Create awareness and understanding, and establish clear operational guidelines.** The Bank advances key corporate governance initiatives under the Sustainable Krungthai (Krungthai Kunnatham) initiative, together with activities promoting the Bank's core ethical values and expected behaviors. These initiatives also serve as mechanisms to measure performance and reflect the effectiveness and success of governance implementation.

The survey results of perception, understanding and implementation of core value and Krungthai Sustainability Initiative are in the 5-level criteria as follows:

Level	Description	Rating
1	Awareness and recognition	3.76-4.00
2	Clear understanding of management's strategic objectives	4.01-4.25
3	Integration into day-to-day operations as part of the Bank's DNA	4.26-4.50
4	Implementation across all personnel to ensure tangible outcomes	4.51-4.75
5	Embedding into operational processes and extending impact to stakeholders to achieve sustainable value creation	4.76-5.00

The results of the 2025 survey are as follows:

Survey on Perception, Understanding and Implementation	2024	2025	Level
Krungthai Sustainability Initiative Project	4.73	4.77	5
Core Value and Desirable Behavior	4.74	4.72	4

- **Sustainability Plan:** The Bank aims to integrate its sustainability initiatives under the ESG framework into its corporate culture by fostering awareness, strengthening understanding, and ensuring practical implementation. The Bank also enhances employee capabilities through the adoption of Generative AI tools to promote creativity and improve project efficiency in response to rapid changes in the modern era.

In 2025, the Bank implemented 13 initiatives under its ESG strategy and process improvement programs to promote employee satisfaction, transparency of processes, strengthen stakeholder confidence, and support sustainable financial growth.

- **Wolf Hack Project:** The Bank enhances employee capabilities through the Wolf Hack Project. Selected teams gain innovation experience through Innovation Trips to Singapore and China. The winning team further participates in advanced training at Stanford University and undertakes study visits in the United States under the Leadership Program, preparing them to become future leaders.

- **Building Organizational Culture through Internal Platforms:** The Bank fosters its organizational culture through internal communication channels, including the ONE Krungthai Application, with the objective of driving the organization toward becoming a "Moral - Innovative - Sustainable Organization." This initiative encompasses four key pillars:

- 1) **Knowledge Management:** Strengthening a culture of learning and enhancing employee capabilities to improve organizational efficiency and support sustainable growth.

- **Connect the Dots with KM / Good Practice:** Promotes the exchange of practical knowledge and real-life experiences among employees to elevate operational standards and cultivate a culture of continuous collaborative learning.

- **ONE Krungthai: One Revolution (KM Feature):** Develops a centralized knowledge platform to enhance efficiency, accessibility of information, and operational agility.

- 2) **Culture Building:** Cultivating ethical values and responsible innovation to promote transparency and operational excellence.

- **Core Values Characters (5 EP | 1 Mission)** conveys the Bank's 5 core virtues through creative media to reinforce values in daily work practices.

- **Design Thinking with Generative AI (5 EP | 1 Test)** promotes the adoption of Generative AI within design thinking process to systemically enhance innovation.

- **Future at Work (5EP | 1 Test)** provides knowledge on the safe and ethical use of AI to support digital-era operations.

- **Ready > Set > Adapt (5 EPs)** raises awareness of effective communication and collaboration to reduce information silos and strengthen cross-functional integration.



3) **Krungthai Integrity & ESG DNA:** Enhancing awareness and reinforcing compliance with ESG principles, human rights standards, and corporate governance practices.

- **ESG DNA (12 EPs)** communicates the Bank's ESG initiatives throughout the year, aligned with significant observance days to promote continuous awareness.

- **Better Rights, Better Life (12 EP | 1 Test)** provides education on human rights to strengthen adherence to international standards.

- **6 CG Mission (6 EP | 6 Mission)** reinforces integrity, transparency, and governance principles through structured engagement missions.

- **"Roo Tun Gun Plard" (6 EP | 6 Missions)** communicates key regulations and precautionary guidelines to prevent operational errors and compliance risks.

4) **Mental Health & Well-being:** Promoting physical and mental health to enhance work-life balance, quality of life, and long-term productivity.

- **Dr. Talk (10 EPs):** Health experts provide guidance to promote preventive health care practices.

- **Health a Nice Day (24 EP):** Shares practical health knowledge to support employees' daily well-being.

- **Smile Jai, Work Well (10 EPs):** Enhances mental health awareness and supports work-life balance.

- **Virtual Run 2025 + Online Self-Learning Test:** Encourages active participation in physical fitness and health education.

- **New Community:** Krungthai Well Being for Better Life Social (via ONE Krungthai Application): Promotes positive lifestyle activities and peer support for self-improvement.

- **3 Months for Better Life:** Encourages employees to commit to measurable lifestyle improvements within a three-month period.

In 2025, the Bank continues to prioritize the enhancement of employee engagement. The Bank remains committed to improving the work environment, strengthening organizational culture, and fostering employee well-being through multidimensional initiatives designed to enhance the overall employee experiences, effectiveness, and quality of work. Key initiatives are as follows:

- **Employee Engagement Activity 2025:** The project was launched to strengthen employee engagement and foster a ONE Team culture in alignment with the Bank's strategic priorities as endorsed by the Board of Directors. A dedicated budget was allocated to each department to organize engagement activities tailored to their respective objective. The initiative encouraged departments to design activities aligned with employee needs, promoting unity, participation, and workplace satisfaction.

The project received an overwhelmingly positive response, with 93.28% of participating employees reporting high to very high levels of satisfaction, and participation broadly distributed across the organization.

- **Employee Engagement Agent 2025:** The Bank appointed 149 Employee Engagement Agents representing all departments. These agents serve as key ambassadors in driving engagement within their respective teams by analyzing the results of the Employee Engagement Survey and developing actionable Employee Engagement Plans.

The initiative enables departments to implement targeted improvements aligned with employees' needs and organizational objectives.

- **9 Skills for Sustainable Engagement:** This project aims to strengthen sustainable engagement at two levels: within the organization (Krungthai Bank) and within employees' families. Participants are equipped with nine essential skill sets applicable to both professional and personal contexts, focusing on engagement at the individual, team, and organizational levels. Additionally, the project enhances strategic competencies such as planning, goal setting, and structured life planning, alongside teamwork, positive mindset development, and creative collaboration. A distinctive feature is its emphasis on strengthening communication between employees and their children to foster mutual understanding and appreciation, instilling love and connection in the Bank's next generation. All these skills form a crucial foundation that enables personnel to effectively achieve their goals, leading to sustainable success in the future and strengthening the overall social structure of the organization. This project has been completed in five cohorts across all regions of the country.

- **Fit Fun Firm @Krungthai:** This activity promotes physical and mental well-being for employees through four cohorts, involving various exercises and wellness education to enhance quality of life, promote a positive working atmosphere, and foster unity within the organization while instilling a sustainable health awareness.

- **Work Fit Conquering Office Syndrome:** This project provides knowledge about ergonomics principles. In 2025, the goal is to promote correct working postures among employees, reduce discomfort from prolonged sitting, and prevent work-related diseases such as office syndrome, enhancing work efficiency and happiness while reducing long-term health welfare costs and reinforcing the organization's image as genuinely caring for employee well-being.

- **Communication and Promotion of Employee Engagement:** The Bank produces communication materials about Employee Engagement knowledge and activities through email and the Employee Engagement Community channel, enabling two-way communication twice a month. Additionally, monthly activities are organized to ensure consistent and inclusive information dissemination.

- **Promoting Projects via LinkedIn:** The Bank shares employee development initiatives and promotes Employee Engagement on LinkedIn to strengthen its Employer Branding, attract high-potential talent, and reinforce employee pride in being part of the organization.

### Award and Recognition

As a result of the Bank's continuous efforts to enhance Employee Engagement, the Bank received the following recognitions in 2025:

- **Top 50 Best Employers in Thailand:** The Bank was ranked among the top 50 organizations that young people want to work with the most ("Top 50 Best Employers in Thailand") by WorkVenture, ranking 41st nationwide. This recognition reflects the Bank's strong commitment to employee care, quality of life enhancement, and the creation of an outstanding work environment. The ranking highlights the Bank's digitally driven operating systems, effective coordination, and organizational culture that supports employee excellence.
- **Best Places to Work:** The Bank was certified as one of the most desirable organizations to work for in Thailand (Best Places to Work) based on employee feedback throughout the organization. This reflects the trust, satisfaction, and commitment of employees towards the bank. This recognition reinforces the Bank's commitment to creating a positive work experience through a corporate culture that promotes teamwork, career stability, growth opportunities, challenging workspaces, and comprehensive welfare and well-being support. These efforts position the Bank as a workplace where employees feel valued, proud, and ready to grow sustainably with the organization.
- **Recognition Culture Initiative**
  - The Bank fosters a culture of recognition through the ONE Krungthai Application by encouraging executives and employees to express appreciation and send recognition messages on a monthly basis.
  - Individual Recognition E-Card: The Bank provides electronic recognition cards to congratulate employees on significant occasions, such as birthdays, promotions, etc.
- **Krungthai Happy Money:** Enhancing the Bank's corporate culture toward sustainable financial discipline among employees. The Bank systematically promotes Financial Literacy to enhance financial resilience, encourage responsible spending behavior, and reinforce long-term financial stability. In 2025, the project comprised five key activities:
  - Financial planning and investment knowledge through the ONE Krungthai Application: More than 21,860 training participations were recorded across 81 courses. The Bank also organized GURU TALK x SET (LIVE) session to enhance modern financial knowledge and investment awareness.
  - Money management and retirement planning workshops: A total of 181 employees participated in in-depth training and workshops focused on personal financial management and retirement planning.
  - Nationwide Financial Literacy Roadshows (12 Sessions): Over 1,106 employees participated in 12 regional sessions nationwide. Post-training surveys indicated a 25% increase in participants' financial knowledge and understanding.
  - Development of "Volunteer Financial Mentoring": The Bank added 96 new mentors in 2025, bringing the total to 264 nationwide. The Bank aims to expand this network to 1,000 mentors to provide sustainable financial guidance to employees.
  - Krungthai Debt Resolution Project: The Bank implemented a mentor-matching mechanism to support

employees experiencing financial difficulties. To date, 17 individual debt cases have been successfully resolved, contributing to the restoration of employees' financial well-being.

- **Corruption Prevention**

The Bank enhanced its reporting framework for Operational Loss incidents and KRI under the Krungthai GRC system to strengthen operational risk monitoring and management.

The Three Lines of Defense has been upgraded. The Bank further strengthened the Internal Fraud Dashboard and enhanced comprehensive internal fraud prevention measures, including:

- Expanding reviews of high-risk processes to improve fraud detection capabilities.
- Enhancing risk prevention processes through Dynamic Risk and Control Self-Assessment (RCSA) and Continuous Risk Assessment under the Krungthai GRC system, leading to the establishment of Leading KRIs, dashboards, and escalation protocols for joint monitoring and management across the Three Lines of Defense.
- Increasing the frequency of weekly cash counts for higher-risk branches.
- Strengthening the process of Surprise Check cash inspections conducted by the cash director of the branch, branch manager, and district offices.
  - CG Mission Activities "Everyone has a duty to fight corruption", including Anti-Corruption Day campaigns and communications under the Krungthai Khunnatham initiative (6 missions). to reinforce awareness and adherence to integrity and ethical conduct.
  - 8 EPs on "Complaints, Grievances and Resolution" to enhance awareness among employees in complaint management, including the Bank's complaint channels, and remedy guidelines for internal and external complaints.
  - Lesson Learned through Knowledge Management (6 EPs) to prevent operational errors and repeated fraud incidents.
  - New Employee Governance Orientation: All new employees are required to acknowledge the Bank's policies relating to ethics and anti-corruption. In 2025, 12 orientation sessions were conducted to provide training on compliance with the Bank's Good Corporate Governance Policy, including disciplinary standards and personal data protection requirements.

### Corporate Governance Operations in compliance with Regulatory Requirements and International Standards

- The Bank participated in the CAC Change Agent initiative and supported 10 of its business partners in declaring their anti-corruption commitment with the CAC by 2025. As a result, the Bank was promoted to CAC Change Agent (3 stars) and honored with the CAC Change Agent Award 2025, the highest status within the Thai Private Sector Collective Action Against Corruption (CAC) initiative. The Bank is undergoing the CAC Certification Assessment for its 4<sup>th</sup> consecutive recertification to maintain its anti-corruption standards.
- The Bank encouraged its subsidiaries to undergo the CAC Certification Assessment. In 2025, Krungthai Computer

Services Co., Ltd. (KTCS) successfully passed the assessment and received CAC Certification, reflecting the Bank's commitment to enhancing transparency and strengthening good corporate governance standards across its subsidiaries.

- AREA Award for Corporate Governance in the recognition of the "Krungthai Khunnatham" initiative, which continuously promotes a Zero Tolerance Culture against corruption in a practical and sustainable manner. Outstanding projects in 2025 included Wolf Hack, Compliance Champion, and CG Mission 2025.

- The 2025 King Prajadhipok's Institute Award for Civic Consciousness (Good Level), recognizing the "Krungthai Rak Chumchon" project, which reflects participation, transparency, and sustainable community engagement.

- The Compliance Champion program by the Legal Compliance & Financial Crime Cluster aims to build a network of role-model employees who demonstrate integrity and promote a strong compliance culture through the form of a Hackathon.

- **Human Rights:**

The Bank continuously conducts Human Rights Due Diligence and regularly reviews the appropriateness of its process. The Bank monitors salient human rights issues and assesses both internal and external changes, such as business structure, policies, new laws, or other situations that may affect human rights, to keep the information complete and up-to-date. This includes fair remedies for victims and prevent repeat violations.

- The Bank organized the "Sustainable Supplier Management Guidelines" training course on April 25, 2025, with the cooperation of the Procurement Strategy Management Department. The event included a lecture on ESG and business operations based on sustainability principles, along with a declaration of anti-corruption intentions, reiterating the Bank's role as the first financial institution to be a CAC Change Agent and receiving the ISO 20400:2017 certification for sustainable procurement.

- The Bank produced internal media entitled "Better Rights, Better Life" (12 EP | 1 Test) to provide human rights knowledge to employees and promote compliance with international standards.

- The Bank revised HR procedures to align with marriage equality legislation and international human rights principles, ensuring equal access to benefits and welfare for all employees.

- The Bank participated in the "Human Rights Award" in 2025 and received the "Excellent Level" award for the second consecutive year.

- **Human Resource Management:**

The Bank reviews its human resource management practices to ensure that personnel at all levels adhere to and respect fundamental human rights in the internal HR management. The Bank also fosters participation in driving corporate culture and developing employees to become "good and capable people who are responsible for society and the environment". The Bank aims for them to perform duties with honesty,

transparency, fairness, non-discrimination, and non-harassment, in accordance with human rights principles. The Bank maintains zero tolerance for corruption, implements risk monitoring measures, and promotes employee well-being and quality of life.

The Bank provided online training entitled "Communicating Knowledge about Cheques to Employees" for employees affiliated with the Retail Banking Sales & Distribution Group. The objective was to enhance understanding of cheque-related transactions, reduce operational errors, and raise awareness of relevant legal requirements and precautions when processing and reviewing cheques.

- Providing knowledge on discipline and disciplinary actions for new employees in all departments to raise awareness of the importance of discipline and the impact of disciplinary misconduct, as well as to create an understanding of the disciplinary procedures. This is aimed at promoting a positive image of the organization, as well as ensuring an understanding of work procedures and the Bank's rules and regulations.

In addition, the Bank has revised and enhanced its guidelines on the prevention of discrimination, harassment, and workplace misconduct in accordance with applicable laws, human rights principles, and international standards. The Bank promotes a culture of mutual respect and inclusion, embraces diversity, and implements measures to ensure a safe working environment. All personnel and stakeholders, regardless of status, are treated with respect and dignity, free from discrimination, harassment, or any form of misconduct. This reflects the Bank's commitment to equality and its continuous implementation of preventive measures.

At the Board of Directors' Meeting No. 27/2017 (974) on 27 December 2017, the Board of Directors considered the CG Code with responsibility and diligence and deemed that CG Code is the practice beneficial for the Board of Directors in its capacity as the leader or the highest responsible person of the organization, to adapt to be suitable with the Bank's business context to sustainably create the entity value. The Board of Directors also reviewed the bank's operations under the CG Code in each practice to ensure that the outcome was appropriate. Furthermore, the Board of Directors deemed appropriate to consider and review the adoption of the CG Code under the Bank's business context at least once a year to appropriately and continually develop the operations in any areas under the CG Code and record the consideration as part of the resolution of the Board of Directors. In the past, the Bank had yearly reviewed all the time. In 2025, at the Board of Directors' Meeting No. 22/2025 (1166) on 29 October 2025, the Board of Directors considered and reviewed the adoption of the CG Code under the Bank's business context, which was passed by the consideration of the Corporate Governance and Sustainability Committee with responsibility and prudence. The Meeting approved the maintenance of the appropriate operation policy under CG Code practice and the Bank's current practices that are consistent with the Bank's business context for three practices as follows:

CG Code Practices	The Bank's Practices are Consistent with the Bank's Business Context
<ul style="list-style-type: none"> <li>The Chairman of the Board of Directors should be an independent director.</li> <li>In the case where the Chairman of the Board of Directors is not an independent director, consideration should be taken as follow:               <ol style="list-style-type: none"> <li>Composition of the Board of Directors comprising independent directors for more than half; or</li> <li>Appointment of an independent director to mutually consider determining the agenda of the Board of Directors' Meeting</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>The Charter of the Board of Directors has defined the composition of the Board of Directors that the Chairman of the Board of Directors must be an independent director or a non-executive director. In the case where the Chairman of the Board of Directors is not an independent director, the Board of Directors should promote the balance of power between the Board of Directors and Management by considering:               <ol style="list-style-type: none"> <li>the composition of the Board of Directors comprises independent directors more than half of the total number of the Bank's directors; or</li> <li>appointing an independent director to mutually participate in considering setting the agenda of the Board of Directors' Meeting.</li> </ol> </li> <li>As of 31 December 2025, the structure of the Board of Directors consists of 5 independent directors from the total number of 12 directors or equal to 41.66 percent of the total number of the Board of Directors members.</li> <li>There is an adequate check and balance for the structure of the Board of Directors and Management. The Board of Directors has upgraded the work of independent directors by operating in the form of a panel in a nature similar to other sub-committees of the Bank. The independent directors who are part of the Board of Directors have participated in considering the agenda of the Board of Directors' Meeting before the meeting. The independent directors can independently propose opinions or suggestions about the meeting agenda to the Chairman of the Board of Directors in the case where it is deemed that there are significant matters or problem issues which should be considered and have not yet been filled in the meeting agenda by the Board of Director.</li> <li>In the case where the Chairman of the Board of Directors is not an independent director, it does not affect the use of discretion in making independent decisions. Additionally, the Bank has a guideline for checks and balances as follows:               <ul style="list-style-type: none"> <li>The Bank has an adequate internal control system and operation mechanism with checks and balances, and transparency. The consideration of significant matters will be in the form of a panel, not subject to the decision of any director.</li> <li>The Chairman of the Board of Directors is not an authorized signatory director, and not an executive director, and does not hold the office of a chairman and member in any of the Bank's sub-committees.</li> </ul> </li> <li>The Chairman of the Board of Directors is not the same person as the Chief Executive Officer whose roles and duties are clearly separated. The Charter of the Board of Directors has stipulated that the roles and duties of the Chairman of the Board of Directors are to efficiently govern and monitor the function of both the Board of Directors and the Management to accomplish the organization's objectives and main goals. The Chief Executive Officer is the highest executive of the Management and has duties to manage the Bank in line with the direction and policies determined by the Board of Directors.</li> </ul>
<ul style="list-style-type: none"> <li>The Board of Directors may consider arranging an external consultant to help determine the guidelines and suggest the issues in the performance assessment of the Board of Directors at least every 3 years; and disclose the said execution in Form 56-1 One Report.</li> </ul>	<ul style="list-style-type: none"> <li>The Charter of the Board of Directors has defined some duties and responsibilities of the Board of Directors that the performance assessment in the type of self-assessment, cross-assessment, and group assessment is required twice a year, and the said assessment result shall be used to improve and develop working and support the consideration on the suitability of composition of the Board of Directors. However, the Board of Directors may consider arranging an external consultant to help determine the guidelines and suggest the issues of performance assessment of the Board of Directors under the rules and period deemed appropriate. The said execution must be disclosed in Form 56-1 One Report.</li> </ul> <p>At present, the Bank has not yet appointed an external consultant to help determine the guidelines and suggest the issues of performance assessment of the Board of Directors since the Bank has had the existing appropriate performance assessment system for the Board of Directors. The rules for assessing in comparison with the principles/suggestions of the regulatory agencies and the organizations that supervise good corporate governance are formulated. The operation related to the performance assessment of the Board of Directors is disclosed in Form 56-1 One Report.</p>



### 6.3.2 The Bank's Operations under the CG Code Practices on the Apply or Explain Approach

The Board of Directors has reviewed the Bank's operations under each CG Code Practice on the Apply or Explain Approach, and adopted as appropriate to the management, laws and set of regulations relating to the Bank's business operations. The said actions cover the policies and practices related to the Board of Directors, shareholders, and stakeholders to ensure the appropriate practices that benefit the Bank's sustainable value creation. The Board of Directors approved maintaining the appropriate operation policy under CG Code practice and the Bank's current practices that are consistent with the Bank's business context for 3 practices as mentioned above.

### 6.3.3 Practices in Other Matters under Corporate Governance Code

In the Bank's corporate governance operations, the Bank complies with the Principles of Good Corporate Governance for Listed Companies 2012 suggested by the Stock Exchange of Thailand, along with the Principles of Good Corporate Governance for Listed Companies 2017 (CG Code) recommended by the Capital Market Supervisory Board (CMSB) and the rules of the Corporate Governance Report for Thai Listed Companies (CGR) organized by the Thai Institute of Directors (IOD). The Bank has always received an overall assessment result under CGR at the "excellent" criteria. The implementation of corporate governance is summarized as follows:

#### 1. Rights of Shareholders and Equitable Treatment of Shareholders

##### Policy Relating to the Protection of the Rights of Shareholders and the Equitable Treatment of Shareholders

The Bank has established a policy for the protection of the rights of shareholders and the equitable, fair, and non-discriminating treatment of every shareholder. The Bank actively encourages and facilitates every group of shareholders, including minority shareholders, institutional investors, and foreign investors to attend the shareholder's meeting and exercise their voting rights in the shareholders' meeting. The Bank shall oversee to balance the interests of shareholders and every party of stakeholders with transparency, and fairness, without any act that violates or deprives the shareholders' rights and basic legal rights. Additionally, the Bank operates under good practices for protecting the rights of shareholders more than basic legal rights, without any act that may limit the shareholders' opportunity to study the Bank's information. The shareholders are entitled to be informed of the Bank's information both financial and non-financial information, including the important information publicized by the Bank through the Bank's website which can be easily and conveniently accessed. The Bank has facilitated by choosing a meeting venue that is easy to travel and sufficient for the number of shareholders attending the meeting, assigning a receptionist to adequately oversee and facilitate throughout the meeting, preparing security and emergency plans for meeting attendees, including applying technology in managing the meeting. Additionally, in the Bank's regulations on shareholder meetings, there is no restriction on holding the shareholders' meetings via

electronic media. Therefore, the shareholders' meeting may proceed via electronic media in the form of an "E-meeting" or Hybrid Meeting (Hybrid Meeting is in type of both Physical Meeting and E-Meeting), as enacted in the law on electronic meetings and the rules of the regulatory agencies. In preparation for holding the meeting each year, the Management shall consider the form of the meeting being held that is suitable for the situation.

#### 1.1 Practices Relating to the Protection of the Rights of Shareholders

##### 1.1.1 Shareholders' Meeting

The Board of Directors holds the shareholders meeting as the annual general meeting within 4 months from the ending date of the fiscal year of the Bank. Other shareholders' meetings are called extraordinary meetings. An extraordinary meeting shall be called whenever deemed appropriate or within 1 month from the day that the written request was received from the shareholders under the rules prescribed by law. Each shareholders' meeting shall be held on the date, time, and venue of which the convenience of shareholders who will attend the meeting is considered. The Board of Directors supports the shareholders who are unable to attend the meeting by using a Proxy that allows the shareholders to determine the voting direction and supports the nomination of at least one independent director as an alternative to the shareholder's authorization. The meetings are managed in accordance with laws and Corporate Governance Code. Additionally, in preparing the meeting minutes, the essential information must be accurately and completely recorded, and the list of every director who attended and did not attend the meeting shall be disclosed and the proportion is shown in percentage.

In 2025, the Board of Directors called a shareholders' meeting as an annual general meeting and did not call it an extraordinary meeting. The Board scheduled the 32<sup>nd</sup> Annual General Meeting of Shareholders (2025) to be held as an e-Meeting on 4 April 2025, at 2:00 p.m., in accordance with the Emergency Decree on Electronic Meetings, B.E. 2563 (2020), and other applicable laws and regulations. The Bank has notified shareholders and investors via electronic media on the Stock Exchange of Thailand's website and the Bank's website.

The Bank has engaged Inventech Systems (Thailand) Co., Ltd. to conduct the 32<sup>nd</sup> Annual General Meeting of Shareholders (2025) via electronic media (e-Meeting), certified by the Electronic Transactions Development Agency (ETDA).

##### 1.1.2 Meeting Invitations and Meeting Documents

After the Board of Directors' Meeting No. 3/2025 (1147) on 19 February 2025, resolved to schedule the 32<sup>nd</sup> Annual General Meeting of Shareholders (2025) on 4 April 2025. The Bank simultaneously publicized the resolution of the said Board of Directors' Meeting in both Thai and English, which contains the details about the date of the shareholders' meeting, agenda of the shareholders' meeting, and opinions of the Board of Directors on each agenda, and record date, for acknowledgement of the shareholders and investors via electronic news system on the Stock Exchange of Thailand's website and the Bank's website on 7 March 2025.

The Bank prepares the invitation to the meeting and meeting documentation, including Form 56-1 One Report of 2024, in both Thai and English. The invitation letter contains the information determining the meeting date and time, and the meeting agenda specifying that they are agenda for acknowledgement or approval consideration. The meeting agenda is clearly determined in specific matters. An approval of each matter is separately requested, for instance, in the agenda related to the Board of Directors, the matters of the election of directors and approval of the director's remuneration, etc. However, each meeting agenda adequately contains the objective and reason, opinion of the Board of Directors, and detail of the related information to support the consideration on each agenda, such as:

- Election of Directors Agenda: This agenda contains supporting information, such as name-surname, age, educational background, work experience, the number of companies of which the directors hold office, in separation into the topic of listed companies and the entities which are non-listed companies/other organizations, the rules and procedure for nomination, type of the proposed director. Additionally, in the case where the existing director is nominated to resume the office, the information on meeting attendance in the previous year, the appointment date as the director, and the number of years as the Bank's director shall be provided.

- Directors' Remuneration Agenda: This agenda presents the policy for determining remuneration and the rules for providing remuneration for the directors in each position. The amount of every type of remuneration shall be yearly proposed to the shareholders' meeting for approval, i.e. monthly remuneration and meeting allowance of the Board of Directors, and meeting allowance for sub-committees.

- Auditor Appointment and Audit Fee Determination Agenda: This agenda contains the information about the candidates who will be the auditors, such as the audit firm of which the auditor is in service, the name and details of the proposed auditor for appointment, information that shows the auditor's independence, and the proposed amount of audit fee, etc.

- Dividend Payment Approval Agenda: This agenda discloses the Bank's dividend payment policy, the dividend rate proposed for payment together with reason and information that supports the consideration, etc.

The Bank has informed in the invitation to the meeting that the shareholders who have questions or wish to know the information related to the meeting agenda and any other matters can send questions in advance to the Bank at E-mail [share.holder@krungthai.com](mailto:share.holder@krungthai.com) or contact the Office of the Board of Directors, 11<sup>th</sup> Floor, Nana Nuea Building, Tel: 0-2208-4132, 0-2208-4136, 0-2208-4144 and 0-2208-4146 for the Bank to answer on the meeting day.

The Bank facilitates the shareholders who cannot attend the e-Meeting in person to enable to use of Proxy for other persons to attend the meeting and cast a vote on their behalf. The Bank has submitted the proxy form as required by the Ministry of Commerce, Form B - A form containing the fixed detailed authorizing list, which is recommended by the Bank for

use, in which the Bank recommends shareholders to use, attached to the invitation to the meeting to the shareholders, and also publishes all 3 proxy forms as determined by the Ministry of Commerce: Form A - General form which is simple and uncomplicated, Form B - A form containing the fixed detailed authorizing list, which is recommended by the Bank for use, and Form C - A form particularly used in the case where the shareholder is a foreign investor and appoints a custodian in Thailand to be the custodian of shares. The Bank also proposes the names and information of 3 independent directors as authorization alternatives. The evidence that must be used to show the right of meeting attendance includes documents or evidence, and instructions for authorization procedures without determination of any conditions which are difficult for the authorization of shareholders.

### 1.1.3 Proceeding the Shareholders' Meeting

The Bank has a policy that the Chairman of the Board of Directors, the Chief Executive Officer, and the Chairmen of every Subcommittee shall attend every shareholder's meeting, except they will be engaged with important and necessary tasks causing them unable to attend the shareholders' meeting. The purposes of their meeting attendance are to clarify operating performance and management policies, to answer any queries for acknowledgement of the shareholders, and to assign an independent vote-counting inspector. However, in the 32<sup>nd</sup> Annual General Meeting of Shareholders (2025), 12 directors of the Bank attended the shareholders' meeting, representing 100 percent of the total number of directors. Additionally, the Chief Financial, Strategy & Resources Management Officer as a Chief Financial Officer (CFO) also attended the meeting. The Bank assigned Krungthai Law Co., Ltd. to act as an inspector of the meeting to supervise the vote count to ensure that the meeting transparently and properly takes place under laws, the Bank's regulations and the Corporate Governance Code. It also invited one minority shareholder to be a representative of the meeting to mutually witness the vote count. Furthermore, the Bank's auditor for the year 2024 from EY Office Limited attended the meeting to clarify and answer questions about the financial statements at the meeting. The representatives of the Rights Protection Volunteer Member and Thai Investors Association also attended the meeting. Before entering the meeting agenda, the Chairman of the Board of Directors who acts as the Chairman of the Meeting informed the shareholders of the list of directors, the chairman of the subcommittees, and executives, as well as the aforementioned meeting attendees, for acknowledgement.

The Bank organized the meeting in an electronic format (e-Meeting) in accordance with the Emergency Decree on Electronic Meetings, B.E. 2563 (2020) and other relevant laws and regulations. The Bank utilized the electronic meeting system provided by Inventech Systems (Thailand) Co., Ltd., an independent agency offering an electronic meeting control system for shareholders. This system complies with the electronic meeting measures established by the Electronic Transactions Development Agency and adheres to the standards specified in the Ministry of Digital Economy and Society's Announcement on the Security Standards for Electronic Meetings B.E. 2563, along with other

applicable laws and regulations. Additionally, the Bank ensured the recording of the meeting, including both images and audio, in the form of video media. However, before entering the meeting agenda, the Chairman of the Meeting assigned the assistant secretary to inform the shareholders of the Articles of Association in part relevant to the meeting and the rights of shareholders, the set of regulations and rules used in the meeting, inquiry or opinion, and voting and vote count. Additionally, the Bank protects the rights of shareholders by not unnecessarily adding the meeting agenda that has not yet been notified in advance, especially important agenda that shareholders need to take time to study the information before making a decision, unless proper proceeding under the procedures required by law. In the past, including the 32<sup>nd</sup> Annual General Meeting of Shareholders (2025), the shareholders' meeting considered the matters in the order of agenda as specified in the invitation letter that the Bank delivered to the shareholders in advance without changing the order of the meeting agenda, and without adding other agenda not specified in the invitation to the meeting.

In the agenda for the election of directors, four directors were considered for appointment in replacement of the directors whose term of office expired. The Board of Directors proposed a list of directors considered by the Nomination and Remuneration Committee under the director's nomination policy and process. The shareholders shall consider and vote to elect the directors one by one. Every director who was nominated to resume office for another term temporarily left the meeting room until the shareholders' meeting had already considered and voted. Then, they returned to the meeting room. The chairman informed the names-surnames of the directors and election voting results on an individual basis.

However, on every meeting agenda, the Chairman of the Meeting gave opportunity and time for all shareholders to have equal rights to independently examine the Bank's operations, inquire, express their opinions, and make suggestions in matters related to the agenda or about the Bank in the adequate time and in accordance with the appropriate methods. The Bank first answered the shareholders' questions after considering the specified meeting agenda and the related questions. For other questions, the Bank will publish the answers on the Bank's website. The Bank recorded those important issues and clarifications of the Bank in the Minutes of Shareholders' Meeting.

#### 1.1.4 Disclosure of Resolutions and Minutes of Shareholders' Meeting

After the 32<sup>nd</sup> Annual General Meeting of Shareholders (2025) ended, the Bank published the resolutions of the shareholders' meeting and the voting results, agreed, disagreed, and abstained, on each agenda both in Thai and English, to shareholders and investors through the electronic news system on the websites of the Stock Exchange of Thailand and the Bank before 9.00 a.m. of the next business day.

In preparing for the Minutes of the 32<sup>nd</sup> Annual General Meeting of Shareholders (2025), the Bank recorded the details in the following matters.

- Name list and position of every director attending the meeting and absent, including the Chief Executive Officer, and name list of the Company Secretary who acted as the secretary of the meeting and the Assistant Company Secretary who acted as the person who proceeded to the meeting, as well as the senior executives of the Bank, and Chief Financial, Strategy & Resources Management Officer, auditors, representatives of the rights protection volunteer members and the Thai Investors Association, the representatives of Krungthai Law Co., Ltd. who acted as the meeting inspector, enabling the meeting to be transparent, in accordance with the law, the Bank's regulations and good corporate governance principles.;

- The method of voting by ballot on each agenda item and the vote count using electronic media with a computer system to display the meeting's resolutions, as well as the method and procedure for inquiries or expressing opinions, were explained in detail by the Assistant Company Secretary to the shareholders before the start of the meeting agenda;

- The Chairman's invitation speech delivered to the shareholders who wished to inquire or express their opinions on each agenda, the names-surnames of shareholders, and a summary of the essence of questions, opinions, and suggestions, and the names and surnames of the Bank's directors and executives who answered and clarified each agenda, including questions that the shareholders wrote and left the queries;

- Resolutions of the shareholders' meeting and details of the number and proportion of the shareholders' votes in each agenda, clearly specifying as agreed, disagreed, and abstained.

#### 1.2 Practices for Equal Protection of the Rights of Shareholders

The Bank's shares consist of two types: ordinary shares and preferred shares, where both of which have an equal vote that is 1 share equals 1 vote, and the majority vote is adhered to as a resolution unless otherwise specified in the Bank's Articles of Association or otherwise required by law. The Bank determines a process in a manner that supports the equitable and fair protection of the basic rights, as follows:

- On the agenda for consideration of directors' remuneration, the Bank annually proposes every type of monetary remuneration to the shareholders' meeting for approval consideration. There are no other privileges for directors other than those approved by the shareholders' meeting. The Bank specified in the invitation to the shareholders' meeting about the determination of the policy and rules for remuneration of directors and subcommittees by comparing the rules and rate of remuneration payment and considering the appropriateness of duties and responsibilities in providing policies, solving problems, and making decisions in the Bank's business operations to achieve the Bank's target and business direction, which have been compared with the listed companies in the Stock Exchange of Thailand and commercial banks at the same level, and considered by the Nomination and Remuneration Committee. It is also stated that the Bank does not grant other privileges

to the persons who hold the office of the Bank's directors. However, the Bank proposed the remuneration amount and the remuneration information in the previous year. At the 32<sup>nd</sup> Annual General Meeting of Shareholders (2025), the Meeting resolved to approve the director's remuneration for the year 2024, i.e. monthly remuneration and meeting allowance of the Chairman of the Board of Directors and the members of the Board of Directors, meeting allowance of the sub-committees for the Chairman of the meeting, and meeting allowance of the Chairman of the Committees and Subcommittees, the Labor Relations Committee, the subcommittees, and other working groups, including the director's gratuity for the year 2024 as proposed.

- The Bank provides an opportunity for the shareholders to propose matters that they deem appropriate to be included in the agenda of the shareholders' meeting in accordance with the criteria set by the Bank. To ensure the participation of shareholders in the supervision of the Bank and the selection of qualified persons to hold the director office and efficiently perform their duties for the maximum interests of the shareholders, the Bank gives the shareholders the opportunity to nominate candidates together with qualification information and consent of the nominees to be selected through the Nomination and Remuneration Committee, and the Board of Directors shall consider proposing to the shareholders' meeting for consideration and election as directors. Such execution shall comply with the rules prescribed by the Bank. However, both executions proceeded through the Bank's website in advance for the last 3 months before the ending date of the fiscal year on 31 December of every year. The 32<sup>nd</sup> Annual General Meeting of Shareholders (2025) determined the period from 1 October to 31 December 2024. The Bank notified the shareholders of their rights via the electronic news system on the website of the Stock Exchange of Thailand and the Bank's website on 30 September 2024, and no shareholder nominated any person and proposed any meeting agenda. However, on the date of the shareholders' meeting, the Assistant Secretary of the Meeting informed the Meeting before entering the meeting agenda, and the Bank recorded the said message in the Minutes of the Shareholders' Meeting.

- The Bank published the information of the final version of the invitation to the shareholders' meeting and meeting documentation both in Thai and English, which can be downloaded on the Bank's website from 7 March 2025, to allow the shareholders enough time to study the information in advance before receiving the information in documentary format from the Bank. For delivery of the invitation to the meeting to the shareholders, the Bank assigned Thailand Securities Depository Co., Ltd., the Bank's share registrar, to execute. The invitation to the meeting was delivered to every shareholder by separating the Thai version for Thai national shareholders and the English version for the foreign shareholders. The delivery was performed by post on 27 March 2025. Furthermore, the Bank publicized in a daily newspaper for three consecutive days in advance before the date of the shareholders' meeting from 26 to 28 March 2025. After the shareholders' meeting ended, the Bank published the Minutes of the Shareholders' Meeting on the Bank's website within

14 days from the date of the shareholders' meeting, which is 17 April 2025. The said Minutes of the Meeting can be downloaded both in Thai and English versions. The Bank notified the information via the electronic news system on the website of the Stock Exchange of Thailand and the Bank's website on the said date to notify the shareholders about the publicizing news of the Minutes of the Shareholders' Meeting and allowed the shareholders who have questions or opinions on the said Minutes of the Meeting to enable to ask question or express their opinions to the Bank within 1 month from the date of the meeting resolution.

### 1.3 Policy for Preventing and Managing Conflicts of Interest

The Board of Directors has the policy to manage the organization with transparency and accountability in accordance with the guidelines for driving the organizational management under the framework of good governance system to prevent conflicts of interest and promote corporate culture for directors, executives, and employees of the Bank to have attitudes and values of work performance with integrity, transparency, morality, ethics, and professionalism. They must take into account the Bank's interests without conflicts of interest as well as influence from peers that would cause misuse of their authority to create benefits for themselves and their peers, regardless of whether such acts will cause damage to the Bank or not. The tools, rules, and measures for managing to prevent and manage conflicts of interest are determined to ensure efficient and transparent management for the maximum interests of the Bank and must be strictly adhered to and complied with by every director, executive, and employee of the Bank, and regarded as part of the employee discipline, including related legal actions.

#### Practices for Preventing the Conflicts of Interest

##### 1.3.1 The Board of Directors has approved and announced the code of conduct handbook

- with the objective to be used as a guideline for every director, executive, and employee of the Bank for self-conduct within the set of regulations, and business operations which are ethical and comply with laws. Additionally, it is not just compliance with this code of conduct but also includes understanding and intention to comply with laws. It has been determined to be the duty of every supervisor at every level to monitor to ensure compliance with the code of conduct and regard it as part of employee discipline. In this regard, the conflicts of interest have been determined as part of the code of conduct, which contains the principles of practices on using insider information, hindering information and activities of personal investments, avoiding conflicts, and receiving and giving interest which is an incentive. A handbook for preventing conflicts of interest should be prepared for use by the Bank's employees and executives as a principle of practice.

##### 1.3.2 Protection of the Misuse of Insider Information

- The Bank has a policy to prohibit the directors, executives, employees, and other related parties from using the insider information obtained from the Bank for personal interest or publicizing it to other persons. The Bank also determines the storage and prevention of the use of insider information



in writing and notify the said guideline to everyone in the organization. The core policy of the Bank prohibits employees from engaging in transactions involving the purchase, sale, transfer or receiving of securities that could disadvantage third parties. This includes any actions based on insider information that could materially affect security prices and which has not been publicly disclosed or announced to the Stock Exchange of Thailand. Employees are forbidden from using such confidential information, obtained through their position or employment at the Bank, for personal gain or for the benefit of others. Furthermore, disclosing this insider information to enable others to undertake such transactions for profit is also strictly prohibited. However, non-compliance or violation will be considered under the Bank's operating regulations as well as the related legal actions.

- The Board of Directors, the Chief Executive Officer, the senior executives designated by the Bank, and the holders of the Department Head or equivalent or higher within the Accounting or Finance Department have the duty to report to the Office of the Securities and Exchange Commission (SEC) the changes in holding the securities issued by the Bank, of themselves, their spouses, and their minor children under the rules and period determined by the SEC.

- The Bank has monthly reported the Bank's shareholding of the Bank's directors, the Chief Executive Officer, and the senior executives designated by the Bank, including their spouses and their minor children, to the Board of Directors' Meeting, and disclosed the Bank's shareholding and the changes of the Bank's shareholding in last year in Form 56-1 One report of the Bank.

- The Bank supervises the trading of securities and prevents the use of insider information by determining a limited period of trading of securities issued by the Bank and notifying the rules and regulations for prevention of the use of insider information to the directors and employees through various communication channels of the Bank.

- The Board of Directors has a policy that the Bank's directors shall notify the Secretary of the Board of Directors, and the senior executives shall notify the Retail Banking Regulations and the Market Conduct Department about the trading of the Bank's shares at least 1 day before trading.

#### 1.3.3 Conflict of Interest of the Director

- At the Board of Directors' Meeting No. 13/2009 (751) on June 18, 2009, the Board addressed the execution of Sections 89/14, 89/15, and 89/16 of the Securities and Exchange Act B.E. 2535 (1992). It was determined that the Bank's directors and executives are required to report on their own and their related parties' interest in the management of the Bank and its subsidiaries under the format specified by the Bank. The Company Secretary is responsible for storing these stakeholding reports and must submit copies to the Chairman of the Board of Directors and the Chairman of the Audit Committee within 7 business days of receipt. In alignment with these regulations in 2025, the Bank's directors and executives have consistently complied with the reporting rules and procedures set by the Board. Additionally, according to Article

34 of the Bank's Articles of Association, any director with a personal interest in a matter being discussed at a meeting is prohibited from voting on that issue and may be asked by the Chairman to temporarily leave the meeting.

#### 1.3.4 Related-Party Transactions or Connected Transactions

The Bank has an internal system called "White List", which is a system that collects the name list of directors and senior executives, including the related parties and related juristic persons, under the rules of the Financial Institution Business Act, so that the internal work units can use them as a primary database to supplement with other sources of information in checking the name list of the related parties who will cause the Related-Party transactions or connected transactions. The policies and practices are as follows:

##### Policy for Related-Party Pricing

To prevent conflicts of interest that may arise from conducting the related-party transactions, the Bank determines to use market price or fair price in performing every type of transaction. Unless otherwise specified in the set of regulations by the regulator, the said set of regulations shall be observed.

##### Measures for Approval of the Related-Party Transactions or Connected Transactions

The Bank places a high priority on preventing conflicts of interest in related-party or connected transactions. In its approval processes for these transactions, the Bank meticulously considers potential conflicts of interest, ensuring decisions are made with prudence, integrity, and in good ethical framework, adherence to the business code of conduct, and the Bank's corporate governance principles. The "Legal Compliance & Financial Crime" is tasked with overseeing and verifying the approval procedures for such transactions, in accordance with regulatory rules and requirements. Additionally, any related-party or connected transaction that requires the Board of Directors' approval, as determined by regulatory guidelines or the Bank's own procedures, is subject to a specific code of conduct formulated for the Bank's directors. This code governs their involvement in approving these transactions as follows:

- 1) The director must disclose information on the transactions that may have a conflict of interest, or the connected transactions or related-party transactions under the requirements of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.

- 2) The director with interest is prohibited from involving and taking part in the approval consideration. In the case where the connected transactions are conducted, the Audit Committee shall participate in consideration and comment under the Corporate Governance Code and the rules of the Stock Exchange of Thailand.

- 3) Lending or investing in the business in which the director has a related interest must be unanimously approved by the Board of Directors' Meeting without the participation of such director in approval consideration. Prices and conditions must be determined in the ordinary course of the Bank and carried out like general customers to prevent conflicts of interest.

## 2. Concerning the Role of the Stakeholders and Sustainable Business Development

### 2.1 Driving Business for Sustainability

The Bank has established a policy framework, guidelines, and goals of sustainability management in various dimensions covering the environment, society, governance, and economy aspects. However, the details are disclosed on the website and in the Sustainability Report 2025.

### 2.2 Responsibility to the Stakeholders

#### Policy for Responsibility to the Stakeholders

The Bank has a policy and is aware of the treatment of the groups of stakeholders, both inside and outside the Bank, by respecting the existing rights under the relevant laws. There must be no acts that violate the rights of stakeholders in matters of respect for human rights, respect for intellectual property rights, procurement with the government sector, anti-corruption, and practices and code of conduct for stakeholders consisting of the employees, customers, shareholders, regulatory agencies for rules and laws, the Bank's business partners and business alliances, creditors, competitors, society, and environment.

#### 2.2.1 Practices and Guidelines for Stakeholders

The Bank is aware of the rights and roles of various groups of stakeholders, both inside and outside the Bank, by taking into account and adhering to the following practices:

##### 2.2.1.1 Respect for Human Rights

The Bank has the policy to operate the business by adhering both to domestic laws and international laws, the universal principles of human rights, and the Universal Declaration of Human Rights (UDHR). The Bank encourages the basic principles of human rights in every business line and every area where the Bank operates its entity. The Bank also respects the protection of human rights and is not involved in violation of human rights under the principles set out in the United Nations' Universal Declaration of Human Rights.

##### 2.2.1.2 Respect for Intellectual Property Rights

The Bank has a policy to operate the business without violating all intellectual property rights, whether being trademarks, patents, trade secrets, and other copyrighted works. When using or modifying any intellectual property, it is required to obtain permission from the owner of that intellectual property. All employees are required to protect the intellectual property of the Bank which includes patents, trademarks, copyrights, trade secrets, and other information which belong to the Bank.

##### 2.2.1.3 Procurement with Government Sector

The Bank competes in trade or business with integrity by transparent means. Any operations of the Bank related to the procurement process shall properly take place under the process determined by laws and set of regulations on procurement. Additionally, the Bank shall not interfere with or use personal relationships for any improper acts with government officers to acquire any contracts or agreements from government sector agencies and state enterprises both within the country and abroad; and shall observe anti-bribery and anti-corruption policy.

##### 2.2.1.4 Guidelines for Stakeholder Treatment

The Bank categorizes stakeholders and strictly complies with the policy for stakeholder treatment as follows:

- Treatment of Employees

The Bank has policies and guidelines for employee treatment at every level by giving importance to personnel management and development, giving an equitable and fair opportunity for career growth of the employees in accordance with the related laws and standards, respecting human rights, along with supervising salary, remuneration, and other benefits that are appropriate for duties and responsibilities. The performance is measured under the Performance Driven Organization (PDO) Policy, whereby the employees will receive rewards consistent with their performance. The Bank trains and develops the skills, knowledge, and competencies of the employees to create the highest working potential to always be ready for business competition and promotes the employees to have a better quality of life by arranging a variety of welfare, atmosphere and environment to be safe and favorable for working that requires the execution of laws, promotes and supports the employees to treat one another with mutual honor. Additionally, the Bank grants the rights and freedom of association and collective bargaining, which are regarded as fundamental rights to protect in cases where the employees are taken disadvantage by the employer.

Furthermore, the Bank promotes knowledge and emphasizes employee safety by arranging the atmosphere and environment that are safe and favorable for working, formulating the safety measures that must be taken in accordance with laws, and preparing an emergency plan manual for use as a guideline for safeguarding oneself and the Bank's properties, both in a normal situation or upon critical incidence, as well as managing a pandemic state. Additionally, the Bank also encourages and supports the employees to treat one another with honor under the guidelines set forth in the Code of Conduct for Employees Handbook. The Bank continually organizes training courses regarding safety for the employees. In 2025 the Bank organized training courses for the Safety, Occupational Health, and Work Environment Committee, as well as for Executive and Supervisory Level Occupational Health and Work Environment Officers. Additionally, training courses on Safety, Occupational Health, and Work Environment were conducted for general employees and new hires. This includes basic fire fighting courses, a course on the implementation of ISO 45001:2018, ISO 45001:2018 risk management course, ISO 45001:2018 Hazard Identification and Risk Assessment Course, ISO 45001:2018 Audit Course, and the "How to Stay Away from Office Syndrome" Course.

The Bank grants the rights and freedom of association and collective bargaining, which are regarded as fundamental rights to protect in cases where the employees are taken disadvantage by the employer. The Labor Relations Committee's Meetings are held monthly, and the meeting is scheduled at least once a month. Additionally, the Committee also conducts negotiations under the Labor Relations Act B.E. 2518 (1975) by holding the Employee Committee and the Welfare Committee at least once every three months.

In 2025, there was the meeting between the employer representatives and employee representatives. The mode of communication between the senior executives and the employees was provided in the manner of a Joint Consultation Meeting to ensure that the employees have been informed of the organization's operational guidelines, obstacles or impacts that may arise in the development and improvement of the operational efficiency of the organization. The meeting mainly focused on employee participation and opinions. In 2025, both parties have worked together to improve work efficiency and employee wellbeing in various dimensions, such as improving work processes, provision of tools and an environment conducive to working. The Bank is assured that good communication and exchange of ideas between the Bank and employees will lead to good relationships and mutual achievement of the organizational goals, including promotion of employee engagement and retention without derogating the rights to assemble for negotiating the employee privileges.

- Treatment of Customers

The Bank has a policy of treating customers with a commitment to provide services to customers with willingness, full capacity, equality, fairness, conducting business under relevant laws and standards to meet the needs and expectations of customers to achieve maximum benefits and satisfaction. The Bank also has measures to maintain customers' information tightly for data security, not disclosing customer information or secrets, unless the law requires disclosure or receives written permission from the customer. The Bank provides channels for receiving customer complaints and has a dedicated department responsible for resolving issues with care. Additionally, the Bank follows up on and measures customer satisfaction to support product and service development. In addition, advertising and marketing activities, including sales promotion, the Bank offers the best products and services to meet the needs and capabilities of customers, and provides disclosure of information about the Bank's products and services so that customers understand and have sufficient information to make decisions. Advertising and public relations must communicate transparently with clear messages that do not cause misunderstanding, in line with the principles of fair customer service (Market Conduct).

- Treatment of Shareholders

The Bank operates in accordance with its policy of safeguarding shareholders' rights and treating all shareholders equally and fairly. It is committed to achieving strong business performance and generating continuous, sustainable profit growth by operating with prudence, transparency, and compliance with relevant laws, rules, and regulations. The Bank adheres to the principles of business ethics and is dedicated to developing and enhancing competitive potential to create long-term value for shareholders, thereby building confidence and trust among them.

- Treatment of Regulatory Agencies

The Bank strictly complies with all laws, regulations, announcements, requirements, and rules set by regulatory agencies. It also cooperates and coordinates with relevant organizations to jointly promote the country's sustainable stability.

- Treatment of Business Partners and Business Alliances

The Bank has policies and practices for conducting business equally with all partners under the framework of the Code of Conduct for business partners. It follows a fair procurement process and ensures transparent contract or agreement terms, focusing on the Bank's interests and avoiding conflicts of interest. Additionally, the Bank has policies and measures to prevent bribery and corruption, including written policies on fair treatment and responsibility toward business partners, such as the procurement policy, selection criteria for business partners, guidelines for working with the Bank, and various procurement announcements. The Bank also promotes the sustainable development of business operations with its partners by encouraging respect for human rights, treating its employees fairly, and being responsible toward society and the environment.

For business alliances, the Bank has policies and guidelines determined to comply with the agreements made with the Bank's business alliances, support the businesses and connect each party's benefits in terms of knowledge to develop potential and elevate the ability to provide standardized services for the entire business outcomes.

- Treatment of Creditors

The Bank formulates policies and guidelines for every group of creditors including depositors, bondholders and other creditors, based on receiving fair returns for every party under contracts or conditions strictly agreed upon. In the case of failure to comply with any condition, advance notice shall be given to the creditors to mutually consider finding a corrective guideline. Additionally, in business negotiations, the Bank shall refrain from demanding, receiving, or paying any dishonest benefits in trade, and the Bank shall regularly report accurate, complete, and timely financial information to the creditors.

- Treatment of Competitors

The Bank has a policy to conduct business with fair competition, openness, and transparency without unfair competitive advantages, and has no policy to compete by slandering, bullying, or distorting the facts of competitors, or preventing customers from changing to other banks.

- Treatment of Society and Environment

The Bank has a written social and environmental responsibility policy, published on its website, that supports sustainable business operations based on environmental, social, and governance (ESG) management, with a commitment to being a responsible corporate citizen. The Bank is committed to enhancing the quality of life for the community and society as a whole, focusing on the principles of social responsibility that promote sustainable development. This includes environmental stewardship, efficient and effective resource use, and reducing environmental impacts from operations. The Bank supports the national target for reducing greenhouse gas emissions, as outlined in the country's Nationally Determined Contribution (NDC), by planning for net-zero greenhouse gas emissions in its operating areas. The Bank also offers Transition Finance Products and Financial Inclusion products, while strengthening

the social foundation by providing financial literacy and digital literacy education. These are integrated into social projects and activities aimed at developing and promoting careers within communities to generate income, improve the quality of life, and instill environmental awareness throughout the projects. The Bank's operations will focus on engaging employees and external stakeholders to ensure that the Bank becomes an organization that fosters cooperation with society and can effectively expand its operational potential. The progress of various projects will be regularly communicated through the Bank's Sustainability reports.

#### 2.2.1.5 Stakeholder Engagement Opportunity

The Bank has established a process to promote cooperation between the Bank and stakeholders to connect fair benefits and mutually strengthen the entity's wealth and sustainability and allow the external stakeholders to participate in activities periodically organized by the Bank, such as granting the shareholders the right to freely express their opinions in the shareholders' meetings, proposing agenda, and nominating the appropriate persons for selection as the Bank's directors. The Bank has also established a process for stakeholders to allow them directly to contact the Board of Directors and related work units of the Bank to make suggestions, provide useful information for the Bank's business operations, or make whistleblowing and complaints in cases of corrupt, wrongful, and non-transparent practices through various channels of the Bank, such as the Bank's Call Center and website.

### 2.2.2 Whistleblowing and Complaints

#### Whistleblowing Policy

The Bank gives the shareholders the opportunity to make whistleblowing of the offence through various channels. If anyone detects the offence of the directors, executives, employees, and staff of the Bank, or the employees of the affiliated companies, whether being corrupt practice, illegality, and breach of the Bank's regulations or set of regulations of the regulatory agencies, he/she can make whistleblowing through the determined channels. However, the whistleblower's information will be kept confidential and appropriately protected both during the investigation and after completion of the process.

#### Whistleblowing Channels

- Chairman of the Board of Directors at  
E-mail: [whistletruth@krungthai.com](mailto:whistletruth@krungthai.com)
- Whistleblowing Team  
E-mail: [whistle@krungthai.com](mailto:whistle@krungthai.com)
- Post: Whistleblowing Team The Office of the Chief Executive Officer Krungthai Bank PCL, 35 Sukhumvit Road, Khlong Toei Nuea, Vadhana, Bangkok 10110
- Telephone: 0-2208-4120  
(Monday - Friday at 08.00 a.m. - 5.00 p.m.)  
Fax: 0-2256-8778

#### Complaint Policy

The Bank has managed market conduct management in an end-to-end process by providing a variety of channels for receiving various complaints to support complainants and every party of stakeholders. There is a standard complaint management process which is jointly integrated with the related in-house work units of the Bank to mutually solve problems and efficiently manage complaints. However, the information of the complainant will be kept confidential and protected during the investigation process. The following are the complaint channels.

#### Complaint Channels

- Krungthai Contact Center 0-2111-1111 (24 hours)
- The Bank's website: [krungthai.com](http://krungthai.com)
- E-mail: [complaint.center@krungthai.com](mailto:complaint.center@krungthai.com)
- E-mail: [call.callcenter@krungthai.com](mailto:call.callcenter@krungthai.com)
- PO Box 44, Hua Lamphong Bulk Posting Centre, Bangkok 10331

Employees can directly whistleblowing or comments to the Board of Directors and executives via e-mail of the Board of Directors and the executives is available in the Bank's Intranet System. The following are other complaint channels:

1. E-mail: [hr.care@krungthai.com](mailto:hr.care@krungthai.com) which is maintained by the executives from the Human Resource and Corporate Governance Department, Welfare and Employee Relations and executives of the Discipline and Employee Relation Department.
2. Discipline and Employee Relation Department (Hotline)  
Phone number: 0-2208-8887 E-mail: [Hr\\_hotline@krungthai.com](mailto:Hr_hotline@krungthai.com)
3. ONE Krungthai Application > Assistance > HR Chatbot > Complaints
4. HR Helpdesk on HRMS Successfactor system  
<https://ktb-hrms.zendesk.com/hc/th> > Submit requests > Receive employee complaints

Channels for shareholders who wish to make suggestions on issues that are beneficial to the Bank or matters related to the rights of shareholders through the Independent committee via e-mail: [share.holder@krungthai.com](mailto:share.holder@krungthai.com)

#### Complaint Handling Process

- a. Complainants proceed through various complaint channels. The name list of complainants will be kept confidential and protected both during and after the process.
- b. Related business units rate the severity level as follows:

- Complaint
- Request for help
- Information
- Suggestion
- Recognition

In cases where customers report tips about employee fraud/misconduct, the customer complaint handling team will forward the information to Whistleblowing for further action to resolve the issue



c. The related business units provide immediate assistance/consultation/follow-up on the issues as the case may be.

d. In situations where the complainant is a celebrity, or the issue has been significantly shared on social media or through mass media, the Customer Complaint Unit will promptly coordinate with relevant departments, such as Corporate Communications and Compliance, to expedite problem resolution.

e. The related work units provide monthly reports on complaint resolutions to the executives and to the units overseeing products and services. This is done to facilitate continuous improvement, development, and to identify strategies for reducing future complaints.

f. The process is yearly reviewed.

### 3. Disclosure and Transparency

#### 3.1 Disclosure and Transparency Policy

The Board of Directors establishes a policy and supports the Bank's supervision to ensure the disclosure of information and transparency operation, fair treatment of stakeholders, adherence to business operation with social responsibility, and encouragement of good citizens, function with honesty, transparency, and virtue care until becoming the corporate governance culture in the organization to be accepted by both government sector and private sector agencies. Additionally, the Bank discloses the Bank's information to be consistent with the important laws, rules, regulations, and standards, prepares the disclosure and transparency handbook as a practice and considers using as the same standard for the employees at every level and in every of both central and regional sections, and publishes on the Bank's website.

#### 3.2 Disclosure and Transparency Practices

##### 3.2.1 Information Disclosure under the Official Information Act, B.E. 2540 (1997)

The Bank proceeds with the disclosure of the Bank's information to the public under the Official Information Act, B.E. 2540 (1997) for the benefit of the people in accessing the Bank's information. The essence of the proceeding is as follows:

###### 3.2.1.1 Publicity of Information in Information System

The details of the Bank's procurement announcements are on its website (<https://eprocurement.krungthai.com/procureweb/Home>) to facilitate the general public's access to view the Bank's procurement information. There is up-to-date summary information on the procurement consideration results that the Bank has purchased with individuals and external agencies. The Bank's procurement announcements are published. The said announcements include the announcements of procurement using price comparison and tender, announcements of cancellation of price comparison and tender, and announcements of the list of the awarded price comparison, tenders, and auctions. In addition to searching for the published procurement information of the Bank, those who are interested in offering work in the Bank's procurement can log in to the said system by themselves, just inform their personal information and comply with the terms and conditions as prescribed by the Bank.

##### 3.2.1.2 Disclosure of the Bank and Customer Information to Requesting Agencies and Third Parties

The agencies in authority, government sector and private sector agencies can request for auditing the Bank's information subject to the regulations of laws and consideration principles of the Banks as follows:

###### a) Legally Authorized Agencies

In requesting for information audit or requesting documentary evidence, or asking a bank employee to testify as a witness, the agencies in authority can request information and documentary evidence on the account opening application Form and accounting transactions of the deposit account, requesting for verifying the deposit-withdrawal information, requesting for acknowledging balance in the deposit account, etc.

###### b) Non-Legally Authorized Agencies and Individuals

There are government agencies and private agencies, including the general public who request the data audit. Most of the requests are for auditing the personal data that the Bank cannot disclose due to Section 24 of the Official Information Act, B.E. 2540 (1997), which states that "A State agency shall not disclose personal data in its control to other State agencies or other persons without prior or immediate consent given in writing by the person who is the subject thereof."

In accompany with the Personal Data Protection Act B.E. 2562 (2019), Section 27 states that "The Data Controller shall not use or disclose Personal Data without the consent of the data subject, unless upon consent, or exemption from the requirement of consent request. However, the person or juristic person who obtains Personal Data as a result of the disclosure stated above shall not use or disclose such Personal Data for any purpose other than the purpose previously notified to the Data Controller in the request to obtain such Personal Data."

##### 3.2.2 Disclosure of Information under the Principles of a Listed Company and Corporate Governance Code

The Bank discloses the important information related to the business, both financial and non-financial information, adequately, accurately, completely, transparently, thoroughly, reliably, and timely under the requirements of the Office of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand, such as disclosure of information through Form 56-1 One Report, etc. However, the Bank has at least published the following information through the Information Publicity System of the Stock Exchange of Thailand and the Bank's website both in Thai and English, helping the shareholders, customers, and other interested parties access the information with ease, equality, and reliability.

###### 3.2.2.1 Disclosure of Important Financial Information

The Board of Directors emphasizes the quality of the financial report. The Board of Directors is responsible for financial statements appeared in Form 56-1 One Report and supervises the preparation of such financial statements under the Thai Financial Reporting Standards and the Generally Accepted Accounting Principles based on prudence, accuracy,

completeness, fact, and reasonableness to ensure the real reflection of the Bank's operating results. The important information is transparently and adequately disclosed to the regulatory agencies and the Stock Exchange of Thailand under the determined rules for the benefit of the shareholders and the general investors. Furthermore, the Board of Directors has appointed an Audit Committee comprising independent directors to perform the duty of overseeing the reliability and accuracy of financial reports as well as the appropriateness and adequacy of the efficient and effective internal control and internal audit systems. Therefore, it is assured that the said financial statements of the Bank are reliable under the Generally Accepted Accounting Principles, proper in accordance with the related laws and set of regulations. The principles for disclosing the information are at least as follows:

- a. Financial Report
  - The accurate financial statements are prepared under the Generally Accepted Accounting Principles and selection of the appropriate accounting policies.
  - In the auditor's report, the Bank's financial statements are certified on an unqualified basis, and without remark on financial statements.
  - The Board of Directors provides a report of the Board of Directors' responsibilities for financial reports. The Bank discloses and presents such a report together with the auditor's report in Form 56-1 One report.
  - Quarterly and latest quarterly financial statements and yearly financial statements for 10 retrospective years are disclosed on the Bank's website
  - Both quarterly and yearly financial statements and financial reports are submitted within the time specified in the rules of the regulatory agencies, i.e., the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand, and as required by related laws.
  - The purpose of preparing and disclosing Management Discussion and Analysis is to conclude the analytic explanation on financial statements in comparison with last year on the profit increases or decreases. In the case of changes in any transaction, the reason or cause for such changes shall also be specified. Additionally, it also reflects the linkage between the Bank's nature of business and the ESG concept at least covering the environmental, social and governance issues. Additionally, the factors affecting the Bank's future operations are analyzed so that the investors will understand and analyze the Bank's operating direction and growth.
- b. The information of the related-party transactions, i.e., names of persons who conduct the related-party transactions, relationships, nature of transactions and conditions, transaction price and value policies, is completely disclosed.
- c. The details of audit fees and other service fees paid to the auditors are also disclosed in Form 56-1 One Report.

### 3.2.2.2 Disclosure of Basic Information of the Bank's Business

- a. Information on the nature of business, industry analysis, competition in the commercial banking business, and the status and competitiveness of the Bank
- b. Information on the Bank's long-term goals/sustainability goals, and business strategies to achieve goals
- c. The Bank's quantitative indicators that align with the sustainable business (ESG) goals set by the Bank
- d. Dividend payment policy that specifies Dividend Payout Ratio in percentage
- e. Structure of business group: parent company, subsidiaries, joint ventures, related companies; clearly specifying the proportion (%) of shareholding
- f. Organizational chart and information of the Bank's executives, such as names, positions, and biographies of each executive, etc.
- g. Structure of the top 10 shareholders as of the latest book closing date of the Bank
- h. Direct and indirect shareholdings of the directors and executives are clearly separated.
- i. Guidelines for risk management and risk impact analysis
- j. Disclosure of the full version of the Articles of Association on the Bank's website

In the past 4 years (2021 - 2024), the Bank has not been subject to any fines by the Bank of Thailand, the Securities and Exchange Commission, or the Office of the Insurance Commission.

However, in 2025, the Bank and companies in the financial business group were fined under Section 317 and 113 of the Securities and Exchange Act B.E. 2535 (1992) and Section 31(12) of the Life Insurance Act B.E. 2535 (1992), with the amount of the fines being insignificant. The Bank has taken steps to improve its operational processes and has overseen the company to ensure that it has also improved its operational processes accordingly.

## 3.3 Information Communication Channels

3.3.1 The Bank's website is made in both Thai and English language and displays the Bank's information, such as its vision and mission, nature of business, information of the Board of Directors and executives, current and retrospective financial statements, press releases, etc. The information is always updated.

3.3.2 Form 56-1 One report, Invitation to the Shareholders' Meeting, and Minutes of the Shareholders' Meeting are provided and can be downloaded from the Bank's website.

3.3.3 A Sustainability Report is provided and can be downloaded by interested persons from the Bank's website.

3.3.4 The Bank's financial position is communicated through various channels, such as holding meetings with analysts/investors, and preparing press releases, etc.

### 3.3.5 Investor Relations

The Bank assigns the Finance Strategy Team to perform the duty and responsibility to equally, fairly, and thoroughly provide and publicize the Bank's information that is beneficial for the investors, securities analysts, domestic and foreign fund managers, and the related agencies, through various communication activities. At present, Ms. Preeyanun Sakpichaisakul, Executive Vice President Sector Head Controller Sector, has been assigned to be the responsible person for the Bank's investor relations work. The Investor Relations acts as a center for contacting securities analysts, Thai and foreign investors, and credit rating companies. The top executives of the Bank regularly participate in various activities organized by Investor Relations. For the year 2025, Investor Relations had conducted many activities, as summarized below:

Format of Meeting	Number of times
One-on-One Meeting & Virtual Meeting	108
Analyst Meeting & Fund Meeting	6
Investor Conference/Roadshow	3
<b>Total</b>	<b>117</b>

### Contact Information with Investor Relations, Finance Strategy Team

Telephone: 0-2208-3668-9

E-mail: [ir@krungthai.com](mailto:ir@krungthai.com)

Address: Krungthai Bank PLC, 12th Floor, Nana Nuea Building 35 Sukhumvit Road, Khlong Toei Nuea, Vadhana, Bangkok 10110

The Bank's Website: "Investor Relations" Menu

### 3.3.6 The Bank's publication

The Bank assigned the Marketing Strategy Team (PR Marketing) to be responsible for publicizing the Bank's news through mass media on various occasions in 2025 as follows:

Form of Publicity	Number of times
Press Release	310
Press Conference	9
Press Interview	26
<b>Total</b>	<b>345</b>

## Part 2 Corporate Governance

# 7. Corporate Governance Structure and Important Information about the Committee, Sub-committees, Executives, Employees and Others

## 7.1 Corporate Governance Structure

The Bank has a corporate governance structure, divided into policy level governance, consisting of the Board of Directors and Sub-committees; and the management-level governance, consisting of different Group of the Bank. Details are according to the organizational structure as of 31 December 2025.

## 7.2 Information about the Board of Directors

Diversity policy in the structure of the Board of Directors

The Bank has a policy to diversify the structure of the Board of Directors consisting of individuals with knowledge and expertise based on the defined Skill Matrix, which is consistent with the Bank's current and future missions and strategies, including the Bank's sustainable development. In order for the Board of Directors to comprise a group of individuals with diverse qualifications in terms of skills, experiences and specific abilities that are beneficial to the Bank, there shall be at least one person with knowledge and skills in accounting/ finance, at least one person in information technology, and at least one non-executive director who has work experience related to the Bank's business. There shall be no discrimination or use of personal differences, such as religion, culture, race, nationality, gender, etc. as a limitation for holding director positions.

### 7.2.1 Composition of the Board of Directors

The structure of the Board of Directors consists of 12 members in total, which is in line with the resolution of the 14<sup>th</sup> Annual General Meeting on 27 April 2007. The number of directors is appropriate for the organizational size and the duties can be efficiently performed with a proper balance of power. On 31 December 2025, the Bank has had 12 directors, comprising 1 executive director and 11 non-executive directors whereby 5 of them are Independent Directors or 41.66 percent of the total directors. The number of Independent Directors exceeds the requirements of the Securities and Exchange Commission (SEC), requiring that at least one-third of the Board must be Independent Directors, and must not be less than 3 persons. In this regard, the structure of the Board of Directors is diverse, consisting of 1 female member (as an Independent Director), and individuals with knowledge and expertise based on the defined Skill Matrix in finance, accounting, law, information technology, business administration and marketing, economics, risk management, human resource management, engineering and innovation management, as well as having work experience related to banking business. This is in line with the Bank's current and future missions and strategies, including the Bank's sustainable development.

### 7.2.2 Information of the Board of Directors

#### • Board of Directors

List of the Members of the Board of Directors as of 31 December 2025 consists of:

1) Mr. Lavaron	Sangsnit	Chairman
2) Mr. Krairit	Euchukanonchai	Vice Chairman, Chairman of the Board of Executive Directors and Chairman of the Risk Oversight Committee
3) Ms. Phongsaward	Neelayodhin	Director, Independent Director, Chairman of the Audit Committee, and Member of the Corporate Governance and Sustainability Committee
4) Prof. Dr. Kittipong	Kittayarak	Director, Chairman of the Corporate Governance and Sustainability Committee, and Member of the Compliance Committee
5) Mr. Teerapong	Wongsiwawilas	Director, Independent Director, Chairman of the Nomination and Remuneration Committee, Member of the Audit Committee, and Member of the Compliance Committee
6) Mr. Virasak	Sutanthavibul	Director, Chairman of the Independent Directors Committee, Executive Director, and Member of the Risk Oversight Committee



7) Gen. Nimit	Suwannarat	Director, Independent Director, Chairman of the Compliance Committee, Member of the Nomination and Remuneration Committee, and Member of the Risk Oversight Committee
8) Mr. Thanwa	Laohasiriwong	Director, Member of the Nomination and Remuneration Committee, and Member of the Risk Oversight Committee
9) Mr. Attapol	Attaworadej	Director, Executive Director, and Member of the Corporate Governance and Sustainability Committee
10) Mr. Pinsai	Suraswadi	Director, Member of the Corporate Governance and Sustainability Committee and Member of the Compliance Committee
11) Mr. Anan	Kaewkumnoed	Director, Independent Director, Member of the Audit Committee, and Member of the Corporate Governance and Sustainability Committee
12) Mr. Payong	Srivanich	Chief Executive Officer, Executive Director, and Member of the Risk Oversight Committee
Mr. Pongsit	Chaichutpomsuk	Secretary
Mr. Piya	Sumranwanich	Assistant Secretary
Ms. Sujeepa	Kongsamut	Assistant Secretary
Mr. Thana	Thanamittamanee	Assistant Secretary

#### Details of changes in the directors and the assistant secretary of the Board

1) Ms. Phongsaward	Neelayodhin	She has held the director's office and the independent director's office on 4 April 2025, in replacement of Mr. Vichai Assarasakorn, who completed his term of office at the 32 <sup>nd</sup> Annual General Meeting of Shareholders (2025).
2) Mr. Anan	Kaewkumnoed	He has held the director's office and the independent director's office on 4 April 2025, in replacement of Ms. Jiraphon Kawswat, who completed her term of office at the 32 <sup>nd</sup> Annual General Meeting of Shareholders (2025).
3) Mr. Piya	Sumranwanich	He has held the position of Assistant Secretary to the Bank's Board of Directors effective 13 August 2025.

As the Chairman of the Board of Directors is not the Independent Director, it does not affect his/her use of discretion on independent decisions. The Bank has adequate internal control systems and operational mechanisms for checks and balances and transparency. The considerations on significant matters are in the form of a panel and are not subject to the decision of any individual committee. The structure of the Board of Directors as of 31 December 2025, consists of 5 independent directors out of a total of 12 directors or equal to 41.66 percent of the total number of the board members. The Board of Directors has upgraded the work of Independent Directors. The Independent Directors shall operate in the same form of the panel as other sub-committees of the Bank. One Independent Director has been appointed as the Chairman of the Independent Directors Committee. There is the Charter of Independent Directors Committee that prescribes qualifications and terms of office, including duties and responsibilities, and meetings. The Independent Directors Committee, comprising Independent Directors who are part of the Board of Directors, participates in considering the agenda of the Board of Directors' meetings before the meeting. Independent Directors are free to comment or suggest on the meeting agenda to the Chairman of the Board of Directors in the case where it deems that there are important matters or problem issues that the Board of Directors should consider and have not yet been included in the meeting agenda. Additionally, the Chairman of the Board of Directors is not the authorized signatory director and non-executive director and does not have the position of chairman and member of other sub-committees of the Bank. Moreover, the Chairman of the Board is not the same person as the Chief Executive Officer. The roles and responsibilities are clearly segregated. The Charter of the Board of Directors stipulates that the Chairman of the Board has a duty and role to supervise and monitor the duty performance of both the Board of Directors and the Management to ensure the efficiency of achieving the organization's objectives and main goals.

The Chief Executive Officer is the highest-level executive of the Management with the duty to manage the Bank under the directions and policies established by the Board of Directors.

#### • Authorized director of the Bank

In 2025, the authorized director to sign on behalf of the Bank is "Mr. Payong Srivanich, the Chief Executive Officer only signs and affixes the Company's seal."

### 7.2.3 Roles and Responsibilities of the Board of Directors

The Board of Directors has the duty to oversee every director and executive to perform their duties with responsibility, prudence, integrity and compliance with laws. The Board also supervises all business operations of the Bank under its objectives, Articles of Association, the resolution of the Board of Directors and the resolution of the shareholders' meeting under conditions and requirements of the related laws and Corporate Governance Code to sustainably create the Bank's value. The Board of Directors approved the Charter of the Board of Directors that defines the authority, duty and responsibility of the Board of Directors, as well as the role and duty of the Chairman of the Board of Directors for reference use in the duty performance of every Directors. The Charter has been effective since November 21, 2018. The Bank shall always review the Charter of the Board of Directors to be appropriate and up to date, and publish the Charter of the Board of Directors and the Charter of the Sub-Committees. The interested persons can download those Charters from the Bank's website.

#### Authority of the Board of Directors

1. All business activities of the Bank shall be under the authority of the Board of Directors to do. Either the Chief Executive Officer or at least two other directors as delegated by the Board of Directors shall have the authority to sign and affix the Bank's official seal and act on behalf of the Bank. However, the Board of Directors has the authority to consider determining and changing the name of the authorized directors to sign to bind the Bank and act on behalf of the Bank;
2. The Board of Directors has the authority to appoint the Chief Executive Officer and employees of the Bank as well as representatives of the Bank with the authority and duty as the Board deems appropriate, and can define the rate, expenses and bonus for these persons, and remove them from the office;
3. The Board of Directors can empower the Chief Executive Officer to appoint and remove the Bank's employees. However, if the person who is appointed as the Chief Executive Officer also holds the director's office, he/she is called the "Chief Executive Officer";
4. The Board of Directors has the authority to invite any person, as it deems appropriate, to be an advisor to the Board of Directors to assist and comment on the Bank's business activities, and also define wages and bonuses for the advisor;
5. The Board of Directors may periodically pay interim dividends to the shareholders after considering and deeming that the Bank is profitable enough to do so, and report in the next shareholders' meeting for acknowledgement.

#### Scope of Authority of the Board of Directors

Even though all of the Bank's business activities will be under the authority of the Board of Directors to do, but some business activities are defined by the Public Limited Companies Act and the Bank's Articles of Association, including the related laws and rules of the related regulatory agencies to be under the authority of the shareholders' meeting.

1. Approval of the balance sheet and the profit and loss account;
2. Approval of the profit appropriation;
3. Election of new directors in replacement of those who must retire by rotation or election of additional directors in the case of an increase in the number of directors;
4. Election of the auditor and determination of the audit fee amount;
5. Increase of capital, reduction of capital, transfer of allowance for compensation of accumulated loss, dividend payment, public offering or allocation of capitalized shares and issuance of debentures;
6. Sale or transfer of the Bank's entire business or partial important business, acquisition or acceptance of transfer of other business, making, amendment or termination of the agreement relating to renting out the Bank's entire business or partial important business.

#### Duties and Responsibilities of the Board of Directors

1. Perform duties with responsibility, duty of care, duty of loyalty, comply with the laws and the set of official regulations, and supervise all business operations of the Bank under the objectives, the Bank's Articles of Association, the resolutions of the Board of Directors, and the resolutions of the shareholders' meeting to sustainably create value for the Bank;
2. Define the Bank's visions, missions, objectives and strategic targets of business operations, and short-term and long-term strategies and business plans of the Bank, and also requires the concern on business operations under the sustainable banking concept, emphasizing the environmental, social, and governance factors, and review to always adjust to be knowingly appropriate with changes;
3. Supervise the Bank to have good management, covering jointly establishing, suggesting, and approving the policies and transactions which are important for doing the business and managing risks that affect the Bank's financial position, operating performance, and reputation both in normal and critical conditions, as well as future potential risks, approve the good risk governance framework and risk appetite which are explicit and aligned with the strategic plans, business plans, and ability to manage the enterprise risks, review the strategic plans, business plans, important policies, good risk governance framework, and risk appetite approved based on the suitable frequency or upon significant changes to support business operations based on the defined directions and goals, as well as determine the risk management and reporting mechanisms to the Board of Directors for acknowledgement for important preventive and corrective actions, and have the role of driving risk culture (Tone from the Top), supervise to ensure the cultivation of risk culture;

4. Supervise to ensure efficient internal control, covering the operating activities, and enable to reflect and verify the potential errors without delay, regularly review and assess to ensure that the internal control system is efficient and appropriate for the Bank's operation;

5. Supervise to ensure that the Bank has the Internal Regulatory Unit (Second Line of Defense) and the Internal Audit Unit (Third Line of Defense), which are independent of working, have sufficient and appropriate resources and personnel. The appointment, transfer, removal, and assessment of the duty performance efficiency and effectiveness of the Head of Risk Management Unit, Head of Compliance Unit, and Head of Internal Audit Work must be approved by the Board of Directors or the sub-committees at the related and suitable oversight level. However, the significant opinions or observation reports acquired from the Internal Regulatory Unit and Internal Audit Unit are also taken to support the consideration;

6. Considering the master plan, and budget, as well as allocating the important resources to achieve the objectives and goals, following up and overseeing to ensure the implementation of the Bank's tactics, including assessing and supervising the operating performance reporting;

7. Realize the roles, duties and responsibilities of the Board of Directors, fairly and transparently respect rights and treat the shareholders and every party of stakeholders, and review the roles and duties of the Board of Directors, the Chief Executive Officer and Management to be aligned with the organization's directions, and supervise to have the efficient Whistleblowing Policy and Procedure;

8. Supervise and advance fair customer service management (Market Conduct), provide the channels for efficiently and effectively receiving and managing complaints of the informants or stakeholders of every party, and give the policies for developing and improving the Bank's business operations by taking into account safety and sanitation, social and environmental responsibility, as well as the development of the Bank's personnel;

9. Oversee to have the succession plan and development plan for the executive officers to have the knowledge, skills, experiences, and characteristics necessary for driving the organization to achieve the targets, as well as effectively oversee the annual performance assessment of the Chief Executive Officer and the executive officers, have the remuneration structure which is consistent with the risk culture of the organization, have the remuneration determination system for the executive officers, which is prudent, transparent, and consistent with the duties, responsibilities, and performance aligned with the Bank's short-term and long-term business operations;

10. The Board of Directors must hold the shareholders' meeting as the Annual General Meeting within 4 months from the ending date of the Bank's fiscal year. Other shareholders' meetings other than stated are called "Extraordinary Meetings." The Board of Directors can call the extraordinary meetings whenever deemed appropriate.

If one or several shareholders whose shares are counted in the total of not less than 10 percent of total sold shares will submit a joint letter to ask the Board of Directors to call the shareholders' meeting as the extraordinary meeting whenever, but must also clearly specify the matters and reasons to ask for calling the meeting in writing. In such case, the Board of Directors must hold the shareholders' meeting within 45 days from the received date of the letter from shareholders;

11. Attend the Board of Directors' meeting at least 75 percent of the number of meetings held in each year, and the shareholders' meeting, unless in the case of necessity, and participate in interrogating, discussing, arguing and exchanging a variety of creative opinions without conflict of interest and self-exploitation, and take precaution to maintain the overall organizational interests, make informed decision or resolution, and rational decision, as well as scrutinize to avoid any decision intervention that causes an increase in the Bank's operating risks;

12. The Board of Directors sets up the sub-committees at an oversight level as necessary and appropriate, and must at least determine that there shall be the Risk Oversight Committee and the Audit Committee to help ensure the independent and effective performance of duty to control, govern, and audit (Three Lines of Defense), the Nomination Committee to help ensure the appointment of the qualified persons to hold the director office, members of the sub-committees, authorized persons in management, and the Bank's consultants. Additionally, the Board of Directors may set up other additional sub-committees to help perform works under the responsibility of the Board of Directors, and good corporate governance and consider approving the Charter of the Sub-Committees which prescribes the essence of compositions, duties and responsibilities, and any other matters related to the sub-committees as deemed appropriate by the Board of Directors, including the assignation to perform the duty of reviewing the important policies. If the changes are insignificant, the Board of Directors must be consequently reported for acknowledgement. However, the important reports acquired from the sub-committees shall be regularly followed up. In the case of problem occurrence, the causes and process improvement or reporting mechanism shall be considered to solve problems in a proper time;

13. The Board of Directors must hold the performance assessment in the type of self-assessment, assessment for other directors, and group assessment twice a year, and use such assessment results to improve and develop working and to support the consideration of the appropriateness of composition of the Board of Directors. However, the Board of Directors may consider assigning an external consultant to help determine the guidelines, and recommend the issues in performance assessment of the Board of Directors based on the criteria and in a reasonable period, for instance, every 3 years, etc. The assessment operation must be disclosed in Form 56-1 One Report;

14. Supervise the Bank to correctly, completely, transparently, and timely disclose the good governance information (Duty of Disclosure);

15. Comply with the Code of Best Practice of Directors of Listed Companies and Corporate Governance Code (CG Code).

#### • Roles of the Chairman of the Board of Directors

The Bank's Articles of Association determines that the Board of Directors shall select one director to be the Chairman of the Board of Directors under the Charter of the Board of Directors. The Chairman of the Board of Directors, on behalf of the organizational leader, performs the duty to oversee the benefits of the Bank, shareholders, and other stakeholders to achieve the highest long-term benefits, and is the leader to synergize potential, ideas, creativity, and competency of the Board of Directors and the Management of the Bank altogether, resulting in success of strategic plans of the Bank's business operations both in short-term and long-term. Additionally, the Chairman of the Board of Directors closely and continually monitors the Management's business operation to ensure monthly reporting of financial position and important information to the Board of Directors, and is a mainspring to advance the policies for the Bank's corporate governance and social and environmental responsibility, and create ethics for personnel at every level. The roles and duties of the Chairman of the Board of Directors are determined and can be summarized as follows:

##### Administration

1. Supervise the overview of the Bank's strategy and policy guidelines to attain justice, and take care of the customers equally;
2. Emphasize the work performance under legality both in terms of the official and the Bank's supervision;
3. Supervise, monitor and oversee to ensure that the Board of Directors performs their duties efficiently and accomplish the Bank's objectives and main targets;
4. Oversee to ensure that every director participates in promoting the corporate culture with ethics and good corporate governance.

##### The Board of Directors' Meeting

1. Perform the duty of the chairman of the meeting and attend every meeting unless necessary to proceed with the efficient Board of Directors' meeting;
2. Set agenda of the Board of Directors' meeting under mutual discussion with the Chief Executive Officer and have a measure to oversee the important matters to be included in the meeting agenda;
3. Stimulate all directors to express their opinions by appropriately delegating the authority of organization management to the Management, oversee all directors to receive the correct, duly, and explicit information of the Bank for use in decision-making that will efficiently lead to the Bank's success, and manage sufficient time for the Management to propose matters and for the Board of Directors to discuss the important issues and consult with each other, encourage the directors to use prudent discretion and independently express opinions in the related issues all over in the important meeting agenda. The Board of Directors adopts the policies to strengthen the good relationships between the executive directors and non-executive directors and between the Board of Directors and the Management with regular consultations.

##### Development and Assessment of the Working Efficiency

1. Supervise to organize an orientation and a site visit for all directors, helping the new directors understand and rapidly adapt to the organization;
2. Support and encourage all directors to attend the trainings for developing expertise in various areas, which are useful for the duty performance of the directors, and organized by the famous and accepted institutions, such as the Thai Institute of Directors, and Stock Exchange of Thailand, etc.
3. Support and encourage all directors to collaborate as a team for working efficiency and effectiveness, supervise to conduct the Board of Directors' performance assessment in types of self-assessment, cross-assessment, and group assessment, and take such assessment results to improve and develop the Board of Directors' working;
4. Determine the regular and continuous follow-up, supervision and assessment system for the Bank's operating performance to be in line with the policies.

##### Shareholder Relationship

Supervise to ensure efficient communications between the Bank's shareholders and give the shareholders the opportunity to enable them to communicate with the Board of Directors to mutually exchange opinions.

##### Shareholders' Meeting

The Chairman of the Board of Directors serves as the chairman of every shareholders' meeting and assigns a person to properly supervise the shareholders' meeting in accordance with laws and regulations as well as oversees the attendance of every director in the shareholders' meeting together. The opportunity is given to the shareholders to fully exercise the rights at the shareholders' meeting to attend the meeting and vote in the shareholders' meeting, interrogate or request additional clarifications, acknowledge the Annual Report, approve the balance sheet and the profit and loss account, approve the profit appropriation and dividend, appoint directors and determine the directors' remuneration, appoint the Bank's auditor and determine his/her audit fee, and approve the amendment to the Memorandum of Association of the Bank, etc.



### Roles in Other Areas

The Chairman of the Board of Directors performs duty with integrity and supervises the structure of the Board of Directors to be appropriate, oversees to ensure the effective implementation of policy and decision-making of the Board of Directors, and supports the implementation of corporate governance and social and environmental responsibility activities occurred at every level from the directors, executive officers and employees.

#### • Meeting and Quorum

1. The Chairman of the Board of Directors calls for a meeting of the Board of Directors

Upon a reasonable ground or for maintaining the Bank's rights or benefit, two or more directors may request the Chairman of the Board of Directors to call a meeting of the Board of Directors. The matters and reasons for proposing the meeting for consideration shall also be specified. In such case, the Chairman of the Board of Directors shall call and schedule the date of the meeting within 14 days from the date of receipt of such request.

In the case where the Chairman of the Board of Directors does not execute under paragraph two, the requesting directors may jointly call and schedule the date of the Board of Directors' meeting to consider the requested matters within 14 days from the expiration date of the period under paragraph two.

2. In the case where the Chairman of the Board of Directors is absent for whatever reasons, the Vice Chairman of the Board of Directors shall call a meeting of the Board of Directors. In the case where the Chairman of the Board of Directors is absent for whatever reasons, two or more directors may jointly call a meeting of the Board of Directors.

3. The Board of Directors schedules the meeting at least once a month and the meeting is held at any other venue as deemed appropriate. However, the meeting of the Board of Directors can be carried out via electronic media under the Bank's Articles of Association and laws, notifications, including rules of the related regulatory agencies.

4. In the case of calling a meeting of the Board of Directors, the invitation to the meeting shall be delivered to the directors not less than 3 days before the date of the meeting. Unless in the case of exigency to maintain the Bank's rights or benefits, the meeting appointment can be notified by electronic means or any other means, and earlier schedule the date of the meeting.

5. At a meeting of the Board of Directors, a quorum must be constituted with a number of not less than half of the total number of directors. Each director shall have one vote in voting, and a majority vote shall be adhered to as the resolution of the meeting in the final decision of the meeting. In the case of a tie, the Chairman of the Meeting shall additionally cast another vote as a casting vote. Unless the election of the director in replacement of the vacancy due to other reason which is not retirement by rotation, the votes not less than 3/4 of the remaining number of directors shall be adhered to as a resolution of the meeting. However, to be in line with the good corporate governance guidelines at that time of the resolution of the Board of Directors, there should be the directors not less than 2/3 of the total directors in the meeting.

6. In the case where the Chairman of the Board of Directors is absent in the meeting or unable to perform his/her duty if the vice chairman is present, he/she shall preside over the meeting. If there is no vice chairman or if the vice chairman is unable to perform his/her duty, the directors who attend the meeting shall select one director to be the chairman of that meeting.

7. Any director who has an interest in the meeting on any matters or agenda that the director has related interests either directly or indirectly, the said directors must inform the Board of Directors for acknowledgement and not participate in making the decision or resolving that meeting agenda. In this case, the Chairman of the Meeting may invite the said director to temporarily leave the meeting.

8. Despite somewhat vacancies in the number of directors, the remaining directors can perform the undertaking. However, if the number of directors is reduced to be inadequate to be a quorum, the remaining directors can perform undertakings, particularly of holding the shareholders' meeting to elect the directors in replacement of all vacancies only.

9. The Board of Directors has a policy to supervise the management under the Corporate Governance Code and hold the meeting of the Board of Directors without the meeting attendance of the Management at least once a year.

10. The minutes of the Board of Directors' meeting must contain complete contents, specify the important individual opinions for the agenda for important consideration, and submit a copy of the minutes of the Board of Directors' meeting to the official regulatory agencies under the rules and procedures and within the specified period.

Furthermore, the holding of the meeting of the Board of Directors can be proceeded via electronic media under the Bank's Articles of Association, and the laws, notifications and rules of the related regulatory agencies. In holding an online meeting, every director who attends the meeting shall completely appear by specified means before the meeting commencement.

The Board of Directors has a policy to supervise the management under the Corporate Governance Code and holds the meeting of the Board of Directors without the meeting attendance of the Management at least once a year. Additionally, the Board of Directors supports and encourages the independent directors to work in the form of a panel and stipulates the Charter of Independent Directors Committee that specifies qualifications, terms of office, duties and responsibilities. The meeting of the Independent Directors Committee shall be held at least twice a year and the reports and recommendations shall be appropriately submitted to the Board of Directors.

- **Term of the Director's Office**

According to the Bank's Articles of Association, the directors for 1/3 of the total directors must vacate the office at every Annual General Meeting of Shareholders. The appropriate term of the director's office should not exceed 3 consecutive terms. Unless any director is qualified to hold his/her office longer than the said terms, the Board of Directors will consider the efficiency of duty performance of the said director and clarify the reason and his/her performance of duties to the shareholders.

- **Independence of the Board of Directors**

The Board of Directors is responsible for the performance of its duties to the shareholders and is truly independent of the Management for the utmost benefit of the Bank and its shareholders' sustainable growth. There is a clear segregation of duties and responsibilities between the Board of Directors and the Management. The Board of Directors is a policymaker for the Management to manage work systems and activities of the Bank legally and ethically and under the Corporate Governance Code and ethics. Additionally, the Chairman of the Board of Directors is determined not to be the same person as the Chief Executive Officer due to the differences in duties and responsibilities and to ensure that no person has unlimited authority. The roles and duties of the Chairman and the Chief Executive Officer are clearly defined separately.

- **Roles and Responsibilities of the Chief Executive Officer**

The Chief Executive Officer is the highest-level executive of the Bank with the authority to supervise the management and operations of the Bank under the objectives, policies, regulations, and goals set by the Board of Directors, as well as manage under work plans or budgets approved by the Board of Directors and protect the interests of the Bank and its shareholders. The main duties and responsibilities are as follows:

1. Supervise the Bank's operations under the objectives, policies, regulations and goals assigned by the Board of Directors.
2. Manage the operations under work plans or budgets approved by the Board of Directors.
3. Supervise the employees and staff members of the Bank to work under the Bank's objectives and missions.
4. Contact and build relationships and collaboration between the Bank and other agencies and organizations both domestically and internationally;
5. Be a representative or authorized person to act on behalf of the Bank to operate in relation to external agencies and regulatory agencies or perform any juristic acts that are legally binding the Bank as assigned by the Board of Directors under the objectives and regulations of the Bank.
6. Attend meetings and be a member of the Board of Directors as appointed by the Bank.
7. Consider any other matters assigned by the Board of Directors and sub-committees.

## 7.3 Information Related to the Sub-Committees

### 7.3.1 Sub-Committees

In order to perform their duties and responsibilities as well as efficiently monitor and oversee the Bank's operations in accordance with the prescribed policies and strategies that are consistent with the laws and Corporate Governance Code, the Board of Directors has appointed the sub-committees to help study and review the works as necessary, particularly in cases requiring impartial judgment. This helps support the Board's duty performance as necessary and appropriate by taking into account its size, complexity, nature of business and risks as well as the Bank's long-term sustainable strategies and operations. This structure enhances the efficiency and effectiveness of the Board's operations. In this regard, the Board of Directors has approved the Charter for each Sub-Committee, which defines the composition, duties and responsibilities, meetings, and term of office. There are 7 Sub-Committees as follows:

- 1) The Board of Executive Directors
- 2) The Audit Committee
- 3) The Nomination and Remuneration Committee
- 4) The Corporate Governance and Sustainability Committee
- 5) The Risk Oversight Committee
- 6) The Compliance Committee
- 7) The Independent Directors Committee

### 7.3.2. List and Scope of Authority of the Sub-Committees

#### • The Board of Executive Directors

List of the Members of the Board of Executive Directors as of 31 December 2025 consists of:

1) Mr. Krairit	Euchukanonchai	Chairman of the Board of Executive Directors
2) Mr. Virasak	Sutanthavibul	Member
3) Mr. Attapol	Attaworadej	Member
4) Mr. Payong	Srivanich	Member
Mr. Piya	Sumranwanich	Secretary
Ms. Sujeepa	Kongsamut	Assistant Secretary
Ms. Sopitda	Stapholdecha	Assistant Secretary

#### Duty and Responsibility of the Board of Executive Directors

The Board of Directors has empowered the Board of Executive Directors to consider the following matters.

1. Consider, scrutinize or approve credits, debt restructuring and debt write-offs within the defined authority;
2. Consider, scrutinize or approve the investment or sales of securities invested by the Bank, trading or renting out the Bank's properties within the defined authority;
3. Consider, scrutinize or approve the hiring of consultant and procurement under the procurement regulations;
4. Consider and scrutinize business plan, policy tasks and annual budget;
5. Monitor important works assigned by the Board of Directors;
6. Consider, approve or acknowledge other undertakings relating to management the Board of Executive Directors deems necessary or appropriate as urgency for solving problems; and if the action is not taken, it will cause damage to the Bank, and the Board of Directors shall be immediately reported;
7. Perform other duties assigned by the Board of Directors.

The Bank's Board of Directors consists of members, who are all directors of the Bank, the Bank's Board of Executive Directors is therefore an Oversight Level Committee. Thus, the Executive Directors are not considered as the directors who are executives under the Clause 5.1 of the Bank of Thailand Notification No. FPG. 1/2566 (2023) Re: Corporate Governance of Financial Institutions and Financial Business Group. This excludes Mr. Payong Srivanich, the Chief Executive Officer, as a director who is an executive because he holds a position in the Management and is a signatory authorized to sign in binding.

#### Term of Office of Executive Directors

The term of office for Executive Directors shall be equivalent to the term of the Board of Directors.

#### • The Audit Committee

List of the Members of the Audit Committee as of 31 December 2025 consists of:

1) Ms. Phongsaward	Neelayodhin	Chairman of the Audit Committee
2) Mr. Anan	Kaewkumnoed	Member
3) Mr. Teerapong	Wongsiwawilas	Member
Mr. Panabhand	Hankijjakul	Secretary

#### Details of changes in members of the Audit Committee

- 1) Ms. Phongsaward Neelayodhin Hold the position of Chairman of the Audit Committee from 4 April 2025, in replacement of Mr. Vichai Assarasakorn, who completed his term of office at the 32<sup>nd</sup> Annual General Meeting of Shareholders (2025).
- 2) Mr. Anan Kaewkumnoed Hold the position of a member of the Audit Committee from 4 April 2025, in replacement of Ms. Jiraphon Kawswat, who completed her term of office at the 32<sup>nd</sup> Annual General Meeting of Shareholders (2025).

Details of Changes in the Secretary after 31 December 2025

Mr. Wasawat Chawalitthamrong Hold the position of Secretary to the Audit Committee from 1 January 2026.

The Audit Committee revised the scope of authority and duty of the Audit Committee under the Charter of Audit Committee Revision 2025, which is effective on 5 January 2026. The details are as follows:

#### Authority of the Audit Committee

1. The Audit Committee has the authority and supports the Cluster Audit, to have unrestricted access to Executive, personnel, data, and reports. If data access is restricted due to legal or confidentiality reasons, the Audit Committee and/or Chief Audit Officer should consult with the Board of Directors to determine a way to manage such matters.

2. The Audit Committee can invite the directors and officers of the Bank or third parties to attend the meeting for discussion or clarification under the scope, duty and responsibility of the Audit Committee.

3. The Audit Committee can execute to assign the independent consultant or expert to comment or give counsel in the matters related to duties and responsibilities as necessary at the Bank's expense. However, the consultants or specialists must not be persons with conflicts of interest with the Bank and not be the parents, descendants, or spouses of the directors, Chief Executive Officer, Chief Officer, Group Heads, Chief Audit Officer, internal auditor of the Bank or internal auditors of the companies with whom the Bank is involved in making decisions on the companies' policies and operations.

#### Duty and Responsibility of the Audit Committee

##### 1. Financial Reporting and Data Disclosure

1.1 Review the financial reports of Bank and the companies in the Financial Business Group to ensure that the financial report is accurate and adequate in accordance with the accounting principles used in the financial reporting;

1.2 Consider related party transactions or transactions that may involve conflicts of interest, including the acquisition or disposal of assets with significant value, to ensure compliance with the laws and regulations of regulatory agencies. Ensure that such transactions are reasonable and beneficial to the Bank, and monitor the implementation of transactions and the disclosure of information on a regular and appropriate basis.

If there is suspicion that any director or executive has engaged in an unusual or improper act for the benefit of a group or individual, which deviates from the disclosed objectives and does not comply with the law and regulations of the regulatory agency, immediate action must be taken to stop such behavior, and the regulatory agency must be notified in accordance with the specified criteria.

1.3 Review the evidence if it is in doubt about the operation that may significantly affect the Bank's operating performance or conflict of interest that may affect the Bank's operation;

1.4 Review the interim financial report and the yearly financial report by considering that the completeness is consistent with the information which is recognized by the Audit Committee and reflects the appropriate accounting principles.

##### 2. Auditor

2.1 Assure the auditor's independence and consider the auditor's conflict of business if the auditor provides other services other than audit work;

2.2 Review the scope of work and audit plan of the auditor to prevent duplication of work that may overlap with the audit work of the internal auditor by taking into account the Cluster Audit's efficiency in the use of resources for maximum benefits;

2.3 Consider, recruit, appoint, dismiss and suggest work remuneration of the auditor and propose the Board of Directors for submission to the general meeting of shareholders;

2.4 Review the auditor's audit report, the issues relating to accounting reports, complicated or unusual transactions, and reporting with materiality, that may affect the reliability of the financial report. The Audit Committee may suggest reviewing or verifying any transactions deemed necessary and the important matter, and also propose the key recommendations to the Board of Directors;

2.5 Hold the meeting together with the auditor without the presence of the Executive and Chief Audit Officer at least once a year;

##### 3. Operations of the Bank

3.1 Review the Bank's operations with key risks that affect the objectives, important changes in good governance and leadership, strategic planning, risk management and internal control, strengthening the risk culture, stakeholder and customer focus, digital technology development, human capital management and knowledge management and innovation;

3.2 Implement a mechanism to properly and appropriately oversee and monitor the use of fundraising funds, ensuring alignment with the disclosed objectives.

##### 4. Risk Management

4.1 Supervise the key risks, review and assess the efficiency and effectiveness of control, and enterprise risk management of the Bank and the companies in the Financial Business Group, including fraud risks and other issues requested by the Board of Directors;

4.2 Review and advise on the risk management process established and supervised by the Executive to ensure compliance with the established process;

4.3 Acknowledge the reports relating to the Executive's operation and monitor the appropriate compliance with the risk management process.



## 5. Internal Control

5.1 Review and assess to ensure that the Bank has an adequate and effective internal control system, information technology system security, and information technology control;

5.2 Acknowledge the reports for significant matters from faulty working, damage, or fraudulent transactions that may cause damage to the position or operation or reputation of the Bank or the companies in the Financial Business Group.

## 6. Regulatory Compliance with Laws, Regulations, and Rules

6.1 Review the Bank and the companies in the Financial Business Group to ensure compliance with the securities and exchange law, requirements of the Stock Exchange or the laws related to the businesses of the Bank and the companies in the Financial Business Group;

6.2 Review the effectiveness of the governance of the Bank and the companies in the Financial Business Group, mechanism of compliance with laws and rules, and operation monitoring system to be in time within a specified period, and in the case of non-improvement and corrective action within a specified period.

## 7. Audit and Monitoring

7.1 Supervise Cluster Audit to have value and ethics and maintain the standards of ethical and code of conduct compliance to be at a high level to ensure that the internal audit operation is consistent with the Professional Practices Framework for Internal Audit;

7.2 Regularly review and verify the independence of Cluster Audit and equity of the internal auditor;

7.3 Review and approve the Charter of Cluster Audit at least once a year;

7.4 Review and approve the strategic plan for Cluster Audit, objectives, organization structure, manpower, Cluster Audit programs, as well as budget used in Cluster Audit to succeed the established internal audit plan;

7.5 Review and approve the annual internal audit plan, annual review plan for credit transactions, as well as consideration of the Cluster Audit personnel sufficiency and the need to use services from business alliances for partial or entire internal audit work;

7.6 Review the performance in comparison with the internal audit plan;

7.7 Review the internal audit reports, credit review reports and follow up the corrective action plan of the Management from audit points and suggestions from the audit;

7.8 Mutually review and consider with the Executive the detected key faults and response of the Executive;

7.9 Advise the Board of Directors in considering the appointment, transfer, removal, determination of remuneration and consideration of the Chief Audit Officer's feat;

7.10 Audit Assess the efficiency and effectiveness of the Chief Audit Officer's work performance;

7.11 Conduct a periodic self-assessment for audit work at least once a year, and conduct an external assessment by an independent assessor at least every 5 years.

## 8. Corruption

8.1 Review and assess the governance of the Executive on corruption protection and suppression;

8.2 Review and assess the governance of the Anti-Bribery and Corruption Policy and Process to be reasonably assured about corruption prevention and detection, and compliance with the duty determined under laws and ethics;

8.3 Review and assess the effectiveness of the system and control related to whistleblowing and receipt of complaints both from inside and outside to ensure that investigation is fairly and independently carried out, and appropriately reported and followed up;

8.4 Supervise the complaints and whistleblowing of offences sent to Cluster Audit to ensure that the audit has been appropriately conducted.

## 9. Other Areas

9.1 Prepare and review the Audit Committee Charter and the Audit Committee Manual at least once a year. Any revisions shall be submitted to the Board of Directors for approval;

9.2 Conduct a preliminary investigation of facts when the suspicious behavior is notified from the auditor about fraud or violation of laws related to the duty performance of the directors and executives under Section 89/25 of the Securities and Exchange Act, and report the said audit results to the Office of the Securities and Exchange Commission and the auditor for acknowledgement within 30 days from the date of receiving the auditor's notification;

9.3 Conduct a self-assessment at least once a year and propose the assessment result to the Board of Directors;

9.4 Perform other works as assigned by the Board of Directors under the Audit Committee's responsibility;

9.5 The Audit Committee should review the roles and duties, and schedule the term of office for the members of the Audit Committee. However, the Audit Committee may ask for professional opinions from the external consultant at the Bank's expense.

The member of the Audit Committee who has knowledge and experience in the review of the financial statement's reliability.

Mr. Anan	Kaewkumnoed	Member
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#### • Nomination and Remuneration Committee

List of the Members of the Nomination and Remuneration Committee as of 31 December 2025 consists of:

- |                  |               |   |
|------------------|---------------|---|
| 1) Mr. Teerapong | Wongsiwawilas | Chairman of the Nomination and Remuneration Committee |
| 2) Mr. Thanwa    | Laohasiriwong | Member  |
| 3) Gen. Nimit    | Suwannarat    | Member  |
| Mr. Suppawat     | Wadhanapatee  | Secretary   |
| Mr. Boonchird    | Pikulyam      | Assistant Secretary                                   |

#### Details of changes in members of the Nomination and Remuneration Committee

- |                  |               |   |
|------------------|---------------|---|
| 1) Mr. Teerapong | Wongsiwawilas | Holds the position of the Chairman of the Nomination and Remuneration Committee from 26 January 2025.                                       |
| 2) Mr. Thanwa    | Laohasiriwong | Holds the position of the Chairman of the Nomination and Remuneration Committee during the period from 23 December 2020 to 25 January 2025. |

#### Scope of Authority of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee has the scope of duties and responsibilities as assigned by the Board of Directors to execute the various matters as specified in the Charter of the Nomination and Remuneration Committee and report the meeting result to the Board of Directors for acknowledgement every time. The essence can be summarized as follows:

1. Formulate the policy, rules and procedures for nominating and determining remuneration and other benefits of the directors, executive officers, and authorized persons for managing the Bank;
2. Consider and recommend the overall policy concerning the determination of remuneration and other benefits of the Bank;
3. Identify and nominate the candidates with appropriate qualifications as prescribed by regulations of the Bank, and related laws to propose to the Board of Directors, consider and appoint them to hold the following offices.
  - 3.1 Director
  - 3.2 Members of the sub-committees directly delegated for authority and responsibility by the Board of Directors
  - 3.3 Executive officers and authorized persons for management
4. Oversee the Board of Directors to have size and composition which are appropriate for the organization and are changed to be consistent with the changing environment. The Board of Directors shall comprise individuals with knowledge, competence and experiences in various areas, as well as skills under the Skill Matrix determined by the Bank, and aligned with the Bank's current and future strategic missions and its sustainable development, without discrimination or exclusion of any person due to personal differences, such as religion, culture or gender, as a restriction in holding the director's office;
5. Oversee the directors, executive officers, and authorized persons for the Bank's management to receive an emolument which is appropriate for their duties and responsibilities with the Bank. The directors who are entrusted to have additional duties and responsibilities should receive the remuneration which is appropriate for those entrusted with duties and responsibilities;
6. Determine the guidelines and assess the performance of directors, executive officers and authorized persons for the Bank's management to consider revising the annual emolument by taking into account the duties, responsibilities, and related risks, and also emphasizing the long-term value addition for shareholders to support the assessment consideration;
7. Disclose the policy and details of recruiting procedures and policies on determination of remuneration and disclosure of remuneration in various forms, as well as prepare the remuneration determination report. The report also at least contains the details relating to operating goals and comments of the Nomination and Remuneration Committee in the Bank's Annual Report;
8. Perform other duties assigned by the Board of Directors.

#### • Corporate Governance and Sustainability Committee

List of the Members of the Corporate Governance and Sustainability Committee as of 31 December 2025 consists of:

- |                        |             |   |
|------------------------|-------------|---|
| 1) Prof. Dr. Kittipong | Kittayarak  | Chairman of the Corporate Governance and Sustainability Committee |
| 2) Mr. Attapol         | Attaworadej | Member  |
| 3) Mr. Pinsai          | Suraswadi   | Member  |
| 4) Ms. Phongsaward     | Neelayodhin | Member  |
| 5) Mr. Anan            | Kaewkumnoed | Member  |
| Mr. Krit               | Chamapisit  | Secretary   |

#### Details of changes in the members of the Corporate Governance and Sustainability Committee

- |                    |              |   |
|--------------------|--------------|---|
| 1) Mr. Vichai      | Assarasakorn | Retired from the position of Member of the Corporate Governance and Sustainability Committee, effective from 4 April 2025 |
| 2) Ms. Jiraphon    | Kawswat      | Retired from the position of Member of the Corporate Governance and Sustainability Committee, effective from 4 April 2025 |
| 3) Ms. Phongsaward | Neelayodhin  | Holds the position of Member of the Corporate Governance and Sustainability Committee, effective from 4 April 2025        |
| 4) Mr. Anan        | Kaewkumnoed  | Holds the position of Member of the Corporate Governance and Sustainability Committee, effective from 4 April 2025        |

#### Scope of Authority of the Corporate Governance and Sustainability Committee

1. Formulate the policies and operational guidelines, consider and scrutinize budgets for corporate governance, sustainability, and social and environmental responsibility, and propose to the Board of Directors for consideration and review to be always appropriate and up-to-date;
2. Supervise and monitor the operation regarding corporate governance, sustainability, and social, community and environmental care under the specified policies and goals;
3. Consider and propose a Code of Best Practices for the Board of Directors or regulations for the Board of Directors and every committee appointed by the Bank;
4. Recommend the requirements relating to the Bank's Code of Business Conduct;
5. Appoint a working group to support corporate governance, sustainability, and social and environmental responsibility as appropriate;
6. Promote the dissemination of a culture of good corporate governance and participation in sustainability initiatives, engaging in social activities to ensure thorough understanding at every level and practical effect;
7. Perform other duties assigned by the Board of Directors.

In the performance of its duties and responsibilities, the Corporate Governance and Sustainability Committee shall have the authority to request or instruct the management, heads of departments, or relevant Bank employees to provide opinions, attend meetings, or submit relevant documents. Furthermore, the Committee may seek advice from external independent consultants or professional experts as deemed necessary and appropriate, with the Bank being responsible for all associated costs.

#### • Risk Oversight Committee

List of the Members of the Risk Oversight Committee as of 31 December 2025 consists of:

- |                |                |  |
|----------------|----------------|--|
| 1) Mr. Krairit | Euchukanonchai | Chairman of the Risk Oversight Committee |
| 2) Mr. Thanwa  | Laohasiriwong  | Member                                   |
| 3) Mr. Virasak | Sutanthavibul  | Member                                   |
| 4) Gen. Nimit  | Suwanarat      | Member                                   |
| 5) Mr. Payong  | Srivanich      | Member                                   |
| Mr. Ekachai    | Techawiriyakul | Secretary                                |

#### Authority and Duty of the Risk Oversight Committee

1. The Risk Oversight Committee advises the Board of Directors on the risk oversight framework of the Bank and the Financial Business Group and supervises the executive officers and the Head of the Risk Management Unit to comply with the risk management policy and strategies, including risk appetite levels. The Committee also oversee to ensure that the strategies for management of capital, liquidity, and information technology to support risks of the Bank and the Financial Business Group are consistent with the approved risk appetite levels; and reviews and verifies the adequacy and effectiveness of the overall risk management policies and strategies, including the risk appetite levels at least once a year or upon significant change. The Risk Oversight Committee should assess that the risk management policies and strategies of the Bank and its Financial Business Group cover all types of risks, including new potential risks, and supervise to ensure the efficient implementation of policies and strategies as well as corrective action policy in control of the risk levels.

2. The Committee also quarterly reports to the Board of Directors about risk status, risk management efficiency, risk culture compliance status, as well as significant factors and problems, and things requiring improvement and correction to be consistent with the risk management policies and strategies of the Bank and the Financial Business Group.

3. The Committee reports to the Board of Directors on the results of risk management action in extraordinary or emergency situations upon proclamation of the plan, such as a Business Continuity Plan (BCP), including the cases where there are events with significant impacts on the operating performance and capital status of the Bank, etc. The Committee assesses the efficiency and effectiveness of the Head of the Risk Management Unit and takes any other actions related to risk oversight as assigned by the Board of Directors

#### • The Compliance Committee

[List of the members of the Compliance Committee](#) as of 31 December 2025 consists of:

- |                        |                  |                                      |
|------------------------|------------------|--------------------------------------|
| 1) Gen. Nimit          | Suwannarat       | Chairman of the Compliance Committee |
| 2) Mr. Teerapong       | Wongsiwawilas    | Member                               |
| 3) Prof. Dr. Kittipong | Kittayarak       | Member                               |
| 4) Mr. Pinsai          | Suraswadi        | Member                               |
| Mr. Pongsit            | Chaichutpornasuk | Secretary                            |
| Ms. Dujhathai          | Somboonitaya     | Assistant Secretary                  |

[Details of the changes in the members of the Compliance Committee](#)

- |                  |               |  |
|------------------|---------------|--|
| 1) Gen. Nimit    | Suwannarat    | Holds the position of the Chairman of the Compliance Committee since 26 January 2025 |
| 2) Mr. Teerapong | Wongsiwawilas | Holds the position of Member of the Compliance Committee since 26 January 2025       |

[Scope of Authority of the Compliance Committee](#)

The Compliance Committee has the duty and responsibility as assigned by the Board of Directors to execute the following matters.

1. Supervise the Bank to manage risks arising from non-compliance with laws and set of regulations through the Compliance Unit;
2. Review the Charter of the Compliance Committee and the Charter of the Compliance Unit at least once a year or upon significant changes to propose to the Board of Directors for approval;
3. Assess the annual performance of the Compliance Unit to avoid conflict of interest and to be independent, and regularly review the policy and assess the efficiency of compliance risk management to ensure that the Bank's regulatory compliance is appropriate;
4. Approve the Annual Compliance Report;
5. Review the review report or monitor the regulatory compliance, and possibly recommend to review or monitor any transactions which are deemed that there may be non-regulatory compliance and the important matter that causes risk to the Bank;
6. Report to the Board of Directors to acknowledge the results of the regulatory compliance review or monitoring, as well as take improvement and corrective action in the case of non-regulatory compliance.

#### • Independent Directors Committee

[List of the Members of the Independent Directors Committee](#) as of 31 December 2025 consists of:

- |                    |                  |   |
|--------------------|------------------|---|
| 1) Mr. Virasak     | Sutanthavibul    | Chairman of the Independent Directors Committee |
| 2) Ms. Phongsaward | Neelayodhin      | Independent Director                            |
| 3) Mr. Teerapong   | Wongsiwawilas    | Independent Director                            |
| 4) Gen. Nimit      | Suwannarat       | Independent Director                            |
| 5) Mr. Anan        | Kaewkumnoed      | Independent Director                            |
| Mr. Pongsit        | Chaichutpornasuk | Secretary                                       |
| Ms. Sujeeepa       | Kongsamut        | Assistant Secretary                             |

[Details of the changes in independent directors](#)

- |                    |               |  |
|--------------------|---------------|--|
| 1) Ms. Phongsaward | Neelayodhin   | Holds the position of independent director from 4 April 2025   |
| 2) Mr. Anan        | Kaewkumnoed   | Holds the position of independent director from 4 April 2025   |
| 3) Mr. Thanwa      | Laohasiriwong | Resigned from the position of independent director of the Independent Directors Committee from 26 January 2025 |

The Board of Directors highly emphasizes the roles and responsibilities of Independent Directors as an important part of ensuring adequate checks and balances for the structure of the Board of Directors. The structure of the Board of Directors should consist of more than half of the total number of Independent Directors. However, it depends on the suitability of each situation but the number must not be less than the rules of the related regulatory agencies. Each Independent Director can independently express their opinions, give dissenting opinions, or make any other remarks in the Board of Directors' meetings with the objective of protecting the rights and benefits of shareholders and other stakeholders. This is to promote the implementation of the Bank's corporate governance. Independent Directors have their roles and duties as independent directors. In this regard, the Board of Directors has enhanced the work of Independent Directors. It operates in the form of a panel in the same manner as other sub-committees of the Bank. The Charter of the Independent Directors Committee has been established. The qualifications, and term of office, including duties and responsibilities, are clearly specified in the Charter.

#### Duties and Responsibilities of the Independent Directors Committee

1. Recommend the meeting agenda to the Chairman of the Board of Directors in the case where it is deemed as important matters or problem issues that should be considered by the Board of Directors and has not yet been included on the meeting agenda;
2. Provide opinions to the Chairman of the Board of Directors regarding the role and duty performance of the Board of Directors;
3. Support the Board of Directors for efficiency in compliance with the Corporate Governance Code;
4. In cases where important agenda items are considered in the Board of Directors' meeting, such as connected transactions or significant asset trading, more than half of the total Independent Directors should participate in and consider the said important agenda;
5. In the case where the agenda of the Board of Directors' meeting is considered and the independent director may have any other dissenting opinions or observations, such opinions or observations should also be recorded in the minutes of the Board of Directors' meeting every time;
6. Monitor and supervise the duty performance of the Independent Directors who have been designated to take positions in various sub-committees, especially in the matters of supervision of operation, international accounting standards and risk management;
7. Perform other duties assigned by the Board of Directors.

#### Term of Office

The term of office is equal to the term of the director's office and does not exceed 9 consecutive years. Upon expiration of 9 years, if the Board of Directors/the Shareholders' Meeting will appoint to resume the office of the Bank's Independent Director, he/she must retire from being the director, manager, authorized person for management, advisor or employee of the Bank and the companies in the Bank's Financial Business Group for not less than 2 years before submission date of request for approving holding of the director's office to the Bank of Thailand.

### 7.3.3 Sub-Committees of the Management

#### • Management Committee

The Management Committee has the authority and duty to establish the Bank's policies and strategic plan, supervise the compliance with policies established by the Board of Directors, the Board of Executive Directors and/or the Chief Executive Officer, follow up the Product Committee's approval result for launching new products, and monitor and review the operation to be in line with the Bank's strategic plans and have authority to approve the matters as stated in the Bank's rules/orders. The meeting of the Management Committee shall be held once a month or as appropriate.

#### • Business Operating Committee

The Business Operating Committee has the authority and duty to consider and approve the policies and operations to drive the business goals of various Business Clusters to coordinate and in line with the Bank's strategic plans. The Committee shall monitor, review, and approve the operations of the Business Cluster related to or affected by the specified plans, as well as supervise the compliance with the policies assigned by the Board of Directors, the Board of Executive Directors, and other sub-committees in the matters related to the Business Cluster. The meeting of the Business Operating Committee is scheduled for holding at least once a month or as appropriate.

#### • Assets and Liabilities Management Committee

The Assets and Liabilities Management Committee has the authority and duty to formulate the assets and liabilities structure management strategies and the capital of the Bank to be appropriate for the external conditions that affect the Bank's liquidity and profitability. Additionally, the analysis tools are utilized to determine interest rate, credit and deposit returns, and investment strategies to be appropriate for the Bank's liquidity management. The meeting of ALCO shall be held at least once a month or as appropriate.



- **Group Credit Committee Level 7**

The Group Credit Committee (GCC) Level 7 has the approval authority for credit and debt restructuring as stipulated in the Bank's order on the approval authority for credit and debt restructuring, and the approval authority of acceptance of collateral transfer as stipulated by the Bank. The meeting of the GCC shall be held at least once a week.

- **Management Level GRC Committee**

The Management Level GRC Committee has the authority to carry out affairs directed by the Board of Directors, the Board of Executive Directors, the Compliance Committee, the Audit Committee, the Corporate Governance and Sustainability Committee, and/or other related committees to the Management for execution, and/or matters directed by the Chief Executive Officer. This includes considering, scrutinizing and giving opinions on credits and improvements in credit processes, approval authority, and tools, as well as the improvements in operating regulations related to credit processes. The Committee considers directing the credit-related matters directed by the Bank of Thailand, Office of the Auditor General, or other agencies and considers directing the related work units or related parties to report on the progress of the audit and takes actions on other findings by every regulatory agency, including legal actions which are the key issues based on the findings that significantly affect the Bank. In addition, the Committee monitors and supervises to ensure the reporting on the operating performance of the related work units or related parties under the Three Lines of Defense principle to create an efficient End-to-End Process management in line with the Bank's strategy. Moreover, the Committee considers the guidelines for risk management from the use of outsourcing service providers in the case of monetary damage or significant fines due to a breach of the contractual conditions of the outsourcing service providers. Inclusively, the standards on the appropriate risk prevention, correction and control must be established. The meeting of the Management Level GRC Committee shall be held at least once a month.

- **Credit Scrutiny Committee**

The Credit Scrutiny Committee has duties to consider and scrutinize works under the authority of the Board of Directors and the Board of Executive Directors, i.e. scrutinizing the approval of credit and debt restructuring as determined by the Bank, and underwriting of the selling and/or investment in debt instruments, except the debt instruments issued by the Government, the Bank of Thailand or other government agencies guaranteed by the Ministry of Finance. Moreover, the Committee also considers and approves credit limits, debt restructuring and credit transactions as specified by the Bank, and performs any other duties assigned by the Chief Executive Officer, the Board of Executive Directors and the Board of Directors. The meeting of the Credit Scrutiny Committee shall be held at least once a week.

- **Product Committee**

The Product Committee has the authority and duty to consider and approve the introduction of new credit products, electronic banking products, and other offerings categorized as Product Programs, as well as the enhancement of existing products. In performing its responsibilities, the Committee ensures that all considerations comply with the Bank's risk management framework and relevant policies. The Committee also has the authority and duty to review and endorse the annual review of such products as required.

- **Sustainability Management Committee**

The Sustainability Management Committee has the authority and duty to study and monitor the Bank's sustainability development, propose sustainability policies in line with international standards and regulatory requirements, and support the Bank's internal sustainability efforts to achieve its goals.

- **Data Committee**

The Data Committee has the authority and duty to define the objectives, scope, direction, and strategies for the Bank's data governance, as well as to establish operational guidelines that comply with the Bank's context, regulations, rules, applicable laws, governmental notifications, and relevant standards.

- **Financial Cybercrime Advisory Board**

The Financial Cybercrime Advisory Board has the authority and duty to oversee the management of financial fraud and cybercrime risks, as well as to prevent and respond to such threats. The Board also has the authority and duty to ensure that operations comply with all applicable laws and regulatory requirements, both current and forthcoming, and to monitor the progress of related actions.

- **IT Steering Committee**

The IT Steering Committee has the authority and duty to control and supervise the Bank's operation to be in line with laws and set of regulations related to electronic transactions and information, considers and scrutinizes information technology plans of the Bank and the operation plans of the projects to cover the accuracy and continuity for customer and public services. The Committee also monitors the channels of fraud through information systems and determines the prevention guidelines for the threats that may arise from the use of information technology, which may affect the business operation of the Bank.

#### • Digital Steering Committee

The Digital Steering Committee has the authority and duty to consider the guidelines for the appropriateness of implementation of projects related to Digital Banking to be appropriate for and in line with the Bank's digitalization strategy, as well as improve the existing products to be in the digital model, and provide advice and operational guidelines to the project team, monitor the project progress. Additionally, the important issues are decided to achieve the project objectives and correspond to the changing situations and to ensure that the products meet the customer needs and the risks stay at the acceptable level. However, the Committee also has the authority and duty to consider the suitability, formulate a policy framework for projects to participate in testing in the Bank's Own Sandbox, and monitor the related testing before the provision of the broad services. Additionally, the Committee considers the appropriateness of the preparation of research and development projects and approves or gives preliminary approval to the project. The meeting of the Digital Steering Committee shall be held at least once a month.

## 7.4 Top Executive Officers

### 7.4.1 Names and Positions of Top Executive Officers as of 31 December 2025

#### Top Executive Officers based on the SEC's definition

1) Mr. Payong	Srivanich	Chief Executive Officer
2) Mr. Suratun	Kongton	Chief Wholesale Banking Officer
3) Mr. Ekachai	Techawiriyakul	Chief Risk Officer
4) Ms. Saranya	Vejakul	Chief Financial, Strategy & Resources Management Officer
5) Mr. Tawatchai	Cheevanon	Chief Product & Business Solutions Officer
6) Mr. Pongsit	Chaichutpornasuk	Chief Legal Compliance & Financial Crime Officer
7) Mr. Panabhand	Hankijjakul	Chief Audit Officer
8) Mr. Suripong	Tantiyanon	Chief Retail Banking Officer
9) Ms. Kornkanok	Fuengfung	Chief Service Fulfillment Officer

#### Group Head and Equivalents

1) Ms. Praralee	Ratanaprasartporn	Head of Digital Solutions Group
2) Mr. Werapong	Suppasedsak	Head of Business Center Group
3) Mr. Rawin	Boonyanusasna	Head of Global Markets Group
4) Mr. Suppawat	Wadhanapatee	Head of Human Resources & Corporate Governance Group
5) Mr. Kittipat	Peantham	Head of Government & State Enterprise Relations Group
6) Ms. Suwanna	Anantanond	Head of Credit Risk Transaction Management Group
7) Mr. Krit	Chamapisit	Head of Communication & Branding Group
8) Mr. Thanakorn	Karnjananut	Head of Global Business Development and Strategy Group
9) Ms. Nareerut	Ariyaprayoon	Head of Retail Banking Product & Strategy Group
10) Mr. Phichitsak	Siripanjana	Head of Operations Group
11) Ms. Prakaidao	Damrongpan	Head Retail Banking Sales & Distribution Group
12) Mr. Kontee	Ruenklin	Head Credit Restructuring & Asset Management Group
13) Ms. Asama	Khanchanayanin	Head of Retail Shared Service Group
14) Ms. Varanitch	Ujjin	Head of Global Transaction Banking Group
15) Mr. Thitipan	Viboonjan	Head of Corporate Banking Group 2
16) Dr. Ruttaya	Tongrut	Advisor to the Chief Executive Officer

#### Details of changes of the Top Executive Officers in 2025

1) Dr. Ruttaya	Tongrut	Took the position of Advisor to the Chief Executive Officer from 18 March 2025.
2) Mr. Chanchai	Sinsuparatn	Retired from the position of Chief Service Fulfillment Officer from 30 June 2025.
3) Ms. Kornkanok	Fuengfung	Took the position of Chief Service Fulfillment Officer from 1 July 2025, replacing Ms. Chanchai Sinsuparatn who retired.
4) Ms. Varanitch	Ujjin	Took the position of Head of Global Transaction Banking Group from 23 July 2025.
5) Mr. Thitipan	Viboonjan	Took the position of Head of Corporate Banking Group 2 from 1 December 2025.

#### Details of changes of the Top Executive Officers after 31 December 2025

1) Mr. Phichitsak	Siripanjana	Retired from the position of Head of Operation Group from 1 January 2026.
2) Ms. Jitritai	Khongmantaweessup	Took the position of Head of Enterprise and Portfolio Risk Management Group from 1 January 2026.
3) Mr. Panabhand	Hankijjakul	Took the position of Advisor to the Chief Executive Officer from 1 January 2026.
4) Mr. Wasawat	Chawalitthamrong	Took the position of Chief Audit Officer from 1 January 2026.
5) Mr. Werapong	Suppasedsak	Took the position of Head of Corporate Banking Group 3 from 1 January 2026 (The Bank has implemented an organizational restructuring, renaming Head of Business Center Group to Corporate Banking Group 3 from 1 January 2026).

### 7.4.2 Remuneration Policy for Top Executive Officers

The Nomination and Remuneration Committee is responsible for overseeing that the Chief Executive Officer, executives at the level of Executive Vice President and above, and persons with management authority of the Bank receive remuneration that is appropriate and aligned with their roles, duties, responsibilities, performance, and the Bank's performance both in the short and long term. Such remuneration is presented to the Board of Directors for annual consideration under transparent, clear, and fair criteria and procedures, and benchmarked against other leading financial institutions and companies in Thailand in order to maintain the Bank's competitiveness. The Committee's approach is aligned with the Bank's direction toward becoming a Performance Driven Organization (PDO), which supports the long-term sustainable achievement of the Bank's strategic plan. Executive remuneration is linked to the Bank's overall performance in both the short and long term and is aligned with each executive's key performance indicators (KPIs), which cover both financial indicators and indicators under the 5 Strategic Focuses based on the "Corporate Value Creation" concept. These include: (1) maximizing value from the Bank's current business ecosystem, (2) building platforms that enable future growth, (3) elevating end-to-end customer service, (4) enhancing the Bank's technology and data infrastructure to support future readiness, and (5) driving cultural transformation and new working practices to ensure agility and readiness for challenges and change. With this structure and mechanism, the Bank ensures that executive remuneration reflects capability, actual performance, and organizational success, in accordance with strong and internationally recognized governance standards.

### 7.4.3 Total Remuneration for Executives

In 2025, the Bank paid remuneration to Top Executive Officers as follows:

The remuneration of top executives according to the definition by SEC, consisting of a total of 9 top executives, comprising the Chief Executive Officer and Chief Officers, totaled 241.2 million Baht.

Remuneration of 17 Group Heads and 77 Sector Heads (classified as the Management Authority according to the definition by BOT) totaled 861.6 million Baht. They are divided into two groups. The first group consists of 87 Group Heads and Sector Heads, whom the Bank paid their salary, business unit allowance, extra gratuity, child allowance, child education allowance, housing allowance, social security money and contributed to their provident funds. The total remuneration of this group was 834.8 million Baht. The other group consists of 7 Group Heads and Sector Heads, whom the Bank paid their salary, business unit allowance, extra gratuity, child allowance, child education allowance, housing allowance, social security money but does not contribute to their provident funds. The total remuneration of this group was 26.8 million Baht. (The remuneration included the special remuneration payment for 2024 for 6 Group Heads and Sector Heads who retired in 2024 and received the special remuneration in 2025.)

## 7.5 Information about Employees

As of 31 December 2025	Number of Employees
Executives	71
Group of Business Related Divisions	11,267
Group of Support Business Divisions	5,129
<b>Total number of employees</b>	<b>16,467</b>

#### • Compensations for Employees

The compensations given to the employees (including Top Executives) in 2025 are divided into salary, wage, bonus, provident fund contribution, medical expense, social security contributions, training courses expense, pension and other benefits in total amount of 19,856.5 million Baht. The Bank has a total of 15,838 members in the provident fund.

#### • Employee Training and Development

The development of recruitment, supervision and human resource development are missions that the Bank places great importance on. The Bank has manpower planning and personnel training in line with its strategic direction to drive a new organizational culture and new ways of working, ensuring readiness to respond to all challenges and changes, with main strategy to develop and strengthen the working capacity of the future. The Bank focuses on recruiting and retaining high-potential employees along with providing skill development and training to employees through proactive human resource management policies. It begins by fostering interaction and engagement with external talent spanning from university to secondary education levels. This is achieved through partnerships with leading domestic and international universities, alumni of bank scholarship programs, Thai Students Associations abroad, as well as collaborations with government and private agencies. These collaborations involve initiatives such as accepting scholarship students from government agencies to engage in development projects, promoting talent in science and technology through organizations like IPST, and supporting scholarship projects of the National Science and Technology Development Agency (NSTDA). These efforts enable the Bank to attract a pool of potential personnel from top universities with rare specialized skills that are rare to find, enhancing its workforce. This is to create opportunities to recruit potential personnel in the fields

that are necessary to drive the future business. The Bank aims to create a positive image to attract potential employees. In addition, the Bank also focuses on retaining high potential employees as they are the Bank's key force in moving towards digital banking and preparing high-potential employees to be a successor for the higher position.

The Bank has continued to implement the Krungthai Innovation and Digital Talent Resources Project through the Memorandum of Understanding on innovation partnership. This is to create cooperation with educational institutions in various regions, according to target groups, to develop knowledge and a network of competent personnel/potential in innovative technology and digital solutions. The Bank also plans to expand its cooperation with leading universities in various regions to help cultivate and develop local youth, creating pathways for them to become employees in the Bank's key regional markets. This initiative will also serve as an additional channel for recruiting talent with skills that the Bank requires, such as proficiency in the Chinese language, to support assignments in its overseas branches and related operations.

The Bank has further developed its internship framework into the Krungthai Internship Program, which provides opportunities for university students to gain hands on experience by working directly within the Bank's business units. The program enhances learning through practical work exposure and include courses designed to develop essential skills for future careers. These courses focus on both soft skills and technical skills, as well as teamwork training, helping students increase their chances of entering the labor market more effectively. Furthermore, this initiative allows the Bank to attract talented individuals with new skills and innovations that align more closely with its needs.

The Bank has also arranged courses and educational lectures led by "magnet" personnel to impart knowledge and experience, encompassing technical and soft skills, to students from universities that have entered into the Memorandum of Understanding (MOU) on Innovation Partnerships. Additionally, the Bank collaborates with government agencies offering IPST scholarships and NSTDA scholarships, offering avenues to draw talented individuals to work or intern with the Bank, thereby amplifying the Bank's branding efforts.

In addition, the Bank has continued to expand its collaboration with leading universities and Thai student associations abroad, increasing channels for recruiting high-potential personnel through international roadshows and international career fairs. The Bank accepts students from Thailand and abroad, including those from the world's leading universities, to work or intern with the organization. This initiative allows students to gain real-world work experience and develop essential skills for their future careers. Simultaneously, the Bank benefits by acquiring new knowledge, fostering innovation inspired by leading countries worldwide, and recruiting a new generation of employees.

In developing employees, the Bank has focused on internally grooming talent to prepare them to become successors of the Bank. The following operations are carried out:

- Providing world-class training courses from leading universities worldwide, which are concentrated and meet international standards.
- Collaborating with leading universities that have signed Innovation Partnership Memoranda of Understanding (MOUs) to jointly develop tailor-made curriculum for the Bank's talent group.
- Conducting Leadership Development that focuses on developing talents to grow in the future, cultivating a mindset that is ready to embrace change, and fostering both work and people management skills.
- Conducting secondments and rotations to provide learning opportunities across various work sites, enabling individuals to gain a broader understanding of the organization and develop deeper insights. This approach fosters well-rounded skills and facilitates networking among talent groups.
- Hackathon/Wolf Hack focuses on discovering and developing new ideas to drive the Bank's continuous progress. This activity emphasizes upskilling and reskilling employees through hands-on practice, fostering cross-functional collaboration, and leveraging AI tools to enhance work efficiency.
- Coaching & Mentoring opens perspectives and stimulates the potential of talents. It also provides talents with opportunities to engage in Inspiring Talks with executives, thus opening up their perspectives and strengthening the working vision for employees.

The development of personnel potential is another mission prioritized by the Bank to awaken courage for change and support upskilling and reskilling in terms of innovation, creativity, and design thinking. This will help enhance and reform the organization to meet the needs of strengthening the capacity for the future of work.

#### • Succession Plan

The Bank has a structured, transparent, thorough, and fair succession planning process to ensure organizational readiness for business continuity and to mitigate the risk of shortages in key executive positions (Critical Positions). The plan is reviewed and updated annually and covers the positions of CEO, senior executives at the level of executive vice president and above, as well as other key management roles that significantly influence the Bank's direction and performance. The process focuses on planning, recruiting, selecting, and preparing personnel to assume these critical roles in cases of appointment, transfer, retirement, resignation, or other circumstances that result in vacancies. The Bank is committed to providing equal opportunities for employees and supporting long-term sustainable growth.

The Bank also encourages job rotation to broaden experience, introduce new perspectives, and strengthen capabilities required for future roles. This is an important component of personnel development and enhances the Bank's managerial effectiveness. In addition, the Bank places priority on workforce planning, skill and capability assessment for specific roles, and the establishment of appropriate competencies. These efforts support the development of a clear career path roadmap and ensures that the Bank can meet its long-term workforce needs by recruiting and developing personnel who are well-equipped to compete and adapt in a changing business environment.

Developing high-quality personnel has always been a core mission of the Bank, with the aim of building strong capability and readiness among employees to support sustainable growth and long-term organizational success.

Furthermore, the Bank prioritizes the development and preparation of its human capital by focusing on strengthening the capabilities of high-potential personnel, including scholarship students, high-potential employees, and successor groups. This aims to develop a new generation of executives in a systematic manner and reduce the risk of shortages in critical positions in the future. A structured development process and a clear career path roadmap have been established to prepare these employees for key roles, support effective succession planning, and reinforce the Bank's long-term stability and sustainability.

In line with the Bank's 2025 Strategy under the "Corporate Value Creation" concept, the Bank is committed to equipping employees with the future skills necessary to work effectively in an increasingly digital and technology-driven environment. The Bank has also reviewed and refined its strategic priorities into 5 Strategic Focuses to enhance competitiveness and support future business growth.

The Bank places great importance on continuous learning and skill development for its employees, focusing on upskilling and reskilling, particularly in understanding and utilizing digital technology. An example is the "Wolf Hack" project, an initiative since 2024 designed to promote innovation within the organization by fostering and developing new ideas that will continuously drive the Bank forward. This activity focuses on upskilling and reskilling employees, promoting cross-functional collaboration, and using AI tools to increase work efficiency. Participants will be equipped with skills, AI, and new ways of working to become a future-ready workforce capable of learning and driving new work, product development, and services that align with the Bank's 5 strategies, under the concept of Corporate Value Creation. Participants will be equipped with a variety of learning courses, such as Design Thinking, the Garage Model, the Agile Framework, AI Prompt, and Leadership Development Program to maximize learning and translate ideas into the real market. The Bank also places strong emphasis on cultivating new generation of leaders capable of driving organizational transformation in both work practices and corporate culture. This is achieved through experiential learning, practical training content, and the development of an entrepreneurial mindset to prepare employees for leadership roles in the digital era.

In addition, the Bank places significant emphasis on operational risk management by promoting knowledge and understanding of risk prevention and management among employees. This includes risk supervision, risk assessment, and control for those involved in supervision, ensuring that employees are aware, work with caution and prudence, and that the Bank can reduce risks that may arise from operations. The Bank also prioritizes organizing training on workplace safety, such as the Executive Safety Officer Course and the Supervisor Safety Officer Course.

#### Leadership

**Leadership Development:** The Bank places significant importance on systematic leadership development, focusing on strengthening and elevating leadership capabilities across all levels. Through the Talent & Leadership Program, the Bank aims to enhance the skills, competencies, and strategic perspectives of its personnel in line with the evolving business environment.

Over the past year, the Bank has reinforced knowledge and understanding of essential AI tools required for modern work, alongside fostering greater team collaboration, improving work processes, and promoting innovative thinking. This includes integrating Agile principles with the effective application of AI tools to support more efficient ways of working.

In addition, the Bank encourages executives to participate in training programs both domestically and internationally to develop their management and team leadership capabilities, gain exposure to new technologies, and engage in knowledge sharing with executives outside the organization.

#### Upskill and Reskill

The Bank has developed knowledge and skills among its employees to enable them to efficiently perform their jobs. This preparation equips them to fulfill their duties in accordance with the evolving organization, ultimately contributing to positive performance outcomes for the organization. Therefore, the necessary skills for personnel development have been determined in compliance with the Bank's policy as follows:

- **Future Banking:** To equip employees with the knowledge and skills necessary to understand and effectively utilize new information and technology in support of Digital Banking, thereby enhancing their competitive competency and enabling progression to the realm of Future Banking.
- **Retail:** The Bank focuses on strengthening employees' knowledge of key retail products, such as deposits, investment, bancassurance, and lending products including mortgage, personal loans, SSME, and digital. The program enhances employees' understanding of operational procedures, relevant rules and regulations, associated systems, as well as essential marketing and sales knowledge required for effective customer service. In addition, the Bank provides comprehensive training to develop employees' capabilities in investment analysis and end-to-end financial planning for customers, elevating their skills to become Solution Providers.



The program also raises awareness of personal data protection, reinforces the Bank's standards of customer data privacy and Data Governance, and incorporates learning through real case studies from within the Bank, with an emphasis on Activity-Based Learning.

- **Credit:** To enhance the knowledge and skills in credit for targeted employees, thereby increasing their capabilities, and to establish the Management Trainee Credit Analyst (MTCa) project aimed at preparing employees for credit customer service.
- **Digital Mindset & Digital Literacy:** To develop employees' skills in Digital Mindset & Digital Literacy, including creating new innovations to meet the needs of customers in the digital era, and implementing the "Wolf Hack" project. This initiative aims to cultivate an organizational culture that emphasizes engaging employees in problem-solving at the organizational level through brainstorming to seek solutions for existing challenges and generate new ideas to expand the Bank's future business operations. In addition, this also fosters the development of skills and potential through upskilling or reskilling in areas such as innovation, creativity, and design thinking. Employees gain valuable experiences and are motivated to consistently contribute ideas to the organization.
- **Cyber Security:** To support the continuous increase in the amount of data and the number of financial transactions through the digital system, the Bank focuses on training courses on cyber risk and data privacy for employees. This enables them to effectively manage risks and instill confidence in every group of customers. The Bank is committed to preparing the organization to respond effectively to complex and rapidly evolving cyber risks and threats in the digital era by implementing strategies that strengthen people, processes, and technology, thereby building a secure and sustainable organization.
- **Data Driven Organization:** The Bank places strong emphasis on data governance and encourages active participation in the management of data collected within its systems. This approach supports the Bank's business opportunities by enabling the Bank to fully leverage existing databases and technologies at all levels of the organization. These data are used to analyze and further enhance the Bank's products and services, deepen understanding of customer needs, and deliver solutions tailored to specific customer segments and preferences. Furthermore, employees are encouraged and supported in developing proficiency in data management, advanced data analytics, and the use of the Bank's digital tools to monitor operations and drive key performance indicators toward achieving organizational goals.
- **IT Transformation (SpaceBlue):** The Bank places significant emphasis on upgrading IT operations by collaborating with IBM to establish a joint venture, IBM Digital Talent for Business (IBMDT), which will work under the IT Transformation (SpaceBlue) project to enhance the Bank's IT operations, including infrastructure and personnel potential development. The project has designed a Job Architecture and Competency Framework to align with the new IT work processes that emphasize Agile methods. It has also implemented tangible employee competency measurement tools, such as the Technical Skills test, to determine appropriate development guidelines for the Bank's IT employees. Additionally, the Bank plans to expand the scope of the project by applying the SpaceBlue approach to all departments of the Bank in the future.

#### Sustainable Organization Development

The Bank has continued to strengthen ESG capabilities through a systematic and ongoing development approach that covers employees at all levels. These efforts are aligned with global economic trends and the policy direction of the Bank of Thailand, ensuring a consistent understanding across the organization and embedding ESG as an integral part of sustainable business operations. A variety of learning methods are employed, including online training, in-house programs, and participation in external courses offered by leading institutions.

- At the foundational level, the Bank aims to enhance ESG awareness for all employees through online courses provided by the Thai Bankers' Association (TBAC), the Stock Exchange of Thailand (SET), and the Bank's internal learning platform. These courses cover essential topics such as ESG 101, sustainability fundamentals, the Bank of Thailand's policy on environmentally and climate-conscious financial institution practices, the Thailand Taxonomy, ESG Scope 1-2-3, and environmental and climate risk management. This ensures that all employees share a common and standardized baseline understanding of ESG across the organization.
- At the operational level, the Bank focuses on developing employees who are required to apply ESG principles directly in their work. In-depth training is provided through classroom learning and practical workshops to translate ESG concepts into concrete business practices. The development framework emphasizes knowledge transfer across 4 key workstreams: Transition Planning, Risk Management, TCFD Reporting, and Own Operational Decarbonization. The Bank has further expanded these efforts through a Train-the-Trainer model, establishing a core mechanism for driving ESG initiatives. This approach equips personnel with deep ESG expertise to serve as internal instructors, enabling them to disseminate knowledge, support ESG integration within departmental processes, and form a strong foundation for the Bank's continued ESG advancement.
- At the executive level, the Bank continues to strengthen strategic understanding of ESG through a diverse range of development initiatives, including study visits and knowledge-exchange activities with leading organizations both domestically and internationally. These programs enable executives to learn practices aligned with international standards and global ESG trends, while taking into account Thailand's regulatory, policy, and economic context. The insights and experience gained are applied in shaping direction, planning, and overseeing the Bank's ESG operations, ensuring alignment with international standards and domestic supervisory frameworks. These efforts reinforce the Bank's commitment to responsible and sustainable business operations.

In addition, the Bank recognizes the importance of the Code of Conduct, which plays a key role in establishing a strong internal foundation and fostering transparency and standards in both service provision and employee operations at all levels. This helps build confidence among clients and reduce errors. To support this, knowledge and understanding have been provided through online training (e-Learning) in the course "Banking Code of Conduct 2025" and "Anti-Bribery and Corruption" for employees and executives from staff level up to the Chief Executive Officer. The Bank plans to conduct this training annually for all employees.

In 2025, the Bank organized both internal and external training for employees (both in domestic and international course) through various learning channels (Classroom Training, Virtual Training and Online Training), in a total of 938 courses, with 1,510 classes. The average duration of training is 68.64 hours/person/year.

## 7.6 Persons assigned to be directly responsible for overseeing bookkeeping, Corporate Secretary, Head of Internal Audit, Head of Compliance

### • Chief Financial Officer

Ms. Saranya	Vejakul	Chief Financial, Strategy & Resources Management Officer Acting Head of Financial Management Group
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### • Head of Accounting

Mr. Kanok	Suwanaratana	Senior Vice President Department Head, Accounting Department, Controller Sector, Financial Management Group, Financial, Strategy & Resources Management
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### • Corporate Secretary

The Board of Directors has appointed the Corporate Secretary since 2008 respectively. At present, Mr. Pongsit Chaichutpornasuk, Chief Legal Compliance & Financial Crime Officer, was appointed to be Corporate Secretary, with the purpose to comply with the amended Securities and Exchange Act B.E. 2535 (1992) and the Bank's principles of good corporate governance.

### • Head of Internal Audit

Mr. Panabhand	Hankijjakul	Chief Audit Officer
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[Details of changes of Head of Internal Audit](#) after 31 December 2025

Mr. Wasawat	Chawalitthamrong	Took the position of Chief Audit Officer, replacing Mr. Panabhand Hankijjakul from 1 January 2026
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### • Head of Compliance

Ms. Dujhathai	Somboonitaya	Executive Vice President Sector Head, Compliance and Procedures Sector
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Further details regarding the qualifications of the Chief Financial Officer in charge of bookkeeping in Accounting and Finance, Head of Accounting, Head of Internal Audit, Head of Compliance, including the qualifications and duties of the Corporate Secretary are shown in Attachment 1 and Attachment 3.

## 7.7 Auditor's Fee

### • Audit Fee

In the fiscal year 2025, the Bank's domestic and international branches and its subsidiaries paid an audit fee of 39,449,408 Baht for the fiscal year 2025.

### • Fees for Non-audit Services

In the fiscal year 2025, the Bank and its subsidiaries paid compensation for other services, such as tax consulting and services, consulting services for improving processes and practices to meet standards and regulations. The amount of non-audit fee services paid during the fiscal year is 99,430,100 Baht, and the future payables amount is 65,281,575 Baht.

## Part 2 Corporate Governance

# 8. Report on Key Performance Regarding the Corporate Governance

### 8.1 Summary of the Board of Directors' performance in the previous year

In 2025, the Board of Directors reviewed the compliance of the Corporate Governance Code within the Bank's business context. This assessment was conducted with responsibility and prudence by the Corporate Governance and Social Responsibility Committee. The Board of Directors approved the continuation of the suitable policy for CG Code Compliance and endorsed the execution of operations aligned with the Bank's business context to foster sustainable business value. To guarantee favorable outcomes, the Board of Directors meticulously examined the bank's business operations in accordance with each principle outlined in the CG Code. The summary of this review is as follows:

The Board of Directors oversees the company, aiming to strengthen good governance and transform it into a financial institution for development. The primary goal is to create opportunities for people to access funding sources thoroughly, while also providing financial literacy to support the foundation of the economy. Consequently, this approach boosts the country's competitiveness and reduces social inequality through stable, transparent, and long-term organizational management. The incorporation of technology and innovation is crucial in managing and providing financial services effectively. The Bank sets key objectives and goals for sustainable value creation. The Board is tasked with reinforcing financial stability, ensuring appropriate returns for shareholders, and maintaining top-notch product and service management. The Board of Directors plays a pivotal role in approving the determination of the Bank's mission, outlined as follows:

#### Vision

"Growing Together for **SUSTAINABILITY**"

The Bank is determined to develop employee competency in order to support the growth and wealth of customers, enhance the quality of society and the environment, and generate outstanding and sustainable returns for shareholders.

#### Mission

"Empowering **BETTER LIFE** for all Thais"

The Bank is endeavored to develop financial technology and innovation in form of the Thailand open digital platform to enhance the quality of life of Thai people and all groups of customers in various dimensions, such as initiating learning to the people up to the foundation level to be able to take advantage of technology, reducing inequality of people in accessing the fundamentals of the digital economy and minimizing the gap in income distribution in society, as well as taking part in jointly developing Thai society to move towards a digital society and a cashless society. Meanwhile, the Bank also aims to create financial equality for Thai people, such as

the opportunity to access capital sources, financial literacy, fundamental rights for government services, and income equality for the people, in an attempt to support the Bank to achieve its new mission.

#### Moral Identity: Krungthai Core Value

The Bank has established Krungthai Core value "Breakthrough, Integrity, Efficiency, Teamwork and Social" and defined desirable behaviors of executives and employees in accordance with Krungthai Core value. This includes organizing the campaign for all executives and employees to jointly declare their intentions to work and behave with morality, ethics, and in compliance with rules, laws, and official regulations.

- In overseeing corporate governance and management, the Board of Directors formulates strategies for short-term and long-term business operations in compliance with the company's mission and monitors the management's efforts to implement the strategic plans continuously and concretely. Furthermore, the Board provides the necessary resources to help them achieve their goals while ensuring appropriate communication and information disclosure, as well as performing duties with the awareness of honestly protecting shareholders' interests. The management must make a report to the board within the proper period for evaluation and annually review the Bank's vision, mission, core values, and strategies, including informing employees of the Bank's vision, mission, and directions in order to have correct understanding and operations moving in the same direction throughout the organization.

- The Board has reviewed and revised the Board of Directors' Charter, which outlines the powers and responsibilities of the Board of Directors as well as the roles and duties of the Chairman of the Board, for reference in the performance of all Board Directors' duties.

- The Board of Directors has approved and announced the implementation of the Code of Conduct since 1998. The code of conduct has been revised regularly in order to be appropriate and updated, as well as and compliance with international standards, including the Industry Code of Conduct established by the Thai Bankers' Association. The primary objective of the Code of Conduct is to serve as a guideline for directors, executives, and all employees to conduct themselves in compliance with regulations, uphold ethical business practices, and adhere to the law. Beyond mere compliance, the Code of Conduct emphasizes understanding and intent in legal adherence. All supervisors at all levels shall have duties in monitoring to ensure that all employees are aware of, understand, and intend to adhere to the Code of Conduct as a part of their discipline.

The current Code of Conduct, reviewed and approved by the Bank's Board of Directors, is divided into nine categories covering three key principles, i.e. integrity, fairness, and responsibility to stakeholders, which the Bank always adheres to as follows:

(1) Code of Business Conduct

The Code of Business Conduct consists of practices on personal integrity, compliance with applicable law, ethical business principles, anti-corruption, anti-bribery, donation, giving back to the community, corporate social responsibility, environmental care, respect for human rights, respect for intellectual property rights, and government procurement.

(2) Roles of Directors and Executives

The Roles of Directors and Executives consist of principles governing administrative roles, supervisory roles, and transactions with the Bank.

(3) Service Standards

The Service Standards consist of principles of the standard of terms and conditions of service, requirements of the service standard, and debt collection standards.

(4) Personnel and Establishment

The Personnel and Establishment consist of principles of workplace diversity, employment equity, dignity at work, workplace safety, and fair treatment.

(5) Responsibility to Customer

The Responsibility to Customer consists of principles of taking care of maximum benefits for customers, handling procedures of customer complaints and advertising and marketing activities.

(6) Conflict of Interest

The Conflict of Interest consists of principles of internal data usage and data blocking, personal investment activities, conflict avoidance and accepting and providing incentives.

(7) Data Management

The Data Management consists of principles of confidential data management and responsible communication.

(8) Overall Governance

The Overall Governance consists of principles of compliance culture and internal whistleblowing procedure.

(9) Trade Monopoly and Dispute Resolution

The Trade Monopoly and Dispute Resolution consist of principles of trade monopoly and internal and external dispute resolution.

- The Board of Directors have annually considered, reviewed, and approved the Bank's vision, mission, and strategies in order to be appropriate and comply with the business environment. The Bank processed the review systematically by considering prudently internal and external factors in all aspects: economy, politics, environment, current innovation and technology, and their future trends, including the Bank's readiness, expertise, and competitive capability. Moreover, the Bank collected data from various sources and related persons, including survey results of important stakeholders' needs and expectations and attitude survey results of employees, customers, and people, etc. The Bank defines the Bank's policy framework, vision,

mission, strategy, and business plan, including monitoring and ensuring implementation to achieve the organization's goals. In the meantime, the Bank organizes a brainstorming meeting between the Bank's Board of Directors, management, and executives of the affiliated companies to determine strategic directions and important projects that will drive the business group to achieve strategic goals. In this regard, the management incorporates the comments received from the meeting into the formulation of the Bank's business plan and proposes it to the Board of Directors for approval. The Bank also communicates the Bank's strategic plans and business plans as well as important goals to employees in the organization, such as through the annual business strategy seminar between the Bank's Board of Directors and executives. This enables the executives, from the level of branch and office managers, including department head and higher, to acknowledge the management policy and direction as a guideline for proactive operations.

- The Board of Directors delegated the policy to initiate a process, engagement channels or the communication channels between stakeholders and the Bank and defined groups of stakeholders related to the Bank both internally and externally, as well as established the guidelines for all stakeholders. The Bank formulated these issues in corporate governance policy and disclosed the principles such as treatment practices for stakeholders, stakeholder's opportunity in participation, whistleblowing and filing complaints through specified operation channels, etc.

- The Board of Directors has a policy to ensure that the Bank treats stakeholders with respect for their legal rights, refrains from any actions that violate the rights, and establishes processes to promote collaboration between the Bank and stakeholders. This cooperation aims to balance interests fairly and contribute to the prosperity and sustainability of the business.

- The Bank has established policy to determine guidelines for holding directorship positions in other companies in accordance with the regulations prescribed by the notifications the Bank of Thailand and principles of good corporate governance. For instance, a director may hold the position of Chairman, Executive Director, or Authorized Signatory in no more than three business groups and may serve as a director in no more than five publicly listed companies, both domestically and internationally.

- The Board of Directors oversees the establishment of frameworks and mechanisms for governing the policies and operations of subsidiaries and affiliated companies at a level appropriate to the Bank's investment in each entity.

- The Board of Directors has appointed a Corporate Secretary to perform duties as required by law and to ensure the efficient functioning of the Board, including access to necessary information. At present, Mr. Pongsit Chaichutpornasuk, Chief Legal Compliance and Financial Crime Officer, is appointed as Corporate Secretary.

- The Board of Directors has a policy to oversee the management in accordance with good corporate governance principles. As a result, the policy requires the Board of Directors to hold a meeting without the presence of

the Management at least once a year. Additionally, the Committee encourages independent directors to have the opportunity to meet among themselves as necessary in the form of a panel to discuss interested issues of the management. Later, the summary of their opinions in each meeting must be reported to the Chief Executive Officer. The Charter of the Independent Director Committee specifies the Committee to hold the meeting at least twice a year. In 2025, there were 3 meetings of the Board of Directors without the presence of the Management and 4 meetings of the Independent Director Committee. After each meeting of the Bank's Board of Directors without the presence of the Management and the meeting of the Independent Directors, the minutes of the meeting and resolutions are submitted to the Chief Executive Officer.

- Policy Determination and Management Supervision

The Board of Directors performs its duties with consciences to protect the interests of shareholders with honesty and prudence, especially in approving the vision, mission, strategy, and other important issues related to the direction and policy of the Bank, including a business plan and annual budget, by using the principle of rationality and analyzing the business environment, environment, and society carefully. At the end of the 2nd quarter of each year, the Board of Directors shall hold a meeting to review the Bank's policies and goals and shall establish the Bank's business plan for the next year in the last quarter in order to pass it on to the management for brainstorming with the executives of every department and every branch in the country to determine effective operational strategies in order to achieve the same goal.

For good corporate governance, the Board of Directors and relevant executives shall have integrated management approach (Governance Risk & Compliance: GRC), which includes management, regulatory compliance, and adherence to corporate governance principles. This requires establishing interconnected management and operational processes, with clearly defined responsibilities at each stage, from strategic planning, business planning, and policy formulation to product development, implementation of tools, procedures, and operational guidelines that align with the Bank's plans and policies, as well as performance monitoring and reporting. Moreover, the Board of Directors oversees and audits management operations to ensure transparency and compliance with the Code of Conduct, while also monitoring internal controls and risk management to ensure they are appropriately implemented.

- The Bank's Board of Directors has assigned the Nomination and Remuneration Committee to determine the necessary knowledge, skills, expertise (Skill Matrix), experience, and qualifications required for the positions of Chief Executive Officer and Executive Officers, ensuring they possess the capabilities essential for driving the organization toward the goals.

- The Charter of the Board of Directors defines one of the key responsibilities of the Board of Directors as overseeing the establishment of a Succession Plan and an Executive Officer Development Plan to ensure that executives possess

the knowledge, skills, experience, and qualifications necessary to drive the organization toward its goals. Additionally, the Board ensures that the performance evaluation of the CEO and senior executives is conducted effectively on an annual basis. The Board also oversees the development of a remuneration structure that aligns with the Bank's organizational culture, taking into account risk considerations. The executive remuneration system is designed to be prudent, transparent, and aligned with responsibilities and performance, ensuring consistency with the Bank's short-term and long-term performance outcomes.

- Succession Plan: The Board of Directors assigned the Nomination and Remuneration Committee to be responsible for scrutinizing and developing the succession plan to possess continuity and conform to the business strategy of the Bank. The process is to ensure that the Bank has a succession plan for planning, recruiting, selecting, and preparing executives at all levels for Critical Positions. The process includes readiness assessments and appropriate training and development programs for individuals who will assume executive or managerial roles. This framework is used to establish a Career Path Roadmap and ensure that the Succession Pool is well-prepared for leadership transitions. The plan also includes clear selection criteria and structured guidelines for identifying successors, covering executives at all levels to ensure an effective and seamless succession process.

- The Bank's Board of Directors has a policy to promote and support the Chief Executive Officer, Executive Officers, and employees in receiving training and development to enhance their knowledge and experience for more effective job performance. The Krungthai Academy Department is designated as the primary unit responsible for overseeing employee and leadership training and development, collecting organizational-level training needs, strategic plans, and management policies to formulate a comprehensive personnel development plan covering all essential aspects of the Bank's operations. The plan focuses on enhancing job-related skills and providing new knowledge through Upskilling and Reskilling programs, in order to ensure that the executives and employees can perform their duties efficiently, effectively, and sustainably.

- Director Positions in Other Companies

#### 1) Chief Executive Officer

The Chief Executive Officer may hold directorship positions in other companies, provided that such responsibilities do not interfere with the Bank's operations, and must not involve the Bank or their position within the Bank in those external business activities. There is a limitation on holding directorship positions in the companies listed on the Stock Exchange of Thailand and international market, to a maximum of five companies (including the Bank but excluding companies acquired through debt restructuring). The Office of the Chief Executive Officer is responsible for seeking approval from the Board of Directors and disclosing such directorships in Form 56-1 One Report.



## 2) Other Positions of Employees

Employees shall comply with the employee's regulations of the Bank.

- The Bank managed the remuneration in compliance with its performance in both the short and long term and assessed performance with a Balanced Scorecard. Currently, the Bank manages its human resources using a Performance Driven Organization (PDO) model and develops a performance management system that plans, tracks, and appraises performance in alignment with the Bank's business strategies and in relation to both short-term and long-term remuneration that is suitable to the job description and capability of the management and all employees in the organization. In this regard, the Bank has clearly defined the process, method, and procedure for evaluating the Chief Executive Officer's performance.

- The Board of Directors supported human resource management in line with the direction and strategy of the Bank. Employees at all levels have knowledge and abilities, as well as appropriate motivation and fair treatment. The Bank has established a provident fund in order to ensure that its employees have sufficient savings for their retirement.

- The Board of Directors has established a policy that defines the Bank's key mission as driving national economic growth while simultaneously expanding its business toward a fully integrated Digital Banking model. This transformation aims to cater to diverse customer lifestyles in the era of Technology Disruption, with a strong commitment to Environmental, Social, and Governance (ESG) principles. The Board of Directors emphasizes fostering an organizational culture that promotes innovation and ensures that management integrates this approach into the Bank's strategic reviews, operational development plans, and innovation-driven value creation in response to constantly evolving external factors, including collaborating with partners to design and develop of Bank products and services.

- The Board of Directors supported and promoted the Bank's adoption of Responsible Lending practices, aligning with the concept of Sustainable Banking. This approach fosters an organizational culture that prioritizes long-term growth over short-term gains, while also integrating ESG risk management into its decision-making processes. Additionally, the Bank conducts impact assessments, considering both positive and negative effects on its stakeholders to ensure the concrete ESG implementations.

- The Board of Directors has emphasized the importance of overseeing the organization's management in order to balance the benefits of all stakeholders and defined it as a practice in corporate governance policy approved by the Board of Directors. Moreover, in order to ensure that various groups of stakeholders are treated in the same way and those employees and normal persons know the channels to express opinions and engage in the Bank's operations, the Bank has issued a guideline for the roles and participation of stakeholders and announced it throughout the organization since 2018.

- The Board of Directors approved the policy on social and environmental responsibility in order to announce the intention to conduct business with social and environmental responsibility under the vision Growing Together for **SUSTAINABILITY**, aiming to develop personnel's potential to support growth and wealth for customers and better quality for society. The Bank serves as a financial institution alongside Thai people by providing financial services to people at all levels, assisting customers and Thai people in times of crisis, and encouraging strong growth in the Thai economy.

- The Board of Directors has recognized that the Bank is the country's leading financial institution that gives importance to risk management and systematic and effective risk control. The Board of Directors has clearly formulated the risk management structure, policies, and guidelines for risk management as well as established a good risk governance framework in order to support business operations in line with the Bank's direction and target as detailed in the topic of Risk Factors.

- The Board of Directors has determined the structure, policy, and framework for risk management to cover all aspects of risk management in compliance with the frameworks prescribed by the Bank of Thailand (BOT). Thus, the Bank has adopted the framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO), which is the Enterprise Risk Management (ERM) framework specifying the structure of integrated risk management under the international standard. Its main principle is to connect the risk management process with strategic planning and business opportunities of the Bank in order to help integrate the administration and managing risks for the whole organization. The Bank establishes Risk Appetite and Risk Tolerance levels, defined both quantitatively and qualitatively, with specific values or ranges depending on Key Risk Indicators and their relevance. This ensures the Bank can achieve its objectives and targets effectively. Additionally, the Bank implements processes, methodologies, and tools for risk management and early warning systems, allowing for proactive risk monitoring, which leads to sustainable value creation for the Bank, shareholders, and all stakeholders.

- The Board of Directors stipulated a policy for the Bank to foster a risk management culture. The Bank has a risk governance structure according to the principles of Three Lines of Defense, covering from the Board of Directors, the Management to Business Units, which consists of all employees. It reflected the organizational structure and raised the level of risk management. The Risk Oversight Committee (ROC) was designated to drive and oversee risks to be in accordance with the policy and at the risk appetite level.

- The Board of Directors has stipulated a corporate governance strategy and reviewed short-term and long-term policies/approaches, and plans. The Board of Directors, executives, and employees are aware of the importance of driving anti-corruption in all forms under the "Sustainable Krungthai" by using the concept of "Inside-Out Blasting," providing fair services to customers (Market Conduct), developing

procedures that prevent conflicts of interest, creating a Zero Tolerance corporate culture by fostering employees' awareness of morality and compliance with regulations to prevent potential misconduct from various risks, improving internal process standards, and preparing an anti-bribery guideline. In this regard, the "No Gift Policy" has been implemented in the year 2025 for the ninth consecutive year. The Chairman of the Board of Directors and Chief Executive Officer as leaders take action in declaring the intention to continue the Zero-Tolerance corporate culture and instill a consciousness in working with Krungthai Core value, namely Integrity, Breakthrough, Efficiency, Social and Teamwork as the DNA of the organization. This will drive the Bank towards becoming a moral organization. Particularly, the Bank adheres to the No Gift Policy project and continues the intention of "Moral Organization." The Bank requests for cooperation in refraining from giving gifts to executives and employees in order to jointly create a Zero-Tolerance corporate culture and instill employees' consciousness in working with honesty and transparency, as well as drive the Bank towards becoming a moral organization. The Bank would like to express gratitude and accept all good wishes and hold on to the intention of the "No Gift Policy" in every festival to campaign for a good corporate culture with honesty, morality, and ethics, promote good corporate governance; act with transparency and anti-corruption; and integrate cooperation in reforming the anti-corruption process.

- The Board of Directors has approved an anti-corruption and anti-bribery policy that has been regularly adjusted to be adequate and updated in accordance with the changing situations. The Bank has announced the latest anti-bribery and corruption policy and published on the Bank's website.

- The Board of Directors has a policy that the Bank has proactively implemented risk management and anti-corruption policy and requires a guideline to prevent actions against laws and government regulations. The Bank has issued guidelines for (1) information disclosure and transparency, (2) roles and participation of stakeholders, (3) prevention of conflicts of interest and (4) prevention of receiving and giving bribery and corruption. The Bank has announced the implementation of four guidelines and published further details on the Bank's website.

- The Board of Directors establishes a whistleblowing policy and gives opportunities to stakeholders to report any wrongdoing through various channels. Any wrongdoing, including corruption, illegality, or violations of the Bank's or regulators' regulations, committed by directors, executives, staff, employees, or subsidiaries' staff, can be reported directly to the Chairman of the Board of Directors via email: [whistletruth@krungthai.com](mailto:whistletruth@krungthai.com). However, the name of the whistleblower will be kept confidential and protected during the examination and after the process finishes.

- The Board of Directors has given importance to supervision and management of Subsidiaries and Associate groups to strictly comply with the policies.

- The Board of Directors has a policy to encourage the Bank to disclose its information in compliance with laws, regulations, obligations, and crucial standards that the Bank has

strictly followed. Moreover, the Bank has issued guidelines for information disclosure and transparency and announced their implementation as a practice and standard for employees at all levels in all departments in both the central and regional sectors. The guideline is also published on the Bank's website.

- The Board of Directors has supervised the Bank to disclose information about financial status and operation results according to the criteria of related regulators by submitting financial report on a quarter and annual basis as per the criteria and within the prescribed time and publicizing the report in Thai and English version through electronic news on the website of the Stock Exchange of Thailand and the Bank, so that the shareholders can access the report equally. However, the Bank has placed importance on the preparation of financial statements to be accurate in accordance with generally accepted accounting standards and choose to use the appropriate accounting policy and comply with it regularly. The financial statements of the Bank have been unconditionally certified by the auditor. The Bank has never been ordered to amend the financial statements by the Securities and Exchange Commission and never delayed submission of the financial report or incurred any financial penalties.

- The Board of Directors has a policy for the Bank to prepare the Management Discussion and Analysis (MD&A) of financial status, operating results, and crucial changes, including factors affecting the Bank's financial status and operating results, and to publicize the explanation and analysis in Thai and English versions through electronic news on the website of the Stock Exchange of Thailand and the Bank, so that investors can access the report equally.

- The Board of Directors has a policy that the Bank shall prepare a report on compliance with the good corporate governance principle on an annual basis as disclosed in Form 56-1 One Report, which is publicized through electronic news on the website of the Stock Exchange of Thailand and the Bank website so that investors can access the report equally.

- The Board of Directors has a policy that the Bank shall prepare a Sustainability Report, in order to disclose guidelines of sustainable operation to the stakeholders every year since 2006, published on the Bank's website.

- The Bank assigns Finance Strategy Team, as investor relations responsible for the disclosure of important information of the Bank that are beneficial to investors, securities analysts, as well as all related parties equally.

- The Board of Directors has established a policy requiring the Bank to disclose information required by law and others as deemed appropriate with transparency, equality, and timeliness. The Bank has prepared a guideline for information disclosure and transparency, announced, and publicized on the Bank's website.

- All documents submitted by the Bank through the electronic news system on the Stock Exchange of Thailand's website are simultaneously published in both Thai and English on the Bank's website each time.

- The Bank's website publishes both financial and non-financial information related to the Bank, including its vision, mission, and core values, business operations, Board of Directors and executive members, financial statements, and reports on the financial position and performance, both current and previous years. Additionally, it provides access to Form 56-1 One Report, as well as any information or documents presented to analysts or the media, etc.

### 8.1.1 Recruitment, Development and the Performance Evaluation of the Board of Directors

#### (1) Independent Director

The Board of Directors nominated the independent directors with prudence and transparency. After all this time, the Bank completely complied with the process of nomination and appointment of independent directors. On 31 December 2025, the Bank had 5 independent directors out of a total of 12 directors. It is calculated as 41.66 percent of the Board of Directors. All independent directors are qualified, knowledgeable, capable, and experienced, which is beneficial to the business of the Bank. All independent directors perform their duties with responsibility, cautiousness, and honesty, as well as in compliance with laws, objectives, regulations of the Bank and the meeting resolution. Moreover, independent directors independently perform their duties. Their work process is independent from the management and major shareholders of the Bank. Independent directors oversee the appropriate benefit integration of stakeholders within the Bank's business operations, as well as ensuring that no Independent Director holds an equal level position in the Bank's parent company, subsidiaries, or subsidiaries of the same level.

#### • Process of Nomination and Appointment of Independent Directors

The process of nomination and appointment of Independent Directors is the same as the process of nomination and appointment of other directors. Besides director qualifications, the Independent Directors must possess complete qualifications in compliance with the Bank's definition of independent director as follows:

##### Definition of Independent Director

An independent director must not have any business or work related to commercial banks that might have an impact on his/her independent decision-making and must have additional qualifications which are more intensive than the Capital Market Supervisory Board's regulations in terms of (a) shareholding and (b) formal relationship regarding the participation in management.

(a) An independent director shall hold not more than 0.5 percent of all shares with voting rights of the Bank, the parent company, a subsidiary, an associated company, a major shareholder or an entity with controlling authority of the Bank. This is inclusive of shares held by anyone who is related to the independent director.

(b) An independent director is not being or having been a director which is not an independent director, employees, staff, consultant with monthly salary or a controlling person of the Bank, the parent company, a subsidiary, an associated

company, a major shareholder or an entity with controlling authority of the Bank, unless such person has resigned from such positions for at least two years. Such prohibitions shall not apply to an independent director who has been a government officer or an advisor of a government authority that is the major shareholder or a controlling person of the Bank.

(c) An independent director has no blood or legally registered relationship as a father, mother, spouse, sibling, or child, including the spouse of a child, with any other director, executive, major shareholder, controlling person, or any individual nominated to be a director, executive, or controlling person of the Bank or its subsidiaries.

(d) An independent director has no business relationship with the Bank, the parent company, a subsidiary, an associated company, a major shareholder or controlling person of the Bank in such a manner that may obstruct their exercise of independent discretion. Furthermore, an independent director is not a significant shareholder or a controlling person over a party with business relationship with the Bank, the parent company, a subsidiary, an associated company, a major shareholder, or a controlling person of the Bank, unless they have been free of the nature for at least two years.

Such a business relationship is inclusive of a trading transaction occurring on a conventional basis or in the conduct of business; a rent or lease of property; a transaction involving assets or services; a provision or an acceptance of financial assistance through means of a loan, a guarantee, or the use of an asset as collateral against debt; and, other similar actions that result in the Bank or the party to the contract having a debt to be repaid to another party for an amount from 3 percent of net tangible assets (NTA) of the Bank or from 20 million Baht, whichever is lower; The value of the business relationship shall be determined using the calculation method for determining the value of connected transactions under the Notification of the Capital Market Supervisory Board governing rules on connected transactions, mutatis mutandis. The value of the obligation shall include any obligations incurred during the period of 1 year preceding the date of the business relationship with the same entity or person.

(e) An independent director is neither being nor used to be an auditor of the Bank, the parent company, a subsidiary, an associated company, a major shareholder or a controlling person of the Bank, and not being a significant shareholder, a controlling person, or partner of an audit firm which employs auditors of the Bank, the parent company, a subsidiary, an associated company, a major shareholder or an entity with controlling authority of the Bank unless the foregoing status has ended no less than 2 years.

(f) An independent director is neither being nor used to be a professional service provider, including legal advisor or financial advisor who receives service fee exceeding 2 million Baht from the Bank, the parent company, a subsidiary, an associated company, a major shareholder or an entity with controlling authority of the Bank, and not being a significant shareholder, controlling person or partner of the said professional service provider unless the foregoing status has ended no less than 2 years.

(g) An independent director is not a director appointed as a representative of the Bank's director, major shareholder, or shareholder related to the major shareholder.

(h) An independent director is not undertaking a business of the same nature and in competition with the Bank or a subsidiary company, or not being a significant partner of a partnership, or executive director, employee, staff, advisor with monthly salary, or hold shares exceeding 1 percent of the total number of shares with voting rights of any other companies operating the business of the same nature and in competition with the Bank or a subsidiary company.

(i) An independent director does not have any other characteristics that prohibit the expression of independent opinion towards the Bank's business operation.

(j) An independent director must be a person who has passed the nomination process of the Board of Directors or the Nomination and Remuneration Committee.

After being appointed as Independent Directors with the characteristics under paragraph one (a) to (j), they may be assigned by the Board of Directors to make collective decisions involving the business of the Bank, the parent company, a subsidiary, an associated company, a subsidiary of equal level, a major shareholder or an entity with controlling authority, which can be decided in the form of a collective decision.

Furthermore, when the Capital Market Supervisory Board/the Securities and Exchange Commission announces any improvement/relaxation of the qualifications of Independent Director, it will then be applied afterward.

In case the person who is nominated to be an Independent Director, is the person who has or has previously had a business relationship or professional service exceeding the value specified in the definition of Independent Director, the Bank will arrange for the Board of Directors' opinion which is considered in compliance with the principle in Section 89 / 7 of Securities and Exchange Act, B.E. 2535 (1992) and the additional revision stated that the appointment will not interfere with the exercise of independent judgment in the Independent Directors' responsibilities. The Bank shall disclose the following information in the invitation letter of shareholders' meeting in the period of appointing Independent Directors.

- Nature of business relationship or professional service causing the said person not being qualified under the prescribed qualifications.
- Reason and necessity to maintain or to appoint the said person as the Independent Director.
- Opinion of the Board of Directors to nominate the said person as the Independent Director.

#### • Business Relationship of Independent Directors

According to the Notification of the Capital Market Supervisory Board TorChor. No. 39/2559 (2016), subject: Application for and Approval of Offer for Sale of Newly Issued Shares, the Bank discloses relevant information concerning the business relationship of Independent Directors in an amount from three percent of the net tangible assets of the Bank or from twenty million Baht and above, whichever is lower. The Bank uses the criteria of value twenty million Baht and higher. Details are as follows:

As of 31 December 2025, there were 5 Independent Directors namely:

1. Mr. Virasak Sutanthavibul took the positions of Independent Director, Member of the Audit Committee and Member of the Nomination and Remuneration Committee at Nirvana Development Public Company Limited; Independent Director, Chairman of the Audit Committee and Chairman of the Risk Management Committee at T. Krungthai Industries Public Company Limited; and Independent Director, Chairman of the Audit Committee and Member of the Nomination and Remuneration Committee at Thai Plaspac PCL and director at Ornsirin Education Co., Ltd.

2. Ms. Phongsaward Neelayodhin took the positions of Independent Director and Chairman of the Risk Management Committee at PTT Public Company Limited.

3. Mr. Teerapong Wongsiawilas took the positions of Independent Director, Chairman of the Nomination and Remuneration Committee, and Chairman of the Audit Committee at PTT Exploration and Production Public Company Limited.

4. Mr. Anan Kaewkumnoed took the position of Director at the Aeronautical Radio of Thailand Ltd.

5. General Nimit Suwannarat took the positions of Independent Director, Chairman of the Corporate Governance and Sustainable Development Committee and Member of the Audit Committee at PTT Global Chemical Public Company Limited, and Independent Director at Thaicom Public Company Limited.

These 9 juristic person offices have a business relationship with the Bank. The Bank grants credit lines and contingent liabilities in excess of twenty million Baht. The Board of Directors has considered the qualifications of all Independent Directors with responsibility, prudence, and honesty, according to Duty and Responsibility of Directors and Executives under the Securities and Exchange Act B.E. 2535 (1992) (Section 89/7) and amendments thereto. The Board of Directors is of the opinion that having a business relationship or former business relationship as abovementioned is a normal business transaction for the Bank's business and it has general commercial terms and conditions. There are no characteristics that may hinder the use of judgment and do not affect the performance of duties, giving independent opinions, or being in accordance with the relevant criteria.

#### (2) Nomination of the Directors and the Chief Executive Officer

##### • Director Nomination

The Bank has a systematic, transparent process for the recruitment of directors that adheres to principles of good governance. This ensures that the board comprises individuals with diverse knowledge, skills, and experience that are appropriate for the nature of the business and the bank's strategic plans, while also supporting sustainable long-term growth.

In the case of recruiting and appointing bank directors to replace retiring directors who have completed their terms of office:

According to the Bank's regulations, Article 22 states, "At every annual general meeting, one-third of the directors shall retire from office. If the number of directors cannot be evenly divided into three parts, the number closest to one-third shall retire. Directors who retire under this provision may be re-elected."

(1) The Bank provides shareholders with the opportunity to propose additional agenda items and nominate qualified individuals for election as directors at the annual general meeting of shareholders, between October 1 and December 31 of each year.

(2) The Nomination and Remuneration Committee considers individuals who are suitably qualified to serve as bank directors in accordance with laws, relevant regulations, the bank's regulations, and the board's charter and proposes to the board of directors following legal procedures and principles of good corporate governance, ensuring that individuals possess the knowledge and expertise as defined in the skill matrix, which aligns with the bank's current and future missions and strategies, including sustainable development. In this regard, the Committee considers the size, composition, and diversity that is appropriate to the organization in terms of gender, religion, culture, nationality, race, age, educational background, work experience, skills, or knowledge, as well as any other differences that are consistent with the law and social context for the board to be diversified, which causes different opinions and perspectives. This will benefit all stakeholders and promote sustainable growth.

(3) The Bank's board considers and proposes a list of suitable individuals to serve as bank directors for submission to the Bank of Thailand.

(4) The Bank seeks approval for the appointment of directors from the Bank of Thailand.

(5) Upon receiving approval from the Bank of Thailand, the bank proceeds to seek approval for the appointment of directors at the annual general meeting of shareholders.

(6) Once approved by the shareholders' meeting, the Bank registers the change of directors with the Ministry of Commerce as well as reporting to the relevant departments within specified time.

**In the case of recruiting and appointing bank directors to fill vacancies for reasons other than the completion of their term:**

According to the Bank's regulations, Article 25 states, "If a director's position becomes vacant for reasons other than the expiration of their term, the remaining directors shall elect a qualified person with no disqualifying characteristics as per Article 20, to fill the vacancy at the next board meeting, unless the remaining term of the director is less than two months. The votes shall not be less than three-fourth of the remaining directors. The individual appointed to fill the vacancy shall serve only for the remaining term of the director they replace."

(1) When a director's position becomes vacant for reasons other than completing terms of office, the bank will consider the impact of the vacancy, such as the lacking expertise, the composition of independent directors, diversity, etc.

(2) The Nomination and Remuneration Committee considers individuals who are suitably qualified to serve as bank directors in accordance with laws, relevant regulations, the bank's regulations, and the board's charter and propose to the board of directors following legal procedures and principles of good corporate governance, ensuring that individuals possess the knowledge and expertise as defined in the Skill Matrix, which aligns with the bank's current and future missions and strategies,

including sustainable development. In this regard, the Committee considers the size, composition, and diversity that is appropriate to the organization in terms of gender, religion, culture, nationality, race, age, educational background, work experience, skills, or knowledge, as well as any other differences that are consistent with the law and social context for the board to be diversified, which causes different opinions and perspectives. This will benefit all stakeholders and promote sustainable growth.

(3) The Bank's board considers and proposes a list of suitable individuals to serve as bank directors for submission to the Bank of Thailand.

(4) The Bank seeks approval for the appointment of directors from the Bank of Thailand.

(5) Upon receiving approval from the Bank of Thailand, the Bank register the change of directors with the Ministry of Commerce as well as reporting to the relevant departments within specified time.

After all this time, the Bank complies with the process of nomination and appointment of directors correctly and completely.

#### • **Nomination of the Chief Executive Officer**

The Bank prioritizes the principles of good corporate governance, particularly in the process of recruiting and appointing the Chief Executive Officer (CEO), which is a key mechanism for determining the organization's direction and managing the bank's strategic risks. This ensures that the bank has a leader with the appropriate qualifications, transparency, and the ability to drive the organization toward sustainable long-term goals. Therefore, the bank has established a systematic, clear, and verifiable process for the recruitment and appointment of the CEO that aligns with the guidelines of the Bank of Thailand and international standards for corporate governance in large organizations.

In the case where the CEO's term is completed, the Nomination and Remuneration Committee will consider the renewal of the employment contract by evaluating past performance alongside the assessment of the qualifications, skills, and experience necessary to drive the organization forward. This will also consider alignment with strategic direction, competitive environment, and the bank's sustainable development goals, encompassing leadership qualities, experience in managing large organizations both domestically and internationally, strategic vision, integrity, and understanding of good corporate governance principles. Following a comprehensive review, the Nomination and Remuneration Committee will prepare a proposal along with the defined compensation for submission to the bank's board for consideration and appointment according to the established procedures.

For the recruitment of a new CEO, the Bank will publicly announce the opening for applications in a transparent manner to provide opportunities for qualified individuals with proven track records to be considered. A special committee will be appointed, or the relevant committee will be tasked to filter the qualifications of candidates according to the established criteria. This will assess suitability in key dimensions, such as the ability to drive organizational strategy, understanding of risk management, leadership capabilities, and potential to lead



the bank toward stable and sustainable growth. Candidates who pass the screening will enter the qualification verification process to ensure that those nominated meet stringent standards and are suitable for the role before being proposed to the bank's board for further appointment procedures.

This entire process reflects the bank's commitment to maintaining transparency, accountability, and high standards of corporate governance, adhering to strong, prudent principles in accordance with international standards for the long-term benefit of the organization.

#### • Nomination of the Bank's Top Executives

The Bank places great importance on governance and transparency in the recruitment of senior executives. The recruitment process is conducted systematically, encompassing the assessment of suitability in terms of knowledge, skills, experience, leadership qualities, as well as vision and attitude. This ensures that the appointed executives can effectively lead the bank toward its strategic goals. The Chief Executive Officer (CEO), the Human Resources and Corporate Governance Group, the Chief Officer, and relevant Group head collaboratively consider suitable candidates according to the Succession Plan before presenting them to the Nomination and Remuneration Committee for screening and subsequent submission to the bank's board for approval, followed by seeking approval from the Bank of Thailand.

In the Succession Plan, the Bank selects a Successor Pool from both within and across group, considering individuals with high potential, strong performance, and those identified as talent within the bank who possess the expertise and competencies appropriate for their roles and responsibilities, along with a positive attitude.

In addition, the Bank also considers successors from affiliated companies to be included in the Bank's pool, including consideration for employees of the Bank to work in affiliated companies according to the ONE Krungthai policy. This enables the executives to have the opportunity to work in other fields to learn new jobs and empowerment, including strengthening continuous self-improvement, which is beneficial to the operations of the Bank and initiating effective management. However, in case the Bank considers that it is unable to recruit a suitable internal person to replace the executive position in time, it will consider recruiting outsiders who have knowledge, ability, skills, and experience, leadership, vision, and a good attitude towards the organization, without discrimination on the differences in race, religion, gender, status, or physical disability, and propose to the Board of Directors for consideration and approval before proposing the selection consideration to the Bank of Thailand for approval respectively.

#### Enhancing the Board of Directors' Effectiveness

The Board of Directors ensures that each member of the Board is knowledgeable and understands the roles, responsibilities, nature of business, and laws governing the Bank's operations. In this regard, on every occasion a new director is appointed, the Bank will arrange for an orientation or presentation of the directors' handbook so that a new member understands information about the Bank such as business plans, products and services, shareholder and capital structure, organizational structure, and legal issues that he or she should

be aware of in order to perform duties as a member of the Board of Directors for the listed company.

#### Orientation for New Director

The Chief Executive Officer and the secretary to the Board of Directors presented various key topics and Director's manual in the orientation as follows:

- 1) The Bank's strategy and business operation
  - Krungthai's Strategy
  - Credit Principles
- 2) Vital information for the Board of Directors
  - Organization Structure
  - Structure and scope of responsibilities of the Board of Directors and Sub-Committees
  - The Board of Directors' meeting and the meeting guidelines of the Board of Directors
  - Information notification of the Board of Directors and relevant persons
  - Shareholdings or trading that affect the Director qualifications of the Board of Directors
  - The performance evaluation of the Board of Directors and the Sub-committees
  - Director's Remuneration
  - Director guidelines on actions that affect the Director qualifications of the Board of Directors (Yes & No)
  - Shareholder and capital structure and dividend payout policy
  - Important documents of the Bank, such as certificates by the Ministry of Commerce, the memorandum of association

#### Efficiency Plan for the Board of Directors' Corporate

The Board of Directors uses the results of the Board of Directors assessment analysis and the guidelines according to the strategies of the Bank in establishing guidelines for enhancing skills (Skill Matrix), knowledge as well as the development of the Board of Directors, aiming for an effective Board of Directors. The Secretary of the Board of Directors shall coordinate with relevant agencies in both the government and private sectors, domestically and internationally. Additionally, the Secretary shall organize courses and activities for the Board of Directors, including study visits and opportunities for knowledge and experience exchange, focusing on the Bank's strategies and key technologies. The goal is to apply new knowledge and advanced financial and trade technologies to the Bank's operations, making proactive changes and enhancing competitiveness in the future.

#### Board of Directors' Corporate Governance Efficiency Plan 2025

The Board of Directors has a policy of taking the opinions, suggestions of the Board of Directors and the skills and expertise (Skill Matrix) of the Board of Directors both through educational qualifications and work experience in line with the Bank's strategy as well as preparing the Board of Directors' corporate governance enhancement plan. It consists of 4 types, namely (1) training; (2) seminar; (3) study visits; (4) off-site meetings and operational visits of the Bank's businesses/ businesses of Bank customers.

#### Summary of the Directors' training and seminar during the year 2025

In 2025, a total of 4 directors attended training courses and seminars, or 33.33% of the total number of directors, with details as follows:

##### (1) Training

One director attended the training, totaling 1 course.

Course	Performance according to the annual plan 2025
1. Thailand Insurance Leadership Program by the Insurance Authority of Thailand	<u>One director participated in the course:</u> Mr. Thanwa Laohasiriwong

##### (2) Seminar

Four directors attended the seminar, totaling 2 topics.

Topic	Performance according to the annual plan 2025
1. Board Cyber Forum 2025 : Cyber Defense with AI and Innovation Strategies by the Securities and Exchange Commission (SEC)	<u>One director participated in the seminar:</u> Mr. Thanwa Laohasiriwong
2. Annual Audit Committee Conference Krungthai Group 2025 (AACC 2025) by Krungthai Bank Public Company Limited	<u>Three directors participated in the seminar:</u> Mr. Teerapong Wongsirawilas Ms. Phongsaward Neelayodhin Mr. Anan Kaewkumnoed

##### (3) Study Visit

In March 2025, the Bank's Board of Directors traveled to China and in October 2025, the Board of Directors traveled to Italy and Spain to study the Bank's strategic operations. The visit included meetings with world-class companies specializing in various fields, providing valuable insights that could help the Bank create business growth opportunities.

##### (4) Off-site meetings and Visits to Operations, Including Clients' Businesses

In October 2025, the Bank's Board of Directors traveled to visit the operations and listened to presentation summarizing the progress of operations and businesses in the Eastern Economic Corridor (EEC) at Krungthai Bank, Si Racha Branch, Chonburi Province.

A summary of training programs for all directors of the Bank are as follows:

Name of the Board of Director	Training Program and Class
1. Mr. Lavaron Sangsnit	1. Class 58, National Defence Course, National Defence College 2. Class 205/2015, Director Certification Program (DCP), Thai Institute of Directors 3. Class 10, Rule of Law for Democracy Course, College of the Constitutional Court 4. Class 12/2018, Top Executive Program in Energy Literacy, Thailand Energy Academy 5. Class 25/2017, Top Management Program, Capital Market Academy 6. Class 7, Top Executive Development: Government Administrators, Office of The Civil Service Commission 7. Security Awareness 2021, Krungthai Bank PCL with external lecturer 8. Cyber Security Awareness 2022, Krungthai Bank PCL with external lecturer 9. Cyber Security Awareness 2023, Krungthai Bank PCL with external lecturer
2. Mr. Krairit Euchukanonchai	1. Class 16/2007, Role of Chairman Program (RCP), Thai Institute of Directors 2. Class 59/2005, Director Certification Program (DCP), Thai Institute of Directors 3. Top Executive Program in Energy Literacy, Thailand Energy Academy 4. Security Awareness 2021, Krungthai Bank PCL with external lecturer 5. Cyber Security Awareness 2022, Krungthai Bank PCL with external lecturer 6. Cyber Security Awareness 2023, Krungthai Bank PCL with external lecturer
3. Ms. Phongsaward Neelayodhin	1. Class 63, National Defence Course for the Joint State-Private Sectors, The National Defence College 2. Class 189/2022, Director Accreditation Program (DAP), Thai Institute of Directors (IOD) 3. Class 82, The Civil Service Executive Development Program; Visionary and Moral Leadership, Office of the Civil Service Commission 4. Class 6, Executive Program in Budgeting, Budget Bureau 5. Class 5, Executive Program in Legal Literacy, Office of the Council of State 6. Spokesman Program, Office of the Prime Minister 7. Class 1, Advanced Legal Administration Program, Lawyers Council of Thailand Under the Royal Patronage 8. Class 1, Advanced Human Rights Administration Program, Rights and Liberties Protection Department, Ministry of Justice 9. Class 20, Top Executive Program in Energy Literacy, Thailand Energy Academy
4. Mr. Thanwa Laohasiriwong	1. Class 60, National Defence Course, National Defence College 2. Class 2/2024, Empowering Boards: Enhancing Governance, Standards, and Financial Insights Program organized by the Stock Exchange of Thailand in collaboration with Thai Institute of Directors (IOD) 3. Class 2/2023, Hot Issue for Director: Climate Governance Program, Thai Institute of Directors Association (IOD) 4. Director Leadership Certification Program (DLCP), Class 9/2023, Thai Institute of Directors Association (IOD) 5. Class 13/2021, Board Nomination and Compensation Program (BNCP), Thai Institute of Directors 6. Class 45/2019, Role of the Chairman Program (RCP), Thai Institute of Directors 7. Class 2/2017, Boardroom Success through Financing, and Investment (BFI), Thai Institute of Directors 8. Class 2/2016, Driving Company Success with IT Governance (ITG), Thai Institute of Directors 9. Class 20/2015, Advanced Audit Committee Program (AACP), Thai Institute of Directors 10. Class 1/2015, Ethical Leadership Program (ELP), Thai Institute of Directors 11. Class 22/2014, Successful Formulation & Execution of Strategy (SFE), Thai Institute of Directors 12. Class 10/2004, Finance for Non-Finance Directors (FND), Thai Institute of Directors 13. Class 43/2004, Director Certification Program (DCP), Thai Institute of Directors 14. IBM/Harvard Management Development Program Year 2001 15. IBM/INSEAD Management Development Program Year 1998 16. Environmental Governance for Executive Officer, Class 4/2016, Department of Environmental Quality Promotion (DEQP), Ministry of Natural Resources and Environment 17. Cybersecurity, Cyber Resilience & Privacy Risk in the Era of Digital Transformation Year 2018, ACIS Professional Center 18. Class 20/2019, Corporate Governance for Director and Top Management of State-Owned Enterprise and Public Organization Course (PDI), King Prajadhipok's Institute 19. Class 13/2019, Top Executive in Energy Expertise, Thailand Energy Academy 20. Class 3/2019, Executive Program on Rule of Law and Development (RoLD), Thailand Institute of Justice

Name of the Board of Director	Training Program and Class
	21. Class 30/2020, Top Executive, Capital Market Academy, The Stock Exchange of Thailand 22. Year 2020, Cyber Resilience, the Bank of Thailand 23. Year 2021, Cyber Resilience Program, the Bank of Thailand 24. Security Awareness 2021, Krungthai Bank PCL with external lecturer 25. Cyber Security Awareness 2022, Krungthai Bank PCL with external lecturer 26. Cyber Security Awareness 2023, Krungthai Bank PCL with external lecturer 27. Class 13/2025, Thailand Insurance Leadership Program, Office of Insurance Commission (OIC)
5. Prof. Dr. Kittipong Kittayarak	1. Class 49, National Defence Course, National Defence College 2. Class 112/2014, Director Accreditation Program (DAP), Thai Institute of Directors 3. Class 18/2015, Advanced Audit Committee Program (AACP), Thai Institute of Directors 4. Class 1/2013, Certificate in Law for Democracy, Office of the Constitutional Court 5. Class 1/2012, Top Executive Program in Energy Literacy, Thailand Energy Academy 6. Class 8/2009, Top Management Program, Capital Market Academy, The Stock Exchange of Thailand 7. Class 10/2006, Top Executive Program in Justice Administration, Judicial Training Institute 8. Class 5, Politics and Governance in Development Systems or Executive Course, King Prajadhipok's Institute 9. Cybersecurity, Cyber Resilience & Privacy Risk in the Era of Digital Transformation, Year 2018, ACIS Professional Center 10. Cyber Resilience, The Bank of Thailand (2020) 11. Security Awareness 2021, Krungthai Bank PCL with external lecturer 12. Cyber Security Awareness 2022, Krungthai Bank PCL with external lecturer 13. Cyber Security Awareness 2023, Krungthai Bank PCL with external lecturer
6. Mr. Teerapong Wongsiwawilas	1. Class 57, National Defence Course, National Defence College 2. Class 3/2024, Empowering Boards: Enhancing Governance, Standards, and Financial Insights, Program organized by the Stock Exchange of Thailand in collaboration with Thai Institute of Directors 3. Class 6/2022, Director Leadership Certification Program (DLCP), Thai Institute of Directors 4. Class 13/2022, Board Nomination and Compensation Program (BNCP), Thai Institute of Directors 5. Class 246/2017, Director Certification Program (DCP), Thai Institute of Directors 6. Class 8, Top Executive Program, Office of the Civil Service Commission (OCSC) 7. Class 12, Public Administration and Law for Executive, King Prajadhipok's Institute 8. Security Awareness 2021, Krungthai Bank PCL with external lecturer 9. Cyber Security Awareness 2022, Krungthai Bank PCL with external lecturer 10. Cyber Security Awareness 2023, Krungthai Bank PCL with external lecturer
7. Mr. Virasak Sutanthavibul	1. Class 18/2005, The Joint State - Private Sectors, The National Defence College 2. Class 21/2003, Director Accreditation Program (DAP), Thai Institute of Directors Association (IOD) 3. Class 10/2010, Top Management Program, Capital Market Academy, The Stock Exchange of Thailand 4. Class 1/2012, Top Executive Program in Energy Literacy, Thailand Energy Academy 5. Class 17/2012-2013, Top Executive Program in Justice Administration, Judicial Training Institute 6. Class 2/2015, Completion and Graduation Pin, Institute of Business and Industrial Development (IBID) 7. Class 2/2018, Business Revolution and Innovation Network (BRAIN), The Federation of Thai Industries 8. Advanced Management Program, Harvard University, USA 9. Financial Institution for Private Enterprise Development, Harvard University, USA 10. Cyber Security Awareness 2023, Krungthai Bank Public Company Limited with external lecturer
8. Mr. Attapol Attaworadej	1. Class 330/2022, Director Certification Program (DCP), Thai Institute of Directors Association (IOD) 2. Graduate Diploma Program in Business Law (Law and Risk Management), Thammasat University 3. Class 80, The Civil Service Executive Development Program, Office of the Civil Service Commission (OCSC) 4. Class 11, Senior Executive Development Program, Office of the Civil Service Commission (OCSC) 5. Class 12, Anti-Corruption Strategic Management for Senior Executives, Office of the National Anti-Corruption Commission 6. Cyber Security Awareness 2023, Krungthai Bank PCL with external lecturer

Name of the Board of Director	Training Program and Class
9. Mr. Pinsai Suraswadi	<ol style="list-style-type: none"> <li>Class 7/2022, Director Refreshment Program (Lesson Learnt from Financial Cases: How Board Should React) (RFP), Thai Institute of Directors Association (IOD)</li> <li>TEN X Transformational Executive Network for Exponential Growth, Thai Chamber of Commerce, Board of Trade of Thailand, University of the Thai Chamber of Commerce</li> <li>Crypto Asset Revolution, Thai Fintech Association</li> <li>Class 55, Military Staff Program</li> <li>Class 84, Top Executive Development: Visionary and Ethical Leaders, Office of The Civil Service Commission</li> <li>Class 11, Bank and Financial Institution Executive Seminar Program, Thai Institute of Banking and Finance Association</li> </ol>
10. General Nimit Suwannarat	<ol style="list-style-type: none"> <li>Class 216/2016, Director Certification Program (DCP), Thai Institute of Directors Association (IOD)</li> <li>Director's Briefing - Corporate Strategy beyond the Crisis, a Chairman/Board Perspective, Bain &amp; Company, Inc.</li> <li>Public Key Infrastructure (Certification Authority, Digital Signature) Course, NECTEC Ottawa, Canada</li> <li>Electronic Commerce Course, General Electronic Commerce (GEC) Orlando, Florida, USA</li> <li>Computer Emergency Response Team, NECTEC Carnegie Mellon, Pittsburgh, Pennsylvania, USA</li> <li>National Crisis Management Course, APCSS, Honolulu, Hawaii, USA</li> <li>83<sup>rd</sup> Batch of Main Courses, Command and General Staff College</li> <li>Joint General Staff Course, Joint War College</li> <li>Class 2, New Generation Leaders in Democracy Course, King Prajadhipok's Institute</li> </ol>
11. Mr. Anan Kaewkumnoed	<ol style="list-style-type: none"> <li>Class 57, National Defence Course, National Defence College</li> <li>Class 19/2024, Top Executive Program in Energy Literacy, Thailand Energy Academy</li> <li>Class 1/2023, Senior Executive Training Program on Administrative Justice, Foundation for Research and Development of the Administrative Justice System</li> <li>Class 10/2022, Rule of Law for Democracy Course, College of the Constitutional Court</li> <li>Class 78/2013, Senior Executive Development Program, Civil Service Training Institute, Office of the Civil Service Commission (OCSC)</li> </ol>
12. Mr. Payong Srivanich	<ol style="list-style-type: none"> <li>Class 223/2016, Director Certification Program (DCP), Thai Institute of Directors</li> <li>Cybersecurity, Cyber Resilience &amp; Privacy Risk in the Era of Digital Transformation Year 2018, ACIS Professional Center</li> <li>Executives Training and Development Program, Royal Thai Police</li> <li>TIJ Executive Program on the Rule of Law and Development: RoLD 2019, Thailand Institute of Justice</li> <li>Security Awareness 2021, Krungthai Bank PCL with external lecturer</li> <li>Cyber Security Awareness 2022, Krungthai Bank PCL with external lecturer</li> <li>Cyber Security Awareness 2023, Krungthai Bank PCL with external lecturer</li> </ol>

At the meeting of the Board of Directors No. 25/2568 (1169) on 15 December 2025, the Board of Directors considered approval to enhance the Long-Term Corporate Governance Efficiency Plan (2026-2028) as proposed. The key issues were summarized as follows:

#### Board of Directors' Long-Term Corporate Governance Efficiency Plan (2026-2028)

It was implemented in compliance with the Board of Directors' corporate governance enhancement plan 2025 by using the analysis of the Board of Directors' performance assessment which the Board of Directors has jointly considered, including the Board of Directors' skill matrix to establish guidelines for enhancing skills, knowledge and development of Directors. The purpose is to boost up the skill matrix of Directors to be in line with the Bank's mission and strategy as well as strengthening an effective Board of Directors. It consists of 4 types of action plans: (1) training, (2) seminars, (3) study tours, and (4) off-site meetings and visiting the businesses of the Bank's customers. The implementation of the action plan is in accordance with appropriateness and situation for the best interest of the Bank.

#### Performance Evaluation of the Directors

According to the Charter of the Board of Directors, the Board of Directors oversees responsibilities to ensure the performance assessment of the Board of Directors as a whole, self-assessment and cross assessment of directors for twice a year. The assessment results are reviewed to find ways to improve their performance and consider the appropriate composition of the Board of Directors. In this regard, the Board of Directors may seek external consultants or experts to assist in formulating guidelines or suggesting performance assessment of the Board of Directors, and the process shall be disclosed in Form 56-1 One report. At the present, the Bank has not provided external consultants to help establishing guidelines and raise recommendations for performance evaluation of the Board of Directors as the Bank has an appropriate system for evaluating the performance of the Board of Directors as follows:



- There are performance assessments of the Board of Directors with criteria comparable to the principles/recommendations of regulators such as the Bank of Thailand, the Securities and Exchange Commission, Thailand, the Stock Exchange of Thailand and organizations that oversee good corporate governance, i.e. the Thai Institute of Directors (IOD).

- There is a disclosure of the performance evaluation of the Board of Directors in Form 56-1 One report.

#### Performance Assessment of the Board of Directors

The Bank has provided self-assessment of the Board of Directors in order to evaluate efficiency of the Board of Directors in compliance with the principles of good corporate governance. The assessment shall be held twice a year, which are in January-June and July-December of each year.

#### Assessment Process

1) The Nomination and Remuneration Committee reviewed the evaluation form to ensure accuracy, completeness, and coverage of issues in accordance with the criteria set by the regulatory agency and in accordance with the principles of good corporate governance.

2) The Secretary of the Board of Directors submitted assessment forms to the Board of Directors.

3) The Secretary of the Board of Directors collected assessment forms, summarized their results and reported them to the Board of Directors.

4) The Board of Directors analyzed assessment results and defined ways to improve the efficiency of the operation and consideration of the suitability of the composition of the Board of Directors.

5) The Bank disclosed the assessment of the Board of Directors in Form 56-1 One report.

The objective of the Board of Directors' performance assessment focuses on assessments that can reflect operational efficiencies and to consider the appropriateness of the composition of the Board of Directors by using the assessment results and the skill matrix of the Board of Directors to develop the Board of Directors' corporate governance enhancement plan, both short-term and long-term.

The performance assessment is categorized into 3 types, namely that of the Board as a whole, that of each individual director as a self-assessment, and that of each individual director as a cross assessment. The assessment topic are as follows:

#### a. Performance assessment of the Board of Directors as a whole:

There are 6 topics for assessment, namely:

- (1) Structure and qualifications of the Board of Directors
- (2) Roles, duties and responsibilities of the Board of Directors
- (3) Practices guidelines for the Board of Directors
- (4) Communication of the Board of Directors
- (5) Relationship between the Board of Directors and the Management
- (6) Preparation and conduct of the meetings

The self-assessment of the Board of Directors for the year 2025, covering the period from January to December 2025, concluded that the overall evaluation across six key areas resulted in an excellent average score. The overall assessment result clarifies that the number of the members of the Board of Directors per the size of the business is appropriate. The number of Independent Directors is in compliance with the standard criteria set by the regulatory agencies. In addition, the Committees are also appointed in accordance with good corporate governance practices intended for studying and scrutinizing specific works, which are sufficient to take care of important issues in order to be able to conduct business carefully.

#### b. Performance assessment of each individual director as a self-assessment:

There are 6 topics of assessment, namely:

- (1) Expertise and competency
- (2) Independence
- (3) Readiness to fulfill missions
- (4) Commitment to duties and responsibilities
- (5) Performance of duties
- (6) Vision for long-term value creation for the Bank

The assessment of the individual member of the Board of Directors (Self-Assessment) in 2025 during January to December 2025, the result is summarized by the overall assessment results in 6 aspects at an excellent average score. The overall assessment result clarifies that the Directors performed their duties with responsibilities, carefulness, honesty, as well as in compliance with the law, objectives and regulations of the Bank, including the resolution of the shareholders' meeting. The Directors provided opinions and recommendations based on best practices for the benefit of the Bank and regularly attended the meetings of the Board of Directors and sub-committees correspondingly.

#### c. Performance assessment of each individual director as a cross assessment

There are 6 topics of assessment, namely:

- (1) Expertise and competency
- (2) Independence
- (3) Readiness to fulfill missions
- (4) Commitment to duties and responsibilities
- (5) Performance of duties
- (6) Vision for long-term value creation for the Bank

The assessment of the individual members of the Board of Directors by other members (Cross assessment) in 2025 during January to December 2025, the result is summarized by the overall assessment results in 6 aspects at an excellent average score. The overall assessment result clarifies that the Directors performed their duties with responsibilities, carefulness, honesty, as well as in compliance with the law, objectives and regulations of the Bank, including the resolution of the shareholders' meeting. The Directors also have a high degree of independence in responsibility to the Bank's stakeholders. There are no practices that may lead to conflicts of interest with the Bank and no disclosure of internal information or use of internal information for personal or other persons' benefits.

In addition, according to the Good Corporate Governance principle, the Board of Directors requires every Sub-Committee conducting assessment at least once a year and reports the assessment results to the Board of Directors for acknowledgment.

#### Performance Assessment of the Sub-Committee

The Bank conducts the performance assessment of the committees once a year, namely the Board of Executive Directors, the Risk Oversight Committee, the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance and Sustainability Committee, the Compliance Committee and the Independent Director Committee. The assessment is divided into 2 types, consisting of the assessment of the Committee as a whole and the self-assessment of each individual director in order to assess the operational efficiency of every panel of the Committees.

#### Assessment Process

1) Each sub-committee prepares and review the assessment form in accordance with good corporate governance and guidelines for operations of sub-committees.

2) The Secretary of each sub-committees will submit assessment forms to sub-committee.

3) The Secretary of the sub-committees collects assessment forms, summarizes their results and reports them to sub-committee.

4) Sub-committee analyzes assessment results and determines guidelines for development and improvement of operations to be more efficient as well as submitting the assessment results to the Secretary of the Board of Directors.

5) The Secretary of the Board of Directors reports the results of sub-committee to the Board of Directors. The Board of Directors uses the evaluation results as a framework for review of the duties, problems and obstacles as well as analyzing the performance of the Board of Directors for operational development including the suitability of the composition of the sub-committee.

The assessment results of all Committees in 2025 were at an excellent level.

### 8.1.2 Meeting Attendance and the Remuneration of the Board of Directors

The Bank's regulations specified that the Board of Directors shall hold meetings at least once a month. The Board of Directors has a policy of scheduling meetings in advance for the entire year. In 2025, the meeting of the Board of Directors has been scheduled in advance at every Wednesday in the second and fourth weeks of the month. The secretary of the Board is assigned to set the meeting schedule in advance for the whole year and submit the standard agendas for the monthly meetings. The meeting schedule and agendas shall be publicized in

advance through the Bank's intranet and inform each Director in order that Directors can arrange their schedules and attend the meetings. Additionally, the Bank's regulations specified that the Board of Directors may attend the meeting through electronic media, which must comply with the meeting requirements. This is considered as an additional channel for the Board of Directors to attend the meetings. According to the Charter of the Board of Directors, every Director is required to attend no less than 75 percent of the total number of meetings in each fiscal year, unless he/she is absent with necessary reason. Any Director who has an interest in a matter shall not vote on that matter. In such a particular case, the Chairman may request the Director to leave the meeting temporarily. In this regard, the Committee related to the agenda for such a particular matter shall review the relevant information and make comments and suggestions before proposing to the Chairman of the Board of Directors for approval and adding such matter in the agenda. Besides, the Independent Director Committee Charter has specified the duties and responsibilities of the Independent Director Committee in relation to recommending meeting agendas to the Chairman of the Board. In the event that there is an important matter or issue that the Board of Directors should consider and has not yet been included in the meeting agenda, the Independent Director Committee can propose such agenda items in the meeting. The Independent Director Committee consists of independent directors who are members of the Board of Directors that jointly consider the agenda of the Board of Directors' meetings. In this regard, Independent Directors can independently express their opinions or suggestions on the meeting agenda in order to generate prudence and risk management in all respects that may arise. Nevertheless, in order to ensure the meetings to run efficiently, the Bank has divided the agenda into distinct categories, such as the Chairman's statement, approval of Minutes of the previous meeting, continuous matters, policies, credits, debt restructuring, investments, buying/selling assets and procurement, human resources, matters for acknowledgement, and any other business. In addition, the Board of Directors has the policy of allowing the Chief Executive Officer to invite top executives to attend the meeting so that they can provide additional information to the problem directly as the related person. According to the regulations of the Bank, the meeting invitation must be sent to the Directors not less than 3 days prior to the meeting date. Except for an urgent case, in order to maintain the rights or interests of the company, the notice for the meeting may be made by other means and the date of the meeting may be earlier fixed. Previously, the Bank had always sent invitations to the Board of Directors on time. The secretary will write and keep written minutes of the Board meetings approved by the Board of Directors and make them available for inspection.

In 2025, the Board of Directors held a total of 26 meetings, the Board of Executive Directors 44 meetings, the Audit Committee 22 meetings, the Nomination and Remuneration Committee 13 meetings, the Corporate Governance and Sustainability Committee 13 meetings, the Risk Oversight Committee 13 meetings, the Compliance Committee 12 meetings, the Independent Director Committee 4 meetings, and the Labor Relations Committee 12 meetings. Details of each Director's attendance are as follows:

Name of Directors	Board of Directors	Board of Executive Directors	Audit Committee	Nomination and Remuneration Committee	CG and Sustainability Committee	Risk Oversight Committee	Compliance Committee	Independent Director Committee	Labor Relations Committee
1) Mr. Lavaron Sangsnit	26/26	-	-	-	-	-	-	-	-
2) Mr. Krairit Euchukanonchai	24/26	38/44	-	-	-	13/13	-	-	-
3) Ms. Phongsaward Neelayodhin <sup>(1)</sup>	18/18	-	15/16	-	9/9	-	-	3/3	-
4) Mr. Teerapong Wongsiwawilas <sup>(2)</sup>	26/26	-	21/21	13/13	-	-	12/12	4/4	-
5) Prof. Dr. Kittipong Kittayarak	26/26	-	-	-	13/13	-	12/12	-	-
6) General Nimit Suwannarat <sup>(3)</sup>	25/26	-	-	13/13	-	11/13	12/12	4/4	-
7) Mr. Virasak Sutanthavibul	26/26	44/44	-	-	-	13/13	-	4/4	-
8) Mr. Thanwa Laohasriwong <sup>(4)</sup>	25/26	-	1/1	13/13	-	13/13	-	-	9/9
9) Mr. Attapol Attaworadej	26/26	38/44	-	-	12/13	-	-	-	-
10) Mr. Pinsai Suraswadi	24/26	-	-	-	13/13	-	12/12	-	-
11) Mr. Anan Kaewkunnoed <sup>(5)</sup>	17/18	-	16/16	-	9/9	-	-	3/3	-
12) Mr. Payong Srivanich	23/26	40/44	-	-	-	12/13	-	-	-
<u>Resigned Directors during the year</u>									
1) Mr. Vichai Assarasakorn <sup>(6)</sup>	8/8	-	6/6	-	4/4	-	-	1/1	3/3
2) Ms. Jiraphon Kawswat <sup>(7)</sup>	8/8	-	6/6	-	4/4	-	-	1/1	-

Notes: Number in the table refers to the number of attendance/ number of Board Meeting held

- (1) Assumed the positions of Board of Director, Independent Director, Chairman of the Audit Committee, and Member of the Corporate Governance and Sustainability Committee on 4 April 2025.
- (2) Resigned from the positions the Board of Director, Independent Director, Chairman of the Compliance Committee, and Member of Nomination and Remuneration Committee and Assumed the positions of Board of Director, Independent Director, Chairman of the Nomination and Remuneration Committee, Member of the Audit Committee, and Member of Compliance Committee on 26 January 2025.
- (3) Resigned from the office of the Board of Director, Independent Director, Member of the Nomination and Remuneration Committee, Member of the Risk Oversight Committee, and Member of Compliance Committee and Assumed the position of Board of Director, Independent Director, Chairman of the Compliance Committee, Member of the Nomination and Remuneration Committee, and Member of Risk Oversight Committee on 26 January 2025.
- (4) Resigned from the positions of the Board of Director, Independent Director, Chairman of the Nomination and Remuneration Committee, Member of the Audit Committee, and Member of the Risk Oversight Committee, and Assumed the positions of the Board of Director, Member of the Nomination and Remuneration Committee, Member of the Risk Oversight Committee, and Chairman of the Labor Relations Committee on 26 January 2025.
- (5) Assumed the positions of the Board of Director, Independent Director, Member of the Audit Committee, and Member of the Corporate Governance and Sustainability Committee on 4 April 2025.
- (6) Resigned from the positions of the Board of Director, Independent Director, Chairman of the Audit Committee, Member of the Corporate Governance and Sustainability Committee, and Chairman of the Labor Relations Committee due to the completion of the term of office at the Annual General Meeting of Shareholders on 4 April 2025.
- (7) Resigned from the positions of the Board of Director, Independent Director, Member of the Audit Committee, and Member of the Corporate Governance and Sustainability Committee due to the completion of the term of office at the Annual General Meeting of Shareholders on 4 April 2025.

Moreover, the Board of Directors has a policy to oversee the Management in accordance with good corporate governance principles. The policy is to organize a meeting of the Board of Directors without the management at least once a year in order that the Board of Directors can consider and share their opinions concerning their duties and responsibilities. In 2025, there were 3 meetings of the Board of Directors without the management. After each meeting of the Bank's Board of Directors without the presence of the Management, the minutes of the meeting and resolutions are submitted to Chief Executive Officer.

In 2025, the Bank held its 32<sup>nd</sup> Annual General Meeting on 4 April 2025. All 12 Directors of the Bank attended the meeting (100% of the total number of Directors).

#### • Remunerations for Directors

##### Policy on Remunerations for Directors

The Bank structures its policy on fair and reasonable remunerations with the reviewing of the Nomination and Remuneration Committee. The consideration of remuneration must be in line with the Director's responsibilities and the Bank's financial status and overall economic outlook; must be comparable to the remuneration of the peers; and must be following the resolution approved by the shareholders meeting annually. Remuneration for directors, both monetary and non-monetary emuneration, is disclosed in the annual report.

The 32<sup>nd</sup> Annual General Meeting on 4 April 2025, there was a resolution to approve the Directors' remuneration for the year 2025. The directors' remuneration was approved as follows:

Details of Remunerations for Krungthai Bank PCL.'s Directors	Per Person
1. Monthly remuneration (According to the term of office); 1.1 Chairman of the Board of Director 1.2 Member of the Board of Directors	160,000.- Baht/Month 80,000.- Baht/Month
2. Meeting honorarium 2.1 Meeting honorarium for the Board of Directors (Only for directors who attend no more than 20 meetings per year.) - Chairman of the Board of Director - Member of the Board of Directors 2.2 Meeting honorarium for respective committees, the Labor Relations Committee, subcommittee or other committees (for a total of not more than 2 committees and not more than once a month for each committee, Except for the Executive Committee and the Audit Committee, not exceeding 20 meeting/year.) - Chairman of the Committee - Member of the Committee	75,000.- Baht/Month 60,000.- Baht/Month  37,500.- Baht/Month 30,000.- Baht/Month
3. Directors' gratuities are subject to the criteria for paying directors' gratuities. That is, the Bank must have business profits and must pay dividends to shareholders. In this regard, the appropriateness of duties, responsibilities, and workload is considered, including the dividend payment rate, which is comparable to that of listed companies and commercial banks at the same level. The allocation of gratuities is at the discretion of the Board of Directors.	

Until now, the Bank has not offered any other remuneration to directors other than those approved by the Annual General Meeting.

In 2025, the Bank paid directors' remuneration totaling 37,535,333.34 Baht, which included monthly remuneration, meeting honorarium for the Chairman and Directors on the Board of Directors, and meeting honorarium for the Chairman and Directors on the Committees. It is divided into:

1. Remuneration for the Directors in the Board of Directors with a total amount of 27,185,333.34 Baht.
2. Remuneration for the members in the Board of Executive Directors with a total amount of 2,550,000.00 Baht, for the Audit Committee 1,950,000.00 Baht, for the Nomination and Remuneration Committee 1,050,000.00 Baht, for the Corporate Governance and Sustainability Committee 1,800,000.00 Baht, for the Risk Oversight Committee 1,230,000.00 Baht, for the Compliance Committee 1,170,000.00 Baht, for the Independent Director Committee 150,000.00 Baht and for the Labor Relations Committee 450,000.00 Baht. Details of the remunerations are as follows:

Name of Directors	Monetary Remuneration (Baht)								
	Board of Directors	Board of Executive Directors	Audit Committee	Nomination and Remuneration Committee	CG and Sustainability Committee	Risk Oversight Committee	Compliance Committee	Independent Director Committee	Labor Relations Committee
1) Mr. Lavaron Sangsrit	3,420,000.00	-	-	-	-	-	-	-	-
2) Mr. Kralrit Euchukanonchai	2,160,000.00	750,000.00	-	-	-	450,000.00	-	-	-
3) Ms. Phongsaward Neelayodhin <sup>(1)</sup>	1,612,000.00	-	562,500.00	-	270,000.00	-	-	-	-
4) Mr. Teerapong Wongsiwawilas <sup>(2)</sup>	2,160,000.00	-	570,000.00	442,500.00	-	-	37,500.00	-	-
5) Prof. Dr. Kittipong Kittayarak	2,160,000.00	-	-	-	450,000.00	-	360,000.00	-	-
6) General Nimit Suwannarat <sup>(3)</sup>	2,160,000.00	-	-	330,000.00	-	60,000.00	412,500.00	-	-
7) Mr. Virasak Sutanthavibul	2,160,000.00	600,000.00	-	-	-	240,000.00	-	150,000.00	-
8) Mr. Thanwa Loahasiwong <sup>(4)</sup>	2,160,000.00	-	30,000.00	277,500.00	-	150,000.00	-	-	337,500.00
9) Mr. Attapol Attawaradej	2,160,000.00	600,000.00	-	-	360,000.00	-	-	-	-
10) Mr. Pitsai Suraswadi	2,160,000.00	-	-	-	360,000.00	-	360,000.00	-	-
11) Mr. Anan Kaewkumnoed <sup>(5)</sup>	1,612,000.00	-	450,000.00	-	270,000.00	-	-	-	-
12) Mr. Payong Sivanih	2,160,000.00	600,000.00	-	-	-	330,000.00	-	-	-
13) Mr. Vichai Assarasakorn <sup>(6)</sup>	550,666.67	-	187,500.00	-	-	-	-	-	112,500.00
14) Ms. Jiraphon Kawswat <sup>(7)</sup>	550,666.67	-	150,000.00	-	90,000.00	-	-	-	-
Total remuneration of Board of Directors	27,185,333.34	-	1,950,000.00	1,050,000.00	1,800,000.00	1,230,000.00	1,170,000.00	150,000.00	450,000.00
Total remuneration of respective committees									
Total remuneration of the Board of Directors and all Committees						37,535,333.34			

The criteria for paying meeting allowances to the Bank's Board of Directors apply only to directors who attend meetings, with a limit of 20 meetings per year. This includes sub-committees, labor relations committees, panels, or other working groups, with a maximum of 2 groups per director and no more than 12 meetings per year for each group. However, for the Executive Committee and the Audit Committee, the limit is 20 meetings per year. Therefore, if a director serves on more than 2 sub-committees, they will receive meeting allowances for only 2 sub-committees.

Note:

- (1) Assumed the positions of Board of Director, Independent Director, Chairman of the Audit Committee, and Member of the Corporate Governance and Sustainability Committee on 4 April 2025.
- (2) Changed from the positions the Board of Director, Independent Director, Chairman of the Compliance Committee, and Member of Nomination and Remuneration Committee and Assumed the positions of Board of Director, Independent Director, Chairman of the Nomination and Remuneration Committee, Member of the Audit Committee, and Member of Compliance Committee on 26 January 2025.
- (3) Changed from the office of the Board of Director, Independent Director, Member of the Nomination and Remuneration Committee, Member of the Risk Oversight Committee, and Member of Compliance Committee and Assumed the position of Board of Director, Independent Director, Chairman of the Compliance Committee, Member of the Nomination and Remuneration Committee, and Member of Risk Oversight Committee on 26 January 2025.
- (4) Changed from the positions of the Board of Director, Independent Director, Chairman of the Nomination and Remuneration Committee, Member of the Audit Committee, and Member of the Risk Oversight Committee, and Assumed the positions of the Board of Director, Member of the Nomination and Remuneration Committee, Member of the Risk Oversight Committee, and Chairman of the Labor Relations Committee on 26 January 2025.
- (5) Assumed the positions of the Board of Director, Independent Director, Member of the Audit Committee, and Member of the Corporate Governance and Sustainability Committee on 4 April 2025.
- (6) Resigned from the positions of the Board of Director, Independent Director, Chairman of the Audit Committee, Member of the Corporate Governance and Sustainability Committee, and Chairman of the Labor Relations Committee due to the completion of the term of office at the Annual General Meeting of Shareholders on 4 April 2025.
- (7) Resigned from the positions of the Board of Director, Independent Director, Member of the Audit Committee, and Member of the Corporate Governance and Sustainability Committee due to the completion of the term of office at the Annual General Meeting of Shareholders on 4 April 2025.



#### Gratuity Payment of the Directors in 2024

The Board of Directors allocated a total of 84,670,000.00 Baht as gratuity for Directors in 2024. The details are as follows:

Unit : Baht

Name of Directors/Formers Directors *		Gratuity
1) Mr. Lavaron	Sangsnit	9,788,130.13
2) Mr. Krairit	Euchukanonchai	9,298,723.63
3) Ms. Phongsaward	Neelayothin	-
4) Mr. Teerapong	Wongsiwawilas	6,851,691.09
5) Prof. Dr. Kittipong	Kittayarak	6,851,691.09
6) General Nimit	Suwanarat	5,648,232.47
7) Mr. Virasak	Sutanthavibul	6,851,691.09
8) Mr. Thanwa	Laohasiriwong	6,851,691.09
9) Mr. Attapol	Attaworadej	6,814,250.16
10) Mr. Pinsai	Suraswadi	5,648,232.47
11) Mr. Anan	Kaewkumnoed	-
12) Mr. Payong	Srivanich	6,851,691.10
13) Mr. Vichai	Assarasakorn*	7,341,097.60
14) Ms. Jiraphon	Kawswat*	5,872,878.08
Total		84,670,000.00

#### Other Remunerations

None

### 8.1.3 Supervisory of Subsidiaries and Associated Companies

The Bank has the policy to authorize its executives to be directors of its subsidiaries so that the company's operating guidelines are in line with the Bank's objectives and strategies and to coordinate benefits with Bank and other companies in the group, such as jointly releasing products and creating competitive potential, etc. In accordance with the Bank's operating regulations, the Chief Executive Officer and/or the Board of Executive Directors are responsible for considering and approving the appointment of the Bank's executives as directors of the subsidiary company, as well as for considering and approving the exercise of voting rights in the company's shareholders' meeting.

Moreover, the Bank shall supervise the utilization of funds and business operations of the company by reporting on operating results and reporting on the results of the company's risk management submitted to the Risk Oversight Committee or the Board of Executive Directors or other Committee of the Bank as the policy specified. The company has submitted financial information to the Bank for the preparation of consolidated financial statements, and reports on transactions within the group on a monthly basis for regular data validation.

The Bank has made an agreement with other shareholders regarding joint venture management. The number of directors depends on the ratio of shareholding. The number of independent directors is determined by the regulatory authorities of such companies.

### 8.1.4 Monitoring to Ensure Compliance with Corporate Governance Policies and Practices

#### (1) Prevention of conflicts of interest

In 2025, the Bank adopted the Code of Conduct, revised edition, which covers the Bank's operations in various areas, including the roles of directors and executives, service standards, responsibilities towards customers, conflicts of interest, information management, overall governance of personnel and establishments, and monopoly and dispute resolution. The Bank's Code of Conduct is in line with international standards, equivalent to the Banking Industry Code of Conduct. The Bank, in collaboration with other banks, prepared commercial banking business code of conduct guidelines to elevate the standards of business operations to be clear, concrete, and able to be properly implemented. In this regard, the Board of Directors of the Thai Bankers' Association has approved the guidelines, which are effective from 21 May 2020, onwards.

## (2) Use of Insider Information to Seek Benefits

## - Supervision of Employee Securities Trading

The Bank has established regulations for employees' securities trading and investment in the Bank for the employees to adhere to and to prevent employees in the Group and/or related business units from using insider information for benefit of their own and those involved in the securities trading. This is because they take advantage of the opportunity to receive insider information that has not yet been disclosed to the public. In this regard, the Bank requires supervision by the head of the department to ensure that employees in the department comply with the prescribed regulations.

In this regard, if an employee in the business unit that has the opportunity to know insider information wishes to trade in the securities of a listed company, whether trading for oneself or for another related persons, he or she must request approval for trading through the Employee Trading System (ETS). If approved by the head of the department, such employees can trade only once for that approval. The work system will automatically report to the head of the department every time.

The Bank conducts a daily review of employee trading reports that have been reported via the said system to the management and submits a report to the Head of Compliance only for the month in which the transaction occurs.

In 2025, based on the review, there was no employee trading of securities that may have used insider information.

## - Report on securities holdings of Krungthai Bank Plc. to the Board of Directors

The Bank requires directors and executives, specifically Chief Executive Officer, Chief Officer, all Group Heads, advisors, accounting executives, and investment management executives, as well as supervisors in charge of the Accounting department and Equity investment department, to have responsibility in reporting changes in securities holdings of Krungthai Bank Plc shares of their own and those of others with whom they have relationships to the Office of Securities and Exchange Commission. This is to comply with the Notification of the Office of the Securities and Exchange Commission No. Sor Jor. 38/2561 Re: Preparation of Report on Changes to the Securities and Derivatives Holdings of the Director, Executive, Auditor, Plan Preparer, and Plan Administrator. In this regard, the Bank has assigned Sector head of the Compliance and Procedures Sector to report the Krungthai Bank Plc securities holdings of directors and executives to the Board of Directors for acknowledgment on a monthly basis in order to ensure the compliance with good corporate governance.

Table of Bank's Shareholding of the Board of Directors and Top Executives as of 31 December 2024 and 31 December 2025

Name of Directors and Top Executive Officers	Number of Shares							Change from 2024	Proportion (%)
	31 December 2024			31 December 2025					
	Own	Spouse and Child(ren) *	Total	Own	Spouse and Child(ren) *	Total			
The Board of Directors									
1. Mr. Lavaron Sangsnit Chairman of the Board of Directors	-	-	-	-	-	-	-	-	
2. Mr. Krairit Euchukanonchai Vice Chairman	-	-	-	-	-	-	-	-	
3. Mr. Thanwa Laohasiriwong Director	-	-	-	-	-	-	-	-	
4. Prof. Dr. Kittipong Kittayarak Director	-	-	-	-	-	-	-	-	
5. Mr.Teerapong Wongsiwawilas Director	-	-	-	-	-	-	-	-	
6. Mr. Virasak Sutanthavibul Director	-	-	-	-	-	-	-	-	
7. Mr. Attapol Attaworadej Director	-	-	-	-	-	-	-	-	
8. General Nimit Suwannarat Director	-	-	-	-	-	-	-	-	
9. Mr. Pinsai Suraswadi Director	-	-	-	-	-	-	-	-	
10. Ms. Phongsaward Neelayodhin Director (Assumed the position on 4 Apr 25)				-	-	-			
11. Mr. Anan Kaewkumnoed Director (Assumed the position on 4 Apr 25)				-	-	-			

Name of Directors and Top Executive Officers	Number of Shares							
	31 December 2024			31 December 2025			Change from 2024	Proportion (%)
	Own	Spouse and Child(ren) *	Total	Own	Spouse and Child(ren) *	Total		
12. Mr. Payong Srivanich Chief Executive Officer	12,800	3,250 (Spouse)	16,050	12,800	3,250 (Spouse)	16,050	No change	0.00011
Executive Officers as SEC's Definition								
13. Mr. Suratun Kongton Chief Officer	-	-	-	-	-	-	-	-
14. Mr. Ekachai Techawiriyakul Chief Officer	-	-	-	-	-	-	-	-
15. Ms. Saranya Vejaku Chief Officer	-	-	-	-	-	-	-	-
16. Mr.Tawatchai Cheevanon Chief Officer	-	-	-	-	-	-	-	-
17. Mr. Pongsit Chaichutpornasuk Chief Officer	-	-	-	-	-	-	-	-
18. Mr. Panabhand Hankijjakul Chief Officer	-	-	-	-	-	-	-	-
19. Mr. Suripong Tantiyanon Chief Officer	-	-	-	-	-	-	-	-
20. Ms. Kornkanok Fuengfung Chief Officer (Assumed the position on 1 Jul 25)				-	-	-		
Group Head								
21. Ms. Praralee Ratanaprasartporn Group Head	-	-	-	-	-	-	-	-
22. Mr. Werapong Suppasedsak Group Head	-	-	-	-	-	-	-	-
23. Mr. Rawin Boonyanusasna Group Head	-	-	-	-	-	-	-	-
24. Mr. Suppawat Wadhanapatee Group Head	-	-	-	-	-	-	-	-
25. Mr. Kittipat Peantham Group Head	-	-	-	-	-	-	-	-
26. Ms. Suwanna Anantanond Group Head	-	-	-	-	-	-	-	-
27. Mr. Krit Chamapisit Group Head	-	-	-	-	-	-	-	-
28. Mr. Thanakorn Karnjananut Group Head	-	-	-	-	-	-	-	-
29. Ms. Nareerut Ariyaprayoon Group Head	-	-	-	-	-	-	-	-
30. Mr. Phichitsak Siripanjana Group Head	-	-	-	-	-	-	-	-
31. Ms. Prakaidao Damrongpan Group Head	-	-	-	-	-	-	-	-
32. Mr. Kontee Ruenklin Group Head	-	-	-	-	-	-	-	-
33. Ms. Asama Khanchanayanin Group Head	-	-	-	-	-	-	-	-
34. Ms. Varanitch Ujjin Group Head (Assumed the position on 23 Jul 25)				-	-	-		

Name of Directors and Top Executive Officers	Number of Shares							Change from 2024	Proportion (%)
	31 December 2024			31 December 2025					
	Own	Spouse and Child(ren) *	Total	Own	Spouse and Child(ren) *	Total			
35. Mr. Thitiphan Viboonchan Group Head (Assumed the position on 1 Dec 25)				-	-	-			
36. Ms. Ruttaya Tongrut Advisor to the Chief Executive Officer (Assumed the position on 18 Mar 25)				-	-	-			
Change of the Bank’s directors									
1. Mr. Vichai Assarasakorn Director (Resigned on 4 Apr 25)	-	-	-						
2. Ms. Jiraphon Kawswat Director (Resigned on 4 Apr 25)	-	-	-						
Change of Top Executive & Group Head									
1. Mr. Chanchai Sinsuparatn Chief Officer (Retired on 1 Jul 25)	-	-	-						

**Note** \*Minor child

### (3) Anti-Bribery and Anti-Corruption

The Bank's operations are driven by its leadership (tone from the top). The Board of Directors recognizes the importance of combating bribery and corruption and is committed to conducting business with honesty, integrity, fairness, and transparency. It adheres to the principle of rejecting all forms of corruption. Accepting or giving bribes and corruption are illegal and strictly prohibited by the Bank (Zero Tolerance). The Bank aims for its employees to perform their duties with transparency and remain free from corruption. In 2025, the Bank's Board of Directors approved the review of the Anti-Bribery and Corruption Policy to ensure that all employees adhere to a unified anti-corruption approach. Importantly, the Board of Directors oversees, supports, and drives the implementation of this policy while encouraging employees to be vigilant in preventing bribery and corruption, creating a strong ethical culture within the Bank.

Emphasizing the Three Lines of Defense, which consists of:

The First Line of Defense involves all managers and employees working together to monitor and ensure that the organization upholds integrity and ethical standards, with effective processes that create value in operations under ethical principles.

The Second Line of Defense consists of risk management and regulatory compliance units.

The Third Line of Defense includes internal and external audit units. The bank has established a Compliance Committee and an Audit Committee, providing an additional layer of oversight that helps build confidence and rigor.

The bank has established processes to prevent and combat bribery and corruption as follows:

1. Systematic Fraud Risk Management and Assessment
  - Conduct annual fraud risk assessments.
  - Analyze key risk areas, such as risks involving bribery related to government officials.
  - Define control measures for prevention and monitoring to ensure alignment with evolving business contexts and legal requirements.
2. Clear Anti Corruption Policies and Measures
  - Announce and communicate anti corruption policies transparently through the Bank's website and internal channels.
  - Executives at all levels endorse and demonstrate commitment through the Tone from the Top principle.
  - Declare and strictly adhere to the annual No Gift Policy.
3. Employee Training and Awareness Raising
  - Provide continuous training on governance and anti corruption across all employee levels.
  - Communicate important information on transparency and anti corruption through internal communication channels.

#### 4. Whistleblowing Mechanisms and Whistleblower Protection

- Under the Bank's Whistleblowing Policy, clear principles and procedures are established for reporting wrongdoing and protecting whistleblowers.
- Investigate complaints fairly and ensure whistleblower protection in accordance with good governance principles.
- Educate employees on complaint handling processes, grievance channels, and corrective and remediation procedures, both internally and externally.

#### 5. Maintaining certification standards for anti-corruption and transparency:

- The bank has been continuously certified as CAC Certified for the fourth consecutive term, reflecting its commitment to combating corruption.
- Acting as a CAC Change Agent, the bank received the CAC Change Agent Award 2025 to encourage partners to enhance transparency in the supply chain.
- Promoting subsidiaries, such as Krungthai Computer Services Co., Ltd. (KTCS), which will participate in the assessment for CAC Certification in 2025.

#### (4) Whistleblowing

The Bank sets the whistleblowing policy and gives opportunities to stakeholders to report any wrongdoing through various channels. Any misconduct, including corruption, illegality, or violation of the Bank's or regulators' regulations respectively, by directors, executives, staff, employees, or subsidiaries' staff can be reported through the specified channels. In this regard, the name of the whistleblower will be kept confidential and protected during the examination and after the process finishes. The whistleblowing channels are as follows:

- Chairman of the Board of Directors  
E-mail: [whistletruth@krungthai.com](mailto:whistletruth@krungthai.com)
- Whistleblowing Team  
E-mail: [whistle@krungthai.com](mailto:whistle@krungthai.com)
- Post: Whistleblowing Team  
The Office of the Chief Executive Officer  
Krungthai Bank PCL.  
35 Sukhumvit Road, Khlong Toei Nuea,  
Vadhana, Bangkok 10110
- Telephone: 0 2208 4120  
(Monday-Friday, 08.00-17.00 hrs.)
- Fax: 0 2256 8778

In 2025, there were a total of 20 whistleblowing cases that were notified through different channels. They are divided into 8 cases of non-compliance with regulations and guidelines, 4 cases of no action found as whistleblowing, 1 case of fraud, and 7 cases under investigation. In all cases, the Bank proceeded according to the specified process, containing investigating the facts and considering the appropriate punishment of offenders, as well as reporting the results of each case to the relevant committees and using the information received to consider and improve the issues that are at risk correspondingly.

Nevertheless, the Bank executes the Sustainable Krungthai to enhance the Bank's business operations in accordance with the Sustainable Business Principles, comprising Environmental, Social, and Governance (ESG) principles, along with cultivating an organizational culture of zero tolerance. In an effort to develop employees' desirable behaviors, which are Krungthai Core value: "Integrity, Breakthrough, Efficiency, Social and Teamwork" to blend into the business process in a concrete way, the Bank adheres to many principles, comprising the Code of Conduct, the prevention of conflicts of interest, corruption prevention, whistleblowing measures, and the prevention of internal use of insider information, as well as the Three Lines of Defense process in accordance with the principles of good risk management and internal control. Meanwhile, the Bank has developed moral and ethical standards, created good values and a conscience, adhered to a good corporate governance policy, operated with integrity and honesty without violating rules or regulations, and operated business with transparency. Krungthai Bank endeavors to create a good image for the Bank as a financial institution that acquires the public trust in order to drive the Bank to achieve as the role model organization, with international standards. The Bank operates business by taking into account the utmost benefits for all stakeholders. The execution of Sustainable Krungthai Initiative through implementing the 3 principles - Foster, Prevent and Change and "the inside-out blasting" approach, the Bank provides the executives and employees to participate in brainstorming ideas for "a problem to solve, a good deed to do" in order to upgrade our organization's moral and ethics standards. This is to achieve concrete results in terms of Efficiency & Productivity according to the goals in 4 areas: 1) Financial Growth; 2) Stakeholders/Regulators Confidence; 3) Transparent Process; and 4) Employees Satisfaction.

## 8.2 Report on the performance of the Audit Committee in the previous year

The performance of the Audit Committee is shown in Attachment 6. The meetings and attendance of the Directors in the Audit Committee are shown in Section 8.1.2 Meeting Attendance and Remuneration of the Board of Director.



### 8.3 Performance of Other Subcommittees

#### The Board of the Executive Directors

The Board of Executive Directors is formally constituted by a resolution of the Board of Directors. Its primary purpose is to facilitate the Board's role in establishing the requisite rules and guidelines for business operations and various managerial functions. The Board holds a critical function in supervising the Bank's operations to ensure strict adherence to standards of accuracy and efficiency, coupled with a proactive strategy for risk management within the dynamic financial sector. This supervisory mandate is in complete compliance with the principles of sound corporate governance. In addition, a key responsibility of the Board includes the thorough review and rigorous screening of all substantial corporate loan applications.

As of December 31, 2025, the Board of Executive Directors consists of four directors as follows:

1. Mr. Krairit	Euchukanonchai	Chairman of the Board of Executive Directors
2. Mr. Virasak	Sutanthavibul	Executive Director
3. Mr. Attapol	Attaworadej	Executive Director
4. Mr. Payong	Srivanich	Executive Director

The Board of Executive Directors conducted a total of 44 sessions in 2025 to effectively execute its duties, consistent with the scope and responsibilities stipulated in the Charter of the Board of Executive Directors. Regular reports on these activities were subsequently furnished to the Board of Directors. The key highlights of its overall performance and principal achievements are detailed below:

#### Review of the Strategic/Business Plan and Budget

The Board of Executive Directors focused its priority on the comprehensive review of the strategic and business plans, annual budgets, and operational policies pertaining to the financial business group. These plans are formulated through the integrated collaboration of the Bank and its subsidiaries, a process which ensures a cohesive strategy essential for driving growth across the entire banking group. The Board of Executive Directors furthermore conducted a comprehensive assessment of the Bank's financial position and capital management strategy prior to submitting its recommendations to the Board of Directors. This rigorous process is critical for ensuring that the Bank's strategic direction maintains consistent alignment with the evolving global economic trends that significantly influence Thailand's financial environment.

#### Oversight of the Bank's and Its Affiliates' Performance

The Board of Executive Directors prioritizes the continuous monitoring of the Bank's performance against established targets, key indicators, and peer benchmark institutions. This oversight encompasses the regular assessment of the Bank's capital adequacy, reserve funds, and investments in suitable equity or debt instruments. Additionally, the Board tracks the effective execution of Board resolutions, evaluates the performance of affiliated companies, and maintains consistent communication channels with Management to ensure timely and structured reporting.

#### Delegation of Policies and Recommendations to Management

The Board of Executive Directors formally delegated the execution of policy to Management. This delegation was complemented by the provision of constructive recommendations and an emphasis on the necessity of proactive performance to ensure the achievement of the organization's strategic objectives. Some specific instances include:

#### Credit and Debt Restructuring Policy

- Stress the importance of caution and due diligence in all tasks, as well as developing a thorough understanding of customer profiles and consistently monitoring customer data and their respective industry or business sector. The Board mandates that the Bank execute a comprehensive analysis of customer data, including financial statements, submitted documents, and reports. This analysis must further encompass a rigorous evaluation of relationships within business networks, specifically targeting affiliations with key stakeholders who possess actual control or managerial authority. Concurrently, the Bank is further required to maintain continuous surveillance of customer-related intelligence and prevailing industry trends, leveraging both Market Intelligence and Market Information sources. The established Bank policy mandates that credit teams conduct routine site visits and direct customer engagement to acquire comprehensive insight into their business operations. This integrated approach is essential for the timely identification of early warning indicators of potential risks, thereby facilitating the implementation of necessary risk mitigation or management strategies.

- Foster the appropriate guidelines on the robust risk management framework that are aligned with the risk profile of each customer, while ensuring adequate returns from credit facilities. Examples of these critical guidelines include: Credit limits must be established in strict accordance with the actual needs of the customer. The effective and efficient management of unused credit lines is critical to both minimize risk exposure and prevent any undue increase in exposure that could facilitate the misuse of credit facilities. Credit teams are strongly advised to maintain effective communication with customers to ensure full compliance with the Bank's established credit terms and conditions, thereby safeguarding the customers' credit standing. Credit returns must be priced appropriately, relative to the level of risk assumed, to generate sustainable returns for shareholders.

- Emphasis on the cultivation of strong business relationships and the proactive encouragement of customers to designate the Bank's accounts as their Main Operating Account (MOA). This strategy places a priority on cultivating business relationships with loan customers, rather than engaging in price-based competition, thereby positioning the Bank as their preferred financial institution. The active promotion of Bank account utilization as the Main Operating Account (MOA); particularly among the loan portfolio, allows the Bank to acquire comprehensive insight into the customer's operational cash flow and underlying business processes. This acquired insight is instrumental in enabling the Bank to provide highly tailored financial solutions, which consequently drives revenue growth and fosters sustainable, mutual success for both the Bank and its customers.

- Environmental, Social and Governance (ESG) Policy, Market Conduct Policy, and Responsible Lending Policy: The Bank is committed to the full integration of Environmental, Social, and Governance (ESG) considerations into all operational aspects. This specifically entails a commitment to extending credit to businesses that obviously contribute to the mitigation of negative environmental impacts. Critical emphasis is also placed on maintaining stringent Market Conduct, ensuring equitable treatment of customers and stakeholders, and rigorously adhering to Responsible Lending practices as prescribed by the Bank of Thailand's regulations. The primary focus remains on cultivating a strong and sustainable loan portfolio, which is achieved by embedding a comprehensive sustainability strategy to secure the Bank's long-term profitability.

- **NPL Resolution:** Prioritize the comprehensive and sustainable resolution of Non-Performing Loans (NPLs) through efficient debt restructuring, robust recovery, and proactive preventive measures. Synchronously, credit processes must be strengthened to ensure heightened prudence and consistent alignment with prevailing economic conditions. Furthermore, appropriate support is to be extended to customers who have demonstrated business integrity but face market and environmental challenges, enabling them to overcome difficulties and sustain operational continuity.

- **NPA Asset Sales and Bidding Process Policy:** Promote and support the efficient divestiture of NPA, while emphasizing that the responsible units must exercise due prudence in assessing any limitations or obstacles that may potentially diminish the Bank's asset value or reduce the opportunity for sale. Where such limitations or obstacles are within the Bank's capacity to resolve, they must be fully addressed and eliminated prior to offering the NPA for sale or initiating a competitive bidding process, in order to ensure that the Bank realizes an appropriate return from the NPA divestiture.

#### Organizational Management

- **Establish a collaborative work culture and inter-departmental synergy across all business units to eliminate operational silos.** This necessitates a robust communication mechanism for the dissemination of all advantageous information and critical incident reports, ensuring all relevant stakeholders are fully apprised and promoting mutual cooperation. The framework must emphasize knowledge sharing for a complete information flow loop, coupled with developing a clear understanding of error causes to define preventive guidelines, mitigate the 'Fear' of action or inaction, and reduce misunderstandings. Prioritizing cross-functional collaboration will drive the adoption of the appropriate Agile Culture and Risk Cultures, thereby coordinating and instilling the consciousness of 'ONE Krungthai' to support the Bank's sustainable operations.

- **Enforce the Zero Tolerance for Non-Compliance and Fraud Policy** to embed a culture of integrity and transparency in operational practices among employees. Ensure that all employees are fully aware of, understand, and rigorously follow policies, procedures, and disciplinary guidelines. Implement and maintain comprehensive monitoring and prevention systems to actively combat all forms of corruption and fraudulent activities, thereby ensuring full auditability. The Bank must uphold the highest standards of transparency, integrity, and fairness in all operational practices, which is essential for enhancing its credibility. Besides, the Three Lines of Defense system must be rigorously strengthened to proactively identify, assess, and mitigate all categories of risk including credit, operational, reputational, and cyber risks a framework fundamental to fostering public trust and confidence among all stakeholders.

- **Encourage the systematic collection of organizational knowledge and sharing of lessons learned** from operational incidents. Stimulate the incorporation of case studies derived from operational experience and lessons learned to develop impactful training programs, thereby enhancing employee awareness and preventing future recurrences. To ensure effective dissemination across all Bank personnel, training is delivered through formal lectures, video content, and other engaging methodologies. This comprehensive approach guarantees that employees are well-informed, educated, and equipped with the requisite knowledge to elevate their work performance. Consequently, this leads to the establishment of clear risk prevention strategies, the refinement of core work processes, and the enhancement of overall operational efficiency.

- **Develop employee potential** through structured upskilling and reskilling initiatives to maintain alignment with the evolving operational landscape. This critical investment fosters greater employee agility, flexibility, and adaptability in the face of disruption, thereby facilitating effective competitive positioning and sustainable organizational growth.

- **Elevate employee awareness concerning the critical importance of personal asset risk management.** This focus is necessitated by the escalating frequency and severity of natural disasters nationwide, which can result in significant property losses. Additionally, the continuously rising cost of living may impose further financial liabilities on employees. In consequence, the Board of Executive Directors formally encourages employees to secure property insurance as a proactive measure to mitigate potential financial impacts arising from unforeseen events or natural disasters. This initiative is an extension of, and complements, the comprehensive assistance measures the Bank currently provides to employees affected by flooding, which include: financial support for home repairs, temporary accommodation allowances, interest-free welfare loans for housing repairs, principal and interest debt repayment moratoriums, and other welfare loan programs.

#### Innovation and Digital Solutions

- **Utilize technology and information technology (IT) systems as the core mechanism for business enablement, concurrently escalating preparedness against cyber threats.** This strategic imperative includes supporting and emphasizing the implementation of strict and rigorous cybersecurity measures and ensuring comprehensive readiness to address all potential situations. To achieve this, a clear governance and risk management framework must be established across personnel, processes, and tools to effectively mitigate adverse impacts on both customers and the Bank's reputation.

- **Leverage Digital and Data to Drive Organizational Efficiency** by deploying modern systems and sophisticated technologies, including the strategic integration of Artificial Intelligence (AI), to enhance management capabilities across all dimensions. The primary objective is to significantly elevate the Bank's operational efficacy via the implementation of Process Digitalization and the incorporation of Robotic Process Automation (RPA) systems. This comprehensive transformation is designed to achieve benefits such as accelerating work processes to enhance both speed and accuracy; reducing operational costs and minimizing redundancy; minimizing errors and instances of operational failure; and improving the efficiency and thoroughness of operational auditing and review.



(Mr. Krairit Euchukanonchai)

Chairman of the Board of Executive Directors

### Report of the Independent Directors Committee

The Bank's Board of Directors recognizes and places great importance on the roles and responsibilities of Independent Directors, as a fundamental pillar of good corporate governance. Independent Directors play an essential role in strengthening oversight, supervision, and the system of checks and balances among the Board, management, and stakeholders, ensuring that the Bank's operations are carried out transparently, prudently, and with a focus on the organization's long-term interests. As of December 31, 2025, the Bank's Board of Directors comprised 12 Directors, consisting of one Executive Director and 11 Non-Executive Directors. Of the Non-Executive Directors, five were Independent Directors, representing 41.66% of the total Board membership. This composition exceeded the requirements of the Securities and Exchange Commission (SEC), which stipulate that at least one-third of the Board and a minimum of three Directors must be Independent Directors, and was also in line with the recommended practices of the Thai Institute of Directors (IOD). All Independent Directors perform their duties independently from the Management and have no business relationships or other interests that could impair the exercise of objective judgment. They are able to freely express opinions, provide observations, or present dissenting views at meetings of the Bank's Board of Directors, with the primary objective of safeguarding the rights and interests of shareholders and all stakeholder groups on an equitable basis, while overseeing that the Bank's operations are conducted in compliance with applicable laws, ethical standards, and principles of good corporate governance. In order to enhance the role and effectiveness of the Independent Directors, the Bank's Board of Directors has structured the Independent Directors' operations as a formal committee, in the same manner as the Bank's other Committees. One Independent Director has been appointed to serve as Chairman of the Independent Directors Committee. In addition, the Charter of the Independent Directors Committee has been established, clearly defining the qualifications, term of office, and roles and responsibilities of the Committee. Independent Directors, in their capacity as Board members, engage in the preliminary review of agenda items preceding Board meetings and retain the authority to independently present observations or formal recommendations to the Chairman of the Board concerning matters deemed critical or those necessitating the Board's attention, even if such matters have been omitted from the formal agenda. This mechanism is specifically designed to reinforce the integrity of the Board's decision-making process, thereby ensuring that deliberations are conducted with the requisite due care and comprehensive consideration.

The Independent Directors Committee emphasizes the critical importance of transparent disclosure and effective communication regarding its oversight function to shareholders. In alignment with this commitment, the Bank has consistently prepared and formally disclosed the Report of the Independent Directors Committee as an integral component of its Annual Report since 2018. The scope of its responsibilities is in full conformity with the Corporate Governance (CG) Code and the established guidelines of the Thai Institute of Directors (IOD), and is structured around the following essential domains:

- Safeguarding shareholders' rights and ensuring equitable treatment of all shareholders, particularly minority shareholders;
- Providing advice and recommendations to Management to ensure a balanced approach across all areas, including management, internal control systems, compliance with applicable laws and regulations, and adherence to principles of good corporate governance;
- Reviewing complaints or issues that may affect the independence, appropriateness, or exercise of authority of the Management or Directors, including matters where business priorities may undermine effective governance or internal control;
- Overseeing the Bank's activities to guarantee comprehensive consideration of all parties concerned.

Furthermore, the Independent Directors Committee provides the email address: [share.holder@krungthai.com](mailto:share.holder@krungthai.com), as a direct channel for shareholders to offer feedback or address concerns regarding their rights, with the address announced in the invitation letter for the Annual General Meeting.

### Members of the Independent Directors Committee

As of December 31, 2025, the members of the Independent Directors Committee are as follows:

1) Mr. Virasak	Sutanthavibul	Chairman
2) Ms. Phongsaward <sup>(1)</sup>	Neelayodhin	Independent Director
3) Mr. Teerapong	Wongsiwawilas	Independent Director
4) Mr. Anan <sup>(2)</sup>	Kaewkumnoed	Independent Director
5) Gen. Nimit	Suwannarat	Independent Director
Mr. Pongsit	Chaichutpornasuk	Secretary
Miss Sujeeapa	Kongsamut	Assistant Secretary

Notes: <sup>(1)</sup> Effective from April 4, 2025, in accordance with the resolution of the 32<sup>nd</sup> Annual General Meeting of Shareholders (2025).

<sup>(2)</sup> Effective from April 4, 2025, in accordance with the resolution of the 32<sup>nd</sup> Annual General Meeting of Shareholders (2025).

### Meetings of the Independent Directors Committee

In 2025, the Independent Directors Committee held a total of 4 meetings. Details of each Independent Director's meeting attendance are as follows:

Independent Directors		Number of Meetings	Number of Meeting Attendances
1. Mr. Virasak	Sutanthavibul	4	4
2. Ms. Phongsaward	Neelayodhin	3	3
3. Mr. Teerapong	Wongsiwawilas	4	4
4. Mr. Anan	Kaewkumnoed	3	3
5. Gen. Nimit	Suwannarat	4	4

The meeting results were reported to the Bank's Board of Directors quarterly. Following each Independent Directors Committee meeting, the report and resolutions were submitted to the Chief Executive Officer to ensure effective communication and oversight.

### Key Operational Highlights

The key operations, observations, and recommendations of the Independent Directors Committee are summarized below:

- Received and acknowledged the results of the shareholder satisfaction survey from the 32nd Annual General Meeting of Shareholders (2025), offering guidelines for improving the Bank's operational processes while appropriately considering the shared interests of all stakeholder groups.
- Provided recommendations regarding the governance and management of subsidiaries, emphasizing the necessity of appropriate structures, clear processes, diligent monitoring, and consistent performance reporting to ensure the effective protection of the Bank's shareholders' interests.
- Consolidated and deliberated on significant observations, recommendations, and key policies arising from duties in other sub-committees through structured discussions at meetings of the Independent Directors, with such matters included as agenda items.
- Fostered a comprehensive knowledge and understanding of the Bank's operations among Independent Directors, thereby ensuring their capacity to effectively integrate all dimensions of the Bank's activities and efficiently support the Board of Directors in the execution of their roles and responsibilities. To achieve this, one effective and immediately actionable approach is for each Independent Director to attend and observe the meetings of the various sub-committees, which will enhance their operational understanding and yield significant benefits for the Independent Directors Committee.
- Determined the advance meeting schedule for the Independent Directors Committee for the year 2026, with quarterly meetings set for the fourth Wednesday of March, June, September, and December. Should urgent or special matters falling within the Committee's scope of responsibilities arise, supplementary meetings may be convened outside of the regular schedule. Additionally, any necessary adjustments to the established schedule will be discussed as appropriate and communicated to all Independent Director on a case-by-case basis.
- Nominated Independent Directors who remain in office to serve as shareholder proxies. For the 33rd Annual General Meeting of Shareholders (2026), it is deemed appropriate to propose the names and details of four Independent Directors Ms. Phongsaward Neelayodhin, Mr. Teerapong Wongsiwawilas, Mr. Anan Kaewkumnoed, and General Nimit Suwannarat to act as shareholder proxies.
- Completed the performance evaluation of the Independent Directors for 2025, which comprised a collective assessment of the Committee as a whole and individual self-assessments. The aggregate results of both evaluations for 2025 were classified under the 'Excellent Efficiency' category and presented to the Bank's Board of Directors for acknowledgment.



(Mr. Virasak Sutanthavibul)  
Chairman of the Independent Directors Committee

### Report of the Corporate Governance and Sustainability Committee for the Year 2025

Krungthai Bank acknowledges the importance of good corporate governance (CG) and responsible business practices in achieving sustainability and fulfilling its vision, "Growing Together for Sustainability." The Bank's Board of Directors has appointed the Corporate Governance and Sustainability Committee to establish guidelines and oversee performance in these areas. As of December 31, 2025, the Corporate Governance and Sustainability Committee comprised five non-executive directors: Prof. Dr. Kittipong Kittayarak (Chairman of the Corporate Governance and Sustainability Committee), Mr. Attapol Attaworadej (Director), Mr. Pinsai Suraswadi (Director), Ms. Phongsaward Neelayodhin (Director), and Mr. Anan Kaewkumnoed (Director). Details of the Committee's performance are outlined in this Report of the Corporate Governance and Sustainability Committee for the Year 2025, which is included in this Form 56-1 One Report. In 2025, the Committee held 13 meetings to set strategic directions and monitor the progress of the Bank's corporate governance and sustainability initiatives.

#### Key Corporate Governance and Sustainability Initiatives in 2025

1. **Sustainable Finance:** The Bank has established Sustainable Lending Guidelines that incorporate the assessment of Environmental, Social, and Governance (ESG) risks as an integral part of the credit approval process. ESG considerations, including respect for human rights, are embedded across the Bank's business operations and cover a broad range of financial activities. Furthermore, the Bank has developed an internationally certified Green Financing Framework to serve as a foundation for the development and launch of green financial products, such as green loans and green deposits, in alignment with both national and international sustainable banking practices. These efforts aim to systematically drive the transition toward a low-carbon economy, sustainably improve the quality of life of the Thai population, and strengthen the Bank's role as a key pillar of the Thai economic system in the long term.

In addition to supporting the transition to a low-carbon society, the Bank has taken a comprehensive approach to advancing its net-zero greenhouse gas emissions targets through its Pathway to Net Zero. These efforts include increasing the proportion of renewable energy usage, improving energy efficiency, adopting electric vehicles, and collaborating with partners to drive the Bank's net-zero greenhouse gas emissions goals.

2. **Financial Literacy Promotion:** The Bank is committed to enhancing financial knowledge and discipline among the public to improve quality of life, reduce economic inequality, and strengthen the long-term stability of the financial system. This is achieved through financial education on savings, spending, debt management, and appropriate investment, delivered through both digital platforms and on-the-ground activities, with content tailored to specific target groups. Key initiatives include financial literacy programs in collaboration with the Ministry of Finance, the "Krungthai Loves Smart University" program, and financial discipline development programs for community enterprises under the "People-Product-Market Model." These initiatives aim to build financial resilience among vulnerable groups, youth, and community entrepreneurs. Such efforts support inclusive economic growth and contribute to reducing the risk of non-performing loans.

3. **Sustainable Krungthai:** Sustainable Krungthai is a structured approach to driving good governance from within the organization to all stakeholders, with the objective of creating long-term sustainability. The Bank conducts its business in accordance with the principles of good corporate governance, promoting integrity, transparency, accountability, and respect for human rights. This is achieved through the integration of governance, risk management, and ESG principles into business operations, together with comprehensive risk management under the Three Lines of Defense framework, thereby supporting stable and sustainable long-term growth.



In 2025, the Bank strengthened its organizational culture and enhanced employee capabilities by adopting an “inside-out” approach through sustainability plans; Wolf Hack, a program designed to develop leadership and foster innovation; and Compliance Champion, a program led by the Legal Compliance & Financial Crime Cluster aimed at building a network of role-model employees and promoting a strong compliance culture. In addition, the Bank supported continuous learning and employee development through the ONE Krungthai Application and the Krungthai Happy Money program, enhancing employee engagement and employee experience. These initiatives reflected employees’ confidence in the organization and the Bank’s commitment to fostering a positive working environment, leading to recognition as one of Thailand’s “Best Places to Work.”

At the same time, the Bank encouraged its business partners, subsidiaries, and affiliates to join the Thai Private Sector Collective Action Against Corruption (CAC), resulting in a total of ten participating companies and the establishment of a clean supply chain. As a result, the Bank became the first bank to be elevated to CAC Change Agent status and received the CAC Change Agent Award 2025. This recognition underscored the Bank’s leadership role in corporate governance within Thailand’s business sector.

**4. Krungthai Go Local, Grow Local:** Krungthai Bank has identified the enhancement of quality of life, the reduction of inequality, and the narrowing of social gaps as key organizational priorities. Accordingly, the Bank implements the “Krungthai Go Local, Grow Local” project as a mechanism to drive sustainable community and social development. The program focuses on promoting income-generating occupations, environmental development, and strengthening financial knowledge and skills among community members. The Bank operates under the Creating Shared Value (CSV) concept, adopting a holistic, area-based community development approach. This framework aims to strengthen grassroots economic resilience, enhance communities’ self-reliance capabilities, and support stable and sustainable national development over the long term.

As a result of the Bank’s continued commitment to good corporate governance and responsible, sustainable operations in collaboration with stakeholders, the Bank received a total of 19 international and national sustainability awards and recognitions in 2025.



(Prof. Dr. Kittipong Kittayarak)  
Chairman of the Corporate Governance  
and Sustainability Committee

### Report of the Nomination and Remuneration Committee 2025

The Bank's Board of Directors has established the Nomination and Remuneration Committee, comprising no fewer than three members, all of whom are Independent Directors or Non-Executive Directors. The Chairman of the Committee must be an Independent Director. The current Committee comprises three members of the Board of Directors and is mandated to support and enhance the effectiveness of the Board's operations. Mr. Teerapong Wongsawilas, an Independent Director, serves as Chairman of the Nomination and Remuneration Committee, while Mr. Thanwa Laohasiriwong, a Director of the Bank, and Gen. Nimit Suwannarat, an Independent Director, serve as members of the Committee.

In 2025, the Nomination and Remuneration Committee convened a total of 13 meetings. All Committee members in office during the relevant period attended every meeting. The details are as follows:

Name-Surname	Position	Meeting Attendance
Mr. Teerapong Wongsawilas*	Chairman of the Nomination and Remuneration Committee/ Independent Director	13/13
Mr. Thanwa Laohasiriwong**	Member of the Nomination and Remuneration Committee	13/13
Gen. Nimit Suwannarat	Member of the Nomination and Remuneration Committee/ Independent Director	13/13

\* Mr. Teerapong Wongsawilas has served as Chairman of the Nomination and Remuneration Committee since January 26, 2025.

\*\* Mr. Thanwa Laohasiriwong served as Chairman of the Nomination and Remuneration Committee from December 23, 2020 to January 25, 2025.

The Nomination and Remuneration Committee has diligently performed its duties in full adherence to its Charter, exercising caution, prudence, and transparency while prioritizing the best interests of the Bank and its stakeholders. The Committee has thoroughly reviewed, analyzed, and provided recommendations on significant matters prior to presenting them to the Bank's Board of Directors. The key highlights of its performance are as follows:

1. Reviewed and determined policies, criteria and procedures regarding the nomination of the Directors, Chief Executive Officer, Top Executives and Management Authorities of the Bank by adhering to the principles of good corporate governance and aiming to create long-term value for the organization. The objective is to establish a comprehensive guideline for recruiting candidates with the requisite qualifications, ensuring they do not possess any prohibited characteristics as defined by the regulatory authorities, and that their selection aligns with the Bank's vision and business strategy.
2. Considered the nomination and proposed qualified individuals for appointment as Bank Directors in accordance with applicable legal procedures and good corporate governance principles. Candidates were considered from various sources, including the Director Pool database, and were required to possess appropriate qualifications in compliance with relevant laws, regulations, the Bank's articles of association, the Bank's corporate governance principles, and the Charter of the Board of Directors. The Committee aims to appoint individuals with the requisite knowledge and expertise in line with the prescribed Skill Matrix, in alignment with the Bank's mission and strategic directions, both present and future, including the Bank's sustainable development objectives. In this regard, due consideration is given to the appropriate size, composition, and diversity of the Board, encompassing gender, religion, culture, nationality, ethnicity, age, educational background, experience, professional background, skills, knowledge, and other relevant differences in accordance with legal requirements and the prevailing social context. This approach helps ensure Board diversity, encourages a variety of perspectives and constructive opinions, benefits all stakeholders, and supports the Bank's sustainable growth.
3. Considered and nominated the Bank's Directors to hold positions in Sub-Committees based on their qualifications as outlined in the Charter of each respective Sub-Committee. This directorship appointment is intended to strengthen the Board of Directors' performance in executing their duties and responsibilities. It also aims to enhance their capacity to oversee and monitor operations comprehensively, ensuring alignment with established policies, strategies, and principles of good governance.

4. Considered the recruitment and nomination of individuals for appointment or rotation to the positions of Top Executives and Management Authorities of the Bank. Candidates are evaluated based on their relevant knowledge, educational background, expertise, leadership experience, and suitability for the specific role. The Committee will prioritize candidates who exhibit strong decision-making abilities, possess a strategic vision aligned with the Bank's objectives, and demonstrate a commitment to the Bank's success. Furthermore, the Committee actively promotes the rotation of Executives across different Groups to foster diverse experience and expertise. This initiative aims to cultivate individual potential, refine skill sets, and foster self-development through exposure to diverse experiences and operational fields. This ultimately enhances the Bank's overall business performance and promotes efficient management practices. Following the selection process, the Committee presented the qualified candidates to the Board of Directors for approval and sought necessary approvals from relevant regulatory agencies.

5. Established the criteria and assessed the remuneration of the Bank's Directors and Sub-Committee Directors in accordance with applicable rules and regulations. The proposal was then presented to the Board of Directors and shareholders for approval at the Annual Ordinary General Meeting. The remuneration of Directors shall be commensurate with their assigned duties and responsibilities, the Bank's performance, overall economic conditions, and in accordance with the regulations and requirements set by regulatory agencies, as well as the principles of good corporate governance. The Committee shall also consider the remuneration criteria for Directors of the Bank's subsidiaries, ensuring alignment with the Bank's policy on Directors' remuneration and appropriateness in relation to the duties and responsibilities assigned.

6. Established criteria and conducted a review of the remuneration for the Chief Executive Officer, Top Executives, and Management Authorities within the Bank, before presenting the recommendations to the Board of Directors for approval. The review took into account the alignment of their duties and responsibilities with the Bank's objectives, performance outcomes, overall results, prevailing economic conditions, and the remuneration practices of peer banks. Additionally, it ensured adherence to the principles of good corporate governance.

7. Considered various relevant matters and provided recommendations to establish guidelines for enhancing the efficiency of the Bank's human resources management and ensuring its alignment with the evolving business environment.

In addition, the Bank has provided transparent disclosure of the policies and details related to the recruitment process, the remuneration policy, all forms of compensation, and has included a remuneration report in the Bank's Annual Report.



(Mr. Teerapong Wongsawilas)  
Chairman of the Nomination and Remuneration Committee

### Report of the Risk Oversight Committee

The Risk Oversight Committee consists of five members, comprising four Bank Directors and the Chief Executive Officer, with the Chief Risk Officer serving as the Committee Secretary.

The Risk Oversight Committee carries out its duties in accordance with the responsibilities set forth in the Risk Oversight Committee Charter, as delegated by the Board of Directors. Throughout 2025, the Committee convened 12 meetings and provided performance reports to the Board of Directors on a quarterly basis.

The Risk Oversight Committee emphasizes the importance of supervision in alignment with guidelines established by regulatory bodies and international best practices, including the COSO Framework. This involves managing the Bank's overall risk levels to remain within acceptable thresholds and ensuring that capital fund is maintained at a level appropriate to support business operations under both normal conditions and stress events. A summary of the key highlights is presented as follows:

1. Review the risk management policies to ensure comprehensive coverage of all key risk categories, including strategic risk, credit risk, market risk, liquidity risk, operational risk, compliance risk, reputation risk, IT risk, cyber risk and other significant risks, such as those associated with the Personal Data Protection Act (PDPA) and Market Conduct. This includes the financial business group's consolidated risk management and risk oversight policies, supported by effective controls, monitoring, and risk assessments, to ensure that risks are managed efficiently and maintained at acceptable levels, and that such policies remain current and in compliance with the Bank of Thailand's regulations and international best practices.
2. Establish the enterprise risk management framework, which comprises key risk indicators, risk appetite, and risk tolerance. The Committee has mandated the development and regular reporting of a risk management dashboard, ensuring alignment with the Bank's strategic objectives and compliance with Basel standards.
3. Oversee and ensure compliance with all established risk management policies, including those related to corrective actions. This involves the continuous monitoring of all risk reports and the closely monitoring risks arising from economic, financial, and banking conditions, competition, and the official regulatory changes. Furthermore, conduct stress tests to evaluate the potential impact on the Bank's stability.
4. Monitor and provide strategic guidance to drive the Bank toward Sustainable Banking under the ESG Framework, with an emphasis on achieving the Net Zero Pathway to reduce carbon emissions from the Bank's own operations (Scopes 1 and 2) and financed emissions (Scope 3), through the implementation of a transition plan aligned with the Bank of Thailand's environmental and climate change policies and supervisory expectations.
5. Offer recommendations to improve the credit process by optimizing approval authorities and implementing robust checks and balances. In addition, the Committee advises on strategies to strengthen credit portfolio management, focusing on risk mitigation and NPL reduction while ensuring continuous oversight of the Bank's credit and NPL portfolios.
6. Monitor and actively support the development and ongoing enhancement of credit tools and models, such as credit risk rating models, credit scoring models, and expected credit loss (ECL) models.
7. Scrutinize strategic plans and key initiatives across all departments, providing feedback to ensure a comprehensive risk assessment is integrated into aspects of these plan.
8. Review the KTB Digital Roadmap for 2025 to ensure alignment with the Bank's strategic and business plans, with due consideration given to the enhancement of business capabilities and the development of IT infrastructure to enable continuous advancement and effectively respond to evolving customer needs. Leverage appropriate technologies to strengthen competitiveness and drive expansion into new business areas, particularly digital platforms. Invest in and develop strong cybersecurity systems to counter emerging threats, while also incorporating AI technology for internal operations.
9. Prioritize oversight of information technology (IT) risks to ensure compliance with the Bank of Thailand's (BOT) core principles of Confidentiality, Integrity, and Availability. These principles are embedded in the Bank's internal policies to safeguard system and data security, ensure the accuracy and reliability of systems and information, and maintain uninterrupted customer services through effective system monitoring and controls.

10. Oversee and monitor implementation to ensure full and timely compliance with directives, observations, and assessments issued by the Bank of Thailand (BOT), the Anti-Money Laundering Office (AMLO), the Securities and Exchange Commission (SEC), and the National Cyber Security Agency (NCSA), with clear action plans and defined timelines.
11. Provide guidance and oversee the execution of the Bank's Business Continuity Plan (BCP), in response to the March 2025 earthquake, the Thai-Cambodian border conflict, and the flooding situation in Southern Thailand.
12. Continuously monitor risk management plans in response to significant external events to ensure that the Bank's operations remain normal and uninterrupted. This includes assessing global economic developments that may impact the Bank, such as K-shaped economic recovery and growth, declining interest rates, and geopolitical risks that may lead to deglobalization, in order to maintain the Bank's risk profile within acceptable levels. The details are as follows:
  - 12.1 Assess the Bank's financial position and capital adequacy in light of the aforementioned factors, and develop and implement strategic plans to ensure effective capital management and the maintenance of capital at appropriate levels.
  - 12.2 Monitor the government measures and policies related to public assistance schemes. This proactive approach will enable the development of effective customer support measures that align with and complement government initiatives.
  - 12.3 Monitor and provide recommendations on customer segmentation based on their business performance and debt repayment capacity to support risk monitoring and facilitate data-driven management of the Bank's credit portfolio, capital, and financial statements.



(Mr. Krairit Euchukanonchai)  
Chairman of the Risk Oversight Committee



## Report of the Compliance Committee 2025

The Bank's Compliance Committee is constituted by four (4) Directors, specifically two (2) Independent Directors General Nimit Suwannarat, who serves as the Committee Chairman, and Mr. Teerapong Wongsiwawilas along with two (2) other Directors, Prof. (Emeritus) Dr. Kittipong Kittayarak and Mr. Pinsai Suraswadi. The Committee Secretariat is held by the Chief Legal Compliance & Financial Crime Officer as Secretary, with the Head of Compliance Sector serving as the Assistant Secretary.

The Compliance Committee fulfills its duties in accordance with the scope of responsibilities specified in the Compliance Committee Charter, as approved by the Board of Directors. In 2025, the Compliance Committee held a total of 12 meetings and reported its operational performance to the Board of Directors on a quarterly basis. The key accomplishments are summarized as follows:

### 1. Oversight of the Bank's Regulatory Compliance

#### 1.1 Policies

##### (1) Review the Anti-Money Laundering and Counter-Terrorism and Proliferation Financing Policy and Sanctions Compliance Risk Management Policy for 2025

The Committee assessed the policy content to confirm its suitability and full compliance with all pertinent legal and regulatory requirements, specifically integrating and aligning with the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing Act and all applicable regulations set forth by the Bank of Thailand. Subsequent revisions were implemented to ensure the content fully accords with the Joint Policy Statement on Sanctions Compliance Risk Management issued by the Bank of Thailand and the Anti-Money Laundering Office, as well as the Industry Standard on Sanctions Compliance Risk Management Guidelines of the Thai Bankers' Association. The Committee formally advised that Management place a high priority on enhancing the capabilities of relevant teams and ensuring the policy's effective, practical implementation. The proposal was approved by the Committee for submission and was subsequently authorized by the Board of Directors.

##### (2) Review the Responsible Lending Policy

The Committee reviewed the policy content to ensure its compliance with the Bank of Thailand Notification No. 3/2568 Re: Regulations on Responsible Lending. The Committee further issued recommendations to establish a tracking mechanism to ensure operational adherence to the established Responsible Lending Policy for 2025 and to monitor compliance with the said BOT notification across companies within the Bank's financial business group. The Committee approved the proposal for submission to the Board of Directors, which subsequently granted its authorization.

##### (3) Review the Compliance Policy, Compliance Committee Charter, and Compliance Unit Charter

The Committee formally reviewed the suitability of the policy and charters content to serve as a framework for relevant operations, ensuring alignment with the Bank of Thailand Notification No. SorNorSor. 5/2566 Re: Compliance of Financial Institutions and Financial Business Groups, and adherence to the Basel Committee on Banking Supervision guidelines on Compliance and the Compliance Function in Banks. The Committee, exercising the authority delegated by the Bank's Board of Directors, approved the reviewed Compliance Policy. In addition, the Committee approved the reviewed Compliance Committee Charter and Compliance Unit Charter for submission, which the Board of Directors subsequently authorized.

##### (4) Review the Anti-Bribery and Corruption Policy and the Bank's Code of Conduct for 2025

The Committee reviewed the revised Anti-Bribery and Corruption Policy for 2025 to ensure the appropriateness of its overall policy oversight, its strategic alignment with the Bank's business operations, and to drive concrete implementation in full compliance with all relevant legal requirements.

In addition, the Committee considered the reviewed Code of Conduct for 2025, ensuring its relevance and maintaining the necessary alignment between the Bank's policy oversight and its operations.

The Committee approved and submitted the Anti-Bribery and Corruption Policy and the Bank's Code of Conduct for 2025 to the Board of Directors, which has since approved both documents.

##### (5) Review the Foreign Account Tax Compliance Act (FATCA) Compliance Policy for 2025

The Committee assessed the FATCA Compliance Policy for 2025 review to ensure its content and oversight are appropriate and aligned with the Bank's business operations. This includes mandating concrete policy implementation to comply with FATCA legal requirements. The review also confirms alignment with the Anti-Money Laundering and Counter-Terrorism and Proliferation Financing Policy and the Bank's elevated Sanctions Compliance Risk Management oversight.

The Committee approved the proposal for submission to the Board of Directors for consideration and approval. The Board of Directors has subsequently granted its approval.

**(6) Review the Common Reporting Standard (CRS) Compliance Policy for 2025**

The Committee considered the appropriateness of the content in the review of the Common Reporting Standard Compliance Policy to ensure that policy oversight is appropriate and aligns with the Bank's business operations, including driving concrete implementation. This action is necessary to ensure compliance with CRS standard requirements and maintain consistency with both the Anti-Money Laundering and Counter-Terrorism and Proliferation Financing (AML/CTPF) Policy and the Bank's recently elevated Sanctions Compliance Risk Management oversight.

The Committee approved the proposal for submission to the Board of Directors for consideration and approval. The Board of Directors has subsequently granted its approval.

**1.2 Consideration, Review, and Monitoring**

**(1) Consider the Annual Compliance Report for 2025**

The Committee considered the content and approved the Annual Compliance Report for 2025 prior to submission to the Bank of Thailand, the Securities and Exchange Commission, and the Thai Bond Market Association.

**(2) Review and Monitor the Implementation of the Compliance Program for 2025**

The Committee continuously reviewed reports and monitored the implementation of the Compliance Program for 2025 to track progress and execute necessary revisions, improvements, or supplements. This process ensured the Program's alignment with prevailing compliance risks associated with transactions and any significant regulatory updates. Furthermore, the Committee provided recommendations to improve implementation effectiveness across the (1) Preventive Program (Regulatory Change Management, Advisory, Communication, Training) and (2) Compliance Monitoring & Testing, which were subject to regular quarterly reporting.

**(3) Consider the Compliance Program for 2026**

The Committee reviewed and approved the 2026 Compliance Program, which was formulated by the Compliance Sector based on the Bank's 2025 compliance risk levels, business strategies, industry trends, and the focus areas of Key Regulators for 2026. This action ensures compliance with the Bank of Thailand Notification No. SorNorSor. 5/2566 Re: Compliance of Financial Institutions and Financial Business Groups, the Bank's Compliance Policy, and the Compliance Unit Charter.

**(4) Review and Monitor the Key Risk Indicators (KRIs) and Compliance Risk Dashboard**

The Committee continuously reviewed reports and monitored the Key Risk Indicators (KRI) and the Compliance Risk Dashboard to track KRI changes and assess compliance risks arising from transactions and/or significant regulatory matters at the Bank. Furthermore, the Committee issued recommendations regarding the formulation of risk mitigation and prevention strategies and the design of a user-friendly, bank-beneficial dashboard. Monthly reporting monitoring was systematically conducted, followed by the provision of specific guidance to report preparers to facilitate a more precise presentation and clarification of diverse risk issues.

**(5) Monitor the Compliance Oversight Report of the Financial Business Group**

The Committee maintained consistent compliance oversight of the financial business group's companies throughout 2025, utilizing quarterly Compliance Oversight Reports. The Compliance Sector, in its parent company supervision role, covered four key areas aligned with Bank of Thailand guidelines: business structure and scope, risk management, capital adequacy, and reporting and auditing. Compliance supervision included Preventive Actions, such as providing compliance consultation related to the financial business group to internal units of the Bank and companies within the group, communicating new regulations applicable to the financial business group issued by regulatory authorities, and communicating to ensure understanding of important regulations both within the Bank and to companies in the financial business group. Additionally, Group Discussions were organized between the Bank's Compliance unit and the Compliance units of companies in the financial business group to exchange perspectives on regulatory compliance, the current business scope of group companies, opportunities for future business expansion, as well as obstacles from operations to align with regulations and other issues. The Committee's oversight, carried out on behalf of the Bank as the parent company, encompassed the continuous monitoring and review of the financial business group's compliance. This involved tracking the operational adherence of individual companies via quarterly Compliance Reports, noting any issues or obstacles with their proposed solutions, and providing strategic observations and recommendations to guide the team in mitigating future compliance risks.

(6) Monitor the Progress of the Branch Product Sales Review Report for 2025 and the Review Operational Plan for 2026

The Committee reviewed and acknowledged the progress achieved on the 2025 Branch Product Sales Review, which was performed by outsourcing providers through Mystery Shopping. The plan outlining the 2026 outsourced Mystery Shopping review was presented concurrently.

(7) Monitor the Summary Reports of Internal Audit Findings

The Committee reviewed reports and monitored internal audit findings related to compliance, offering recommendations to address and resolve identified issues to prevent recurrence and minimize potential damages to the Bank.

(8) Monitor Various Compliance-Related Matters

The Committee followed up on various compliance-related matters to offer recommendations for operations to align with the guidelines set by the Bank of Thailand and other external regulatory authorities. Examples include the Compliance Champion Project, cooperation between the Bank of Thailand and the Anti-Money Laundering Office regarding the elevation of AML/CTPF operations and Sanctions risk management and the Bank's operations, the report on preparation for the inspection and evaluation by the AMLO for 2025, e-Solutions Product Coverage and Roadmap, qualifications and roles of the Company Secretary and the Bank's operations, performance results regarding mule account management measures, operations regarding the SEC's notification on the opening of 2 online systems (IIS system and E-Approval system), performance report of the working group for managing the quality of services provided to customers in accordance with Market Conduct guidelines, the Royal Decree on Measures for the Prevention and Suppression of Technology Crime B.E. 2568 (2025), BCP plan to support situations resulting from border disputes between Thailand and Cambodia, financial status reports of foreign branches. This also encompassed the 2 awards received by the Bank for operations led by the Compliance unit, and updates concerning the Royal Decree on Measures for the Prevention and Suppression of Technological Crimes B.E. 2566 (2023).

## 2. Oversight of the Compliance of the Bank's Foreign Branches

### 2.1 Policies, Regulations and Annual Compliance Plan

(1) Review of AML/CTFP/Sanctions Policy and Internal Control and Procedure 2025 and Compliance Plan 2026 for Phnom Penh Branch and Siem Reap Province Sub-Branch

The Committee reviewed the appropriateness of the content in the review of the AML/CTFP/Sanctions Policy and Internal Control and Procedures for 2025 (Policy and Regulations). The main content of this review was adjusted to align with AML/CFT laws, regulations, and notifications issued in Cambodia, the Head Office's AML/CTPF/Sanctions Policy and Regulations, and current branch practices. The Committee approved the proposal for submission to the Board of Directors for consideration and approval.

The Bank's Board of Directors has subsequently approved the said Policy and Regulations. The branch is required to submit the Policies and Regulations to the local regulators (the National Bank of Cambodia and the Cambodia Financial Intelligence Unit) and ensure compliance.

Regarding the Annual Compliance (including AML/CTFP/Sanctions) Plan 2026, the Committee approved the proposal for submission to the Board of Directors for consideration and approval. The Board of Directors has subsequently granted its approval for the branch to proceed with relevant actions.

(2) Review of AML/CTFP/Sanctions Policy and Procedure 2025 and Compliance Plan 2026 for Vientiane Capital Branch

The Committee reviewed the appropriateness of the content of the AML/CTFP/Sanctions Policy and Procedures for 2025 (Policy and Regulations). The main content of this review was adjusted to align with AML/CFT laws, regulations, and notifications issued in Lao PDR, the Head Office's AML/CTPF/Sanctions Policy and Regulations, and current branch practices. The Committee approved the proposal for submission to the Board of Directors for consideration and approval.

The Bank's Board of Directors has subsequently approved the said Policy and Regulations for the branch to ensure compliance.

Regarding the Annual Compliance (including AML/CTFP/Sanctions) Plan 2026, the Committee approved the proposal for submission to the Board of Directors for consideration and approval. The Board of Directors has subsequently granted its approval for the branch to proceed with relevant actions.

(3) Consider the Consumer Complaint Policy and Procedure for Phnom Penh Branch and Siem Reap Province Sub-Branch

The Committee reviewed the appropriateness of the content of the Consumer Complaint Policy and Procedures. The main content aligns with the Prakas on Resolution of Consumer Complaints of Cambodia issued by the local regulator, the National Bank of Cambodia ("Prakas"), and the Head Office's complaint handling procedures. The Committee also considered the appointment of the Senior Consumer Relation Officer ("SCRO") for Phnom Penh Branch and Siem Reap Province Sub-Branch to comply with the Prakas. The Committee approved the proposal for submission to the Board of Directors for consideration and approval.

The Bank's Board of Directors has subsequently approved the Consumer Complaint Policy and Procedure for Phnom Penh Branch and Siem Reap Province Sub-Branch and approved the appointment of the SCRO for Phnom Penh Branch and Siem Reap Province Sub-Branch for the branch to proceed with relevant actions.

**2.2 Consideration, Review and Monitoring**

(1) Acknowledge the Compliance Oversight Report for Overseas Branches

The Committee reviewed and acknowledged the quarterly Overseas Branches Compliance Report, which consistently provided the results of compliance oversight for the Bank's 6 overseas branches and 1 representative office. The report covered significant regulatory changes, as well as the prevention and mitigation of non-compliance risks with Thai and overseas regulations, legal issues, or potential fines by authorities. Moreover, it provided strategic insight into elevating overseas branch oversight to maximize compliance efficiency.

(2) Acknowledge the AML/CFTP Performance Report of Phnom Penh Branch and Siem Reap Province Sub-Branch

The Committee acknowledged the quarterly AML/CFT compliance performance results for 2025 of the Phnom Penh Branch and Siem Reap Province Sub-Branch, as reported by the Local Compliance Officer and stipulated in their Anti-Money Laundering and Counter-Financing of Terrorism Internal Control and Procedures. The Committee subsequently provided opinions and recommendations to enhance the effectiveness of compliance oversight.

General 

(Nimit Suwannarat)

Chairman of the Compliance Committee

## Part 2 Corporate Governance

# 9. Internal Control and Related Party Transactions

## 9.1 Internal Control

As the banking business is required to change in the business environment and evolving customer needs, including external events related to climate change and various natural disasters that cannot be clearly predicted in advance, accordingly, the Bank has developed appropriate financial technology and innovation for customer usage to ensure proper transaction execution and safe access to services. In this regard, risk management and internal control are key mechanisms for ensuring efficient, transparent, and verifiable operations.

In this regard, the Board of Directors and Management place importance on a good internal control system, with ongoing oversight and continuous monitoring, in order to provide reasonable assurance that the Bank's business operations can achieve their objectives, that operations are conducted efficiently and effectively, that financial and operational reporting is reliable, and that operations are in compliance with applicable laws, rules, and regulations. This also includes the prevention of actions that may cause damage to the Bank's assets and reputation, in accordance with the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework. In this connection, the Board of Directors has assigned the Audit Committee to review and assess the adequacy and effectiveness of the Bank's internal control system, including information technology security and information technology internal controls, to ensure that such systems are sufficient and effective.

The COSO internal control framework comprises the following five key components:

1. Control Environment
2. Risk Assessment
3. Control Activities
4. Information and Communication
5. Monitoring Activities

The Bank has implemented internal control practices in accordance with each of the above components, as detailed below.

### 1. Control Environment (Responsible Unit: Operational Risk Management)

The Bank demonstrates an ongoing commitment to the implementation of corporate governance. Its executives and employees maintain a positive attitude toward internal control and place importance on its effectiveness. The Bank promotes strong awareness and accountability among personnel at all levels in the performance of their duties, with a focus on management practices based on the principles of corporate governance and Corporate Governance Code. Emphasis is placed on code of conduct, integrity, compliance with laws and regulations, and ethical responsibility toward stakeholders, together with the continuous development of employees' knowledge, skills, and competencies in alignment with the Bank's vision, "Growing Together for [SUSTAINABILITY](#)"

The Bank places importance on building public trust and has established strategic directions through the implementation of the Sustainable Krungthai, together with the enhancement of corporate governance and sustainability processes in line with international standards. The objective is to ensure effective and tangible implementation throughout the organization, as follows:

1. The Bank has formulated the Good Governance and Sustainability Strategic Plan for 2023-2027 under the Bank's mission of being number one in good governance and corporate governance, under the Zero Tolerance policy and aiming toward Sustainable Krungthai. The Bank has upgraded the creation of a corporate governance culture emphasizing transparency, integrity, and fairness, as well as upgraded corruption prevention and suppression processes through the Three Lines of Defense to create a Zero-Tolerance corporate culture. In addition, the Bank has created a risk management culture that takes into account all stakeholder sectors and Environmental, Social and Governance (ESG) impacts, in order to create the Bank's sustainable value and growth.

2. Tone from the Top: The Chairman of the Board of Directors, Directors, Chief Executive Officer, Chief Officers, Group Heads, and employees of the Bank place importance on and adhere to the collective declaration of honest intention in performing duties with morality, integrity, and transparency. This is aimed at developing moral and ethical standards, creating values and good consciousness, adhering to the corporate governance policy, complying with applicable rules and regulations, and conducting operations in a transparent and verifiable manner, in order to foster a Zero-Tolerance corporate culture toward corruption.

3. The Bank has continuously carried out activities under the Sustainable Krungthai approach, providing opportunities for supervisory executives and employees to participate in brainstorming on guidelines for preventing and mitigating corruption. These activities aim to establish proactive mechanisms for risk prevention and internal control, as well as to improve work processes for higher efficiency in compliance with rules, regulations, and good corporate governance. The Bank focuses on developing moral and ethical standards, driving the Bank to become a moral model organization, and advancing toward sustainability in accordance with international standards.

The Bank has participated in the Thai Private Sector Collective Action Against Corruption (CAC) since 2011 and has continuously received Certification of CAC membership for the fourth consecutive term. In addition, the Bank has been elevated to the status of a CAC Change Agent for the period 2025-2027 to expand anti-corruption efforts to the Bank's business partners. In this regard, the Bank places importance on the implementation of the Anti-Bribery and Corruption Policy and continuously communicates clear guidelines through articles, videos, and activities delivered by senior executives and directly responsible persons via various channels, including E-mail, Intranet,



ONE Krungthai Application, and E-learning platforms, such as Roo Tun Gun Plard, Emphasis on Risk Mitigation and Fraud Avoidance, and the No Gift Policy, "Krungthai adheres to the intention of "not accepting gifts" and "joining" in creating a moral organization." etc.

The Bank's business operations have been conducted with transparency and sustainability over the past years, with emphasis placed on Environmental, Social and Governance (ESG) principles. The Bank takes into account human rights, social and environmental considerations, and undertakes various activities and projects to enhance the quality of life of employees, customers, and all stakeholder groups. These efforts aim to reduce disparities in access to the fundamental elements of the digital economy and income distribution gaps in society, as well as to jointly advance Thai society toward a Digital Society and a cashless society. In addition, the Bank is committed to fostering financial equality for Thai people, encompassing economic, social, and environmental dimensions, through various CSR projects.

The Board of Directors and the Audit Committee provide oversight and monitoring of internal control. The Audit Committee holds regular monthly meetings and includes agenda items to consider the results of internal audits and credit reviews every two months or as appropriate. The Audit Committee provides observations, recommendations, and guidance on corrective and preventive actions to mitigate potential damage to the Bank and reports the results of internal audits and credit reviews to the Board of Directors for acknowledgment or for consideration and further action by Management. With respect to the review of monthly operating results, quarterly, interim, and annual financial statements of the Bank, as well as the consolidated financial statements of the Bank and its subsidiaries, the Finance Management function submits such matters to the Audit Committee for consideration. In addition, the Audit Committee holds joint meetings with the external auditor on a quarterly basis to obtain perspectives and provide recommendations beneficial to the Bank. Furthermore, the Audit Committee submits a summary of its performance of duties to the Board of Directors on a monthly basis.

The Bank has established an organizational structure that is appropriate for its business operations, based on the Three Lines of Defense model in accordance with good risk management and internal control principles. Duties and responsibilities are clearly segregated, with designated functions responsible for reviewing and monitoring operations to ensure compliance with the Bank's rules and regulations. Roles and responsibilities of employees are clearly defined and documented in writing, and authority limits for approvals are clearly specified for each level of management. Human resource management policies and practices are appropriately designed to motivate and support employees, with emphasis placed on enhancing employee commitment and engagement. The Bank conducts employee engagement surveys twice a year and utilizes the results to improve the personnel operations.

The Bank communicates its strategic plan and business plan, as well as important goals, to employees throughout the organization to ensure a common understanding and alignment with the Bank's overall strategy. The Bank has also

established plans for the development of employees' skills and knowledge in line with its strategic direction. In addition, the Bank places importance on fair treatment of customers (Market Conduct) and responsible and fair lending practices (Responsible Lending). Employees at branches nationwide are instructed to provide customers with complete and accurate information to support informed decision-making, without any form of forced selling.

In addition, the Bank places importance on customer complaints by designating the Customer Complaint Center as the central unit for receiving complaints from customers and coordinating with relevant units to resolve issues. SLAs are established according to the type of complaint, together with analysis of issues and corrective actions to ensure customer satisfaction. The results are reported to management on a monthly basis.

## 2. Risk Assessment

The Bank continuously develops and enhances its risk management processes to ensure effectiveness. The Risk Cluster, as the Second Line of Defense, oversees the overall risk management of the Bank and serves as a central function for the development of the risk management framework and its integration across the organization. The Risk Cluster monitors and reports the status of each risk category to the Bank's committees, including the Board of Directors, the Audit Committee, the Risk Oversight Committee, and the Management Committee.

The Bank has implemented initiatives relating to risk culture, which are driven by organizational leadership, together with incentive mechanisms and human resource management practices to enhance employees' knowledge and understanding of risk management. Emphasis is placed on Enterprise Risk Management, which is a risk management process that serves as a means to guide the organization toward success and the achievement of its objectives. Enterprise Risk Management covers the management of key risk categories, including strategic risk, credit risk, market risk, liquidity risk, operational risk, information technology risk, compliance risk, and reputational risk. These risks are monitored through Key Risk Indicators and presented on a Risk Management Dashboard, which summarizes information on the management of each risk category, including the identification and analysis of risk causes and risk mitigation measures. Such information is reported to the Risk Oversight Committee (ROC) on a monthly basis.

With respect to capital fund adequacy, the Bank conducts assessments of capital adequacy that comprehensively cover all material risks. These risks are those prescribed under the minimum capital requirements in accordance with Pillar 1 and Pillar 2, both under normal conditions and critical conditions.

With respect to information technology, as technology plays a significant role in all aspects of the Bank's business operations, the governance of information technology risk is an important component. Accordingly, information technology key risk indicators (IT-KRIs) have been established as leading and lagging indicators to monitor risks in accordance with key principles, as follows:

1. Confidentiality of systems and data
2. Integrity and reliability of systems and data
3. Availability of information technology.

These measures are intended to ensure effective preparedness and to prevent potential impacts on service delivery, operational systems, and the Bank's reputation.

The Bank complies with the Notification of the National Cyber Security Committee Re: Codes of Practice and Standard Frameworks for Cybersecurity for Government Agencies and Critical Information Infrastructure organizations B.E. 2564 (2021). The Bank conducts ongoing annual assessments of cybersecurity risk.

The Bank places importance on a Zero-Tolerance culture, with continuous communication from the Bank's executives to employees and support for reporting unusual incidents or fraudulent clues. The business unit executives report corrupt practice incidents to Financial Crime Sector, Legal Compliance & Financial Crime via E-mail within 24 hours to help suspend the incident and correct the situation in a timely manner. Additionally, Audit cluster uses RPA (Robotic Process Automation) as a tool to assist in detecting unusual transactions.

For operational risk management, the Bank's internal business units report operational loss incidents through the determined work system under the Bank's operational risk management policy to show the gross loss amount from all 7 types of operational loss incidents and as the risk management data within the Bank. The Operational Risk Department continuously monitors operational loss data and reviews risk appetite and risk tolerance to be consistent with the type of risk incident currently confronted by the Bank to be triggered for communicating risk signals to the Three Lines of Defense and for jointly addressing issues in an integrated manner, based on complete and accurate information and comprehensive consideration of corrective actions. In 2025, the Bank experienced significant risk events, such as the misuse of bank accounts for fraudulent activities (mule accounts), etc.

For the primary forms of risks, the Bank continues to monitor incidents on an ongoing basis in order to assess the effectiveness of the control processes that have been additionally implemented. Such risks include internal fraudulent risks, such as embezzlement of customer funds during transaction processing and floating transfers, which remain types of fraud that can be detected. Currently, the Bank is able to detect such incidents promptly through the use of RPA to identify suspicious transactions. This serves as a deterrent to fraudulent behavior by employees and contributes to reducing losses arising from internal fraud. Upon detection of internal fraud, the Three Lines of Defense jointly conduct discussions to analyze gaps and root causes, and collaboratively determine both short-term and long-term corrective measures to ensure sustainable resolution of the issues, in accordance with directives from the Board of Directors emphasizing strict anti-fraud measures and serious disciplinary actions against both offenders and related parties. With regard to external fraudulent risks, such as third parties forging authorized signatures to withdraw funds from accounts or cheques, such risks remain possible. Accordingly, the Bank applies best effort

approaches by implementing additional controls to protect the interests of customers and the Bank. The effectiveness of such measures is continuously monitored, and internal control processes are further enhanced to remain responsive to evolving risk factors and changing circumstances.

In addition, the Bank conducts a Product Assessment in connection with the development of its products. This process is carried out jointly by the product owner unit, Legal Compliance & Financial Crime, the Operations group, the Risk cluster, and the Finance Management group. The Product Assessment also covers cases where the Bank engages external parties or provides services to other parties. The responsible unit assesses potential risks and determines appropriate control measures. Product assessment information is recorded in the Bank's systems, and the Product Committee or other relevant committees provide opinions on the product prior to its launch on the market.

The Bank conducts internal control assessments. At the business unit level, the Bank requires all business units to perform Risk Control Self-Assessments (RCSA) in order to identify and assess risks that may arise within each unit. This process also incorporates information from operational loss incidents and observation of Audit cluster results as supporting data for consideration. Each business unit appoints an Operational Risk Officer (ORO) to act as an internal coordinator and to cooperate in operational processes relating to the use of operational risk management tools within their respective business units.

### 3. Control Activities

The Bank places importance on operational processes and internal controls by establishing policy frameworks and operating regulations to serve as guidelines for implementation. For each type of transaction, roles and responsibilities, as well as authorization limits for approvals at each level of employees, are clearly defined in writing and communicated throughout the organization. Furthermore, the Bank regularly reviews internal operating regulations to ensure clarity and up to date, such as regulations relating to account opening, credit operations, and electronic products and services provided by the Bank, etc. This also includes periodic reviews of internal policies and SOP manuals to enable employees to apply them conveniently in their work and to provide accurate and prompt services to customers.

The Audit Committee, as assigned by the Board of Directors, performs reviews of the effectiveness of the internal control system and reviews financial reports jointly with the external auditor and the Finance Management function to ensure that the preparation of financial statements and financial reporting is in compliance with financial reporting standards, as well as the requirements of the Bank of Thailand and the Securities and Exchange Commission. Such reviews also ensure that disclosures are adequate, complete, timely, reliable, and useful to users of the financial statements. In addition, the Audit Committee monitors the remediation of observations arising from the external auditor's review of the financial statements.

The Board of Directors and Executive place importance on the review and monitoring of the Bank's performance, with a focus on achieving the Bank's objectives. Performance results

are monitored by comparing actual performance with historical performance, as well as benchmarking the Bank's performance against that of competitors' data.

Additionally, the Bank emphasizes Governance Risk Compliance (GRC) by promoting effective coordination among the Three Lines of Defense. Management tools are integrated to enable timely reporting to management and relevant parties, thereby ensuring comprehensive information is available to support timely decision-making.

The Bank's operating regulations on asset protection include limitation of access to assets at risk, asset maintenance concisely and adequately, preparation of control registration, follow-up and determination of causes and improvement on the occurred difference, information system control in terms of processing, data transmission, and file backup, supply of computer system and development and maintenance of the work systems in the information system to be sufficient and suitable for the organizational needs. Additionally, an annual review of the internal control of the information system is conducted by Audit cluster.

The Bank has established internal control processes encompassing both hard controls and soft controls across all operational processes, through controls implemented via policies, manuals, and systems. In addition, the Bank promotes a risk culture to enhance employees' awareness and to ensure that duties are performed with due care and accuracy. At the same time, employees are encouraged to apply creativity and leverage technology in their work to reduce errors arising from human error and to enhance the efficiency of services and products. Compliance with control activities, such as segregation of duties and mutual checks and balances, enables the Bank to detect irregularities and take timely corrective actions. However, gaps remain in certain areas, particularly with respect to employees' insufficient knowledge and understanding of compliance with the policies, manuals, and operating guidelines established by the Bank. Accordingly, relevant units have intensified training efforts and communication of actual incidents and lessons learned from past errors to enhance employees' knowledge and close such gaps. In this regard, in 2025, the Bank has defined additional corrective guidelines and implemented significant actions, such as:

- The Market Conduct Customer Complaints Resolution Team has improved the processes to enhance the efficiency of complaint handling and to ensure proper practices in accordance with Market Conduct principles, as well as to address issues and prevent the recurrence of complaints on the same matters. Furthermore, the team participates in the consideration of appropriate measures for customer assistance, mitigation, and remediation.
- The Bank continuously enhances and develops its application systems, including Krungthai NEXT, Paotang, and Tung Ngern, to improve and increase service efficiency. The focus is on the development of financial technology and innovation to serve customers across all segments with convenience, speed, and secure usage. In this regard, the Bank has communicated through its various channels to inform

customers of the convenience of using such applications in support of eligibility for participation in government programs.

- The Bank focuses on becoming a Digital Banking institution by implementing E-Solutions systems for individual customers across all branches nationwide. This enables the provision of fully electronic financial transactions covering all branch operational processes, including document storage. Such implementation enhances operational efficiency, enabling faster and more accurate operations, while also reducing paper usage through the use of modern devices and technologies.

- The Bank has developed a secure override function for transactions on the E-Solutions system through the ONE Krungthai Application as a tool to enable branches to perform operations conveniently and efficiently, while also helping to reduce opportunities for fraudulent activities to a certain extent.

- Through the Three Lines of Defense, the Bank regularly communicates risk signals and jointly discusses such matters to address issues in an integrated manner. Measures have been implemented to enhance issue escalation and prevent internal fraud, together with improvements to operational processes and the development of system tools, to enable employees to perform their duties in compliance with the Bank's rules, regulations, and internal control processes.

- Pursuant to the Notification published in the "Royal Gazette on the Emergency Decree on Measures for the Prevention and Suppression of Technology Crimes B.E. 2566 (2023)", which came into effect on 17 March 2023, as well as relevant notifications issued by the Bank of Thailand, the Bank has enhanced its internal systems to ensure compliance with the Emergency Decree and the Bank of Thailand's notifications under consistent standards. The Bank has also improved incident notification processes to align with the prescribed requirements. In addition, the Bank has engaged in discussions with the Thai Bankers' Association to enable commercial banks to share information, monitor developments, and coordinate in an integrated manner, thereby facilitating account freezing processes to promptly mitigate losses incurred by customers. Furthermore, the Bank has enhanced its operational measures and established more stringent management guidelines for cases involving high-risk customers or accounts exhibiting unusual characteristics or behaviors, which help prevent or reduce potential losses in a timely and effective manner. Moreover, the Bank has prepared communication readiness for the Krungthai Contact Center and branches to ensure the provision of complete information and appropriate guidance to affected customers or those impacted by such incidents.

With respect to credit operations, the Audit Cluster, in collaboration with the Risk Cluster and/or relevant units, analyzes significant issues or material findings and prepares lessons learned to facilitate communication and jointly identify approaches to prevent risks that may arise to the Bank or to reduce the likelihood of recurring incidents.

The Bank places importance on channels and procedures for whistleblowing of corruption risks by providing opportunities for stakeholders to report suspected misconduct through multiple channels in cases where illegal acts, violations of rules, or

non-compliance with regulations are observed. Information relating to whistleblowers is kept confidential and protected both during the investigation process and after the completion of such process. The Bank regularly communicates the available channels and procedures to executives and employees, such as via E-mail. Clear whistleblowing channels and procedures for reporting risk, misconduct, or non-compliance occurring within the Bank are established to foster confidence among executives and employees in utilizing the Bank's reporting mechanisms to report risks and inappropriate conduct.

The Bank has established information system development project management processes, together with information security policies and standards, to serve as a framework for system development. Such processes cover requirements gathering, system development, system testing in terms of both functionality and information security, and change management in the production environment. In addition, the Bank oversees and monitors KTCS to ensure that system maintenance and support are carried out in compliance with the Bank's policies and standards with respect to system availability and information security. These include the protection and monitoring of information assets, monitoring of information technology threats, and environmental security and information technology operations management.

The Bank has established systematic processes and guidelines for emergency situations and business continuity arrangements to ensure the continuous availability of hardware and software systems, as well as data and information, in order to effectively meet customer needs and business requirements. These include:

1. Business Continuity Management (BCM) Policy and Business Continuity Plan (BCP)
2. IT Contingency Plan (ITCP)
3. Preparation of the Backup Site according to the BCP plan and the Disaster Recovery Center
4. Test rehearsal according to the BCP and ITCP Plans

The above processes are regularly reviewed and updated to ensure that they can be effectively implemented and remain aligned with continuously changing circumstances.

With respect to the protection of personal data rights, the Bank places importance on compliance with the Personal Data Protection Act (PDPA). The Bank has undertaken ongoing preparedness and internal communication to ensure understanding and continuous compliance with the law, in order to ensure that personal data is securely protected and appropriately managed. The Bank has also established operational processes in accordance with its policies, standards, and systems relating to personal data protection (PDPA Process Flow). In addition, the Bank has issued guidelines on the collection, use, and disclosure of sensitive personal data to internal business units to ensure compliance with the Personal Data Protection Act (PDPA). Such guidelines include, for example, refraining from accessing or disclosing personal data without authorization, not using other individuals' personal data for personal benefit, not disclosing personal data to persons who are not data subject, and destroying documents containing personal data when they are no longer necessary.

With respect to building knowledge and awareness in the use of information technology, the Bank promotes awareness of secure technology usage to protect individuals and the Bank's information assets from the continuously increasing cyber threats. The Bank encourages and supports compliance with information security policies and procedures. The Bank provides training and conducts simulated phishing e-mail exercises for employees and executives to strengthen confidence in the Bank's cybersecurity preparedness. In addition, the Bank issues alert on various threats, such as fraudulent SMS messages, and the secure sharing of sensitive information. Measures include requiring encryption of sensitive data prior to transmission or storage, implementing appropriate data protection based on data classification levels, and promoting secure and prudent password creation and usage practices.

With respect to internal controls over subsidiaries, the Bank monitors and controls its subsidiaries in accordance with the risk governance principles of the financial business group, covering both risk management and management quality. Regular reporting is made to the Bank's Board of Directors, as well as upon the occurrence of any material changes. Such oversight covers all seven risk categories, namely strategic risk, credit risk, market risk, liquidity risk, operational risk, reputational risk, and information technology risk. Risk reporting and assessment include, for example, Control Self-Assessment (CSA) for financial business group companies, Key Risk Indicator (KRI) reporting, loss data reporting, Risk Control Self-Assessment (RCSA), and Information Technology Risk Control Self-Assessment (IT RCSA). In the event that risks arise, the Bank closely and continuously monitors the risk management of its subsidiaries.

#### 4. Information and Communication

The Bank promotes awareness among employees regarding the secure use of information technology in order to protect individuals and the Bank's information assets from continuously increasing cyber threats, prevent data leakage, and ensure compliance with the Personal Data Protection Act (PDPA). The Bank has established information systems that support risk impact analysis reporting and systematic early warning systems to identify events or risks that may arise and impact the organization through the Enterprise Risk Management process, which is reviewed on an annual basis. In addition, the Bank has implemented a Fraud Monitoring System to detect suspicious or abnormal financial transactions, thereby reducing potential losses to customers and minimizing errors arising from branch employees' non-compliance with the Bank's operating procedures. Supporting systems are in place to ensure compliance with fraud controls across various fraud areas, i.e., Card & Cyber Fraud, Branch Fraud, Merchant Fraud, and Account Fraud, etc. Furthermore, the Bank regularly conducts internal and external knowledge sharing for employees and customers to raise awareness of financial crime and fraud on a monthly basis through social media channels such as LINE and Facebook, etc. The Bank also provides training and communication, both internally and externally, including within affiliated companies, on information technology risks such as cyber risk and cybersecurity. In addition,

workshops are organized and informational articles are communicated via e-mail, for example, on operational guidelines and services related to mobile device usage (Mobile Device Management).

The Bank utilizes technology to communicate with employees through the ONE Krungthai Application to disseminate information, products, e-learning content, human resource management information, and knowledge management materials. For communication relating to newly launched products or services, the Bank implements communication processes to inform internal employees and Krungthai Contact Center staff through various channels, including the Intranet, circular letters, and e-mail. In addition, the Bank communicates relevant information to customers through its social media channels, such as LINE, Facebook, X, and the Bank's website.

With respect to external communication channels, the Bank provides the Krungthai Contact Center telephone number at 0-2111-1111 and communicates information and product recommendations to the general public through social media channels, such as LINE Official Account, Krungthai Care, etc. The Bank has also established complaint channels for reporting suspected misconduct to the Whistleblowing team. In addition, information obtained from external sources and internal information within the Bank is communicated to management and internal users through various channels, such as the Intranet and printed media, to ensure that employees can easily access clear information and effectively perform their duties and responsibilities.

## 5. Monitoring Activities

The Bank continuously monitors and evaluates operational performance and internal controls through the assessment of two indicators, namely Key Performance Indicators (KPIs) and Key Risk Indicators (KRIs).

With respect to monitoring through Key Performance Indicators (KPIs), executives and designated persons monitor operational performance and progress during implementation from the Bank level down to the business unit level to ensure comprehensive, accurate, and timely performance monitoring. Executives also compare actual performance against plans. Where deviations from plans are identified, executives analyze such deviations and manage operations to ensure that plans are aligned with the established objectives. In addition, progress in implementing resolutions or directives of various Board-level committees is monitored, with units required to report progress on a regular basis. The Bank has also adopted performance evaluation concepts based on Objectives and Key Results (OKRs) and Design Thinking to drive organizational performance through sustainability initiatives with significant impact at the functional level.

With respect to monitoring through Key Risk Indicators (KRIs), the Bank monitors risks that may cause operations to deviate from established KPIs. Such monitoring is conducted systematically through the Enterprise Risk Management process via a Risk Management Dashboard, which is presented to the Risk Oversight Committee on a monthly basis to report overall organizational risk

indicator signals, risk status, and timely corrective or improvement actions. In cases involving matters of significance or urgency to the Bank, the Risk Oversight Committee may issue directives and request additional information, and may also instruct Management to take further actions to ensure the effective and efficient achievement of the Bank's internal control objectives.

In the event of internal fraud, external fraud, employee errors, system disruptions/outages/malfunctions, regulatory fines imposed by authorities, or other actions that may have a material impact on the organization, the Bank has established a process requiring business units acting as the First Line of Defense to report such incidents through the Bank's systems immediately or within the date the incident is detected. Material incidents are reported via the Risk Dashboard to the Management Committee (MC) and the Risk Oversight Committee (ROC) on a monthly basis. This includes monitoring the Risk Appetite and Risk Tolerance of Operational Loss Data as approved and stipulated in the Operational Risk Management Policy, enabling the committees to obtain a quantitative overview of whether the Bank's risk exposure remains within the defined risk levels. In addition, risk analysis of significant incidents is presented, covering incident details, causes, failed controls, and additional controls implemented to close identified gaps, as well as monitoring the effectiveness of the controls implemented. The committees provide opinions and recommendations for relevant business units to enhance internal controls in an integrated manner and to address risks through an end-to-end process. Progress is also closely monitored on an ongoing basis.

Similarly, in cases where fraud occurs or is suspected to constitute fraud, channels are in place for the First Line of Defense to report such matters to the Investigation function within 24 hours for fact-finding and further investigation. This enables the Bank to expand the scope of investigation and proceed promptly with legal actions or disciplinary measures, as appropriate. In addition, the Internal Audit function, acting as the Third Line of Defense, performs reviews and assessments of the adequacy and effectiveness of operational processes and information systems, internal controls, and risk management, in accordance with its roles and scope of responsibilities. Internal Audit also provides advice and recommendations on improvement methods or measures to enhance operational efficiency and effectiveness, promote cost efficiency, prevent fraud, and ensure good governance.

The Bank conducts performance evaluations of outsourced service providers to assess whether services are delivered in accordance with the terms and conditions stipulated in outsourcing contracts. In cases where service delivery fails to meet contractual requirements or where there is non-compliance with contractual terms, the identified issues are reported to the Management-Level GRC Committee.

The Audit Cluster prepares an annual audit plan based on the results of risk assessments of material transactions and projects. The audit plan is aligned with the Bank's objectives and matters of importance to stakeholders.



## 9.2 Related Party Transactions

### 9.2.1 Details of the Bank's Loans and Obligations to Its Subsidiaries, Associated and Affiliated Companies Are as Follows:

Unit : Million Baht

The Bank's Financial Statements	31 December 2025		31 December 2024		Shares held by the Bank (%)	Common Directors or Tops Executives
	Loans	Commitments	Loans	Commitments		
Subsidiaries <sup>(1)</sup>						
Krungthai Law Co., Ltd.	-	-	-	-	100.00	Mr. Pongsit Chaichutpornasuk
KTB General Services and Security Co., Ltd.	7	237	7	45	100.00	-
Krungthai Asset Management PCL.	-	-	-	-	100.00	-
Krungthai Computer Services Co., Ltd.	-	-	337	5	100.00	Mr. Tawatchai Cheevanon Mr. Pongsit Chaichutpornasuk
KTB Advisory Co., Ltd.	-	-	-	-	76.00	Mr. Krairit Euchukanonchai Mr. Payong Srivanich
Krungthai Card PCL.	14,070	-	14,450	-	49.29	Ms. Praralee Ratanaprasartporn Ms. Kornkanok Fuengfung
Infinitas By Krungthai Co., Ltd. <sup>(2)</sup>	-	-	-	-	-	Mr. Krairit Euchukanonchai Mr. Tawatchai Cheevanon Ms. Praralee Ratanaprasartporn
Arise by Infinitas Co., Ltd. <sup>(3)</sup>	-	-	-	-	-	Ms. Praralee Ratanaprasartporn Mr. Thanakorn Kamjananut
KTB Leasing Co., Ltd. <sup>(4)</sup>	-	-	-	-	24.95	Mr. Kontee Ruenklin
KTC Nano Co., Ltd. <sup>(4)</sup>	-	-	-	-	24.95	Ms. Nareerut Ariyaprayoon
KTC Prepaid Co., Ltd. <sup>(5)</sup>	-	-	-	-	-	-
Krungthai Ventures Co., Ltd. <sup>(2)</sup>	-	-	-	-	-	Mr. Pongsit Chaichutpornasuk Mr. Suripong Tantiyanon
Associated Companies <sup>(1)</sup>						
Krungthai-AXA Life Insurance PCL. <sup>(6)</sup>	7,630	10,643	8,240	9,418	50.00	Mr. Suripong Tantiyanon Ms. Nareerut Ariyaprayoon Mr. Rawin Boonyanusasna
Krungthai XSpring Securities Co., Ltd. <sup>(6)</sup>	-	-	-	-	50.00	Ms. Saranya Vejakul Mr. Werapong Suppasedsak Mr. Rawin Boonyanusasna
Krungthai Mizuho Leasing Co., Ltd.	6,337	-	5,250	-	49.00	Mr. Ekachai Techawiriyakul Mr. Werapong Suppasedsak
Krungthai Panich Insurance PCL.	1	-	1	-	45.00	Ms. Saranya Vejakul Mr. Werapong Suppasedsak Ms. Suwanna Anantanond Mr. Thanakorn Kamjananut
National ITMX Co., Ltd. <sup>(7)</sup>	-	-	-	-	23.16	Mr. Payong Srivanich
BCI (Thailand) Co., Ltd. <sup>(7)</sup>	-	-	-	-	22.17	Mr. Tawatchai Cheevanon
Sahaviriya Steel Industries PCL. <sup>(7)</sup>	7,946	-	7,645	270	39.32	Mr. Kontee Ruenklin
Thai Trinity Holding Co., Ltd. <sup>(8)</sup>	-	-	-	-	41.00	Ms. Praralee Ratanaprasartporn Mr. Thanakorn Kamjananut
Clicx Bank PCL. <sup>(9)</sup>	-	-	-	-	-	Ms. Praralee Ratanaprasartporn

Remark : <sup>(1)</sup> "Subsidiaries" and "associated companies" are in accordance with the definitions in the SEC Notification Re: Determination of Definitions in Notifications relating to Issuance and Offer for Sale of Securities.

<sup>(2)</sup> The Bank indirectly invests through KTB Advisory Co., Ltd. which holds 100% of the shares in the company.

<sup>(3)</sup> The Bank indirectly invests through Infinitas by Krungthai Co., Ltd., which holds 51% of the shares in the company.

<sup>(4)</sup> The Bank directly invests 24.95% and indirectly invests 75.05% through Krungthai Card PCL.

<sup>(5)</sup> On 26 April 2024, the Bank sold 24.95% ordinary shares of KTC Prepaid Co., Ltd. to Krungthai Card PCL., resulted in Krungthai Card PCL. became the shareholder which holds 100% of shares in KTC Prepaid PCL.

<sup>(6)</sup> Related party transaction of the Bank and money market (asset).

<sup>(7)</sup> Associated companies according to the consolidated financial statement criteria, excluding those from the financial business group.

<sup>(8)</sup> Thai Trinity Holding Co., Ltd. was registered for incorporation on 9 July 2025, with Krungthai Bank Public Company Limited holding 41.00% of its shares.

<sup>(9)</sup> Clicx Bank PCL. was registered for incorporation on 8 August 2025, with Thai Trinity Holding Co., Ltd. holding 100% of its shares.

Unit : Million Baht

The Bank's Financial Statements	31 December 2025		31 December 2024	
	Loans	Commitments	Loans	Commitments
<b>Related Companies</b>				
Businesses with Common Parent Company or Directors or Top Executives	22,868	13,227	39,705	12,632

Details of deposits, interbank and money market items (liabilities), and income and expenses from the Bank's subsidiaries and associated companies are as follows:

Unit : Million Baht

The Bank's Financial Statements		31 December 2025	31 December 2024
<b>Subsidiaries</b>			
Deposits		7,257	6,137
Interbank and money market items (liabilities)		490	462
<b>Associated companies</b>			
Deposits		271	191
Interbank and money market items (liabilities)		3,778	2,830
<b>Subsidiaries</b>			
Interest income		336	342
Interest expenses		22	31
Other income		1,231	1,065
Other expenses		6,643	6,814
<b>Associated companies</b>			
Interest income		335	432
Interest expenses		26	45
Other income		2,833	2,682
Other expenses		788	867

### Related-party Transactions of the Bank, and Its Subsidiaries and Associated Companies

- **Intercompany Trading Transactions**

#### Subsidiaries

1) Krungthai Computer Services Co., Ltd. ("KTCS") is assigned by the Bank to provide information technology (IT) services to the Bank in relation to the implementation of various projects and systems according to the Bank's business plan. The services providing to the Bank consist of system control and maintenance, system software development, and providing preliminary consultancy services and training in various areas. The Bank incurred service charges on a cost-plus method of 3,760 million Baht and 3,834 million Baht for the years ended 31 December 2025 and 2024, respectively.

Since 2003, the GFMS project Phase 2 has been developed and implemented on behalf of the Bank by KTCS. The Bank and the Office of GFMS attached to the Secretariat of the Prime Minister unanimously signed on the Memorandum of Agreement upon the submission of deliverables and disbursements associated with the investments in the GFMS project on 22 September 2005. Furthermore, the Bank signed a hire-of-work contract for the implementation and maintenance with

the Office of GFMS. The Bank incurred service charges of 112 million Baht and 173 million Baht for the years ended 31 December 2025 and 2024, respectively.

2) The Bank operates a student loan service for the Student Loans Fund, including public relations, policy, regulation, loan payment, document filling, loan notification, loan status, as well as receipt of settlement, pursuit of loan collection, and prosecution. Krungthai Law Co., Ltd. has been designated to prosecute debtors of the Student Loans Fund. The Bank incurred service charges of 2 million Baht and 1 million Baht for the years ended 31 December 2025 and 2024, respectively. Moreover, the Bank assigned the company to provide other legal services to the Bank and incurred service charges of 141 million Baht and 144 million Baht for the years ended 31 December 2025 and 2024, respectively.

3) KTB General Services and Security Co., Ltd. is assigned by the Bank to provide collection and delivery services for all cash, foreign exchange and financial instruments, and the Bank's asset. KTGS also manages Krung Thai Bank Training Center and the Bank's other buildings. The Bank incurred service charges of 1,967 million Baht and 2,040 million Baht for the years ended 31 December 2025 and 2024, respectively.

4) Infinitas by Krungthai Co., Ltd. is assigned by the Bank to provide services and consultation on innovation and digital solutions including management and application of information technology in various forms to serve the Bank's strategy. The Bank incurred service charges on a cost-plus method of 647 million Baht and 616 million Baht for the years ended 31 December 2025 and 2024, respectively.

5) The Bank has entered into support service agreement with Infinitas by Krungthai Co., Ltd., whereby the Bank charges service income at the rates as mutually agreed. The Bank generated service income from such services of 54 million Baht and 13 million Baht for the years ended 31 December 2025 and 2024, respectively.

6) The Bank generated fee income from service with its subsidiaries amounting to 1,177 million Baht and 1,052 million Baht for the years ended 31 December 2025 and 2024, respectively.

#### • Intercompany Considerations

Intercompany income and expenses are based on the rates upon agreement and the amount specified in the contract, while the cost-plus method is used for certain transactions. The consolidated financial statements include the accounts of subsidiaries after eliminating intercompany transactions and balances.

#### Associated Companies

The Bank generated fee income under support service contracts 2,833 million Baht and 2,682 million Baht for the years ended 31 December 2025 and 2024, respectively, at the rates as mutually agreed.

### 9.2.2 Necessity and Reasonableness of Related-Party Transactions

Related party transactions or connected transactions conducted in 2025 were normal business transactions or support transactions for the normal business of the Bank and were undertaken under the same general trading conditions as those applied to transactions with external parties. Such transactions were necessary for business operations and for supporting the Bank's business activities. In this regard, the Bank has considered related party transactions between the Bank or its subsidiaries and related persons or persons who might have conflicts of interest with the Bank or its subsidiaries, and determined that such transactions were conducted in the ordinary course of business. The Bank received and paid remuneration at market prices or fair prices. Furthermore, the Bank complied with the relevant regulatory requirements and applicable laws and has made accurate and complete disclosures.

#### • Measures for Related-Party Transaction Approval

The Bank places importance on preventing conflicts of interest arising from related party transactions or connected transactions. In the approval process for such transactions, the Bank carefully considers potential conflicts of interest with integrity, honesty, reasonableness, and independence, under a sound ethical framework, in adherence to the Bank's code of conduct and corporate governance principles. To ensure that related party transactions or connected transactions comply with the requirements of the regulatory authorities, the Bank has assigned the "Legal Compliance & Financial Crime Group" to oversee and review the approval procedures of such transactions in accordance with the applicable regulatory criteria.

For any related party transaction or connected transaction that is required by regulatory authorities or under the Bank's internal procedures to obtain approval from the Board of Directors in order to prevent conflicts of interest, the Bank has established guidelines for directors to follow in relation to the approval of such transactions, as follows:

- 1) Directors must disclose information on transactions that might lead to conflict of interest, connected transactions or related party transactions as required by the Securities and Exchange Commission and the Stock Exchange of Thailand.
- 2) Directors having an interest are prohibited from taking part in the approval process. If connected transactions have been conducted, the Audit Committee shall participate in the approval and give an opinion to comply with good corporate governance and the regulations of the Stock Exchange of Thailand.
- 3) Lending or investing in businesses in which a director has an interest must be unanimously approved by the Board of Directors without the attendance of the director. To prevent a conflict of interest, pricing and terms and conditions must be determined in accordance with the bank's normal trading and with the same treatment given to general customers.

## Part 3 Financial Statements

# Report of the Board of Directors' Responsibility for Financial Reports

The Board of Directors of the Krungthai Bank Public Company Limited places a great importance on its accountability for the Bank's financial statements, the consolidated financial statements of the Bank and its subsidiaries, and financial information presented in the Annual Report (Form 56-1 One Report). The financial statements have been prepared in accordance with Thai Financial Reporting Standards, applied consistently and appropriately, based on principles of conservatism, accuracy, completeness, realism, and reasonableness, to accurately reflect the Bank's operational results. The financial performance and all relevant information are disclosed to regulators and the Stock Exchange of Thailand on schedule, ensuring sufficient and transparent communication for the benefit of shareholders and investors. These financial statements have been audited by qualified independent auditors, who have provided their unqualified opinion.

The Board of Directors is committed to upholding good corporate governance and ensuring the implementation of effective and appropriate risk management, internal control, and internal audit systems. These measures are in place to guarantee the accuracy, completeness, and adequacy of financial information, safeguard the Bank's assets, and prevent and detect fraud and significant irregularities.

The Bank's Board of Directors has appointed an Audit Committee, composed entirely of Independent Directors, to review the financial reports. This review ensures the accuracy, adequacy, and appropriateness of the financial reports, internal control systems, disclosure of related party transactions, and all relevant processes. The Audit Committee has provided its opinion on these matters in the Audit Committee Report, which is included in this Annual Report (Form 56-1 One Report).

The Board of Directors is of the opinion that the Bank has maintained an effective internal control system at an appropriate level, providing reasonable assurance that the Bank's financial statements, along with the consolidated financial statements of the Bank and its subsidiaries for the year ending December 31, 2025, accurately reflect the financial position and performance of the Bank and its subsidiaries as of that date. These statements are reliable, in accordance with financial reporting standards, and comply with applicable laws and regulations.



(Mr. Lavaron Sangsnit)

Chairman of the Board of Directors



(Mr. Payong Srivanich)

Chief Executive Officer

# Independent Auditor's Report

To the Shareholders of Krung Thai Bank Public Company Limited

## Opinion

I have audited the accompanying consolidated financial statements of Krung Thai Bank Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2025, and the related consolidated statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information, and have also audited the separate financial statements of Krung Thai Bank Public Company Limited for the same period (collectively "the financial statements").

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Krung Thai Bank Public Company Limited and its subsidiaries and of Krung Thai Bank Public Company Limited as at 31 December 2025, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards and the Bank of Thailand's regulations.

## Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Group in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current year. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond to each matter are described below.

## Allowances for expected credit losses of loans to customers

As discussed in Note 9.8 to the consolidated financial statements, as at 31 December 2025, the Group had loans to customers of Baht 2,711,171 million (representing 69 percent of total assets) and allowances for expected credit losses amounting to Baht 185,845 million, which are material amounts to the financial statements. In addition, the basis to be used for calculation of the allowance for expected credit losses involves complex calculation modelling and requires management to use significant judgements and estimates in developing expected credit losses models in compliance with Thai Financial Reporting Standards and the rules set by the Bank of Thailand. The areas of significant management judgement include the identification of criteria for assessment of a significant increase in credit risk of loans to customers, the relevant variables with modelling, the selection of the future economic variables to be incorporated in the models and a management overlay used to adjust of the allowance for expected credit losses due to the limitations of the model.

Because of the materiality and the use of judgement and estimates mentioned above, I addressed the allowances for expected credit losses of loans to customers as a key audit matter.



I gained an understanding of, assessed and tested, on a sampling basis, the Group's internal controls relating to the loan origination, the calculation of allowance for expected credit losses of loans to customers, taking into account the exposure balances, complexity and credit risk of each loan portfolio. I compared the accounting policies of the Group with Thai Financial Reporting Standards and the regulations announced by the regulator. I considered and assessed the process governing model development, reviewed model development documentation and model validation report as prepared by the specialist engaged by the management of the Group and independent department of the Group, and tested, on a sampling basis, the accuracy of the data used in model development. I also assessed the methods and assumptions applied by the Group in the calculation of the allowance for expected credit losses, including the method used to incorporate the management overlay to address the limitations of the model and the recording of allowance for expected credit losses.

I examined the allowances for expected credit losses by assessing, on a sampling basis, the classification of loans to customers based on the changes in credit risk since initial recognition, and recalculating, on a sampling basis, the allowance for expected credit losses as at the end of the accounting period, including testing, on a sampling basis, the completeness of the data used in the calculation of allowance for expected credit losses.

Moreover, I assessed the adequacy of disclosure in accordance with the relevant Thai Financial Reporting Standards, as well as notifications and guidelines announced by the Bank of Thailand.

### Recognition of interest income on loans to customers

For the year ended 31 December 2025, the Group recognised interest income on loans to customers amounting to Baht 128,699 million (representing 80 percent of total income). The Group recognised interest income using the effective interest rate method, which involves the use of management judgement and estimates in estimating future cash flow receipts throughout the expected life of the financial instruments or, when appropriate, a shorter period, taking into account any discount or premium on acquisition, fees and costs that are an integral part of the effective interest rate. Moreover, the interest income was generated from various type of loans provided to a large number of customers and each type of loan agreement had different terms and conditions. I therefore addressed the recognition of interest income on loans to customers as a key audit matter whether it is recognised in accordance with Thai Financial Reporting Standards and the regulations announced by the Bank of Thailand.

The audit procedures I performed were to gain an understanding of, assess and test, on a sampling basis, the Group's internal controls relating to loan origination and interest income recognition. I compared the accounting policies of the Group with Thai Financial Reporting Standards and the regulations announced by the regulatory agency. I also assessed the methods applied by the management to determine the future cash flow receipts and the expected life of the financial instruments used in calculating the effective interest rate, including testing, on a sampling basis, the accuracy of the data and the calculation. In addition, I applied a sampling method to select loan agreements to consider whether the recognition was consistent with the conditions of the relevant agreement and an adjustment was made to reflect effective interest rate. I also performed analytical procedures on interest income on loans to customers and examined, on a sampling basis, material adjustments made through journal vouchers.

### Other Information

Management is responsible for the other information. The other information comprises the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

## Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards and the Bank of Thailand's regulations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

## Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. I am responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.



Somjai Khunapasut

Certified Public Accountant (Thailand) No. 4499

EY Office Limited

Bangkok: 25 February 2026

## Part 3 Financial Statements

# Krung Thai Bank Public Company Limited and its subsidiaries

## Statement of financial position

As at 31 December 2025

(Unit: Thousand Baht)

(Unit: thousand Baht)

	Note	Consolidated financial statements			Separate financial statements	
		31 December 2025	31 December 2024 <sup>(1)</sup>	1 January 2024 <sup>(1)</sup>	31 December 2025	31 December 2024
Assets						
Cash	9.1.1	61,745,383	56,888,721	55,625,890	61,728,378	56,872,376
Interbank and money market items - net	9.3	538,961,796	534,775,342	701,161,506	538,366,900	534,591,697
Financial assets measured at fair value through profit or loss	9.4	63,785,207	51,342,025	25,945,606	63,785,207	51,342,025
Derivatives assets	9.5	73,818,750	66,061,023	69,461,150	73,821,485	66,061,023
Investments - net	9.6	501,042,310	351,085,203	263,707,944	500,772,724	351,133,113
Investments in subsidiaries and associated companies - net	9.7	22,261,343	16,150,597	14,798,124	12,391,543	11,602,885
Loans to customers and accrued interest receivables - net	9.8	2,550,432,997	2,549,075,480	2,426,094,942	2,461,089,427	2,460,576,413
Properties for sale - net	9.10	22,518,743	28,122,462	34,859,742	22,511,462	28,108,832
Land, premises and equipment - net	9.11	29,804,471	29,237,424	31,064,204	27,816,994	27,217,610
Right-of-use assets - net	9.12.1	3,345,553	3,464,957	3,796,887	2,750,764	2,548,367
Intangible assets - net	9.13	20,959,816	19,452,783	19,429,322	25,311,354	22,010,401
Deferred tax assets	9.14.1	7,151,961	7,502,325	6,362,541	4,948,855	4,635,647
Accrued income		3,667,023	3,055,673	2,407,180	3,803,789	3,113,059
Other assets - net	9.15	33,824,049	24,254,410	24,234,808	33,733,703	23,807,137
Total assets		3,933,319,402	3,740,468,425	3,678,949,846	3,832,832,585	3,643,620,585

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17 Insurance Contracts for the first time.

The accompanying notes are an integral part of the financial statements.



(Lavaron Sangsrit)  
Chairman



(Payong Srivanich)  
Chief Executive Officer

# Krung Thai Bank Public Company Limited and its subsidiaries

## Statement of financial position (continued)

As at 31 December 2025

(Unit: Thousand Baht)

	Note	Consolidated financial statements			Separate financial statements	
		31 December 2025	31 December 2024 <sup>(1)</sup>	1 January 2024 <sup>(1)</sup>	31 December 2025	31 December 2024
Liabilities and equity						
Deposits	9.16	2,864,170,793	2,731,344,400	2,646,871,577	2,871,437,226	2,737,477,043
Interbank and money market items	9.17	274,137,420	255,872,193	282,696,058	267,399,011	249,666,935
Liabilities payable on demand		5,722,470	5,116,346	4,423,279	5,722,470	5,116,346
Financial liabilities measured at fair value through profit or loss		649,346	32,764	-	649,346	32,764
Derivatives liabilities	9.5	63,690,980	56,205,331	63,936,503	63,690,980	56,205,331
Debt issued and borrowings	9.18	124,739,709	132,463,770	160,839,009	90,381,893	91,414,124
Lease liabilities	9.12.2	3,373,692	3,494,532	3,841,492	2,730,344	2,528,448
Provisions	9.19	18,390,028	18,295,536	17,004,654	16,477,743	16,589,918
Deferred tax liabilities	9.14.1	13,895	-	-	-	-
Other liabilities	9.20	91,408,499	76,972,451	77,225,585	82,693,159	70,349,771
Total liabilities		3,446,296,832	3,279,797,323	3,256,838,157	3,401,182,172	3,229,380,680
Equity						
Share capital	9.21					
Authorised share capital						
5,500,000 preferred shares of Baht 5.15 each		28,325	28,325	28,325	28,325	28,325
13,976,061,250 ordinary shares of Baht 5.15 each		71,976,715	71,976,715	71,976,715	71,976,715	71,976,715
Issued and paid-up share capital						
5,500,000 preferred shares of Baht 5.15 each		28,325	28,325	28,325	28,325	28,325
13,976,061,250 ordinary shares of Baht 5.15 each		71,976,715	71,976,715	71,976,715	71,976,715	71,976,715
Premium on share capital						
Premium on ordinary share		20,833,734	20,833,734	20,833,734	20,833,734	20,833,734
Deficit from the change in the ownership interests in subsidiaries		(600,676)	(600,676)	(666,074)	-	-
Other components of equity	9.22	22,762,405	18,920,413	16,171,155	24,471,424	23,337,363
Retained earnings						
Appropriated						
Legal reserve	9.23	7,200,504	7,200,504	7,200,504	7,200,504	7,200,504
Unappropriated		342,028,570	321,763,443	288,097,111	307,139,711	290,863,264
Equity attributable to equity holders of the Bank		464,229,577	440,122,458	403,641,470	431,650,413	414,239,905
Non-controlling interests		22,792,993	20,548,644	18,470,219	-	-
Total equity		487,022,570	460,671,102	422,111,689	431,650,413	414,239,905
Total liabilities and equity		3,933,319,402	3,740,468,425	3,678,949,846	3,832,832,585	3,643,620,585

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17 Insurance Contracts for the first time.

The accompanying notes are an integral part of the financial statements.



(Lavaron Sangsrit)  
Chairman



(Payong Srivanich)  
Chief Executive Officer



# Krung Thai Bank Public Company Limited and its subsidiaries

## Statement of profit or loss and other comprehensive income

For the year ended 31 December 2025

(Unit: Thousand Baht)

(Unit: thousand Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024 <sup>(1)</sup>	2025	2024
Profit or loss					
Interest income	9.30	147,807,365	165,105,302	131,912,942	149,276,991
Interest expenses	9.31	42,026,618	45,990,485	40,703,385	44,540,227
Net interest income		105,780,747	119,114,817	91,209,557	104,736,764
Fees and service income		31,590,318	30,914,026	21,813,484	21,651,932
Fees and service expenses		8,633,102	8,631,610	5,172,268	5,231,660
Net fees and service income	9.32	22,957,216	22,282,416	16,641,216	16,420,272
Net gains on financial instruments measured at fair value through profit or loss	9.33	11,415,565	4,702,835	11,443,420	4,702,969
Net gains on investments	9.34	5,579,329	890,909	5,441,872	833,342
Share of profit from investments accounted for under equity method		4,444,104	3,798,176	-	-
Dividend income		954,521	384,369	4,503,339	4,359,598
Other operating income		9,496,383	10,226,773	5,185,306	5,926,641
Total operating income		160,627,865	161,400,295	134,424,710	136,979,586
Other operating expenses					
Employee's expenses		26,922,450	27,060,875	19,856,511	20,184,570
Directors' remuneration		389,106	313,050	141,365	63,381
Premises and equipment expenses		9,687,984	10,881,092	5,308,391	6,392,564
Taxes and duties		4,896,754	5,348,697	4,219,135	4,691,108
Impairment losses of properties for sale		3,784,647	5,745,255	3,778,774	5,748,345
Others		19,085,471	19,429,035	22,492,306	23,134,486
Total other operating expenses		64,766,412	68,778,004	55,796,482	60,214,454
Expected credit losses	9.35	30,760,462	31,069,511	24,856,110	24,152,951
Profit before income tax		65,100,991	61,552,780	53,772,118	52,612,181
Income tax	9.14.2	12,879,943	11,575,802	9,676,525	9,425,370
Net profit		52,221,048	49,976,978	44,095,593	43,186,811

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17 Insurance Contracts for the first time.

The accompanying notes are an integral part of the financial statements.



(Lavaron Sangsrit)  
Chairman



(Payong Srivanich)  
Chief Executive Officer

# Krung Thai Bank Public Company Limited and its subsidiaries

## Statement of profit or loss and other comprehensive income (continued)

For the year ended 31 December 2025

(Unit: Thousand Baht except earnings per share expressed in Baht)

Note	Consolidated financial statements		Separate financial statements	
	2025	2024 <sup>(1)</sup>	2025	2024
<b>Other comprehensive income (loss)</b>				
<i>Transactions that will be reclassified subsequently to profit or loss</i>				
Gains (losses) on debt securities measured at fair value through other comprehensive income	588,231	4,396,425	590,743	4,400,413
Gains (losses) arising from translating the financial statements of foreign operations	(28,760)	(14,375)	(28,760)	(14,375)
Gains (losses) on cash flow hedges	1,160,727	850,515	1,160,727	850,515
Gains (losses) from deferred cost of hedging	466,867	(297,801)	466,867	(297,801)
Share of other comprehensive income (loss) of associate (equity method) for items that will be reclassified subsequently to profit or loss	2,643,794	(848,424)	-	-
Income tax relating to other comprehensive income (loss) for items that will be reclassified subsequently to profit or loss	9.14.2 (443,165)	(989,828)	(443,668)	(990,626)
<i>Transactions that will never be reclassified subsequently to profit or loss</i>				
Gains (losses) on investments in equity designated to be measured at fair value through other comprehensive income	(715,068)	(321,477)	(785,191)	(322,115)
Gains (losses) on financial liabilities designated at fair value through profit or loss from own credit risk revaluation reserve	38,083	198	38,083	198
Actuarial gains (losses) on defined benefit plan	(634,695)	(435,696)	(550,102)	(359,782)
Share of other comprehensive income (loss) of associate (equity method) for items that will never be reclassified subsequently to profit or loss	(88,853)	(111,267)	-	-
Income tax relating to other comprehensive income (loss) for items that will never be reclassified subsequently to profit or loss	9.14.2 262,269	151,395	259,442	136,340
<b>Other comprehensive income (loss) - net</b>	<b>3,249,430</b>	<b>2,379,665</b>	<b>708,141</b>	<b>3,402,767</b>
<b>Total comprehensive income (loss)</b>	<b>55,470,478</b>	<b>52,356,643</b>	<b>44,803,734</b>	<b>46,589,578</b>
<b>Total profit attributable to:</b>				
Equity holders of the Bank	48,228,603	46,153,484	44,095,593	43,186,811
Non-controlling interest	3,992,445	3,823,494		
	<b>52,221,048</b>	<b>49,976,978</b>		
<b>Total comprehensive income attributable to:</b>				
Equity holders of the Bank	51,500,345	48,552,435	44,803,734	46,589,578
Non-controlling interest	3,970,133	3,804,208		
	<b>55,470,478</b>	<b>52,356,643</b>		
<b>Earnings per share of equity holders of the Bank</b>				
9.36 Basic earnings per share (Baht)	3.45	3.30	3.15	3.09

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17 Insurance Contracts for the first time.

The accompanying notes are an integral part of the financial statements.



(Lavaron Sangsnit)  
Chairman



(Payong Srivanich)  
Chief Executive Officer

# Krung Thai Bank Public Company Limited and its subsidiaries

## Statement of changes in equity

For the year ended 31 December 2025

	Consolidated financial statements											(Unit: Thousand Baht)	
	Attributable to equity holder of the Bank							Non-controlling interests					
	Issued and fully paid-up share capital	Premium on share capital	Deficit from the changes in the ownership interest in subsidiaries	Surplus on revaluation of assets	Surplus on revaluation of investments	Hedge reserve (Note 9.5.2)	Own credit risk revaluation reserve	Gains (losses) from translating the financial statements	Share of other comprehensive income (loss) of associates	Retained earnings	Total equity attributable to equity holders of the Bank		
Balance as at 1 January 2024 - As previously report	72,005,040	20,833,734	(666,074)	14,165,960	5,685,459	121,468	-	(10,357)	(3,791,313)	294,032,160	402,376,077	18,470,219	420,846,296
Effects of the associated companies adopting Thai Financial Reporting Standard 17 Insurance Contracts for the first time (Note 4)	-	-	-	-	-	-	-	-	(62)	1,265,455	1,265,393	-	1,265,393
Balance as at 1 January 2024 - Adjusted to be presented as a comparative purpose	72,005,040	20,833,734	(666,074)	14,165,960	5,685,459	121,468	-	(10,357)	(3,791,375)	295,297,615	403,641,470	18,470,219	422,111,689
Dividends payment (Note 9.24)	-	-	-	-	-	-	-	-	-	(12,136,845)	(12,136,845)	(1,660,385)	(13,797,230)
Changes in the ownership interest in subsidiaries	-	-	65,398	-	-	-	-	-	-	-	65,398	(65,398)	-
Transfer to retained earnings	-	-	-	(25,819)	(3,111)	-	-	-	49,966	(21,036)	-	-	-
Total comprehensive income (loss) - Adjusted to be presented as a comparative purpose	-	-	-	-	3,259,959	442,171	158	(14,375)	(959,691)	45,824,213	48,552,435	3,804,208	52,356,643
Balance as at 31 December 2024 - Adjusted to be presented as a comparative purpose	72,005,040	20,833,734	(600,676)	14,140,141	8,942,307	563,639	158	(24,732)	(4,701,100)	328,963,947	440,122,458	20,548,644	460,671,102

The accompanying notes are an integral part of the financial statements.

# **Krung Thai Bank Public Company Limited and its subsidiaries** **Statement of changes in equity (continued)**

For the year ended 31 December 2025

	Consolidated financial statements												(Unit: Thousand Baht)
	Attributable to equity holder of the Bank							Other components of equity					
	Issued and fully paid-up share capital	Premium on share capital	Deficit from the changes in the ownership interest in subsidiaries	Surplus on revaluation of assets	Surplus on revaluation of investments	Hedge reserve (Note 9.5.2)	Own credit risk revaluation reserve	Gains (losses) from translating the financial statements	Share of other comprehensive income (loss) of associates	Retained earnings	Total equity attributable to equity holders of the Bank	Non-controlling interests	
Balance as at 31 December 2024	72,005,040	20,833,734	(600,676)	14,140,141	8,942,307	563,639	158	(24,732)	2,577,938	325,400,665	443,838,214	20,548,644	464,386,858
- Adjusted to be presented as a comparative purpose	-	-	-	-	-	-	-	-	(7,279,038)	3,563,282	(3,715,756)	-	(3,715,756)
Effects of the associated companies adopting Thai Financial Reporting Standard 17 Insurance Contracts for the first time (Note 4)													
Balance as at 31 December 2024	72,005,040	20,833,734	(600,676)	14,140,141	8,942,307	563,639	158	(24,732)	(4,701,100)	328,963,947	440,122,458	20,548,644	460,671,102
- Adjusted to be presented as a comparative purpose	-	-	-	-	-	-	-	-	-	(27,614,433)	(27,614,433)	(1,725,784)	(29,340,217)
Dividends payment (Note 9.24)	-	-	-	(6,125)	(8,036)	-	-	-	98,900	136,468	221,207	-	221,207
Transfer to retained earnings	-	-	-	-	(101,469)	1,302,075	30,466	(28,760)	2,554,941	47,743,092	51,500,345	3,970,133	55,470,478
Total comprehensive income (loss)	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2025	72,005,040	20,833,734	(600,676)	14,134,016	8,832,802	1,865,714	30,624	(53,492)	(2,047,259)	349,229,074	464,229,577	22,792,993	487,022,570

The accompanying notes are an integral part of the financial statements.

*Lavan Sangsrit*

(Lavan Sangsrit)

Chairman

*Payong Srivanich*

(Payong Srivanich)

Chief Executive Officer

# Krung Thai Bank Public Company Limited and its subsidiaries

## Statement of changes in equity (continued)


For the year ended 31 December 2025

(Unit: Thousand Baht)

	Separate financial statements							Retained earnings	Total
	Issued and fully paid-up share capital	Premium on share capital	Surplus on revaluation of assets	Surplus on revaluation of investments	Hedge reserve (Note 9.5.2)	Own credit risk revaluation reserve	Gains (losses) from translating the financial statements		
<b>Balance as at 1 January 2024</b>	72,005,040	20,833,734	13,875,042	5,689,548	121,468	-	(10,357)	267,272,697	379,787,172
Dividends payment (Note 9.24)	-	-	-	-	-	-	-	(12,136,845)	(12,136,845)
Transfer to retained earnings	-	-	(25,819)	(3,111)	-	-	-	28,930	-
Total comprehensive income (loss)	-	-	-	3,262,638	442,171	158	(14,375)	42,898,986	46,589,578
<b>Balance as at 31 December 2024</b>	72,005,040	20,833,734	13,849,223	8,949,075	563,639	158	(24,732)	298,063,768	414,239,905
<b>Balance as at 1 January 2025</b>	72,005,040	20,833,734	13,849,223	8,949,075	563,639	158	(24,732)	298,063,768	414,239,905
Dividends payment (Note 9.24)	-	-	-	-	-	-	-	(27,614,433)	(27,614,433)
Transfer to retained earnings	-	-	(6,125)	(8,036)	-	-	-	235,368	221,207
Total comprehensive income (loss)	-	-	-	(155,559)	1,302,075	30,466	(28,760)	43,655,512	44,803,734
<b>Balance as at 31 December 2025</b>	72,005,040	20,833,734	13,843,098	8,785,480	1,865,714	30,624	(53,492)	314,340,215	431,650,413

The accompanying notes are an integral part of the financial statements.

  
(Lavan Sangsri)  
Chairman

  
(Payong Sivanich)  
Chief Executive Officer



# Krung Thai Bank Public Company Limited and its subsidiaries

## Statements of cash flows

For the year ended 31 December 2025

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024 <sup>(1)</sup>	2025	2024
<b>Cash flows from operating activities</b>				
Profit before income tax	65,100,991	61,552,780	53,772,118	52,612,181
Adjustments to reconcile profit before income tax to net cash received (paid) from operating activities:				
Depreciation and amortisation expenses	6,856,459	6,674,899	5,818,409	5,341,563
Expected credit losses	30,760,462	31,069,511	24,856,110	24,152,951
Share of (profit) loss from investments accounted for under equity method	(4,444,104)	(3,798,176)	-	-
(Gains) losses on disposal of assets	22,149	36,149	2,000	(8,151)
Gains on disposal of investments	(5,579,329)	(890,909)	(5,579,329)	(891,360)
Unrealised gains on financial instruments measured at fair value through profit or loss	(5,524,671)	(1,055,641)	(5,524,671)	(1,055,507)
Losses on impairment of properties for sale	3,784,647	5,745,255	3,778,774	5,748,345
Losses on impairment of premises and equipment	-	252,455	-	252,455
Losses on impairment of investments	-	-	137,457	58,018
Losses on impairment of intangible assets	1,663,585	3,368,416	1,692,778	3,494,681
Losses on impairment of other assets	403,998	75,036	404,517	68,140
Amortisation of premium (discount) on investments	478,877	(83,451)	494,399	(61,423)
Losses on foreign currency translation	287,863	163,126	287,863	162,992
Increase in provisions	1,709,258	941,080	1,474,962	725,588
Increase in other accrued income	(189,742)	(298,857)	(269,122)	(362,387)
Increase (decrease) in other accrued expenses	(171,896)	1,959,731	(378,248)	1,576,943
	95,158,547	105,711,404	80,968,017	91,815,029
Net interest income	(105,780,747)	(119,114,817)	(91,209,557)	(104,736,764)
Dividend income	(954,521)	(384,369)	(4,503,339)	(4,359,598)
Proceeds from interest income	146,740,956	163,486,198	130,869,139	147,661,274
Cash paid on interest expenses	(38,992,287)	(45,156,925)	(37,605,656)	(43,661,889)
Proceeds from dividend income	2,053,744	2,007,193	4,503,147	4,359,715
Cash refunded for income tax	297,052	116,586	1,979	2,591
Cash paid on income tax	(12,569,384)	(13,191,074)	(10,415,380)	(10,981,392)
<b>Income from operating activities before changes in operating assets and liabilities</b>	<b>85,953,360</b>	<b>93,474,196</b>	<b>72,608,350</b>	<b>80,098,966</b>

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17 Insurance Contracts for the first time.

The accompanying notes are an integral part of the financial statements.



(Lavaron Sangsrit)  
Chairman



(Payong Srivanich)  
Chief Executive Officer

# Krung Thai Bank Public Company Limited and its subsidiaries

## Statements of cash flows (continued)

For the year ended 31 December 2025

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024 <sup>(1)</sup>	2025	2024
<b>Cash flows from operating activities (continued)</b>				
(Increase) decrease in operating assets				
Interbank and money market items	(4,174,119)	167,803,821	(3,762,096)	167,265,689
Financial assets measured at fair value through profit or loss	(10,082,691)	(27,206,113)	(10,082,691)	(27,206,113)
Derivatives assets	(59,758,330)	(8,826,275)	(59,761,066)	(8,826,275)
Loans to customers	(35,576,303)	(155,783,768)	(28,748,584)	(149,574,402)
Properties for sale	2,308,885	3,458,302	2,206,157	3,266,503
Other assets	(11,238,781)	(2,138,342)	(11,294,368)	(665,208)
Increase (decrease) in operating liabilities				
Deposits	140,627,043	86,222,602	141,760,832	84,475,872
Interbank and money market items	18,409,952	(26,743,153)	17,876,801	(26,705,778)
Liabilities payable on demand	728,029	710,971	728,029	710,971
Financial liabilities measured at fair value through profit or loss	654,665	32,962	654,665	32,962
Derivatives liabilities	61,735,860	11,618,145	61,735,860	11,618,145
Other liabilities	10,495,440	(4,329,047)	9,032,667	(1,859,828)
<b>Net cash provided by operating activities</b>	<b>200,083,010</b>	<b>138,294,301</b>	<b>192,954,556</b>	<b>132,631,504</b>
<b>Cash flows from investing activities</b>				
Purchase of debt and equity securities measured at fair value through other comprehensive income	(439,337,287)	(266,092,197)	(439,188,622)	(266,442,697)
Proceeds from disposal of debt and equity securities measured at fair value through other comprehensive income	291,048,586	181,233,241	291,048,586	181,233,379
Purchase of debt securities measured at amortised cost	(4,267,345)	(2,113,304)	(781,639)	(623,882)
Proceeds from disposal of debt instruments measured at amortised cost	4,183,914	2,007,727	783,917	696,433
Acquisition of investments in subsidiary and associated company	(211,116)	(136,694)	(926,116)	(439,491)
Proceeds from disposal of investments in subsidiary	-	-	-	25,399
Purchase of intangible assets	(6,304,660)	(5,894,745)	(8,310,567)	(7,686,669)
Proceeds from disposal of intangible assets	1	-	-	-
Purchase of land, premises and equipment	(2,312,676)	(1,236,759)	(1,613,066)	(795,725)
Proceeds from disposal of land, premises and equipment	1,369	19,608	56	18,372
<b>Net cash used in investing activities</b>	<b>(157,199,214)</b>	<b>(92,213,123)</b>	<b>(158,987,451)</b>	<b>(94,014,881)</b>
<b>Cash flows from financing activities</b>				
Proceeds from debt issued and borrowings	37,755,647	27,823,979	32,971,526	24,450,314
Repayments of debt issued and borrowings	(44,338,656)	(56,651,616)	(32,838,656)	(47,981,616)
Repayments of lease liabilities	(2,075,148)	(2,179,105)	(1,600,780)	(1,651,759)
Dividend paid for ordinary share	(27,602,721)	(12,131,221)	(27,602,721)	(12,131,221)
Dividend paid for preferred share	(11,712)	(5,624)	(11,712)	(5,624)
Dividend paid to non-controlling interests	(1,725,784)	(1,660,385)	-	-
<b>Net cash used in financing activities</b>	<b>(37,998,374)</b>	<b>(44,803,972)</b>	<b>(29,082,343)</b>	<b>(37,319,906)</b>
Losses from translating the financial statements of foreign operations	(28,760)	(14,375)	(28,760)	(14,375)
<b>Increase in cash and cash equivalents</b>	<b>4,856,662</b>	<b>1,262,831</b>	<b>4,856,002</b>	<b>1,282,342</b>
Beginning balance of cash and cash equivalents	56,888,721	55,625,890	56,872,376	55,590,034
<b>Ending balance of cash and cash equivalents</b>	<b>61,745,383</b>	<b>56,888,721</b>	<b>61,728,378</b>	<b>56,872,376</b>

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17 Insurance Contracts for the first time.

The accompanying notes are an integral part of the financial statements.



(Lavaron Sangsniit)

Chairman



(Payong Srivanich)

Chief Executive Officer

## Part 3 Financial Statements

# Krung Thai Bank Public Company Limited and its subsidiaries

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For the year ended 31 December 2025

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## Krung Thai Bank Public Company Limited and its subsidiaries

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## Part 3 Financial Statements

# Krung Thai Bank Public Company Limited and its subsidiaries

## Notes to financial statements

For the year ended 31 December 2025

### 1. General information

Krung Thai Bank Public Company Limited (“the Bank”) is a public company limited registered in Thailand with its head office located at 35 Sukhumvit Road, Klongtoey Nua, Wattana, Bangkok. The Bank engages in commercial banking business and conducts its business through a nationwide branch network and in certain major centers of the world.

### 2. Basis of preparation of the financial statements

These financial statements are presented in accordance with the Notification of the Bank of Thailand (“BOT”) No. SOR NOR SOR. 21/2561 dated 31 October 2018, regarding the Preparation and Announcement of Financial Statements of Commercial Banks and Parent Companies of Financial Holding Groups, including any other supplementary BOT’s Notifications; and with the regulations of the Stock Exchange of Thailand (“SET”) dated 2 October 2017, regarding the Preparation and Submission of Financial Statements and Report on Financial Position and Results of Business Operations of Listed Companies, B.E. 2560. Moreover, these financial statements are prepared in conformity with financial reporting standards, under the Accounting Act B.E. 2547.

#### The consolidated financial statements

The consolidated financial statements comprise the financial statements of the Bank and those of its subsidiaries in which the Bank has a controlling interest, after eliminating significant intercompany transactions and balances. The list of 12 subsidiaries is shown in Note 9.7.1 to the financial statements. The financial statements of the subsidiaries are prepared for the same reporting period as the Bank, using the same significant accounting policies. In cases where there are different accounting policies, the Bank has adjusted the effect of these differences in the consolidated financial statements.

The percentages of shareholdings and investments in the Bank’s subsidiaries and associated companies are shown in Note 9.7 to the financial statements.

Investments in associated companies are accounted in the consolidated financial statements using the equity method.



### The separate financial statements

Investments in subsidiaries and associated companies are accounted for in the separate financial statements using the cost method.

The Bank's financial statements for the year ended 31 December 2025 and 2024 included the accounts of domestic and foreign branches, after eliminating the effects of all interbranch transactions.

### The English language financial statements

The financial statements in Thai language are the official statutory financial statements of the Bank. The financial statements in English language have been translated from the Thai language financial statements. In case of a conflict or a difference in interpretation between the two languages, the Thai language financial statements shall prevail.

## **3. New financial reporting standards**

### **3.1 Financial reporting standards that became effective in the current year**

During the year, The Bank and its subsidiaries has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on The Bank and its subsidiaries' financial statements except for the following standard, which involves changes to key principles, as summarised below.

#### **TAS 12, Income Taxes - International Tax Reform - Pillar Two model rules**

The Bank and its subsidiaries are within the scope of the Pillar Two model rules published by the Organisation for Economic Co-operation and Development (OECD). Accordingly, the Bank and its subsidiaries have applied the mandatory exception requiring that entities shall neither recognise nor disclose information about deferred tax assets and liabilities related to Pillar Two income taxes. The Bank and its subsidiaries operate in several countries where Pillar Two legislation has been enacted and is effective for fiscal years beginning on or after 1 January 2025. The estimated top-up tax expense related to Pillar Two income taxes arises from the operation in the Cayman Islands which the Bank and its subsidiaries have assessed that the impact of top-up tax was immaterial to the financial statements for the year ended 31 December 2025.

**TFRS 17, Insurance Contracts**

This financial reporting standard establishes principles for the recognition, measurement, presentation and disclosure of insurance contracts. An entity shall recognise a group of insurance contracts it issues from the earliest of the beginning of the coverage period of the group of contracts, or the date when the first payment from a policyholder in the group becomes due. For a group of onerous contracts, these contracts will recognise loss at the date when the group becomes onerous.

Upon initial recognition, this financial reporting standard establishes the General Measurement Model, the Variable Fee Approach or Premium Allocation Approach if contracts meet certain requirements under this standard. Under the General Measurement Model, an entity shall measure a group of insurance contracts at the total of the fulfilment cash flows and the contractual service margin. The fulfilment cash flows represent the estimates of future cash flows, which arise from substantive rights and obligations that exist during the reporting period, and a risk adjustment for non-financial risk. The contractual service margin represents the unearned profit that the entity will recognise as it provides insurance contract services in the future. In addition, this financial reporting standard requires the entity to present and disclose more information related both qualitative and quantitative information.

In the current year, two associated companies of the Bank, which operate in the insurance business, have adopted Thai Financial Reporting Standard 17 Insurance Contracts for the first time and have restated their financial statements, presented as comparative information. These restatements have effects on the Bank's consolidated financial statements. Accordingly, the Bank and its subsidiaries have restated their financial statements to reflect the adjustments made by the aforementioned associated companies.

**3.2 Financial reporting standard that will become effective for fiscal years beginning on or after 1 January 2026**

The Federation of Accounting Professions issued a revised financial reporting standard, which is effective for fiscal years beginning on or after 1 January 2026. This financial reporting standard was aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Bank and its subsidiaries believes that adoption of these amendments will not have any significant impact on the Bank and its subsidiaries' financial statements.

#### 4. Cumulative effects of changes in accounting policies due to the adoption of new financial reporting standard by associated companies which are insurance companies

As described in Note 3.1 to the financial statements, two associated companies, which are insurance companies, have adopted Thai Financial Reporting Standard 17 Insurance Contracts, a new financial reporting standard that became effective in the current year for the first time during the current year. Accordingly, the associated companies have restated the statement of financial position as at 31 December 2024 and 1 January 2024, and the statements of profit or loss and other comprehensive income for the year ended 31 December 2024, presented as comparative information. These restatements have effects on the Bank's consolidated financial statements. As a result, the Bank and its subsidiaries have also restated the statement of financial position as at 31 December 2024 and 1 January 2024, and the statements of profit or loss and other comprehensive income for the year ended 31 December 2024, to reflect the adjustments made by the aforementioned associated companies, presented as comparative information for the current year, as follows:

The amounts of the adjustments affect only the accounts presented in the table below, with no effect on other previously reported accounts. The accounts affected in respect of the opening balance for the year 2025, as presented in the comparative consolidated financial statements as at 31 December 2024, are as follows:

(Unit: Million Baht)			
31 December 2024			
	As previously reported	Adjustments	Post adjustments
<b>Statement of financial position</b>			
<b>Assets</b>			
Investments in subsidiaries and associated companies - net	19,867	(3,716)	16,151
<b>Liabilities and equity</b>			
<b>Equity</b>			
Other components of equity	26,199	(7,279)	18,920
Unappropriated retained earnings	318,200	3,563	321,763
Total	344,399	(3,716)	340,683

The amounts of the adjustments affect only the accounts presented in the table below, with no effect on other previously reported accounts. The accounts affected in respect of the opening balance for the year 2024, as presented in the comparative consolidated financial statements as at 1 January 2024, are as follows:

(Unit: Million Baht)

	1 January 2024		
	As previously reported	Adjustments	Post adjustments
<b>Statement of financial position</b>			
<b>Assets</b>			
Investments in subsidiaries and associated companies - net	13,533	1,265	14,798
<b>Liabilities and equity</b>			
<b>Equity</b>			
Other components of equity	16,171	-	16,171
Unappropriated retained earnings	286,832	1,265	288,097
Total	303,003	1,265	304,268

The amounts of the adjustments affect only the accounts presented in the table below, with no effect on other previously reported accounts. The accounts affected in respect of the statements of income and other comprehensive income, as presented in the comparative consolidated financial statements for the year ended 31 December 2024, are as follows:

(Unit: Million Baht)

	For the year ended 31 December 2024		
	As previously reported	Adjustments	Post adjustments
<b>Statement of profit or loss and other comprehensive income</b>			
<b>Profit or loss</b>			
Share of profit from investments accounted for under equity method	1,500	2,298	3,798
<b>Other comprehensive income (loss)</b>			
<i>Transactions that will be reclassified subsequently to profit or loss</i>			
Share of other comprehensive income (loss) of associates (equity method)	6,431	(7,279)	(848)

## 5. Accounting policies

### 5.1 Revenue recognition

#### Interest income

The Bank and its subsidiaries recognise interest income by using the Effective Interest Rate method. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial instrument or, when appropriate, a shorter period, to the net carrying amount of the financial asset. The effective interest rate is calculated by taking into account any discount or premium on acquisition, fees and costs that are an integral part of the effective interest rate.

The Bank and its subsidiaries calculate interest income by applying the effective interest rate to the gross carrying amount of financial assets. When a financial asset becomes credit-impaired, the Bank and its subsidiaries calculate interest income by applying the effective interest rate to the net carrying amount (gross carrying amount net of allowance for expected credit losses) of the financial asset. If the financial asset is no longer credit-impaired, the Bank and its subsidiaries revert to calculating interest income on a gross carrying amount.

#### Fee and service income

Unless included in the effective interest rate calculation, the Bank and its subsidiaries recognise fee income on an accrual basis when the service has been provided or upon satisfaction of performance obligations.

#### Dividend income

Dividend income from investments is recognised when declared.

### 5.2 Expenses recognition

#### Interest expenses

Interest expenses on financial liabilities measured at amortised cost are calculated using the Effective Interest Rate method and recognised on an accrual basis.

#### Fee and service expenses, and other operating expenses

The Bank and its subsidiaries recognise fee and service expenses and other operating expenses on an accrual basis.

### 5.3 Net gains (losses) from financial instruments measured at fair value through profit or loss

Net gains (losses) from financial instruments measured at fair value through profit or loss consist of gains (losses) on trading and foreign exchange transactions, gains (losses) from changes in the fair value of derivatives and financial assets designated at fair value through profit or loss, gains (losses) from sales of financial assets measured at fair value through profit or loss, and derivatives, and net gains (losses) from hedge accounting. The Bank and its subsidiaries recognise them as income or expenses on the transaction date.



## 5.4 Cash and Cash Equivalents

Cash and cash equivalents represent cash in hand and cash on collection.

## 5.5 Derivatives and hedge accounting

Derivatives are initially recorded at fair value at the date on which a derivative contract is entered into (Trade Date) and are classified as trading, except for where they are designated as a part of an effective hedge relationship and classified as hedging derivatives. Derivatives are subsequently measured at fair value. The changes in fair value are recognised as gains (losses) on financial instruments measured at fair value through profit or loss unless hedge accounting is applied. Derivatives are carried as assets when the fair value is positive and as liabilities when the fair value is negative.

### Hedge accounting

The Bank and its subsidiaries make use of derivatives to manage exposures arising from assets, liabilities, off-balance sheet items, net position or cash flow. Hedging accounting can be applied for hedged items and hedging instruments. Upon meeting specified criteria for hedge accounting, the Bank and its subsidiaries apply hedge accounting for the aforementioned derivatives.

The Bank and its subsidiaries designate certain derivatives as follows:

- Fair value hedges
- Cash flow hedges
- Dynamic hedges

In hedging, the Bank and its subsidiaries take into consideration the relationship between hedging instruments and the hedged items, including the nature of the risk, the objective and strategy for undertaking the hedge as well as the effectiveness of the hedging relationship.

Although there is an interest rate benchmark reform, the Bank and its subsidiaries can continue applying current hedge accounting as there will be a pricing adjustment that will make old and new contract terms economically equivalent. However, the Bank and its subsidiaries amend hedge relationship to reflect new interest rate and amend description of hedged items and hedging instruments.

### Fair value hedges

The Bank and its subsidiaries recognise the movement in fair value of the hedged item and of the hedging instrument in profit or loss, except for the hedging transaction of investments in equity securities designated at fair value through other comprehensive income which the movement in fair value will be recognised in the other comprehensive income that will be recognised at fair value movement of the hedged item and of the hedging instrument in other comprehensive income. The cumulative changes in the fair value attributable to the hedged risk of hedged item is made as an adjustment to the carrying value of the hedged assets or liabilities.

The Bank adopts interest rate swap contract and/or interest rate swap option contract to hedge the risk from changes in fair value from interest rate of debt issued and borrowings and/or interbank and money market items (liabilities) and/or loans to customers. The Bank performs hedge effectiveness test by comparing changes in fair value (only a portion of risk being hedged) of hedged items with changes in fair value of hedging instruments. In addition, the Bank has also considered a qualitative approach by comparing the critical terms of significant characteristics such as cash flow, interest rate, and the duration of hedged items and hedging instruments that make perfectly match from the designation date. Causes of ineffectiveness of hedging could be arisen from the differences in cash flow and the differences in duration between hedged duration and hedging instruments.

The Bank adopts foreign currency swap contract and foreign currency forward contract to hedge risk from changes in fair value of foreign exchange rate risk of investments in equity securities designated at fair value through other comprehensive income. The Bank performs hedge effectiveness test by comparing changes in fair value (only a portion of risk being hedged) of hedged items with changes in fair value of hedging instruments by excluding cost of hedging in the effectiveness test. In addition, the Bank has also considered a qualitative approach by comparing the critical terms of significant characteristics such as foreign exchange rate and the duration of hedged items and hedging instruments that make perfectly match from the designation date. Causes of ineffectiveness of hedging could be arisen from the differences in cash flow and the differences in duration between hedged items and hedging instruments.

When a hedging instrument expires, is sold, is terminated or is exercised, or when a hedge no longer meets the criteria for hedge accounting, the adjustment to the carrying amount of a hedged item is amortised to profit or loss in the statement of profit or loss and other comprehensive income using effective interest rate. When the hedged item is derecognised from the statement of financial position, the unamortised fair value adjustment is immediately recognised in profit or loss in the statement of profit or loss and other comprehensive income.

### Cash flow hedges

The Bank and its subsidiaries recognise an effective portion of the cumulative changes in the fair value of hedging instrument in the cash flow hedge reserve within equity. The gains or losses relating to the ineffective portion is immediately recognised in profit or loss in the statement of profit or loss and other comprehensive income. The cash flow hedges reserve in equity are transferred to profit or loss in the statement of profit or loss and other comprehensive income in the period in which the hedged item affects the statement of profit or loss and other comprehensive income.

The Bank adopts cross currency interest rate swap contracts to hedge the risk of cash flows from interest rate and foreign exchange rate of investments in debt securities that are not measured at fair value through profit or loss. The Bank performs effectiveness test by comparing changes in fair value between hedged items by creating hypothetical derivative and changes in fair value of hedging instrument by excluding cost of hedging in the effectiveness test. In addition, the Bank has also considered a qualitative approach by comparing critical terms of significant characteristics such as cash flow, interest rate, and the duration of hedged items and hedging instruments that make perfectly match from the transaction date. Causes of ineffectiveness of hedging could be arisen from the differences in cash flow and the differences in duration between hedged items and hedging instruments.

When a hedging instrument expires, is sold, is terminated or is exercised, or when a hedge no longer meets the criteria for hedge accounting, the cash flow hedges reserve in equity at that time remains in equity and is recognised in profit or loss in the statement of profit or loss and other comprehensive income when the forecast transaction is ultimately recognised in the statement of profit or loss and other comprehensive income. When a forecast transaction is no longer expected to occur, the cumulative gains or losses existing in equity at that time is immediately transferred to profit or loss in the statement of profit or loss and other comprehensive income.

### Dynamic hedges

The Bank adopts interest rate swap contracts as hedging instruments for dynamic risk management, which is in accordance with the characteristics described in TFRS 9. Therefore, derivatives, which have the propose of dynamic risk management, are recorded as off-balance items and presented on an accrual method. Interest rate components are presented on an accrual basis, similar to hedged assets or liabilities, which are considered as part of interest income or interest expenses throughout the contract period. Receivables and payables under swap contracts are presented at the net amount in the statement of financial position.

### Embedded derivatives

Embedded derivatives are component of hybrid or combined instruments that consist of non-derivative host contracts.

For derivatives embedded in financial assets host contracts, the entire hybrid contract, including all embedded features, are classified in accordance with the Bank's business model and the contractual cash flow characteristics of the financial assets.

For derivatives embedded in financial liabilities host contracts, embedded derivatives will be separated from the host contract and accounted for as derivatives if all of the following criterial are met:

- The economic characteristics and risks are not closely related to the host;
- A separated embedded derivative from the host would meet the definition of a derivative; and
- The hybrid contract is not measured at fair value through profit or loss.

## 5.6 Financial instruments

### **Recognition of financial instruments**

The Bank and its subsidiaries recognise financial assets or financial liabilities when the Bank and its subsidiaries become a party to the contractual provisions of the financial instruments.

### **Classification and measurement of financial assets and financial liabilities**

#### Financial assets - debt instruments

The Bank and its subsidiaries classify its financial assets - debt instruments as subsequently measured at amortised cost or fair value in accordance with the Bank's and its subsidiaries' business model for managing the financial assets and the contractual cash flows characteristics of the financial assets as follows:

- Financial assets measured at amortised cost only if both following conditions are met: the financial asset is held within a business model whose objective is to hold financial asset in order to collect contractual cash flows and the contractual terms of the financial assets represent contractual cash flows that are solely payments of principal and interest on the principal amount outstanding. These financial assets are initially recognised at fair value on trade date and subsequently measured at amortised cost net of allowance for expected credit losses (if any).

- Financial assets measured at fair value through other comprehensive income only if both following conditions are met: the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial asset as well as the contractual terms of the financial assets represent contractual cash flows that are solely payments of principal and interest on the principal amount outstanding. These financial assets are initially recognised at fair value and subsequently measured at fair value. The unrealised gains or losses from changes in their fair value are reported as a component of shareholders' equity through other comprehensive income until realised, after which such gains or losses on disposal of the instruments will be recognised in profit or loss in the statement of profit or loss and other comprehensive income. The gains or losses on foreign exchange, expected credit losses, and interest income which calculated using the effective interest rate method are recognised in profit or loss in the statement of profit or loss and other comprehensive income.
- Financial assets measured at fair value through profit or loss unless the financial asset is held within a business model whose objective is to hold financial asset in order to collect contractual cash flows or, the contractual terms of the financial assets represent contractual cash flows that are solely payments of principal and interest on the principal amount outstanding. These financial assets are initially recognised at fair value and are subsequently measured at fair value. Unrealised gains and losses from changes in fair value, and gains and losses on disposal of instruments are recognised as gains (losses) on financial instruments measured at fair value through profit or loss.

#### Investments in equity instruments

The Bank and its subsidiaries have classified investments in equity securities that not held for trading but held for strategic purposes or for securities with potential for high market volatility as the financial assets measured at fair value through other comprehensive income, where an irrevocable election has been made by the management. Such classification is determined on an instrument-by-instrument basis. Gains and losses arising from changes in fair value is recognised in other comprehensive income and not subsequently reclassified to profit or loss when disposal, instead, it is transferred to retained earnings. Dividend received on these investments is recognised in profit or loss in the statement of profit or loss and other comprehensive income, except when the dividends clearly represent a recovery of part of the cost of the investments, in which case, it is recognised in other comprehensive income.



### Financial liabilities

The Bank and its subsidiaries classify and measure financial liabilities, other than loan commitments and financial guarantee contracts, at amortised cost or fair value through profit or loss when they are held for trading.

Financial liabilities are initially recognised at fair value and subsequently measured at amortised cost.

The Bank and its subsidiaries classify financial liabilities as held for trading when they have been issued primarily for short-term profit making through trading activities or form part of a portfolio of financial instruments that are managed together, for which there is evidence of a recent pattern of short-term profit taking. Held for trading financial liabilities are initially recognised at fair value, with transaction costs recognised in profit or loss in the statement of profit or loss and other comprehensive income as incurred, and subsequently measured at fair value. Unrealised gains and losses from changes in fair value, and realised gains and losses are recognised as gains (losses) on financial instruments measured at fair value through profit or loss.

### **Modifications of financial instrument not measured at fair value**

#### Financial assets

If the terms of a financial asset are modified, the Bank and its subsidiaries evaluate whether the cash flows of the modified financial asset are different from the original financial assets significantly. The original financial asset is derecognised and a new financial asset is recognised at fair value. The difference between the carrying amount of the financial asset extinguished and the new financial asset is recognised in profit or loss as a part of expected credit losses.

If the cash flows of the modified financial asset are not substantially different, the Bank and its subsidiaries recalculate the gross carrying amount of the financial asset and recognise the amount arising from adjusting the gross carrying amount as a modification gains or losses in profit or loss which is presented as expected credit losses.

#### Financial liabilities

The Bank and its subsidiaries derecognise a financial liability when its terms are modified, and the cash flows of the modified financial liability are substantially different. A new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability extinguished and the new financial liability is recognised in profit or loss.

If the cash flows of the modified financial liability are not substantially different, the Bank and its subsidiaries adjust the carrying amount of the financial liability to reflect the net present value of the revised cash flows discounted at the original effective interest rate and recognises the amount arising from adjusting the carrying amount as a modification gains or losses.

#### **Derecognition of financial instruments**

The Bank and its subsidiaries derecognise a financial asset when the contractual cash flows from the asset expire or it transfers its rights to receive contractual cash flows on the financial asset in a transaction in which all or substantially all the risks and rewards of ownership are transferred. Any interest from transferred financial assets, which is created or retained by the Bank and its subsidiaries, are recognised separately as asset or liability.

A financial liability is derecognised from the statement of financial position when the Bank and its subsidiaries have discharged its obligation, or the contract is cancelled or expires.

#### **Write-off**

Debts that are determined to be irrecoverable are written off (either partially or in full) in the period in which the decision is taken. This is generally the case when the Bank and its subsidiaries determine that the borrower does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off are still subject to enforcement activities in order to comply with the Bank's and its subsidiaries' procedures for recovery of amount due.

### **5.7 Investments in subsidiaries and associated companies**

Investments in subsidiaries and associated companies in the separate financial statements are accounted for under the cost method net of allowance for impairment (if any). Losses on impairment is recognised as expenses in profit or loss in the statements of profit or loss and other comprehensive income.

Investments in associated companies in the consolidated financial statements are accounted for under the equity method. Under this method, investments are initially recorded at acquisition cost and are adjusted to reflect the attributable shares of the operations result of the associated companies, in proportion to the investment.

### **5.8 Allowance for expected credit losses on financial assets**

The Bank and its subsidiaries recognise expected credit losses of financial assets - debt instruments which are interbank and money market items (assets), loans to customers and investments in debt securities, together with loan commitments and financial guarantee contracts, which are measured at amortised cost or fair value through other comprehensive income using the General Approach. The Bank and its subsidiaries classify their financial assets into three stages based on the changes in credit risk since initial recognition as follows:

Stage 1: Financial assets where there has not been a significant increase in credit risk (Performing)

For credit exposures where there has not been a significant increase in credit risk since initial recognition and that are not credit-impaired upon origination, the Bank and its subsidiaries recognise allowance for expected credit losses at the amount equal to the expected credit losses in the next 12 months. The Bank and its subsidiaries will use a probability of default that corresponds to remaining maturity for financial assets with a remaining maturity of less than 12 months.

Stage 2: Financial assets where there has been a significant increase in credit risk (Under-Performing)

For credit exposures where there has been a significant increase in credit risk since initial recognition but that are not credit impaired, the Bank and its subsidiaries recognise allowance for expected credit losses at the amount equal to the lifetime expected credit losses of financial assets.

Stage 3: Financial assets that are credit-impaired (Non-Performing)

Financial assets are assessed as credit impaired when one or more events that have a detrimental impact on the estimated future cash flows of that asset have occurred. For financial assets that have become credit-impaired, the Bank and its subsidiaries recognise allowance for expected credit losses at the amount equal to the lifetime expected credit losses of financial assets.

At every reporting date, the Bank and its subsidiaries assess whether there has been a significant increase in credit risk of financial assets since initial recognition by comparing the risk of default over the expected lifetime at the reporting date with the credit risk at the date of initial recognition. In determining whether credit risk has increased significantly since initial recognition, the Bank and its subsidiaries use internal quantitative and qualitative indicators, and forecasts information to assess the deterioration in credit quality of financial assets such as arrears of over 30 days past due, forbearance status for debt restructuring agreements, loans on the Early warning sign, loans that are classified as High Risk group and that are closely monitored by management, a changes of internal credit rating of the borrower since initial recognition, and issuer credit rating as either 'non-investment grade' or 'no rating' for investments in debt securities, etc.

The Bank and its subsidiaries assess whether the credit risk has increased significantly from the date of initial recognition on an individual or collective basis. In order to perform collective evaluation of impairment, the Bank and its subsidiaries classify financial assets on the basis of shared credit risk characteristics, taking into account type of instrument, credit limit, internal credit ratings, overdue status, and other relevant factors.

Financial assets are assessed to be credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the counterparties have occurred. Evidence of credit-impaired financial assets includes arrears of over 90 days past due or having indications that the borrower is experiencing significant financial difficulty, a breach of contract, bankruptcy or distressed restructuring.

A loan to customer that has been renegotiated due to a deterioration in the borrower's condition is usually considered to be significant increase in credit risk or credit-impaired unless there is evidence that the risk of not receiving contractual cash flows has reduced significantly and there are no other indicators of impairment.

The Bank and its subsidiaries consider their historical loss experience, adjusts with the current observable data and add on the reasonable and supportable forecasts of future economic conditions, including appropriate use of judgement, to estimate the amount of an expected credit losses. The Bank and its subsidiaries determine both current and future economic scenario, and probability-weighted in each scenario (base scenario, upturn scenario and downturn scenario) for calculating expected credit losses. The use of macroeconomic factors which major are include, but is not limited to, unemployment rate and property price index, etc. The Bank and its subsidiaries have established the process to review and monitor methodologies, assumptions and forward-looking macroeconomics scenarios on a yearly basis.

In the case of investments in debt securities measured at fair value through other comprehensive income, the Bank and its subsidiaries recognise impairment charged in profit and loss as expected credit losses and the corresponding allowance for expected credit losses in other comprehensive income, whereas the carrying amount of the investments in debt securities in the statement of financial position still present at fair value.

The measurement of expected credit losses for loan commitments is the present value of the difference between the contractual cash flows that are due to the Bank and its subsidiaries if the commitment is drawn down and the cash flows that the Bank and its subsidiaries expect to receive. The measurement of expected credit losses for financial guarantees is based on the expected payments to reimburse the holder less any amounts that the Bank and its subsidiaries expect to recover.

In addition, a subsidiary of the Bank recognises allowance for expected credit losses of finance lease receivables using Simplified Approach. The subsidiary recognises allowance for expected credit losses at an amount equal to lifetime expected credit losses.

Increase (decrease) in an allowance for expected credit losses is recognised as expenses during the year in profit or loss in the statement of profit or loss and other comprehensive income.

## 5.9 Trouble debt restructuring

Debt restructuring of non-performing loans (Stage 3) is considered a troubled debt restructuring regardless of whether losses are incurred from the restructuring in accordance with the BOT's guideline of debt restructuring. The Bank and its subsidiaries determine the present value of the expected future cash flows to be received based on the terms of the new debt restructuring agreement, discounted by the loan's original effective interest rate. The difference between the outstanding loan balance and the present value of the expected future cash flows is recognised under gains (losses) on term modifications of contracts and treated as expected credit losses in profit or loss on the debt restructuring date.

In addition, the Bank continues to closely monitor the debtor's payment ability and has considered additional expected credit losses (ECLs) through Management Overlay to cover the current expectation of the possible impact of the economic situation on the loans to customers.

## 5.10 Properties for sale

Properties for sale is stated at the lower of cost or net realisable value, which is determined with reference to the latest appraisal value less estimated selling expenses, adjusts these in accordance with the BOT's guideline and taking into consideration the type and the nature of the assets. The Bank recognises losses on impairment as other operating expenses in profit or loss in the statement of profit or loss and other comprehensive income. Net gains or losses on disposals of those properties for sale after deducting selling expenses are recognised as other operating income in profit or loss in the statement of profit or loss and other comprehensive income, except for sales that allow buyer to borrow money which gains or losses on disposals will be recognised in accordance with the BOT's guideline.

According to the BOT's policy No.SOR NOR SOR.5/2565, regarding Immovable properties for sale and no. SOR NOR SOR.4/2564, regarding the Measures to support the receiving of transferred collateral assets for debt repayment under Royal Decree for providing assistance and rehabilitation of business entrepreneurs affected by the coronavirus disease 2019 outbreak in Classification 2 No.4.5 Principle to Foreclosed Properties and No. THOR POR THOR. PHOR NOR SOR. (23) WOR.575/2562 dated 8 May 2019, regarding Delivery Policy of Appraisal Guarantee and Properties for Sale acquired through Debt Repayment, Loan Collateral or Public Auction of Financial Institutions.



### 5.11 Land, premises and equipment and depreciation

Land is presented at revalued amount. Premises and equipment are stated at cost less accumulated depreciation and allowance for impairment (if any). Land is revalued on a 5 - year basis by independent appraisers in accordance with the BOT's regulations so that the book value at the end of the reporting period is not significantly different from fair value.

The Bank and its subsidiaries recognise the differences arising from the revaluation as follows:

- When an asset's carrying amount is increased as a result of the revaluation, the increase is credited directly to other comprehensive income and the cumulative increase is recognised in equity under the heading of "Surplus on revaluation of assets". However, the revaluation increase is recognised as income to the extent that it reverses the revaluation decrease in respect of the same asset previously recognised as an expense.
- When an asset's carrying amount is decreased as a result of the revaluation, the decrease is recognised in profit or loss. However, the revaluation decrease is charged to other comprehensive income to the extent that it does not exceed the amount already held in "Surplus on revaluation of assets" in respect of the same asset.

The Bank and its subsidiaries write-off assets with additional appraisal when disposal or expected no future economic benefits from the use or disposal assets. The surplus from the revaluation of assets outstanding at the write-off date is transferred directly to retained earnings.

Depreciation of premises is calculated on the straight-line basis over their useful lives. Since 1 April 2012, depreciation of premises is calculated on the straight-line basis over their residual useful lives not over 50 years which appraised by independent appraisers. Before 1 April 2012, depreciation of premises is calculated on the straight-line basis over their useful lives of 20 years.

Depreciation of equipment is calculated on the straight-line basis over their useful lives of 5 years. Equipment with an acquisition cost not exceeding Baht 3,000 is charged directly to expense in the period of acquisition. The amounts of those transactions have no significant effect to financial statements.

Depreciation method, useful lives, and residual value are annually reviewed.

No depreciation is provided on assets under installation.

## 5.12 Intangible assets

Intangible assets, comprising computer software, licenses and development costs are presented at cost net accumulated amortisation and allowance for impairment (if any).

For internally generated intangible assets, the Bank and its subsidiaries classify the generation of the asset into a research phase and a development phase. The Bank and its subsidiaries recognise expenditure on the research phase as an expense in profit or loss when it is incurred and recognise expenditure on the development phase as intangible assets when it meets all the recognition criteria.

The Bank and its subsidiaries amortise intangible assets with finite lives by the straight-line basis over their economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The Bank and its subsidiaries will review amortisation period and the amortisation method of such intangible assets at least at each fiscal year end. Amortisation is recognised as an expense in the statement of profit or loss and other comprehensive income.

The intangible assets with finite useful lives have useful lives of approximately 3 - 10 years.

No amortisation for computer software under development.

## 5.13 Leases

At inception of contract, the Bank and its subsidiaries assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

### *The Bank and its subsidiaries as lessees*

The Bank and its subsidiaries apply a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e., the date the underlying asset is available for use), the Bank and its subsidiaries recognise right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

### Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation and impairment losses (if any), and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets include the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received.

Depreciation of right-of-use assets is calculated by reference to their costs, on the straight-line basis over the shorter of the lease term and the estimated useful lives as follows:

Premises	1 - 35	years
Equipment	2 - 5	years
Vehicles	1 - 5	years

If the ownership of the leased asset transfers to the Bank and its subsidiaries at the end of the lease term or the cost of such assets reflects the exercise of a purchase option, depreciation is calculated using the estimated useful lives of assets.

The Bank and its subsidiaries have to assess the impairment of right-of-use assets as mentioned in Note 5.15 to the financial statements regarding Impairment of non-financial assets.

#### Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Bank and its subsidiaries and payments of penalties for terminating the lease if the lease term reflects the Bank and its subsidiaries exercising an option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Bank and its subsidiaries discount the present value of the lease payments by the interest rate implicit in the lease or the Bank and its subsidiaries' incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

#### Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

*The Bank and its subsidiaries as lessors*

A lease that transfers substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee is classified as finance leases. As at the commencement date, an asset held under a finance lease is recognised as receivable at an amount equal to the net investment in the lease or the present value of the lease payments receivable and any unguaranteed residual value. Subsequently, finance income is recognised over the lease term to reflect a constant periodic rate of return on the net investment in the lease.

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. The Bank and its subsidiaries recognise lease receivables from operating leases as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

#### **5.14 Securities purchased under resale agreements/securities sold under repurchase agreements**

The Bank enters into agreements with private entities to purchase/sell securities whereby there is an agreement to resell/repurchase the securities at certain dates and at fixed price. Amounts paid for the securities purchased under resale agreement are presented as assets under the caption of interbank and money market items or loans to customers, depending on the counterparty, and the underlying securities are treated as collateral to such receivables. The securities sold under repurchase agreement at the amounts received are presented as liabilities under the caption of interbank and money market items in the statement of financial position and the underlying securities are treated as collateral.

#### **5.15 Impairment of non-financial assets**

For outstanding balances of assets at each reporting date, the Bank and its subsidiaries review the impairment of assets by items when there is an indication that the book value of those assets is higher than the expected recoverable amounts. As such, losses on impairment will be realised as other operating expenses. The reversal of losses on impairment will be recorded only when there is an indication that such impairment no longer exists or shown at a declining balance, if any, and reversed to other operating income in profit or loss. Except for the case that reversal of the revalued increased of the same assets that used to be recognised in equity, when impairment occurred latterly it will be recognised in equity.

### 5.16 Related party transactions

Related parties comprise persons or entities that control, or are controlled by, the Bank and its subsidiaries, whether directly or indirectly, or which are under common control with the Bank and its subsidiaries.

They also include associated companies and persons or entities which directly or indirectly own a voting interest in the Bank and its subsidiaries that give them significant influence over the Bank and its subsidiaries, key management personnel, and directors or officers with authority in the planning and direction of the Bank's and its subsidiaries' operations.

### 5.17 Foreign currency translation

#### Presentation currency

The consolidated and the separate financial statements are presented in Baht.

#### Foreign currency translation

Items denominated in foreign currencies are translated into the functional currency at the exchange rates prevailing at the transaction dates. Balances of monetary assets and liabilities dominated in foreign currencies as at the end of reporting date are translated by using the reference exchange rates of the BOT as at the end of reporting date. Balances of non-monetary assets and liabilities are translated by using the exchange rates prevailing at the transaction dates or exchange rates at the date when the fair value was measured.

Gains or losses on foreign currency translation are presented in profit or loss in the statements of profit or loss and other comprehensive income as gains (losses) on financial instruments measured at fair value through profit or loss.

#### Foreign currency translation of foreign branches' financial statements

Items on the foreign branches' statements of financial position are translated into Baht by using the reference exchange rates of the BOT as at the reporting date. The statement of profit or loss and other comprehensive income are translated into Baht by using the exchange rate prevailing at the transaction dates or average exchange rates of that accounting period.

Gains or losses on translation of foreign branches' financial statements are presented in equity through other comprehensive income.



### 5.18 Structured notes

Structured notes are hybrid instruments, which consist of borrowing (Host Contract) transaction and an embedded derivative. The Bank recognised host contract as “Debt issued and borrowings” in the statement of financial position and measured at amortised cost. Embedded derivatives recognised as “Derivatives” in the statement of financial position and will be separated from the host contract and accounted for as derivatives if all of the following criteria are met:

1. The economic characteristics and risks are not closely related to the host;
2. A separated embedded derivative from the host would meet the definition of derivative;  
and
3. The hybrid contract is not measured at fair value through profit or loss.

Embedded derivatives are subsequently measured at fair value. The changes in fair value are recognised as gains (losses) on financial instruments measured at fair value through profit or loss.

In the case that a derivative embedded within a structured notes containing a financial liabilities host is not accounted for separately both at the transaction date or at the end of reporting date, the entire structured notes are measured at fair value through profit or loss.

### 5.19 Employees Benefits

#### *Short-term employee benefits*

The Bank and its subsidiaries recognise short-term employee benefits such as salary, wages, bonuses and contributions to the social security fund as expenses when received the services.

#### *Post-employment benefits*

#### Employees provident fund

The Bank establishes a provident fund under the Provident Fund Act B.E. 2530 and entered to the registered fund approved by the Ministry of Finance in 25 June 1992. The Provident Fund is managed by an external fund manager.

Permanent employees and employees under employment contracts of the Bank are entitled to apply for membership according to the registered KTB Provident Fund regulations. Employees could opt to contribute to the Fund at the rate of either 3, 6, 10, 12 or 15 percent of their basic salaries while the Bank's supplemental contribution is at 6 - 10 percent of each employees' basic salary.

#### Post-employment benefits under defined benefit plans

The Bank and its subsidiaries have obligations in respect of the severance payments they must make to employees upon retirement under labor law and other long-term employee benefit plans. The Bank and its subsidiaries treat these severance payment obligations as defined benefit plans.

The obligation under the defined benefit plan and other long-term employee benefit plans are determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses for defined benefit plans are recognised immediately in other comprehensive income.

Past service costs are recognised in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the entity recognises restructuring-related costs.

### **5.20 Provisions**

Provisions are recognised when the Bank and its subsidiaries have present legal or constructive obligations as a result of a past event, they are probable that an outflow of economic benefits will be required to settle the obligation, and the reliable estimate of the amounts can be made.

The Bank complies with the BOT's Notification No. SOR NOR SOR. 23/2561 dated 31 October 2018, regarding Regulations on Assets Classification and Provision of Financial Institutions prescribed regulations to set aside provisions for commitment which is off-balance item.

### **5.21 Income tax**

Income tax expense represents the sum of current income tax and deferred tax.

#### Current income tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

#### Deferred tax

Deferred tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Bank and its subsidiaries recognise deferred tax liabilities for all taxable temporary differences while they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Bank and its subsidiaries review and reduce the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax assets to be utilised.

The Bank and its subsidiaries record deferred tax directly to equity if the tax relates to items that are recorded directly to equity.

Deferred income tax assets and deferred income tax liabilities must offset the transaction when the Bank has legal rights to offset current tax assets against current tax liabilities and this income tax is assessed by the same tax authority for the same tax unit.

#### **5.22 Earnings per share**

Basic earnings per share is calculated by dividing the net profit for the year attributable to ordinary equity holders of the Bank after dividends on preferred share (if any) by the weighted average number of ordinary shares issued during the year.

#### **5.23 Customer loyalty programmes**

Subsidiary has customer loyalty programmes by offering reward points to customers together with services entitling customers to redeem those reward points to gifts or discounts in the future. The Bank's subsidiaries also allocate rewards or accrued rewards to the points by referring from fair value of accumulated points. Then, they are recognised to deferred revenue under "other liabilities" in the statement of financial position and shall be recognised to fees and service income when customers redeem.

#### **5.24 Fair value measurement**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The Bank and its subsidiaries have considered fair value of individual financial instrument. Fair value of financial instruments is quoted prices (unadjusted) for similar assets or liabilities in active markets that the Bank and its subsidiaries are able to access. In case of there are no quoted prices in active markets, the Bank and its subsidiaries will use general accepted valuation technique by maximising observable inputs and minimising unobservable inputs in commonly used models or the Bank's models. Those models are approved by the management and also regularly reviewed and updated.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

- Level 1 - Use of quoted market prices for such assets or liabilities in an active market
- Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly
- Level 3 - Use of unobservable inputs for such assets or liabilities

At the end of each reporting period, the Bank and its subsidiaries determine whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

## **6. Significant accounting judgements and estimates**

The preparation of financial statements in conformity with Thai Financial Reporting Standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

### **6.1 Recognition and derecognition assets and liabilities**

In considering whether to recognise or to derecognise assets or liabilities, the management is required to make judgement on whether significant risk and rewards of those assets or liabilities have been transferred, based on their best knowledge of the current events and arrangements.

### **6.2 Consolidating the financial statements of subsidiaries in which the Bank has less than half of its shareholding**

The Bank's management considers that the Bank has control over Krungthai Card Public Company Limited, although the Bank holds 49.29 percent of the shares and voting rights in such company, which is less than half. The Bank is the shareholder with a majority of votes and can dictate the important activities of the company and other shareholders are only minor shareholders. Therefore, Krungthai Card Public Company Limited is considered as a subsidiary of the Bank and must be included in the preparation of the consolidated financial statements from the date the Bank has control over such company.

### **6.3 Allowance for expected credit losses of loans to customers and accrued interest receivables, together with loan commitments and financial guarantee contracts**

The management is required to use judgement in estimation in determining the allowance for expected credit losses of loans to customers and accrued interest receivables, together with loan commitments and financial guarantee contracts. The calculation of allowance for expected credit losses of the Bank and its subsidiaries is based on the criteria of assessing if there has been a significant increase in credit risk, the development of complex expected credit losses model with a series of underlying assumptions, including the choice of inputs the forecasted macroeconomic variables in the model. This estimation has various relevant factors; therefore, the actual results may differ from estimates.

### **6.4 Fair value of financial instruments**

In determining the fair value of financial instruments recognised in the statement of financial position that are not actively traded and for which quoted market prices are not readily available, the management exercise judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risk of counterparty, liquidity, correlation and longer-term volatility of financial instruments. Changes in assumptions about these factors could affect the fair value recognised in the statement of financial position and disclosures of fair value hierarchy.

### **6.5 Allowance for impairment of properties for sale**

The Bank and its subsidiaries assess allowance for impairment of properties for sale when net realisable value falls below the book value. The management uses the BOT's regulation and judgement to estimate impairment losses, taking into consideration the latest appraisal value, the type and the nature of the assets.

### **6.6 Land, premises and equipment and depreciation**

In determining depreciation of premises and equipment, the management is required to make estimates of the useful lives and salvage values of the premises and equipment, and to review these estimated useful lives and salvage values when there are any changes.

The Bank measures land at revalued amounts. Such amounts are determined by the independent appraisers, using the market approach. The valuation involves certain assumptions and estimates as described in Note 9.11 to the financial statements.

In addition, the Bank and its subsidiaries determine allowance for impairment of land, premises and equipment when the management assesses whether there are indicators of the impairment of land, premises and equipment, and record impairment losses when the recoverable amounts are lower than the carrying amounts. This requires management judgements in terms of forecasting future revenues and expenses relating to the assets subject to the review.



## 6.7 Leases

### *The Bank and its subsidiaries as lessees*

#### *Determining the lease term with extension and termination options*

In determining the lease term, the management is required to exercise judgement in assessing whether the Bank and its subsidiaries are reasonably certain to exercise the option to extend or terminate the lease considering all relevant facts and circumstances that create an economic incentive for the Bank and its subsidiaries to exercise either the extension or termination option.

#### *Estimating the incremental borrowing rate*

The Bank and its subsidiaries cannot readily determine the interest rate implicit in the lease, therefore, the management is required to exercise judgement in estimating its incremental borrowing rate to discount lease liabilities. The incremental borrowing rate is the rate of interest that the Bank and its subsidiaries would have to pay to borrow over a similar term, and with similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

### *The Bank and its subsidiaries as lessors*

In determining whether a lease is to be classified as an operating lease or finance lease, the management is required to exercise judgement as to whether significant risk and rewards of ownership of the leased asset has been transferred, taking into consideration terms and conditions of the arrangement.

## 6.8 Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences and unused tax losses to the extent that it is probable that future taxable profit will be available against which the temporary differences and unused tax losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimated future taxable profits.

## 6.9 Post-employment benefits under defined benefit plans

Obligations under the defined benefit plan are determined by using actuarial technique. Such determination is made based on various assumptions, including discount rate, future salary increase rate, staff turnover rate, and mortality rate etc. based on their best knowledge of current situation.

### 6.10 Litigation and contingent liabilities

The Bank and its subsidiaries have contingent liabilities as a result of litigation. The management has used judgement to assess of the results of such transactions, and in case where they believe that there will be no losses, no provisions are recorded at the end of reporting date.

## 7. Risk management

### **Credit risk**

Credit risk is the risk that a counterparty or a borrower fails to comply with conditions and covenants stated in the agreement or has the deterioration in assets' quality resulting in non-repayment full amount of debt per the agreement which was affected over the Bank's income and capital. The allowance for expected credit losses net under the assets on the statement of financial position, represented the Bank's credit risk exposure.

The Bank concerns about the contingent credit risk at all times. The Bank also inputs economic and business from the research in loan portfolio management, including set the Industry Direction, Stress Testing and Industry Indicators in order to monitor and manage over all loan portfolio efficiently. The Bank continually evaluates and follows up both inside and outside country situation in order to assess the risk that may impact on solvency of the debtors and the Bank's loan portfolio.

The Bank focuses on a credit expansion to both existing and new customers with high potentiality and high yield. The Bank highly concentrates on customer evaluation, business potential, ability to repay debt, and obvious objective of loan purpose. The Bank develops not only risk management tool to rank credit rating in order to be an element to estimate risk of large and middle size of loans, but also develops Credit Scoring tool in order to consider retail loan debtors including the Early Warning System that notices credit departments and set the loan policy guideline to prevent debtors becoming NPLs. Moreover, the Bank has also regularly improved credit risk management by reviewing/revising credit policies and other policies related to the credit risk management for the purpose of complying with economic situation and the Bank's business operation as well as being in consonant with risk management guidance prescribed by the BOT. The credit risk management policies and guidelines are reviewed/improved at least once a year in order to match with current situation.

The Bank focuses on providing loans to borrowers who value business operations with social responsibility, environment and good governance, including various risk management to lead to sustainable development.

The Bank manages credit risk management of the companies in financial business group under the supervision of BOT's regulations. The credit risk management policies and guidelines of those companies are also reviewed/improved on a yearly basis and/or when significantly changed event occurs and affects credit risk management.

The Bank monitors and reports risk management results of the Bank and its financial business group with the intention to control credit risk to be in compliance with the Bank's risk management plan, the BOT's supervision policy in credit risk and other regulators' rules. The risk management results reports are normally submitted to the Risk Oversight Committee on a monthly basis and reports to the Audit Committee and the Board of Directors on a quarterly basis.

To follow up and manage the quality of credit, the Bank closely monitors the customers whose credits are approved in order to ensure that they are in comply with the terms and conditions of loan agreements by carrying out NPLs reduction project. The watch list debtors with weak performance will be monitored and controlled to prevent such loans becomes NPLs. However, in case those debtors become NPLs, the measure for debt restructuring shall be set up together with legal process. With this regard, the NPLs reduction project shall help stipulating the implementation plan to become clearer and more effective for the NPLs problem solving. Thus, the regular progress shall be reported regularly in order to expedite debt repayment with minimum loss.

In assessing the adequacy of provision as prescribed by the BOT, the Bank is required to examine the accuracy and completeness of loan classification, debt-restructuring and collateral data such as type and value of collateral. Such associated data potentially has significant impacts on the allowance for expected credit losses of the Bank.

According to assets written-off, the Bank has policy to write-off any assets with 100 percent allowance for expected credit losses; however, the Bank still closely follow up uncollectible amounts or taken legal proceedings to the final action.

The credit review is established to ensure the compliance with standard operation procedures in relation to credit approval and debt restructuring. In addition, the qualitative assessment for loan and other related assets are conducted for staging assessment and setting aside of provisions as prescribed by the BOT.

### The maximum exposure to credit risk

The table below shows the maximum exposure to credit risk for recognised and unrecognised financial instruments. The maximum exposure is shown gross carrying amounts prior to both collateral consideration and any actions to increase assurance as:

- For financial assets recognised on the statement of financial position, the maximum exposure to credit risk equals their gross carrying amounts before deducting allowance for expected credit losses.
- For financial guarantees contracts, the maximum exposure to credit risk is the maximum amount that the Bank would have to pay when the guarantees are called upon.
- For loan commitments that are irrevocable over the life of the respective facilities, the maximum exposure to credit risk is the full amount of the committed facilities.

As at 31 December 2025 and 2024, the maximum exposure to credit risk are as follows:

	(Unit: Million Baht)			
	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Interbank and money market items (assets)	538,999	535,582	538,404	535,399
Investments in debt securities measured at amortised cost	1,482	1,383	183	185
Investments in debt securities measured at fair value through other comprehensive income	485,184	334,363	486,450	335,612
Loans to customers and accrued interest receivables	2,736,278	2,722,954	2,638,529	2,626,502
Accrued interest receivables of non-loans to customers	2,068	1,642	2,068	1,642
Total financial assets	3,764,011	3,595,924	3,665,634	3,499,340
Loan commitments	1,146,903	1,097,152	1,146,903	1,097,152
Financial guarantee contracts	46,141	43,484	46,141	43,484
Total	1,193,044	1,140,636	1,193,044	1,140,636
Total maximum exposure to credit risk	4,957,055	4,736,560	4,858,678	4,639,976

### Credit quality analysis

Credit risk refers to the risk that a customer or a counterparty will not be able to comply its contractual obligations resulting in a financial loss to the Bank. The Bank has adopted the policy to prevent this risk by performing credit analysis from customers' information and follow-up on customer status consistently.

The table below shows the credit quality of financial assets exposed to credit risk. The amounts presented for financial assets are gross carrying amount (before deducting allowance for expected credit losses). For loan commitments and financial guarantee contracts, the amounts in the table represent the amounts committed or guaranteed, respectively.

Explanation of 12-month expected credit losses, lifetime expected credit losses - not credit impaired, and lifetime expected credit losses - credit impaired are included in Note 5.8 to the financial statements.

(Unit: Million Baht)

Consolidated financial statements					
31 December 2025					
Financial assets where there has not been a significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Financial assets where applied simplified approach to calculated expected credit losses (Lifetime ECL - simplified approach)	Total	
<b>Interbank and money market items (assets)</b>					
Investment grade	37,101	760	-	-	37,861
Non-investment grade	-	3,657	-	-	3,657
Not yet due	497,481	-	-	-	497,481
Total	534,582	4,417	-	-	538,999
<u>Less</u> Allowance for expected credit losses	(29)	(8)	-	-	(37)
Net book value	534,553	4,409	-	-	538,962
<b>Investments in debt securities measured at amortised cost</b>					
Investment grade	1,446	-	-	-	1,446
Non-investment grade	-	-	36	-	36
Total	1,446	-	36	-	1,482
<u>Less</u> Allowance for expected credit losses	-	-	(36)	-	(36)
Net book value	1,446	-	-	-	1,446

(Unit: Million Baht)

	Consolidated financial statements				
	31 December 2025				
	Financial assets where there has not been a significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Financial assets where applied simplified approach to calculated expected credit losses (Lifetime ECL - simplified approach)	Total
Investments in debt securities measured at fair value through other comprehensive income					
Investment grade	485,184	-	-	-	485,184
Total	485,184	-	-	-	485,184
Allowance for expected credit losses					
	(2)	(478)	(79)	-	(559)
Loans to customers and accrued interest receivables - net					
Not yet due	1,989,820	149,226	14,636	648	2,154,330
Overdue 1 - 30 days	443,045	33,384	2,224	193	478,846
Overdue 31 - 60 days	-	20,101	2,247	226	22,574
Overdue 61 - 90 days	-	6,676	676	171	7,523
More than 90 days	-	-	72,736	269	73,005
Total	2,432,865	209,387	92,519	1,507	2,736,278
Less Allowance for expected credit losses					
	(43,687)	(71,427)	(70,091)	(640)	(185,845)
Net book value	2,389,178	137,960	22,428	867	2,550,433
Loan commitments and financial guarantee contracts					
Loan commitments	1,035,004	108,514	3,385	-	1,146,903
Financial guarantee contracts	41,080	4,824	237	-	46,141
Less Allowance for expected credit losses					
	(742)	(2,106)	(465)	-	(3,313)
Net book value	1,075,342	111,232	3,157	-	1,189,731



(Unit: Million Baht)

Consolidated financial statements					
31 December 2024					
	Financial assets where there has not been a significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Financial assets where applied simplified approach to calculated expected credit losses (Lifetime ECL - simplified approach)	Total
<b>Interbank and money market items (assets)</b>					
Investment grade	45,612	188	-	-	45,800
Non-investment grade	-	3,402	-	-	3,402
Not yet due	486,361	-	-	-	486,361
Overdue 1 - 30 days	9	-	-	-	9
Overdue 31 - 60 days	-	10	-	-	10
Total	531,982	3,600	-	-	535,582
<u>Less</u> Allowance for expected credit losses	(801)	(6)	-	-	(807)
Net book value	531,181	3,594	-	-	534,775
<b>Investments in debt securities measured at amortised cost</b>					
Investment grade	1,347	-	-	-	1,347
Non-investment grade	-	-	36	-	36
Total	1,347	-	36	-	1,383
<u>Less</u> Allowance for expected credit losses	-	-	(36)	-	(36)
Net book value	1,347	-	-	-	1,347
<b>Investments in debt securities measured at fair value through other comprehensive income</b>					
Investment grade	334,363	-	-	-	334,363
Total	334,363	-	-	-	334,363
Allowance for expected credit losses	(1)	-	(532)	-	(533)
<b>Loans to customers and accrued interest receivables - net</b>					
Not yet due	2,244,200	155,238	13,277	965	2,413,680
Overdue 1 - 30 days	187,574	17,929	4,701	313	210,517
Overdue 31 - 60 days	-	14,217	2,347	226	16,790
Overdue 61 - 90 days	-	7,084	3,567	227	10,878
More than 90 days	-	-	70,708	381	71,089
Total	2,431,774	194,468	94,600	2,112	2,722,954
<u>Less</u> Allowance for expected credit losses	(44,330)	(58,431)	(70,492)	(626)	(173,879)
Net book value	2,387,444	136,037	24,108	1,486	2,549,075
<b>Loan commitments and financial guarantee contracts</b>					
Loan commitments	978,694	105,986	12,472	-	1,097,152
Financial guarantee contracts	37,369	5,719	396	-	43,484
<u>Less</u> Allowance for expected credit losses	(700)	(2,697)	(1,192)	-	(4,589)
Net book value	1,015,363	109,008	11,676	-	1,136,047

(Unit: Million Baht)

	Separate financial statements			
	31 December 2025			
	Financial assets where there has not been a significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Total
<b>Interbank and money market items (assets)</b>				
Investment grade	36,506	760	-	37,266
Non-investment grade	-	3,657	-	3,657
Not yet due	497,481	-	-	497,481
Total	533,987	4,417	-	538,404
<u>Less</u> Allowance for expected credit losses	(29)	(8)	-	(37)
Net book value	533,958	4,409	-	538,367
<b>Investments in debt securities measured at amortised cost</b>				
Investment grade	147	-	-	147
Non-investment grade	-	-	36	36
Total	147	-	36	183
<u>Less</u> Allowance for expected credit losses	-	-	(36)	(36)
Net book value	147	-	-	147
<b>Investments in debt securities measured at fair value through other comprehensive income</b>				
Investment grade	486,450	-	-	486,450
Total	486,450	-	-	486,450
Allowance for expected credit losses	(2)	(478)	(79)	(559)
<b>Loans to customers and accrued interest receivables - net</b>				
Not yet due	1,909,027	140,920	14,498	2,064,445
Overdue 1 - 30 days	441,056	31,870	2,194	475,120
Overdue 31 - 60 days	-	18,961	2,216	21,177
Overdue 61 - 90 days	-	5,896	655	6,551
More than 90 days	-	-	71,236	71,236
Total	2,350,083	197,647	90,799	2,638,529
<u>Less</u> Allowance for expected credit losses	(39,368)	(69,044)	(69,028)	(177,440)
Net book value	2,310,715	128,603	21,771	2,461,089
<b>Loan commitments and financial guarantee contracts</b>				
Loan commitments	1,035,004	108,514	3,385	1,146,903
Financial guarantee contracts	41,080	4,824	237	46,141
<u>Less</u> Allowance for expected credit losses	(742)	(2,106)	(465)	(3,313)
Net book value	1,075,342	111,232	3,157	1,189,731

(Unit: Million Baht)

(Unit: million Baht)				
Separate financial statements				
31 December 2024				
	Financial assets where there has not been a significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Total
<b>Interbank and money market items (assets)</b>				
Investment grade	45,429	188	-	45,617
Non-investment grade	-	3,402	-	3,402
Not yet due	486,361	-	-	486,361
Overdue 1 - 30 days	9	-	-	9
Overdue 31 - 60 days	-	10	-	10
Total	531,799	3,600	-	535,399
<u>Less</u> Allowance for expected credit losses	(801)	(6)	-	(807)
Net book value	530,998	3,594	-	534,592
<b>Investments in debt securities measured at amortised cost</b>				
Investment grade	149	-	-	149
Non-investment grade	-	-	36	36
Total	149	-	36	185
<u>Less</u> Allowance for expected credit losses	-	-	(36)	(36)
Net book value	149	-	-	149
<b>Investments in debt securities measured at fair value through other comprehensive income</b>				
Investment grade	335,612	-	-	335,612
Total	335,612	-	-	335,612
Allowance for expected credit losses	(1)	-	(532)	(533)
<b>Loans to customers and accrued interest receivables - net</b>				
Not yet due	2,165,235	146,709	13,277	2,325,221
Overdue 1 - 30 days	185,990	16,416	4,701	207,107
Overdue 31 - 60 days	-	13,078	2,347	15,425
Overdue 61 - 90 days	-	6,256	3,566	9,822
More than 90 days	-	-	68,927	68,927
Total	2,351,225	182,459	92,818	2,626,502
<u>Less</u> Allowance for expected credit losses	(40,550)	(55,989)	(69,387)	(165,926)
Net book value	2,310,675	126,470	23,431	2,460,576
<b>Loan commitments and financial guarantee contracts</b>				
Loan commitments	978,694	105,986	12,472	1,097,152
Financial guarantee contracts	37,369	5,719	396	43,484
<u>Less</u> Allowance for expected credit losses	(700)	(2,697)	(1,192)	(4,589)
Net book value	1,015,363	109,008	11,676	1,136,047

### Collateral and any operations to increase creditability

The Bank held collateral and any operations to increase creditability of exposure to credit risk. The details of the collateral held by the Bank for each type of financial assets are as follows:

(Unit: Million Baht)

	Consolidated and separate financial statements		
	Exposure to credit risk with collateral		Type of major collateral
	31 December 2025	31 December 2024	
Interbank and money market items (assets)	442,089	444,119	Bonds
Loans to customers and accrued interest receivables	1,638,341	1,669,146	Land and buildings

### Market risk

Market risk is the risk that the Bank may be affected by changes in value of position on and off the statement of financial position which is caused by fluctuation of interest rate, foreign exchange rate, equity securities price and commodity price resulting in negative impact on income and capital. The Bank monitors and controls the market risk in the trading book and banking book portfolios by comparing the existing risks with the approved risk limits/indicators risks including risk appetite and risk tolerance, setting proper guideline when there is the breach of the limits/indicators and reporting to the executives and the Risk Oversight Committee regularly.

#### - Interest rate risk

Interest rate risk is the risk that income or capital fund is adversely affected by changes in interest rates which affect the assets, liabilities and financial position that are rate sensitive items which may affect net interest income, economic value, market value of trading accounts and other income and expenses that relate to the interest rate.

The Bank had monitored and controlled interest rate risk within acceptable risk appetite by formulating risk limit, performing stress testing on monthly basis, requiring presenting risk management report to the executives and to the Risk Oversight Committee on monthly basis, as well as formulating guidelines to ensure readiness in dealing with the breach of prescribed limits as per approval.

As at 31 December 2025 and 2024, significant financial assets and liabilities of the Bank and its subsidiaries classified by periods of interest rate change or periods of maturity, whichever is earlier, are as follows:

(Unit: Million Baht)

Consolidated financial statements						
31 December 2025						
At call to 1 month	1 - 3 months	3 - 12 months	Over 1 year	Non- interest bearing	Non- performing transaction	Total
<b>Financial assets</b>						
Cash	-	-	-	61,745	-	61,745
Interbank and money market items	460,348	38,177	11,366	28,941	-	538,832
Investments	130,256	54,738	35,295	14,412	36	501,078
Loans to customers	1,825,233	273,146	150,019	20,895	92,799	2,711,171
Total financial assets	2,415,837	366,061	196,680	125,993	92,835	3,812,826
<b>Financial liabilities</b>						
Deposits	2,251,376	176,457	234,567	120,878	-	2,864,171
Interbank and money market items	182,871	38,869	21,319	8,176	-	274,137
Liabilities payable on demand	-	-	-	5,722	-	5,722
Debt issued and borrowings	611	23,785	16,677	7,474	-	124,740
Total financial liabilities	2,434,858	239,111	272,563	142,250	-	3,268,770

(Unit: Million Baht)

Consolidated financial statements						
31 December 2024						
At call to 1 month	1 - 3 months	3 - 12 months	Over 1 year	Non- interest bearing	Non- performing transaction	Total
<b>Financial assets</b>						
Cash	-	-	-	56,889	-	56,889
Interbank and money market items	477,017	22,896	583	34,806	-	535,302
Investments	60,032	56,161	35,362	15,375	36	351,121
Loans to customers	1,846,147	317,583	230,059	20,943	95,019	2,698,611
Total financial assets	2,383,196	396,640	266,004	128,013	95,055	3,641,923
<b>Financial liabilities</b>						
Deposits	2,115,042	168,104	262,771	104,329	-	2,731,344
Interbank and money market items	162,518	44,007	3,154	8,447	-	255,872
Liabilities payable on demand	-	-	-	5,116	-	5,116
Debt issued and borrowings	701	2,795	14,517	9,512	-	132,464
Total financial liabilities	2,278,261	214,906	280,442	127,404	-	3,124,796

(Unit: Million Baht)

Separate financial statements						
31 December 2025						
At call to 1 month	1 - 3 months	3 - 12 months	Over 1 year	Non- interest bearing	Non- performing transaction	Total
<b>Financial assets</b>						
Cash	-	-	-	61,728	-	61,728
Interbank and money market items	459,930	38,177	11,366	28,764	-	538,237
Investments	130,156	53,739	36,132	14,176	36	500,809
Loans to customers	1,827,213	198,306	149,483	956	90,817	2,614,164
Total financial assets	2,417,299	290,222	196,981	105,624	90,853	3,714,938
<b>Financial liabilities</b>						
Deposits	2,258,164	176,457	235,007	120,881	-	2,871,437
Interbank and money market items	176,132	38,870	21,319	8,176	-	267,399
Liabilities payable on demand	-	-	-	5,722	-	5,722
Debt issued and borrowings	611	23,285	5,876	7,474	-	90,382
Total financial liabilities	2,434,907	238,612	262,202	142,253	-	3,234,940

(Unit: Million Baht)

Separate financial statements						
31 December 2024						
At call to 1 month	1 - 3 months	3 - 12 months	Over 1 year	Non- interest bearing	Non- performing transaction	Total
<b>Financial assets</b>						
Cash	-	-	-	56,872	-	56,872
Interbank and money market items	477,005	22,896	583	34,635	-	535,119
Investments	59,733	55,463	35,166	15,372	36	351,169
Loans to customers	1,849,433	241,893	228,037	1,033	92,861	2,602,871
Total financial assets	2,386,171	320,252	263,786	107,912	92,897	3,546,031
<b>Financial liabilities</b>						
Deposits	2,120,628	168,108	263,260	104,383	-	2,737,477
Interbank and money market items	157,982	43,868	1,624	8,447	-	249,667
Liabilities payable on demand	-	-	-	5,116	-	5,116
Debt issued and borrowings	701	795	5,037	9,512	-	91,414
Total financial liabilities	2,279,311	212,771	269,921	127,458	-	3,083,674



- Interest rate sensitivity analysis

Sensitivity analysis on interest rate change is to show the potential impact in the changes in interest rates on the statement of profit or loss and other comprehensive income and the equity of the Bank by setting other variables constant.

The sensitivity of the statement of profit or loss and other comprehensive income is the effect of changing interest rates on profit or loss for the year. For financial assets and financial liabilities at the end of reporting period, the Bank evaluates sensitivity analysis from net interest income change for the next 12 months under the assumption of changing interest rates of 1.00 percent for all types of financial assets and financial liabilities per each period of interest rate adjustment.

The impact of interest rates changes on profit or loss and equity as at 31 December 2025 and 2024 can be summarised as follows:

(Unit: Million Baht)

	Consolidated financial statements			
	31 December 2025		31 December 2024	
	Effect on		Effect on	
	Profit or loss	Equity	Profit or loss	Equity
Interest rate increase 1%	(334)	(334)	1,980	1,980
Interest rate decrease 1%	(17,183)	(17,183)	(13,697)	(13,697)

(Unit: Million Baht)

	Separate financial statements			
	31 December 2025		31 December 2024	
	Effect on		Effect on	
	Profit or loss	Equity	Profit or loss	Equity
Interest rate increase 1%	(764)	(764)	1,400	1,400
Interest rate decrease 1%	(16,753)	(16,753)	(13,117)	(13,117)

- Foreign exchange rate risk

Foreign exchange rate risk is the risk that foreign exchange rate volatility gives the adverse impact on income or capital fund due to conducting transactions in foreign currency or having assets or liabilities in foreign currency, when converting foreign currency items on the Bank's financial statements to Baht currency, resulting in a decrease in book values including a decline in income or losses incurred from foreign currency trading.

The Bank had monitored and controlled foreign exchange rate risk within acceptable risk appetite by formulating risk limit, performing stress testing on monthly basis, requiring presenting risk management report to the executive on daily basis and to the Risk Oversight Committee on monthly basis, as well as formulating guidelines to ensure readiness in dealing with the breach of prescribed limits as per approval.

Financial position of the Bank and its subsidiaries' foreign currency balances as at 31 December 2025 and 2024 are as follows:

(Unit: Million Baht)

	Consolidated and separate financial statements			
	31 December 2025			
	US Dollar	Euro	Yen	Others
<b><u>Foreign currency in the statement</u></b>				
<b><u>of financial position</u></b>				
Cash	3,857	1,918	266	712
Interbank and money market items	13,593	1,104	2,739	3,915
Financial assets measured at fair value				
through profit or loss	11,765	-	2,443	-
Derivatives assets	769,200	37,896	43,984	40,669
Investments	24,933	10,123	29,785	1,043
Loans to customers	34,026	131	121	1,438
Total assets	857,374	51,172	79,338	47,777
Deposits	129,033	2,231	4,399	5,139
Interbank and money market items	3,277	5	-	461
Financial liabilities measured				
at fair value through profit or loss	649	-	-	-
Derivatives liabilities	682,664	49,353	73,846	40,054
Debt issued and borrowings	33,217	-	-	-
Total liabilities	848,840	51,589	78,245	45,654
Net	8,534	(417)	1,093	2,123
<b><u>Foreign currency of commitments</u></b>				
Loan commitments	16,049	-	-	304
Liabilities under unmatured import bills	692	12	14	43
Letter of credit	11,776	7,099	10	267
Other commitments	10,908	735	8	62

(Unit: Million Baht)

Consolidated and separate financial statements				
31 December 2024				
	US Dollar	Euro	Yen	Others
<b><u>Foreign currency in the statement of financial position</u></b>				
Cash	5,943	1,538	154	1,020
Interbank and money market items	17,335	383	2,026	4,081
Financial assets measured at fair value				
through profit or loss	9,913	-	-	-
Derivatives assets	783,195	48,482	73,832	16,781
Investments	23,386	7,807	27,107	2,263
Loans to customers	36,838	143	230	664
Total assets	876,610	58,353	103,349	24,809
Deposits	87,548	1,889	1,698	2,254
Interbank and money market items	2,568	-	-	316
Financial liabilities measured				
at fair value through profit or loss	33	-	-	-
Derivatives liabilities	740,698	56,163	98,243	18,494
Debt issued and borrowings	33,474	-	-	-
Total liabilities	864,321	58,052	99,941	21,064
Net	12,289	301	3,408	3,745
<b><u>Foreign currency of commitments</u></b>				
Loan commitments	16,924	-	-	268
Liabilities under unmatured import bills	1,200	202	4	145
Letter of credit	10,738	674	25	201
Other commitments	13,407	741	9	287

- **Foreign exchange rate sensitivity analysis**

Sensitivity analysis will quantify the impact from the potential changes in exchange rates on the statement of profit or loss and other comprehensive income and the equity of the Bank by setting constant to other variables. Risks and methods used in sensitivity analysis does not change from the previous year.

The impact from changes in exchange rate on profit or loss and equity as of 31 December 2025 and 2024 can be summarised as follows:

(Unit: Million Baht)

	Consolidated and separate financial statements			
	31 December 2025		31 December 2024	
	Effect on		Effect on	
	Profit or loss	Equity	Profit or loss	Equity
10% increase	2,216	1,198	3,054	1,978
10% decrease	(2,216)	(1,198)	(3,054)	(1,978)

- Equity price risk

It is a risk that income or capital funds is adversely affected by changes in equity prices/stock market indexes, resulting in a decrease in the value of the Bank's investment portfolio.

The Bank had monitored and controlled equity price risk within acceptable risk appetite by formulating risk limit, performing stress testing on monthly basis, requiring presenting risk management report to the executive on daily basis and to the Risk Oversight Committee on monthly basis, as well as formulating guidelines to ensure readiness in dealing with the breach of prescribed limits as per approval.

- Commodity price risk

This is the risk that income or capital fund are adversely affected by changes in commodity prices. The Bank has no policy of holding position in those items; hence, the Bank manages such risk exposures by making back-to-back transactions.

- Interest rate benchmark reform

In order to smoothly transition from existing reference rates to new interest benchmark rates, the Bank has established Sub-Working Group for responding to interest rate benchmark reform and for managing, supervising and monitoring interest rate transition processes within the Bank. The main risks to which the Bank are exposed as a result of interest rate benchmark reform are operational risks such as communication with customers and counterparties, amendments of contracts, improvements of operating systems and related working processes and financial risk management, which do not have significant impact to the Bank.

**Liquidity risk**

Liquidity risk is the risk that the Bank fails to repay liabilities or contingencies on due date because of inability to liquidate assets into cash or inability to finance sufficient funds or acquiring funds at a higher than acceptable level cost thus affecting income and capital fund at present and in the future.

**Structure of sources and uses of funds**

The Bank's primary sources of funds are from deposits, mostly short-term deposits less than 1 year and deposits that can be withdrawn without restricted timing. The Bank's primary use of funds are loans, which have a maturity date longer than the deposits. Therefore, the Bank may have liquidity risk.

Thus, the Bank has liquidity risk management process. The Bank sets the indicator to control liquidity risk such as Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) etc. In addition, the Bank also monitors the sources and uses of funds and funding source concentration, especially on important sources of funds; then regularly report such risk to the Asset and Liability Management Committee (ALCO), the Risk Oversight Committee (ROC) and other related parties.

**Liquidity risk management tools**

Liquidity risk management tools are presented in several reports related to the Bank's liquidity and reported to top-level executives and relevant departments in order to efficiently manage liquidity risk. The Bank prepares liquidity risk report to evaluate liquidity risk on a daily and monthly basis by comparing with the approved risk limit/indicators including risk appetite and risk tolerance in order to manage and control the risk level within the limit. Such reports are as follows:

- Net liquidity position report of the 14 days duration presents daily details by showing estimated cash inflow and outflow information adjusted according to customer behavior, which is based on historical cash flow pattern together with forecasted future trend under realistic and conservative principles. This report is done on a daily basis.
- Liquidity gap report presents estimates of future cash flows determined in accordance with the customer behavior in the past under normal situation.
- Daily financial position report presents the Bank's liquid assets in terms of daily average deposits with the BOT. The BOT's regulation requires the Bank to maintain the amount of the biweekly-average daily deposit balance at BOT and the biweekly-average daily cash balance at the cash inventory management center altogether of not less than 1 percent of total customers' deposit and other specified borrowings. Moreover, the report demonstrates each type of high-quality liquid assets to support the liquidity need for the Bank's normal operations. This report is done on a daily basis.

- Liquidity Coverage Ratio (LCR) report is reported to the Risk Oversight Committee and the Assets and Liabilities Management Committee on a monthly basis in accordance with BOT's regulations. LCR aims to ensure that the Bank has the sufficient liquidity to withstand the serve short term liquidity situation. The Bank must have the unencumbered high-quality liquid assets (HQLA) which consists of cash or assets that can be converted into cash at little or significant devaluation to meet its liquidity needs for a 30-calendar day under severe liquidity stress scenario.
- Net Stable Funding Ratio (NSFR) report is reported to BOT on a quarterly basis and the Risk Oversight Committee and the Assets and Liabilities Management Committee on a monthly basis. NSFR is the liquidity risk measurement standard that aims to have stable funding source in line with the noncallable asset or the non-marketable with significant devaluation.
- Simulation liquidity risk stress testing report will be submitted to the Risk Oversight Committee on a quarterly basis.

#### Liquidity risk stress testing

The Bank sets quarterly liquidity risk stress testing in conformity with the Bank's stress testing policy by using the 3 situations which are (1) Institution-specific crisis (2) Market-wide crisis and (3) Combination of both. Each situation is based on assumptions such as withdrawing customers' deposit type different proportion, declining in the market liquidity of assets, decreasing in ability to reach large-sized sources of funds. The Bank also prepares contingency plan to support crisis by considering to stress test result of each model situation. The contingency plan is set warning triggers of liquidity crisis in order that the Bank can reduce negative impact from liquidity problems that may occur with reasonable expenses/costs.

The Bank also discloses information about Liquidity Coverage Ratio (LCR) in order to ensure that the Bank has sufficient manage liquidity to support liquidity stress situation under the BOT's notifications regarding the Disclosure of Liquidity Coverage Ratio Disclosure Standards.

Channel of disclosure    [www.krungthai.com](http://www.krungthai.com) > Investor Relations > Financial Information > LCR Disclosures

Date of disclosure        Within 4 months after the end of reporting period.

Information as at         31 December 2025



Liquidity ratio

The BOT specifies that the Bank has to maintain the average fortnightly liquid assets not less than 1 percent of deposits and borrowings as prescribed by the BOT's regulation. As at 31 December 2025 and 2024, the Bank has deposits at the BOT and cash at the cash center of Baht 20,790 million and Baht 28,226 million, respectively.

	31 December 2025	31 December 2024 <sup>(1)</sup>
	(%)	(%)
<b>Sources of Funds</b>		
Deposits	72.82	73.02
Interbank and money market items (liabilities)	6.97	6.84
Debt issued and borrowings	3.17	3.54
Equity	12.38	12.32
<b>Uses of Funds</b>		
Loans to customers (net deferred revenue)	68.93	72.15
Interbank and money market items (assets)	13.70	14.30
Investments - net and investments in subsidiaries and associated companies - net	13.30	9.82

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17 Insurance Contracts for the first time.

**Loans to deposits ratio**

	31 December 2025	31 December 2024
	(%)	(%)
Loans to deposits ratio (Consolidated financial statements)	94.66	98.80
Loans to deposits ratio (Separate financial statements)	91.04	95.08

On the consolidated financial statements as at 31 December 2025, the Bank has loans to deposits ratio of 94.66 percent which has decreased from 98.80 percent as at 31 December 2024.

Loans to deposits ratio on the separate financial statements as at 31 December 2025 is 91.04 percent which has decreased from 95.08 percent as at 31 December 2024. As a result, loans increased 0.43 percent while deposits increased 4.89 percent from the end of the year 2024.

These above ratios have no significant impact to the liquidities of the Bank and its subsidiaries.

As at 31 December 2025 and 2024, the Bank's significant financial assets and liabilities are classified by remaining maturity as follows:

(Unit: Million Baht)

	Consolidated financial statements					
	31 December 2025					
	At call	Up to 1 year	1 - 5 years	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Cash	-	-	-	-	61,745	61,745
Interbank and money market items	39,822	499,010	-	-	-	538,832
Financial assets measured at fair value through profit or loss	22	15,996	1,654	14,105	32,008	63,785
Derivatives assets	-	16,261	32,372	25,186	-	73,819
Investments	36	167,331	255,819	63,480	14,412	501,078
Loans to customers	172,291	531,406	754,349	1,253,125	-	2,711,171
Total financial assets	212,171	1,230,004	1,044,194	1,355,896	108,165	3,950,430
<b>Financial liabilities</b>						
Deposits	2,256,679	533,398	70,933	3,161	-	2,864,171
Interbank and money market items	63,703	187,562	22,534	338	-	274,137
Financial liabilities measured at fair value through profit or loss	-	31	3	615	-	649
Derivatives liabilities	-	16,539	23,924	23,228	-	63,691
Liabilities payable on demand	5,722	-	-	-	-	5,722
Debt issued and borrowings	-	46,011	30,185	48,544	-	124,740
Total financial liabilities	2,326,104	783,541	147,579	75,886	-	3,333,110

(Unit: Million Baht)

Consolidated financial statements						
31 December 2024						
	At call	Up to 1 year	1 - 5 years	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Cash	-	-	-	-	56,889	56,889
Interbank and money market items	46,399	488,705	198	-	-	535,302
Financial assets measured at fair value through profit or loss	-	7,729	6,026	8,833	28,754	51,342
Derivatives assets	-	23,421	26,099	16,541	-	66,061
Investments	36	140,042	127,480	68,188	15,375	351,121
Loans to customers	171,882	635,251	682,022	1,209,456	-	2,698,611
Total financial assets	218,317	1,295,148	841,825	1,303,018	101,018	3,759,326
<b>Financial liabilities</b>						
Deposits	2,100,137	547,754	81,379	2,074	-	2,731,344
Interbank and money market items	56,088	162,038	36,501	1,245	-	255,872
Financial liabilities measured at fair value through profit or loss	-	24	9	-	-	33
Derivatives liabilities	-	19,962	21,274	14,969	-	56,205
Liabilities payable on demand	5,116	-	-	-	-	5,116
Debt issued and borrowings	-	21,584	56,193	35,160	19,527	132,464
Total financial liabilities	2,161,341	751,362	195,356	53,448	19,527	3,181,034

(Unit: Million Baht)

	Separate financial statements					
	31 December 2025					
	At call	Up to 1 year	1 - 5 years	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Cash	-	-	-	-	61,728	61,728
Interbank and money market items	39,227	499,010	-	-	-	538,237
Financial assets measured at						
fair value through profit or loss	22	15,996	1,654	14,105	32,008	63,785
Derivatives assets	-	16,262	32,373	25,186	-	73,821
Investments	36	167,069	256,048	63,480	14,176	500,809
Loans to customers	176,368	456,829	727,936	1,253,031	-	2,614,164
Total financial assets	215,653	1,155,166	1,018,011	1,355,802	107,912	3,852,544
<b>Financial liabilities</b>						
Deposits	2,263,470	533,839	70,967	3,161	-	2,871,437
Interbank and money market items	62,194	182,333	22,534	338	-	267,399
Financial liabilities measured at						
fair value through profit or loss	-	31	3	615	-	649
Derivatives liabilities	-	16,539	23,924	23,228	-	63,691
Liabilities payable on demand	5,722	-	-	-	-	5,722
Debt issued and borrowings	-	34,710	7,628	48,044	-	90,382
Total financial liabilities	2,331,386	767,452	125,056	75,386	-	3,299,280

(Unit: Million Baht)

	Separate financial statements					
	31 December 2024					
	At call	Up to 1 year	1 - 5 years	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Cash	-	-	-	-	56,872	56,872
Interbank and money market items	46,216	488,705	198	-	-	535,119
Financial assets measured at						
fair value through profit or loss	-	7,729	6,026	8,833	28,754	51,342
Derivatives assets	-	23,421	26,099	16,541	-	66,061
Investments	36	138,849	128,724	68,188	15,372	351,169
Loans to customers	177,177	559,455	656,815	1,209,424	-	2,602,871
Total financial assets	223,429	1,218,159	817,862	1,302,986	100,998	3,663,434
<b>Financial liabilities</b>						
Deposits	2,105,774	548,250	81,379	2,074	-	2,737,477
Interbank and money market items	54,452	157,469	36,501	1,245	-	249,667
Financial liabilities measured at						
fair value through profit or loss	-	24	9	-	-	33
Derivatives liabilities	-	19,962	21,274	14,969	-	56,205
Liabilities payable on demand	5,116	-	-	-	-	5,116
Debt issued and borrowings	-	10,104	28,123	33,660	19,527	91,414
Total financial liabilities	2,165,342	735,809	167,286	51,948	19,527	3,139,912

## 8. Capital funds

The capital fund and capital adequacy ratio information as at 31 December 2025, is preliminary information prepared using the criteria and methods prescribed by the BOT, which requires the Bank to prepare and submit such information to the BOT within 3 months from the end of the quarter, and to disclose such information as at 30 June and 31 December of each year via the Bank's website. Comparative information as at 31 December 2024, already submitted to the BOT, is as follows:

(Unit: Million Baht)

	Financial business group	
	31 December 2025	31 December 2024
Common Equity Tier 1		
Paid-up share capital	72,005	72,005
Premium on share capital	20,834	20,834
Legal reserve	7,201	7,201
Net income after appropriation	308,035	289,601
Other components of equity	32,773	25,500
Capital deduction items on common equity Tier 1	(28,970)	(27,173)
Total Common Equity Tier1	411,878	387,968
Tier 1 capital funds - financial instruments	20,045	20,121
Total Tier 1 capital funds	431,923	408,089
Tier 2 capital funds		
Long-term subordinated debt	18,080	18,080
Allowance for assets classified as normal	23,522	23,189
Total Tier 2 capital funds	41,602	41,269
Total capital funds	473,525	449,358

(Unit: Million Baht)

	Separate financial statements	
	31 December 2025	31 December 2024
Common Equity Tier 1		
Paid-up share capital	72,005	72,005
Premium on share capital	20,834	20,834
Legal reserve	7,201	7,201
Net income after appropriation	281,968	264,324
Other components of equity	23,779	23,339
Capital deduction items on common equity Tier 1	(32,406)	(28,351)
Total Common Equity Tier1	373,381	359,352
Tier 1 capital funds - financial instruments	18,647	18,647
Total tier 1 capital funds	392,028	377,999
Tier 2 capital funds		
Long-term subordinated debt	18,080	18,080
Allowance for assets classified as normal	22,289	22,237
Total Tier 2 capital funds	40,369	40,317
Total capital funds	432,397	418,316



Capital adequacy ratio				
Minimum rate of BOT's requirement	Financial business group		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
	(%)	(%)	(%)	(%)
Common Equity Tier 1 ratio	8.00	19.24	18.41	17.89
Tier 1 capital fund ratio	9.50	20.18	19.33	18.82
Capital adequacy ratio	12.00	22.12	21.32	20.83

The Bank discloses information about the capital fund requirements of the Bank and the financial business group in accordance with the BOT's Notification regarding the Disclosure of Capital Requirements of Commercial Banks and Notification regarding the Disclosure of Capital Requirement of Financial Business Groups.

Channel of disclosure	<a href="http://www.krungthai.com">www.krungthai.com</a> > Investor Relations > Financial Information > Pillar III disclosures
Date of disclosure	Within 4 months after the end of reporting period.
Information as at	31 December 2025

## 9. Supplementary information

### 9.1 Supplementary information of cash flows

#### 9.1.1 Cash

Cash as at 31 December 2025 and 2024 are as follows:

(Unit: Million Baht)				
	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Cash	50,910	42,964	50,893	42,947
Cash received in advance from electronic money transactions and electronic money transfer services	10,835	13,925	10,835	13,925
Total	61,745	56,889	61,728	56,872

## 9.1.2 Significant non-cash items for the years ended 31 December 2025 and 2024 are as follows:

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Increase (decrease) in revaluation surplus on investments measured at fair value through other comprehensive income net of income tax expenses	(101)	3,260	(156)	3,263
Increase in right-of-use assets	1,884	1,745	1,771	1,501
Increase in properties for sale from loans repayment	482	1,592	380	1,398
Decrease in surplus on revaluation of assets	(6)	(26)	(6)	(26)

## 9.1.3 Disclosures of related changes in liabilities from financing activities

(Unit: Million Baht)

Consolidated financial statements				
Item	1 January 2025	Cash flows from financing activities	Non-cash items	31 December 2025
Debt issued and borrowings	132,464	(6,583)	(1,141)	124,740
Total	132,464	(6,583)	(1,141)	124,740

(Unit: Million Baht)

Consolidated financial statements				
Item	1 January 2024	Cash flows from financing activities	Non-cash items	31 December 2024
Debt issued and borrowings	160,839	(28,828)	453	132,464
Total	160,839	(28,828)	453	132,464

(Unit: Million Baht)

Separate financial statements				
Item	1 January 2025	Cash flows from financing activities	Non-cash items	31 December 2025
Debt issued and borrowings	91,414	133	(1,165)	90,382
Total	91,414	133	(1,165)	90,382

(Unit: Million Baht)

Separate financial statements				
Item	1 January 2024	Cash flows from financing activities	Non-cash items	31 December 2024
Debt issued and borrowings	114,202	(23,531)	743	91,414
Total	114,202	(23,531)	743	91,414

## 9.2 Classification of financial assets and financial liabilities

(Unit: Million Baht)

Consolidated financial statements					
31 December 2025					
	Financial instruments measured at fair value through profit or loss	Financial instruments measured at fair value through other comprehensive income	Investments in equity securities designated at fair value through other comprehensive income	Financial instruments measured at amortised cost	Total
<b>Financial assets</b>					
Cash	-	-	-	61,745	61,745
Interbank and money market items - net	-	-	-	538,962	538,962
Financial assets measured at fair value through profit or loss	63,785	-	-	-	63,785
Derivatives assets	73,819	-	-	-	73,819
Investments - net	-	485,184	14,412	1,446	501,042
Loans to customers and accrued interest receivables - net	-	-	-	2,550,433	2,550,433
Total financial assets	137,604	485,184	14,412	3,152,586	3,789,786
<b>Financial liabilities</b>					
Deposits	-	-	-	2,864,171	2,864,171
Interbank and money market items	-	-	-	274,137	274,137
Liabilities payable on demand	-	-	-	5,722	5,722
Financial liabilities measured at fair value through profit or loss	649	-	-	-	649
Derivatives liabilities	63,691	-	-	-	63,691
Debt issued and borrowings	-	-	-	124,740	124,740
Lease liabilities	-	-	-	3,374	3,374
Provisions	-	-	-	18,390	18,390
Total financial liabilities	64,340	-	-	3,290,534	3,354,874

(Unit: Million Baht)

Consolidated financial statements					
31 December 2024					
	Financial instruments measured at fair value through profit or loss	Financial instruments measured at fair value through other comprehensive income	Investments in equity securities designated at fair value through other comprehensive income	Financial instruments measured at amortised cost	Total
<b>Financial assets</b>					
Cash	-	-	-	56,889	56,889
Interbank and money market items - net	-	-	-	534,775	534,775
Financial assets measured at fair value through profit or loss	51,342	-	-	-	51,342
Derivatives assets	66,061	-	-	-	66,061
Investments - net	-	334,363	15,375	1,347	351,085
Loans to customers and accrued interest receivables - net	-	-	-	2,549,075	2,549,075
<b>Total financial assets</b>	<b>117,403</b>	<b>334,363</b>	<b>15,375</b>	<b>3,142,086</b>	<b>3,609,227</b>
<b>Financial liabilities</b>					
Deposits	-	-	-	2,731,344	2,731,344
Interbank and money market items	-	-	-	255,872	255,872
Liabilities payable on demand	-	-	-	5,116	5,116
Financial liabilities measured at fair value through profit or loss	33	-	-	-	33
Derivatives liabilities	56,205	-	-	-	56,205
Debt issued and borrowings	-	-	-	132,464	132,464
Lease liabilities	-	-	-	3,495	3,495
Provisions	-	-	-	18,296	18,296
<b>Total financial liabilities</b>	<b>56,238</b>	<b>-</b>	<b>-</b>	<b>3,146,587</b>	<b>3,202,825</b>

(Unit: Million Baht)

Separate financial statement				
31 December 2025				
Financial instruments measured at fair value through profit or loss	Financial instruments measured at fair value through other comprehensive income	Investments in equity securities designated at fair value through other comprehensive income	Financial instruments measured at amortised cost	Total
<b>Financial assets</b>				
Cash	-	-	61,728	61,728
Interbank and money market items - net	-	-	538,367	538,367
Financial assets measured at fair value through profit or loss	63,785	-	-	63,785
Derivatives assets	73,821	-	-	73,821
Investments - net	-	486,450	14,176	500,773
Loans to customers and accrued interest receivables - net	-	-	2,461,089	2,461,089
Total financial assets	137,606	486,450	3,061,331	3,699,563
<b>Financial liabilities</b>				
Deposits	-	-	2,871,437	2,871,437
Interbank and money market items	-	-	267,399	267,399
Liabilities payable on demand	-	-	5,722	5,722
Financial liabilities measured at fair value through profit or loss	649	-	-	649
Derivatives liabilities	63,691	-	-	63,691
Debt issued and borrowings	-	-	90,382	90,382
Lease liabilities	-	-	2,730	2,730
Provisions	-	-	16,478	16,478
Total financial liabilities	64,340	-	3,254,148	3,318,488

(Unit: Million Baht)

Separate financial statement					
31 December 2024					
	Financial instruments measured at fair value through profit or loss	Financial instruments measured at fair value through other comprehensive income	Investments in equity securities designated at fair value through other comprehensive income	Financial instruments measured at amortised cost	Total
<b><u>Financial assets</u></b>					
Cash	-	-	-	56,872	56,872
Interbank and money market items - net	-	-	-	534,592	534,592
Financial assets measured at fair value through profit or loss	51,342	-	-	-	51,342
Derivatives assets	66,061	-	-	-	66,061
Investments - net	-	335,612	15,372	149	351,133
Loans to customers and accrued interest receivables - net	-	-	-	2,460,576	2,460,576
<b>Total financial assets</b>	<b>117,403</b>	<b>335,612</b>	<b>15,372</b>	<b>3,052,189</b>	<b>3,520,576</b>
<b><u>Financial liabilities</u></b>					
Deposits	-	-	-	2,737,477	2,737,477
Interbank and money market items	-	-	-	249,667	249,667
Liabilities payable on demand	-	-	-	5,116	5,116
Financial liabilities measured at fair value through profit or loss	33	-	-	-	33
Derivatives liabilities	56,205	-	-	-	56,205
Debt issued and borrowings	-	-	-	91,414	91,414
Lease liabilities	-	-	-	2,528	2,528
Provisions	-	-	-	16,590	16,590
<b>Total financial liabilities</b>	<b>56,238</b>	<b>-</b>	<b>-</b>	<b>3,102,792</b>	<b>3,159,030</b>



### 9.3 Interbank and money market items (assets)

(Unit: Million Baht)

	Consolidated financial statements					
	31 December 2025			31 December 2024		
	At call	Term	Total	At call	Term	Total
<b>Domestic</b>						
Bank of Thailand and Financial						
Institutions Development Fund	20,836	345,810	366,646	28,265	349,615	377,880
Commercial banks	283	115,384	115,667	176	85,377	85,553
Specialised financial institutions	7	32	39	7	5,355	5,362
Other financial institutions	16	35,765	35,781	23	42,607	42,630
<b>Total</b>	<b>21,142</b>	<b>496,991</b>	<b>518,133</b>	<b>28,471</b>	<b>482,954</b>	<b>511,425</b>
Add: Accrued interest receivables	-	153	153	-	234	234
Less: Deferred revenue	-	(115)	(115)	-	(57)	(57)
Less: Allowance for expected credit losses	-	(29)	(29)	(1)	(797)	(798)
<b>Total domestic items</b>	<b>21,142</b>	<b>497,000</b>	<b>518,142</b>	<b>28,470</b>	<b>482,334</b>	<b>510,804</b>
<b>Foreign</b>						
US Dollar	10,807	1,523	12,330	12,659	4,557	17,216
Yen	2,739	-	2,739	2,026	-	2,026
Euro	1,104	-	1,104	383	-	383
Others	4,030	611	4,641	2,860	1,449	4,309
<b>Total</b>	<b>18,680</b>	<b>2,134</b>	<b>20,814</b>	<b>17,928</b>	<b>6,006</b>	<b>23,934</b>
Add: Accrued interest receivables	-	14	14	-	46	46
Less: Allowance for expected credit losses	(7)	(1)	(8)	(4)	(5)	(9)
<b>Total foreign items</b>	<b>18,673</b>	<b>2,147</b>	<b>20,820</b>	<b>17,924</b>	<b>6,047</b>	<b>23,971</b>
<b>Total</b>	<b>39,815</b>	<b>499,147</b>	<b>538,962</b>	<b>46,394</b>	<b>488,381</b>	<b>534,775</b>

(Unit: Million Baht)

Separate financial statements						
	31 December 2025			31 December 2024		
	At call	Term	Total	At call	Term	Total
<b>Domestic</b>						
Bank of Thailand and Financial						
Institutions Development Fund	20,836	345,810	366,646	28,265	349,615	377,880
Commercial banks	-	115,384	115,384	-	85,377	85,377
Specialised financial institutions	-	32	32	-	5,355	5,355
Other financial institutions	16	35,765	35,781	23	42,607	42,630
<b>Total</b>	<b>20,852</b>	<b>496,991</b>	<b>517,843</b>	<b>28,288</b>	<b>482,954</b>	<b>511,242</b>
Add: Accrued interest receivables	-	153	153	-	234	234
Less: Deferred revenue	-	(115)	(115)	-	(57)	(57)
Less: Allowance for expected credit losses	-	(29)	(29)	(1)	(797)	(798)
<b>Total domestic items</b>	<b>20,852</b>	<b>497,000</b>	<b>517,852</b>	<b>28,287</b>	<b>482,334</b>	<b>510,621</b>
<b>Foreign</b>						
US Dollar	10,807	1,523	12,330	12,659	4,557	17,216
Yen	2,739	-	2,739	2,026	-	2,026
Euro	1,104	-	1,104	383	-	383
Others	3,725	611	4,336	2,860	1,449	4,309
<b>Total</b>	<b>18,375</b>	<b>2,134</b>	<b>20,509</b>	<b>17,928</b>	<b>6,006</b>	<b>23,934</b>
Add: Accrued interest receivables	-	14	14	-	46	46
Less: Allowance for expected credit losses	(7)	(1)	(8)	(4)	(5)	(9)
<b>Total foreign items</b>	<b>18,368</b>	<b>2,147</b>	<b>20,515</b>	<b>17,924</b>	<b>6,047</b>	<b>23,971</b>
<b>Total</b>	<b>39,220</b>	<b>499,147</b>	<b>538,367</b>	<b>46,211</b>	<b>488,381</b>	<b>534,592</b>

## 9.4 Financial assets measured at fair value through profit or loss

(Unit: Million Baht)

Investments	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
<b>Financial assets held for trading</b>				
Government and state enterprises securities	16,776	11,894	16,776	11,894
Private enterprises debt securities	258	389	258	389
Marketable unit trust	821	181	821	181
Foreign debt securities	14,208	9,913	14,208	9,913
Marketable equity securities	289	134	289	134
Total	32,352	22,511	32,352	22,511
<b>Others</b>				
Private enterprises debt securities	535	393	535	393
Unit trust	27,545	26,749	27,545	26,749
Marketable equity securities	3,353	1,689	3,353	1,689
Total	31,433	28,831	31,433	28,831
Total financial assets measured at fair value through profit or loss	63,785	51,342	63,785	51,342

As of 31 December 2025, the Bank had marketable equity securities amounting to Baht 3,353 million that were subject to selling restrictions. 25 percent of the locked-up shares will become eligible for sale six months after the company's shares resume trading on the Stock Exchange of Thailand, and the remaining 75 percent will become eligible for sale one year after the company's shares resume trading on the Stock Exchange of Thailand.

In addition to the financial assets measured at fair value through profit or loss as presented above, the Bank has investments in foreign equity securities which holds for supporting the issuance of Depositary Receipts ("DRs") to investors. Such securities are held solely on behalf of the DR holders and in compliance with the notifications of the Capital Market Supervisory Board. Accordingly, the Bank has not separately presented such investments, nor the related DRs, in its financial statements.

## 9.5 Derivatives

### 9.5.1 Derivatives held for trading

Fair value and notional amount classified by type of risk are as follows:

(Unit: Million Baht)

Type of risk	Consolidated financial statements					
	31 December 2025			31 December 2024		
	Fair value		Notional amounts	Fair value		Notional amounts
	Assets	Liabilities		Assets	Liabilities	
Foreign exchange rate	33,881	28,513	1,603,873	36,769	29,189	1,677,831
Interest rate	28,394	30,648	2,630,095	21,400	23,365	2,254,707
Others	717	1,825	36,953	1,259	1,756	53,011
Total	62,992	60,986	4,270,921	59,428	54,310	3,985,549

(Unit: Million Baht)

Type of risk	Separate financial statements					
	31 December 2025			31 December 2024		
	Fair value		Notional amounts	Fair value		Notional amounts
	Assets	Liabilities		Assets	Liabilities	
Foreign exchange rate	33,883	28,513	1,603,840	36,769	29,189	1,677,831
Interest rate	28,394	30,648	2,630,095	21,400	23,365	2,254,707
Others	717	1,825	36,953	1,259	1,756	53,011
Total	62,994	60,986	4,270,888	59,428	54,310	3,985,549

### 9.5.2 Derivative for hedging

As at 31 December 2025 and 2024, hedging instrument classified by type of hedging and risk are detailed as follows:

#### Dynamic hedges

Fair value and notional amount classified by type of risk are as follows:

(Unit: Million Baht)

Type of risk	Consolidated and separate financial statements		
	31 December 2025		
	Notional amounts	Fair value	
		Assets	Liabilities
<b><u>Interest rate risk</u></b>			
Interest rate swap	35,650	-	-
Total	35,650	-	-

(Unit: Million Baht)

Type of risk	Consolidated and separate financial statements		
	31 December 2024		
	Notional amounts	Fair value	
		Assets	Liabilities
<b>Interest rate risk</b>			
Interest rate swap	46,230	-	-
Total	46,230	-	-

**Fair value hedges**

The amounts relating to items designated as hedged items under fair value hedges are as follows:

(Unit: Million Baht)

Type of risk	Consolidated and separate financial statements			
	31 December 2025			
	Carrying amount of hedged items		Accumulated amount of fair value adjustments on the hedged items	
	Assets	Liabilities	Assets	Liabilities
<b>Interest rate risk</b>				
THB fixed-rate borrowings	A	- 818	- 18	
THB fixed-rate debt issued	B	- 31,171	- 138	
USD fixed-rate debt issued	B	- 22,686	- (440)	
THB fixed-rate loans to customers	D	5,493 -	31 -	
THB fixed-rate deposits	E	- 18,013	- 377	
Total interest rate risk		5,493 72,688	31 93	
<b>Foreign exchange rate risk</b>				
USD investments in equity securities, designated at fair value through other comprehensive income	C	5,102 -	(113) -	
EUR investments in equity securities, designated at fair value through other comprehensive income	C	12 -	- -	
Total foreign exchange rate risk		5,114 -	(113) -	
Total		10,607 72,688	(82) 93	

(Unit: Million Baht)

Type of risk		Consolidated and separate financial statements			
		31 December 2024			
		Carrying amount of hedged items		Accumulated amount of fair value adjustments on the hedged items	
		Assets	Liabilities	Assets	Liabilities
<b>Interest rate risk</b>					
THB fixed-rate borrowings	A	-	800	-	1
THB fixed-rate debt issued	B	-	35,990	-	(466)
USD fixed-rate debt issued	B	-	19,693	-	(855)
THB fixed-rate loans to customers	D	2,102	-	(28)	-
THB fixed-rate deposits	E	-	9,643	-	275
Total interest rate risk		2,102	66,126	(28)	(1,045)
<b>Foreign exchange rate risk</b>					
USD investments in equity securities, designated at fair value through other comprehensive income	C	4,940	-	(87)	-
EUR investments in equity securities, designated at fair value through other comprehensive income	C	10	-	-	-
Total foreign exchange rate risk		4,950	-	(87)	-
Total		7,052	66,126	(115)	(1,045)

The items in the statement of financial position, where the hedged items and the cumulative fair value changes are recorded, include:

- A. Interbank and money market items (Liabilities)
- B. Debt issued and borrowings
- C. Investments - net
- D. Loans to customers and accrued interest receivables - net
- E. Deposits



The amounts relating to items designated as hedging instruments under fair value hedges are as follows:

(Unit: Million Baht)

Type of risk	Consolidated and separate financial statements		
	31 December 2025		
	Notional amounts	Fair value of hedging instruments	
		Assets	Liabilities
<b><u>Interest rate risk</u></b>			
Interest rate swap	82,061	2,662	599
Interest rate swap option	75,878	-	2,094
Total interest rate risk	157,939	2,662	2,693
<b><u>Foreign exchange rate risk</u></b>			
Foreign currency forward contract	476	-	3
Foreign currency swap contract	4,971	117	-
Total foreign exchange rate risk	5,447	117	3
Total	163,386	2,779	2,696

(Unit: Million Baht)

Type of risk	Consolidated and separate financial statements		
	31 December 2024		
	Notional amounts	Fair value of hedging instruments	
		Assets	Liabilities
<b><u>Interest rate risk</u></b>			
Interest rate swap	69,652	790	1,042
Interest rate swap option	54,271	-	814
Total interest rate risk	123,923	790	1,856
<b><u>Foreign exchange rate risk</u></b>			
Foreign currency forward contract	408	1	-
Foreign currency swap contract	4,530	86	-
Total foreign exchange rate risk	4,938	87	-
Total	128,861	877	1,856

The below table sets out the outcome of the Bank's hedging strategy, set out in Note 5.5 to the financial statements, in particular, to changes in the fair value of the hedged items and hedging instruments during the period, used as the basis for recognising ineffectiveness:

(Unit: Million Baht)

Type of risk		Consolidated and separate financial statements		
		For the year ended 31 December 2025		
		Gains (losses) attributable to the hedged risk		Change in fair value used for measuring ineffectiveness
Hedged items	Hedging instruments	Hedged items	Hedging instruments	
<b><u>Interest rate risk</u></b>				
THB fixed-rate borrowings	Interest rate swap	(18)	21	3
THB fixed-rate debt issued	Interest rate swap and interest rate swap option	(604)	566	(38)
USD fixed-rate debt issued	Interest rate swap	(415)	399	(16)
THB fixed-rate loans to customers	Interest rate swap and interest rate swap option	59	(45)	14
THB fixed-rate deposits	Interest rate swap and interest rate swap option	(102)	272	170
Total interest rate risk		(1,080)	1,213	133
<b><u>Foreign exchange rate risk</u></b>				
USD investments in equity securities, designated at fair value through other comprehensive income	Foreign currency forward contract / Foreign currency swap contract	(130)	130	-
Total foreign exchange rate risk		(130)	130	-
Total		(1,210)	1,343	133

(Unit: Million Baht)

Type of risk		Consolidated and separate financial statements		
		For the year ended 31 December 2024		
		Gains (losses) attributable to the hedged risk		Change in fair value used for measuring ineffectiveness
		Hedged items	Hedging instruments	
Hedged items	Hedging instruments			
<b><u>Interest rate risk</u></b>				
THB fixed-rate borrowings	Interest rate swap	(16)	16	-
USD fixed-rate borrowings	Interest rate swap	(46)	46	-
THB fixed-rate debt issued	Interest rate swap			
	and interest rate swap option	118	318	436
USD fixed-rate debt issued	Interest rate swap	(602)	609	7
THB fixed-rate loans to customers	Interest rate swap			
	and interest rate swap option	45	(34)	11
THB fixed-rate deposits	Interest rate swap			
	and interest rate swap option	(275)	2	(273)
Total interest rate risk		(776)	957	181
<b><u>Foreign exchange rate risk</u></b>				
USD investments in equity securities, designated at fair value through other comprehensive income	Foreign currency forward contract / Foreign currency swap contract	(104)	104	-
Total foreign exchange rate risk		(104)	104	-
Total		(880)	1,061	181

Cash flow hedges

The amounts relating to items designated as hedged items under cash flow hedges are as follows:

(Unit: Million Baht)

Type of risk	Consolidated and separate financial statements		
	31 December 2025		
	Change in fair value measuring used for ineffectiveness	Cash flow hedge reserve	
		Continuing hedges	Discontinued hedges
<b><u>Interest rate and foreign exchange rate risk</u></b>			
Investment in debt securities, measured at fair value through other comprehensive income			
USD fixed-rate	(1,028)	164	-
USD floating rate	(96)	14	-
YEN fixed-rate	(1,091)	1,701	-
EUR fixed-rate	193	156	-
EUR floating rate	125	-	-
AUD fixed-rate	(11)	8	-
MYR fixed-rate	56	-	-
SGD fixed-rate	(3)	1	-
Total	(1,855)	2,044	-

(Unit: Million Baht)

Type of risk	Consolidated and separate financial statements		
	31 December 2024		
	Change in fair value measuring used for ineffectiveness	Cash flow hedge reserve	
		Continuing hedges	Discontinued hedges
<b><u>Interest rate and foreign exchange rate risk</u></b>			
Investment in debt securities, measured at fair value through other comprehensive income			
USD fixed-rate	(895)	182	-
USD floating rate	(209)	-	-
YEN fixed-rate	(1,113)	694	-
EUR fixed-rate	(406)	24	-
EUR floating rate	(118)	(14)	-
AUD fixed-rate	(47)	(1)	-
MYR fixed-rate	270	(2)	-
Total	(2,518)	883	-

The corresponding items in the statement of financial position, where the hedged items are recorded is “Investments - net”.

The below table sets out the outcome of the Bank’s hedging strategy, set out in Note 5.5 to the financial statements, in particular, the notional and the carrying amounts of the derivatives the Bank uses as cash flow hedging instruments and the changes in fair value used for measuring ineffectiveness of the cash flow hedges as follows:

(Unit: Million Baht)

Type of risk	Consolidated and separate financial statements						
	31 December 2025						
	Notional amounts	Carrying amount of hedging instruments		Changes in fair value used for measuring ineffectiveness			Amount reclassified from the cash flow hedge reserve to profit or loss
		Assets	Liabilities	Total	Effective portion recognised in other comprehensive income	Ineffective portion recognised in profit or loss	
Interest rate risk							
Interest rate swap option - hedge the risk of EUR floating-rate investments in debt securities	-	-	-	-	-	-	-
Interest rate and foreign exchange rate risk							
Cross currency swap (THB:USD) - hedge the risk of USD fixed-rate investments in debt securities	18,114	1,534	-	1,028	1,028	-	(1,046)
Cross currency swap (THB:USD) - hedge the risk of USD floating-rate investments in debt securities	1,263	80	-	96	96	-	(82)
Cross currency swap (THB:YEN) - hedge the risk of YEN fixed-rate investments in debt securities	30,065	6,145	-	1,091	1,091	-	(84)
Cross currency swap (THB:EUR) - hedge the risk of EUR fixed-rate investments in debt securities	10,233	226	9	(193)	(193)	-	325
Cross currency swap (THB:EUR) - hedge the risk of EUR floating-rate investments in debt securities	-	-	-	(125)	(125)	-	139
Cross currency swap (THB:AUD) - hedge the risk of AUD fixed-rate investments in debt securities	510	60	-	11	11	-	(2)
Cross currency swap (THB:MYR) - hedge the risk of MYR fixed-rate investments in debt securities	-	-	-	(56)	(56)	-	58
Cross currency swap (THB:SGD) - hedge the risk of SGD fixed-rate investments in debt securities	74	3	-	3	3	-	(2)
Total	60,259	8,048	9	1,855	1,855	-	(694)

(Unit: Million Baht)

Type of risk	Consolidated and separate financial statements						
	31 December 2024						
	Notional amounts	Carrying amount of hedging instruments		Changes in fair value used for measuring ineffectiveness			Amount reclassified from the cash flow hedge reserve to profit or loss
		Assets	Liabilities	Total	Effective portion recognised in other comprehensive income	Ineffective portion recognised in profit or loss	
<u>Interest rate and foreign exchange rate risk</u>							
Cross currency swap (THB:USD) - hedge the risk of USD fixed-rate investments in debt securities	17,217	500	22	895	895	-	(594)
Cross currency swap (THB:USD) - hedge the risk of USD floating-rate investments in debt securities	1,020	-	17	209	209	-	(209)
Cross currency swap (THB:YEN) - hedge the risk of YEN fixed-rate investments in debt securities	27,348	4,672	-	1,113	1,113	-	(472)
Cross currency swap (THB:EUR) - hedge the risk of EUR fixed-rate investments in debt securities	6,671	354	-	406	406	-	(534)
Cross currency swap (THB:EUR) - hedge the risk of EUR floating-rate investments in debt securities	1,222	126	-	118	118	-	(92)
Cross currency swap (THB:AUD) - hedge the risk of AUD fixed-rate investments in debt securities	330	48	-	47	47	-	(48)
Cross currency swap (THB:MYR) - hedge the risk of MYR fixed-rate investments in debt securities	1,522	56	-	(270)	(270)	-	282
Total	55,330	5,756	39	2,518	2,518	-	(1,667)

The corresponding line item in the statement of profit or loss and other comprehensive income that includes hedge ineffectiveness is “Net gains on financial instruments measured at fair value through profit or loss”.

The corresponding line items in the statement of profit or loss and other comprehensive income that affected by the reclassification of the cash flow hedge reserve are “Net gains on financial instruments measured at fair value through profit or loss” and “Interest income”.



As at 31 December 2025 and 2024, the Bank has hedging instruments used to hedge interest rate risk and foreign exchange rate risk, classified by the maturity as follows:

Type of risk	Consolidated and separate financial statements					
	31 December 2025					
	Remaining time to maturity					
	Less than 1 month	1 to 3 months	Over 3 months to 1 year	Over 1 to 5 years	Over 5 years	Total
<b>Fair value hedges - interest rate risk</b>						
Interest rate swap - hedge THB fixed-rate borrowings						
Notional amount (Unit: Million Baht)	109	519	7,217	2,099	25,889	35,833
Average fixed rate (%)	-	-	-	1.03	2.71	2.02
Average floating rate (%)	1.35	1.38	1.34	1.54	1.45	1.43
Interest rate swap - hedge USD fixed-rate borrowings						
Notional amount (Unit: Million Baht)	1,178	18,950	-	36	2,965	23,129
Average fixed rate (%)	4.70	4.40	-	-	4.38	4.41
Average floating rate (%)	3.82	7.10	-	3.87	3.92	6.52
Interest rate swap - hedge THB fixed-rate loans to customers						
Notional amount (Unit: Million Baht)	-	-	1,500	3,962	-	5,462
Average fixed rate (%)	-	-	2.28	3.49	-	3.16
Average floating rate (%)	-	-	3.25	3.25	-	3.25
Interest rate swap option - hedge THB fixed-rate debt issued and borrowings						
Notional amount (Unit: Million Baht)	15,269	3,990	-	-	31,678	50,937
Average fixed rate (%)	-	-	-	-	2.68	1.67
Average floating rate (%)	1.25	1.25	-	-	1.52	1.42
Interest rate swap option - hedge USD fixed-rate debt issued and borrowings						
Notional amount (Unit: Million Baht)	2,395	-	-	36	5,629	8,060
Average fixed rate (%)	2.31	-	-	3.92	2.50	2.45
Average floating rate (%)	3.84	-	-	3.97	3.88	3.87
Interest rate swap - hedge THB fixed-rate deposits						
Notional amount (Unit: Million Baht)	-	-	-	-	17,637	17,637
Average fixed rate (%)	-	-	-	-	2.56	2.56
Average floating rate (%)	-	-	-	-	1.41	1.41
Interest rate swap option - hedge THB fixed-rate deposits						
Notional amount (Unit: Million Baht)	-	-	-	-	16,881	16,881
Average fixed rate (%)	-	-	-	-	2.68	2.68
Average floating rate (%)	-	-	-	-	1.58	1.58

Type of risk	Consolidated and separate financial statements					
	31 December 2025					
	Remaining time to maturity					
	Less than 1 month	1 to 3 months	Over 3 months to 1 year	Over 1 to 5 years	Over 5 years	Total
<b><u>Fair value hedges - foreign exchange rate risk</u></b>						
Foreign currency forward contract - hedge USD						
investments in equity securities						
Notional amount (Unit: Million Baht)	-	476	-	-	-	476
Average foreign exchange rate (THB:USD)	-	31.60	-	-	-	31.60
Foreign currency swap contract - hedge EUR						
investments in equity securities						
Notional amount (Unit: Million Baht)	-	12	-	-	-	12
Average foreign exchange rate (THB:EUR)	-	37.53	-	-	-	37.53
Foreign currency swap contract - hedge USD						
investments in equity securities						
Notional amount (Unit: Million Baht)	-	4,959	-	-	-	4,959
Average foreign exchange rate (THB:USD)	-	32.21	-	-	-	32.21
<b><u>Cash flow hedges - interest rate and foreign exchange rate risk</u></b>						
Cross currency swap (THB:USD) - hedge USD						
fixed-rate investments in debt securities						
Notional amount (Unit: Million Baht)	-	-	3,474	14,640	-	18,114
Average foreign exchange rate (THB:USD)	-	-	34.51	34.00	-	34.10
Average fixed rate (%)	-	-	2.64	2.62	-	2.62
Cross currency swap (THB:USD) - hedge USD						
floating-rate investments in debt securities						
Notional amount (Unit: Million Baht)	-	-	-	1,263	-	1,263
Average foreign exchange rate (THB:USD)	-	-	-	33.25	-	33.25
Average floating rate (%)	-	-	-	2.38	-	2.38

Type of risk	Consolidated and separate financial statements					
	31 December 2025					
	Remaining time to maturity					
	Less than 1 month	1 to 3 months	Over 3 months to 1 year	Over 1 to 5 years	Over 5 years	Total
<b><u>Cash flow hedges - interest rate and foreign exchange rate risk (continued)</u></b>						
Cross currency swap (THB:YEN) - hedge YEN						
fixed-rate investments in debt securities						
Notional amount (Unit: Million Baht)	-	-	-	27,674	2,931	30,605
Average foreign exchange rate (THB: YEN)	-	-	-	0.23	0.22	0.23
Average fixed rate (%)	-	-	-	2.43	2.09	2.40
Cross currency swap (THB:EUR) - hedge EUR						
fixed-rate investments in debt securities						
Notional amount (Unit: Million Baht)	-	-	-	3,420	6,813	10,233
Average foreign exchange rate (THB:EUR)	-	-	-	37.53	37.20	37.31
Average fixed rate (%)	-	-	-	2.78	1.78	2.11
Cross currency swap (THB:AUD) - hedge AUD						
fixed-rate investments in debt securities						
Notional amount (Unit: Million Baht)	-	-	-	510	-	510
Average foreign exchange rate (THB:AUD)	-	-	-	23.26	-	23.26
Average fixed rate (%)	-	-	-	2.64	-	2.64
Cross currency swap (THB:SGD) - hedge SGD						
fixed-rate investments in debt securities						
Notional amount (Unit: Million Baht)	-	-	-	74	-	74
Average foreign exchange rate (THB:SGD)	-	-	-	25.40	-	25.40
Average fixed rate (%)	-	-	-	1.88	-	1.88

Type of risk	Consolidated and separate financial statements					
	31 December 2024					
	Remaining time to maturity					
	Less than 1 month	1 to 3 months	Over 3 months to 1 year	Over 1 to 5 years	Over 5 years	Total
<b>Fair value hedges - interest rate risk</b>						
Interest rate swap - hedge THB fixed-rate borrowings						
Notional amount (Unit: Million Baht)	-	191	5,287	16,376	15,731	37,585
Average fixed rate (%)	-	1.72	0.26	1.30	2.81	1.79
Average floating rate (%)	-	2.27	2.31	2.26	2.42	2.34
Interest rate swap - hedge USD fixed-rate borrowings						
Notional amount (Unit: Million Baht)	-	-	133	20,435	-	20,568
Average fixed rate (%)	-	-	1.00	4.39	-	4.37
Average floating rate (%)	-	-	4.89	7.84	-	7.82
Interest rate swap - hedge THB fixed-rate loans to customers						
Notional amount (Unit: Million Baht)	-	-	-	2,131	-	2,131
Average fixed rate (%)	-	-	-	3.63	-	3.63
Average floating rate (%)	-	-	-	4.24	-	4.24
Interest rate swap option - hedge THB fixed-rate debt issued and borrowings						
Notional amount (Unit: Million Baht)	205	1,082	18,663	9,568	15,301	44,819
Average fixed rate (%)	-	2.39	3.49	1.61	2.83	2.83
Average floating rate (%)	2.24	2.26	2.24	2.38	2.58	2.39
Interest rate swap option - hedge USD fixed-rate debt issued and borrowings						
Notional amount (Unit: Million Baht)	-	42	-	42	-	84
Average fixed rate (%)	-	6.00	-	3.92	-	4.96
Average floating rate (%)	-	4.46	-	4.66	-	4.56
Interest rate swap - hedge THB fixed-rate deposits						
Notional amount (Unit: Million Baht)	-	-	-	40	9,328	9,368
Average fixed rate (%)	-	-	-	1.90	3.00	3.00
Average floating rate (%)	-	-	-	2.04	2.48	2.48
Interest rate swap option - hedge THB fixed-rate deposits						
Notional amount (Unit: Million Baht)	-	-	-	40	9,328	9,368
Average fixed rate (%)	-	-	-	2.20	3.02	3.02
Average floating rate (%)	-	-	-	2.44	2.69	2.69

Type of risk	Consolidated and separate financial statements					
	31 December 2024					
	Remaining time to maturity					
	Less than 1 month	1 to 3 months	Over 3 months to 1 year	Over 1 to 5 years	Over 5 years	Total
<b><u>Fair value hedges - foreign exchange rate risk</u></b>						
Foreign currency forward contract - hedge USD investments in equity securities						
Notional amount (Unit: Million Baht)	-	408	-	-	-	408
Average foreign exchange rate (THB:USD)	-	34.00	-	-	-	34.00
Foreign currency swap contract - hedge EUR investments in equity securities						
Notional amount (Unit: Million Baht)	-	10	-	-	-	10
Average foreign exchange rate (THB:EUR)	-	36.79	-	-	-	36.79
Foreign currency swap contract - hedge USD investments in equity securities						
Notional amount (Unit: Million Baht)	-	4,520	-	-	-	4,520
Average foreign exchange rate (THB:USD)	-	34.53	-	-	-	34.53
<b><u>Cash flow hedges - interest rate and foreign exchange rate risk</u></b>						
Cross currency swap (THB:USD) - hedge USD fixed-rate investments in debt securities						
Notional amount (Unit: Million Baht)	-	850	1,699	14,668	-	17,217
Average foreign exchange rate (THB:USD)	-	33.61	35.66	34.78	-	34.81
Average fixed rate (%)	-	2.03	2.28	2.87	-	2.77
Cross currency swap (THB:USD) - hedge USD floating-rate investments in debt securities						
Notional amount (Unit: Million Baht)	-	-	-	1,020	-	1,020
Average foreign exchange rate (THB:USD)	-	-	-	33.48	-	33.48
Average floating rate (%)	-	-	-	2.62	-	2.62

Type of risk	Consolidated and separate financial statements					
	31 December 2024					
	Remaining time to maturity					
	Less than 1 month	1 to 3 months	Over 3 months to 1 year	Over 1 to 5 years	Over 5 years	Total
<b>Cash flow hedges - interest rate and foreign exchange rate risk (continued)</b>						
Cross currency swap (THB:YEN) - hedge YEN						
fixed-rate investments in debt securities						
Notional amount (Unit: Million Baht)	-	6,465	1,078	19,805	-	27,348
Average foreign exchange rate (THB: YEN)	-	0.28	0.26	0.24	-	0.25
Average fixed rate (%)	-	1.45	2.51	2.54	-	2.24
Cross currency swap (THB:EUR) - hedge EUR						
fixed-rate investments in debt securities						
Notional amount (Unit: Million Baht)	-	1,063	3,366	1,665	577	6,671
Average foreign exchange rate (THB:EUR)	-	36.82	36.63	37.72	36.94	36.96
Average fixed rate (%)	-	1.84	2.38	3.45	1.35	2.48
Cross currency swap (THB:EUR) - hedge EUR						
floating-rate investments in debt securities						
Notional amount (Unit: Million Baht)	-	-	1,222	-	-	1,222
Average foreign exchange rate (THB: EUR)	-	-	39.41	-	-	39.41
Average floating rate (%)	-	-	1.18	-	-	1.18
Cross currency swap (THB:AUD) - hedge AUD						
fixed-rate investments in debt securities						
Notional amount (Unit: Million Baht)	-	-	-	330	-	330
Average foreign exchange rate (THB:AUD)	-	-	-	24.27	-	24.27
Average fixed rate (%)	-	-	-	2.72	-	2.72
Cross currency swap (THB:MYR) - hedge MYR						
fixed-rate investments in debt securities						
Notional amount (Unit: Million Baht)	-	1,522	-	-	-	1,522
Average foreign exchange rate (THB:MYR)	-	7.93	-	-	-	7.93
Average fixed rate (%)	-	2.44	-	-	-	2.44

During the year ended 31 December 2025, there was no forecast transactions that is expected to be discontinued hedge as it was not expected to occur in the current year.



The following table provides a reconciliation by risk categories of other components of equity, resulting from hedge accounting.

(Unit: Million Baht)

Consolidated and separate financial statements			
31 December 2025			
	Cash flow hedge reserve	Gains (losses) from deferred cost of hedging	Total
Balance as at 1 January 2025 - net income tax	706	(142)	564
Effective portion of changes in fair value:			
Interest rate and foreign exchange rate risk	1,855	-	1,855
Net amount reclassified to profit or loss:			
Interest rate and foreign exchange rate risk	(694)	-	(694)
Changes in deferred cost of hedging	-	467	467
Related income tax	(232)	(94)	(326)
Balance as at 31 December 2025 - net income tax	1,635	231	1,866

(Unit: Million Baht)

Consolidated and separate financial statements			
31 December 2024			
	Cash flow hedge reserve	Gains (losses) from deferred cost of hedging	Total
Balance as at 1 January 2024 - net income tax	26	95	121
Effective portion of changes in fair value:			
Interest rate and foreign exchange rate risk	2,518	-	2,518
Net amount reclassified to profit or loss:			
Interest rate and foreign exchange rate risk	(1,667)	-	(1,667)
Changes in deferred cost of hedging	-	(297)	(297)
Related income tax	(171)	60	(111)
Balance as at 31 December 2024 - net income tax	706	(142)	564

## 9.6 Investments - net

The detail of investments of the Bank and its subsidiaries as of 31 December 2025 and 2024 are as follows:

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Investments in debt securities measured at amortised cost	1,446	1,347	147	149
Investments in debt securities measured at fair value through other comprehensive income	485,184	334,363	486,450	335,612
Investments in equity securities designated at fair value through other comprehensive income	14,412	15,375	14,176	15,372
	<u>501,042</u>	<u>351,085</u>	<u>500,773</u>	<u>351,133</u>

### 9.6.1 Investments in debt securities measured at amortised cost

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	Amortised cost		Amortised cost	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Government and state enterprise securities	1,299	1,198	-	-
Private enterprise debt securities	36	36	36	36
Foreign debt securities	147	149	147	149
Total	1,482	1,383	183	185
<u>Less</u> Allowance for expected credit losses	<u>(36)</u>	<u>(36)</u>	<u>(36)</u>	<u>(36)</u>
Total	<u>1,446</u>	<u>1,347</u>	<u>147</u>	<u>149</u>

## 9.6.2 Investments in debt securities measured at fair value through other comprehensive income

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	Fair value		Fair value	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Government and state enterprise securities	417,053	271,177	417,053	271,177
Private enterprise debt securities	7,559	7,751	8,825	9,000
Foreign debt securities	60,572	55,435	60,572	55,435
Total	485,184	334,363	486,450	335,612
Allowance for expected credit losses	(559)	(533)	(559)	(533)

## 9.6.3 Investments in equity securities designated at fair value through other comprehensive income

(Unit: Million Baht)

	Consolidated financial statements			
	31 December 2025		31 December 2024	
	Fair value	Dividend income	Fair value	Dividend income
Domestic marketable equity securities	6,932	299	8,471	312
Foreign marketable equity securities	5,385	37	4,969	29
Domestic non-marketable equity securities	2,083	27	1,925	23
Foreign non-marketable equity securities	12	2	10	2
Total	14,412	365	15,375	366

(Unit: Million Baht)

	Separate financial statements			
	31 December 2025		31 December 2024	
	Fair value	Dividend income	Fair value	Dividend income
Domestic marketable equity securities	6,932	299	8,471	312
Foreign marketable equity securities	5,153	37	4,969	29
Domestic non-marketable equity securities	2,079	27	1,922	23
Foreign non-marketable equity securities	12	2	10	2
Total	14,176	365	15,372	366

During the year ended 31 December 2025, the Bank sold its investments in equity securities designated at fair value through other comprehensive income with the fair value on the disposal date of Baht 11.06 million. The accumulated gain previously recognised in other comprehensive income of Baht 10.05 million were transferred to retained earnings.

9.6.4 The Bank and its subsidiaries have investments in securities which the Bank hold not less than 10 percent of the equity of the investee, but which are not treated as subsidiary or associated companies, classified by industrial sector and represented at their fair value as follows:

(Unit: Million Baht)

	Consolidated and separate financial statements	
	31 December 2025	31 December 2024
Public utilities and services	121	112
Mutual funds and REIT	1,582	1,533

9.6.5 As at 31 December 2025 and 2024, investments of the Bank and its subsidiaries in the consolidated and separate financial statements include investments in companies which have problems with their financial position and operating performance, as follows:

	Consolidated and separate financial statements							
	Number		Cost		Fair value		Allowance for expected credit losses provided in the accounts	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024	31 December 2025	31 December 2024	31 December 2025	31 December 2024
			Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
1. Listed companies that are possible to delisting from the SET	-	1	-	438	-	-	-	453
2. Companies which have debt settlement problems or default on debt repayment	2	2	115	115	-	-	115	115

## 9.7 Investments in subsidiaries and associated companies - net

### 9.7.1 Separate financial statements

(Unit Million Baht)								
Name of company	Type of business	Type of shares	Percentages of shareholdings		Investments (Cost method)		Dividend for the year ended	
			31 December 2025	31 December 2024	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Subsidiaries								
Directly held								
Krungthai Law Co., Ltd.	Legal services	Ordinary	100.00	100.00	30	30	-	-
KTB General Services and Security Co., Ltd.	General services	Ordinary	100.00	100.00	140	140	1	4
Krung Thai Asset Management Plc.	Fund management	Ordinary	100.00	100.00	211	211	630	595
Krungthai Computer Services Co., Ltd.	IT services	Ordinary	100.00	100.00	1,300	1,300	141	140
KTB Advisory Co., Ltd. <sup>(1)</sup>	Holding company	Ordinary	100.00	100.00	1,383	668	-	-
Krungthai Card Plc.	Credit card business	Ordinary	49.29	49.29	2,150	2,150	1,678	1,614
KTB Leasing Co., Ltd. <sup>(2)</sup>	Hire purchase	Ordinary	24.95	24.95	249	249	-	-
KTC Nano Co., Ltd. <sup>(2)</sup>	Nano finance	Ordinary	24.95	24.95	13	13	-	-
Indirect held								
KTC Prepaid Co., Ltd. <sup>(3)(11)</sup>	Electronic money services				-	-	-	-
Infinitas by Krungthai Co., Ltd. <sup>(4)</sup>	Digital platform services				-	-	-	-
Arise by Infinitas Co., Ltd. <sup>(5)</sup>	Human resource technology services				-	-	-	-
Krungthai Ventures Co., Ltd. <sup>(6)</sup>	Venture capital				-	-	-	-
Total					5,476	4,761	2,450	2,353
Less Allowance for impairment					(250)	(124)	-	-
Total					5,226	4,637	2,450	2,353

(Unit: Million Baht)

(Unit: million Baht)								
Name of company	Type of business	Type of shares	Percentages of shareholdings		Investments (Cost method)		Dividend for the year ended	
			31	31	31	31	31	31
			December	December	December	December	December	December
			2025	2024	2025	2024	2025	2024
Associated companies								
Directly held								
Krungthai-AXA Life Insurance Plc.	Life insurance	Ordinary	50.00	50.00	4,072	4,072	625	369
Krungthai Panich Insurance Plc.	Non-life insurance	Ordinary	45.00	45.00	1,519	1,519	193	498
Krungthai Mizuho Leasing Co., Ltd.	Hire purchase	Ordinary	49.00	49.00	87	87	30	53
Krungthai XSpring Securities Co., Ltd.	Securities business	Ordinary	50.00	50.00	1,069	1,069	19	45
National ITMX Co., Ltd. <sup>(7)</sup>	Services	Ordinary	23.16	23.02	168	161	232	658
BCI (Thailand) Co., Ltd.	Services	Ordinary	22.17	22.17	117	117	-	-
Sahaviriya Steel Industries Plc.	Steel industry	Ordinary	39.32	39.32	-	-	-	-
Thai Trinity Holding Co., Ltd. <sup>(8)</sup>	Holding Company	Ordinary	41.00	-	205	-	-	-
Indirect held								
Search Engine Optimization Co., Ltd. <sup>(9)</sup>	Services				-	-	-	-
Clicx Bank Plc. <sup>(10)</sup>	Virtual Bank				-	-	-	-
Total					7,237	7,025	1,099	1,623
Less Allowance for impairment					(71)	(59)	-	-
Total					7,166	6,966	1,099	1,623
Investments in subsidiaries and associates - net					12,392	11,603	3,549	3,976

<sup>(1)</sup> On 21 March 2025 and 5 November 2025, the Bank made an additional payment of Baht 213 million and Baht 502 million, respectively for the increase capital of KTB Advisory Co., Ltd. KTB Advisory Co., Ltd. registered the increase in its paid-up capital with the Ministry of Commerce on the respective dates the share payments were received.

<sup>(2)</sup> The Bank has 24.95 percent shareholding in KTB Leasing Co., Ltd. and KTC Nano Co., Ltd. and has indirect holdings of 49.29 percent through Krungthai Card Plc., and which Krungthai Card Plc. held 75.05 percent in KTB Leasing Co., Ltd. and KTC Nano Co., Ltd.

<sup>(3)</sup> The Bank, indirectly invested 49.29 percent in KTC Prepaid Co., Ltd. through Krungthai Card Plc.

<sup>(4)</sup> The Bank, indirectly invested 100.00 percent in Infinitas by Krungthai Co., Ltd. through KTB Advisory Co., Ltd.

<sup>(5)</sup> The Bank, indirectly invested 51.00 percent in Arise by Infinitas Co., Ltd. Through Infinitas by Krungthai Co., Ltd.

<sup>(6)</sup> The Bank, indirectly invested 100.00 percent in Krungthai Ventures Co., Ltd. Through KTB Advisory Co., Ltd.

<sup>(7)</sup> On 31 July 2025, the Bank purchased 708 ordinary shares in National ITMX Co., Ltd., resulting in the Bank's percentage of shareholding increased from 23.02 percent to 23.16 percent.

<sup>(8)</sup> On 9 July 2025, the Bank purchased 2.05 million ordinary shares in Thai Trinity Holding Co., Ltd., representing a 41.00 percent of shareholding. Subsequently, on 25 August 2025, the Bank acquired an additional 18.45 million ordinary shares in Thai Trinity Holding Co., Ltd., resulting in the Bank's maintaining the same shareholding percentage of 41.00 percent.

<sup>(9)</sup> The Bank, indirectly invested 30.02 percent in Search Engine Optimization Co., Ltd. through Krungthai Ventures Co., Ltd.

<sup>(10)</sup> The Bank, indirectly invested 41.00 percent in Clicx Bank Plc. through Thai Trinity Holding Co., Ltd.

<sup>(11)</sup> On 20 June 2025, the Krungthai Card's Board of Directors resolved to approve the dissolution of KTC Prepaid Co., Ltd. and on 9 January 2026, KTC Prepaid Co., Ltd. received approval from the Bank of Thailand to return its license for the designated payment service business.



## Details of investments in subsidiaries companies that have non-controlling interests

(Unit: Million Baht)

Company's name	Proportion of equity interest held by non-controlling interests		Accumulated balance of non-controlling interests		Dividend paid to non-controlling interests during the years ended		Profit allocated to non-controlling interests during the years ended		Other comprehensive income allocated to non-controlling interests during the years ended		Share of surplus (deficit) from the changes in the ownership interests in subsidiaries during the years ended	
	31	31	31	31	the years ended		the years ended		the years ended		the years ended	
	December	December	December	December	31 December		31 December		31 December		31 December	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	(%)	(%)										
Krungthai Card Plc.	50.71	50.71	22,646	20,445	1,726	1,660	3,946	3,771	(19)	(17)	-	13
KTB Advisory Co., Ltd.	-	-	-	-	-	-	-	-	-	-	-	(37)
Infinitas by Krungthai Co., Ltd.	-	-	-	-	-	-	-	-	-	-	-	(53)
Arise by Infinitas Co., Ltd.	49.00	49.00	147	104	-	-	46	52	(3)	(2)	-	12
			22,793	20,549	1,726	1,660	3,992	3,823	(22)	(19)	-	(65)

Summarised financial information, before eliminating intercompany transactions, of subsidiaries companies that have significant non-controlling interests are as follows:

(Unit: Million Baht)

Summarised information about financial position

Total assets  
Total liabilities

Krungthai Card Plc.	
31 December 2025	31 December 2024
110,524	111,066
66,505	71,166

(Unit: Million Baht)

Summarised information about comprehensive income

Net operating income  
Profit for the year  
Other comprehensive income  
Total comprehensive income

Summarised information about cash flow

Cash flow from (used in) operating activities  
Cash flow from (used in) investing activities  
Cash flow from (used in) financing activities

Krungthai Card Plc.	
For the years ended 31 December	
2025	2024
12,150	11,073
7,559	7,388
(37)	(33)
7,522	7,355
9,317	6,000
(193)	(149)
(8,716)	(8,132)

## 9.7.2 Consolidated financial statements

As at 31 December 2025 and 2024, investment in the associated companies, which presented under the equity method, in the consolidated financial statements consists of investment in ordinary shares of the following companies which operate in Thailand:

(Unit: Million Baht)

Name of company	31 December 2025			31 December 2024 <sup>(1)</sup>		
	Percentages of shareholdings	Investments (cost method)	Investment (equity method)	Percentages of shareholdings	Investments (cost method)	Investment (equity method)
<b>Associated companies</b>						
Krungthai-AXA Life Insurance Plc.	50.00	594	15,893	50.00	594	10,038
Krungthai Panich Insurance Plc.	45.00	971	2,674	45.00	971	2,751
Krungthai Mizuho Leasing Co., Ltd.	49.00	87	1,044	49.00	87	971
Krungthai XSpring Securities Co., Ltd.	50.00	1,069	1,210	50.00	1,069	1,216
National ITMX Co., Ltd.	23.16	168	1,149	23.02	161	1,015
BCI (Thailand) Co., Ltd.	22.17	117	37	22.17	117	46
Sahaviriya Steel Industries Plc.	39.32	-	-	39.32	-	-
Thai Trinity Holding Co., Ltd.	41.00	205	202	-	-	-
Search Engine Optimization Co., Ltd.	30.02	137	52	30.02	137	114
Clicx Bank Plc.	41.00	-	-	-	-	-
Total investments in associated companies - net		3,348	22,261		3,136	16,151

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17

Insurance Contracts for the first time.

(Unit: Million Baht)

Name of company	For the years ended 31 December					
	2025			2024 <sup>(1)</sup>		
	Dividend income	Share of profit (loss)	Share of other comprehensive income	Dividend income	Share of profit (loss)	Share of other comprehensive income
<b>Associated companies</b>						
Krungthai-AXA Life Insurance Plc.	625	3,961	2,519	369	3,041	(742)
Krungthai Panich Insurance Plc.	193	74	42	498	214	(212)
Krungthai Mizuho Leasing Co., Ltd. <sup>(2)</sup>	30	103	-	53	52	-
Krungthai XSpring Securities Co., Ltd.	19	20	(7)	45	14	(6)
National ITMX Co., Ltd.	232	360	-	658	512	-
BCI (Thailand) Co., Ltd.	-	(9)	-	-	(12)	-
Sahaviriya Steel Industries Plc.	-	-	-	-	-	-
Thai Trinity Holding Co., Ltd.	-	(3)	-	-	-	-
Search Engine Optimization Co., Ltd.	-	(62)	-	-	(23)	-
Clicx Bank Plc.	-	-	-	-	-	-
Total investments in associated companies - net	1,099	4,444	2,554	1,623	3,798	(960)

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17

Insurance Contracts for the first time.

<sup>(2)</sup> Presents in the amount after adjustment for the effect of differences in accounting policies.

Investments in associated companies are accounted in the consolidated financial statements by using the equity method based on financial information from unaudited/ unreviewed financial statements of the associated companies.

### 9.7.3 Significant financial information of the associated companies

#### Summarised information about financial position

(Unit: Million Baht)

	Krungthai-AXA Life Insurance Plc.		Krungthai Panich Insurance Plc.		Krungthai Mizuho Leasing Co., Ltd.	
	31 December 2025	31 December 2024 <sup>(1)</sup>	31 December 2025	31 December 2024 <sup>(1)</sup>	31 December 2025	31 December 2024
Total assets	315,398	289,992	12,797	10,872	20,738	18,866
Total liabilities	283,612	269,917	6,855	4,758	18,607	16,884
<b>Net assets</b>	<b>31,786</b>	<b>20,075</b>	<b>5,942</b>	<b>6,114</b>	<b>2,131</b>	<b>1,982</b>
Shareholding percentage (%)	50.00	50.00	45.00	45.00	49.00	49.00
<b>Carrying amounts of the associate based on equity method</b>	<b>15,893</b>	<b>10,038</b>	<b>2,674</b>	<b>2,751</b>	<b>1,044</b>	<b>971</b>

(Unit: Million Baht)

	Krungthai XSpring Securities Co., Ltd.		National ITMX Co., Ltd.		BCI (Thailand) Co., Ltd.	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Total assets	5,462	5,747	5,720	5,676	191	246
Total liabilities	3,043	3,316	783	1,291	26	40
<b>Net assets</b>	<b>2,419</b>	<b>2,431</b>	<b>4,937</b>	<b>4,385</b>	<b>165</b>	<b>206</b>
Shareholding percentage (%)	50.00	50.00	23.16	23.02	22.17	22.17
Share of net assets	1,210	1,216	1,143	1,009	37	46
Adjustment	-	-	6	6	-	-
<b>Carrying amounts of the associate based on equity method</b>	<b>1,210</b>	<b>1,216</b>	<b>1,149</b>	<b>1,015</b>	<b>37</b>	<b>46</b>

(Unit: Million Baht)

	Thai Trinity Holding Co., Ltd.		Search Engine Optimization Co., Ltd.	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Total assets	514	-	311	190
Total liabilities	21	-	558	229
<b>Net assets</b>	<b>493</b>	<b>-</b>	<b>(247)</b>	<b>(39)</b>
Shareholding percentage (%)	41.00	-	30.02	30.02
Share of net assets	202	-	(74)	(12)
Adjustment	-	-	126	126
<b>Carrying amounts of the associate based on equity method</b>	<b>202</b>	<b>-</b>	<b>52</b>	<b>114</b>

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17

Insurance Contracts for the first time.

## Summarised information about comprehensive income

(Unit: Million Baht)

	For the years ended 31 December					
	Krungthai-AXA Life Insurance Plc.		Krungthai Panich Insurance Plc.		Krungthai Mizuho Leasing Co., Ltd. <sup>(2)</sup>	
	2025	2024 <sup>(1)</sup>	2025	2024 <sup>(1)</sup>	2025	2024
Revenue	11,178	8,697	374	871	1,261	1,099
Profit (loss)	7,922	6,081	165	476	209	107
Other comprehensive income	5,040	(1,483)	92	(471)	-	-
Total comprehensive income	12,962	4,598	257	5	209	107

(Unit: Million Baht)

	For the years ended 31 December					
	Krungthai XSpring Securities Co., Ltd.		National ITMX Co., Ltd.		BCI (Thailand) Co., Ltd.	
	2025	2024	2025	2024	2025	2024
Revenue	1,014	1,058	3,728	4,200	52	37
Profit (loss)	40	28	1,561	2,226	(41)	(56)
Other comprehensive income	(13)	(12)	-	-	-	-
Total comprehensive income	27	16	1,561	2,226	(41)	(56)

(Unit: Million Baht)

	For the years ended 31 December			
	Thai Trinity Holding Co., Ltd.		Search Engine Optimization Co., Ltd.	
	2025	2024	2025	2024
Revenue	-	-	12	2
Profit (loss)	(7)	-	(207)	(75)
Other comprehensive income	-	-	-	-
Total comprehensive income	(7)	-	(207)	(75)

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17 Insurance Contracts for the first time.

<sup>(2)</sup> Presents in the amount after adjustment for the effect of differences in accounting policies.

## 9.8 Loans to customers and accrued interest receivables - net

### 9.8.1 Classified by type of loans

	(Unit: Million Baht)			
	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Overdrafts	142,547	146,275	142,547	146,275
Loans	1,862,814	1,777,675	1,763,244	1,679,097
Bills	701,695	770,226	705,765	775,176
Hire-purchase receivables	1,412	2,140	-	-
Finance lease receivables	269	287	-	-
Others	2,653	2,389	2,653	2,389
<u>Less</u> Deferred revenue	(219)	(381)	(45)	(66)
Total loans to customers net of deferred revenue	2,711,171	2,698,611	2,614,164	2,602,871
<u>Add</u> Accrued interest receivables	25,107	24,343	24,365	23,631
Total loans to customers net of deferred revenue, plus accrued interest receivables	2,736,278	2,722,954	2,638,529	2,626,502
<u>Less</u> Allowance for expected credit losses	(185,845)	(173,879)	(177,440)	(165,926)
Total loans to customers and accrued interest receivables - net	2,550,433	2,549,075	2,461,089	2,460,576

As at 31 December 2025, the Bank has loans to customers, includes interbank and money market items, made under programs rolled out in accordance with government policy. These consist of a soft loans program to provide working capital for SMEs, a soft loans program for replacement and improvement of machinery and increased productivity for SMEs, a program to provide financial support for entrepreneurs in the three Southern border provinces, Transformation Loan, Employment Promotion Loan Project and soft loan, together totalled Baht 22,728 million.

## 9.8.2 Classified by loans currency and residence

(Unit: Million Baht)

	Consolidated financial statements					
	31 December 2025			31 December 2024		
	Domestic	Foreign	Total	Domestic	Foreign	Total
Baht	2,650,398	25,057	2,675,455	2,638,275	22,461	2,660,736
US Dollar	11,032	22,994	34,026	9,967	26,871	36,838
Other currencies	387	1,303	1,690	459	578	1,037
Total*	2,661,817	49,354	2,711,171	2,648,701	49,910	2,698,611

\* Total loans net of deferred revenues

(Unit: Million Baht)

	Separate financial statements					
	31 December 2025			31 December 2024		
	Domestic	Foreign	Total	Domestic	Foreign	Total
Baht	2,553,391	25,057	2,578,448	2,542,535	22,461	2,564,996
US Dollar	11,032	22,994	34,026	9,967	26,871	36,838
Other currencies	387	1,303	1,690	459	578	1,037
Total*	2,564,810	49,354	2,614,164	2,552,961	49,910	2,602,871

\* Total loans net of deferred revenues

## 9.8.3 Classified by business type of customers

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	31 December	31 December	31 December	31 December
	2025	2024	2025	2024
Agriculture and mining	24,213	26,217	24,182	26,172
Manufacturing and trading	463,433	520,495	463,420	520,477
Real estate and construction	134,363	132,473	134,321	132,407
Public utilities and services	754,102	724,387	753,882	724,481
Housing loans	533,959	508,246	533,959	508,246
Others	801,101	786,793	704,400	691,088
Total *	2,711,171	2,698,611	2,614,164	2,602,871

\* Total loans net of deferred revenues



## 9.8.4 Classified by loans classification

(Unit: Million Baht)

	Consolidated financial statements			
	31 December 2025		31 December 2024	
	Loans to customers and accrued interest receivables	Allowance for expected credit losses	Loans to customers and accrued interest receivables	Allowance for expected credit losses
Financial assets where there has not been a significant increase in credit risk (Performing)	2,432,865	43,687	2,431,774	44,330
Financial assets where there has been a significant increase in credit risk (Under-Performing)	209,387	71,427	194,468	58,431
Financial assets that are credit-impaired (Non-Performing)	92,519	70,091	94,600	70,492
Financial assets where applied simplified approach to calculated expected credit losses (Lifetime ECL - simplified approach)	1,507	640	2,112	626
Total	2,736,278	185,845	2,722,954	173,879

(Unit: Million Baht)

	Separate financial statements			
	31 December 2025		31 December 2024	
	Loans to customers and accrued interest receivables	Allowance for expected credit losses	Loans to customers and accrued interest receivables	Allowance for expected credit losses
Financial assets where there has not been a significant increase in credit risk (Performing)	2,350,083	39,368	2,351,225	40,550
Financial assets where there has been a significant increase in credit risk (Under-Performing)	197,647	69,044	182,459	55,989
Financial assets that are credit-impaired (Non-Performing)	90,799	69,028	92,818	69,387
Total	2,638,529	177,440	2,626,502	165,926

9.8.5 As at 31 December 2025 and 2024, loans to customers of the Bank and its subsidiaries in the consolidated and separate financial statements include major loans to customers, which have problems with their financial position and operating performance, as follows:

	Consolidated and separate financial statements					
			Loans to customers and accrued interest receivables		Allowance for expected credit losses provided in the accounts	
	Number					
	31	31	31	31	31	31
	December	December	December	December	December	December
	2025	2024	2025	2024	2025	2024
			Million Baht	Million Baht	Million Baht	Million Baht
1. Listed companies that are possible to delisting from the SET	1	2	799	3,124	799	3,094
2. Listed companies that have been delisted from the SET	2	1	8,038	7,646	5,602	2,829

9.8.6 Finance lease receivables (including hire-purchase receivables and finance lease receivables)

(Unit: Million Baht)

	Consolidated financial statements							
	31 December 2025				31 December 2024			
	Amount due per the contract				Amount due per the contract			
	Not over 1 year	1 - 5 years	Over 5 years	Total	Not over 1 year	1 - 5 years	Over 5 years	Total
Gross investment of leases	776	804	101	1,681	1,028	1,361	38	2,427
<u>Less</u> Unearned financial income				(174)				(315)
Present value of minimum lease payments				1,507				2,112
<u>Less</u> Allowance for expected credit losses				(640)				(626)
Finance lease receivables - net				867				1,486

## 9.9 Allowance for expected credit losses

(Unit: Million Baht)

Consolidated financial statements				
31 December 2025				
Financial assets where there has not been a significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Financial assets where applied simplified approach to calculated expected credit losses (Lifetime ECL - simplified approach)	Total
<b>Interbank and money market items (assets)</b>				
Beginning balance	801	6	-	807
Changes due to remeasurement of loss allowance	(783)	3	-	(780)
New financial assets purchased or acquired	16	1	-	17
Derecognition of financial assets	(5)	(2)	-	(7)
Ending balance	29	8	-	37
<b>Investments in debt securities measured at amortised cost</b>				
Beginning balance	-	-	36	36
Derecognition of financial assets	-	-	-	-
Ending balance	-	-	36	36
<b>Investments in debt securities measured at fair value through other comprehensive income</b>				
Beginning balance	1	-	532	533
Changes due to staging of financial assets	-	453	(453)	-
Changes due to remeasurement of loss allowance	1	-	-	1
New financial assets purchased or acquired	-	25	-	25
Ending balance	2	478	79	559
<b>Loans to customers and accrued interest receivables</b>				
Beginning balance	44,330	58,431	70,492	173,879
Changes due to staging of financial assets	323	(2,264)	1,941	-
Changes due to remeasurement of loss allowance	(1,360)	17,578	19,386	35,846
New financial assets purchased or acquired	4,282	3,004	4,549	11,835
Derecognition of financial assets	(3,888)	(5,322)	(3,467)	(12,724)
Bad debt written-off	-	-	(22,808)	(22,989)
Other	-	-	(2)	(2)
Ending balance	43,687	71,427	70,091	185,845

(Unit: Million Baht)

	Consolidated financial statements				
	31 December 2024				
	Financial assets where there has not been a significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Financial assets where applied simplified approach to calculated expected credit losses (Lifetime ECL - simplified approach)	Total
<b>Interbank and money market items (assets)</b>					
Beginning balance	2,927	51	-	-	2,978
Changes due to remeasurement of loss allowance	(1,850)	(21)	-	-	(1,871)
New financial assets purchased or acquired	4	2	-	-	6
Derecognition of financial assets	(280)	(26)	-	-	(306)
Ending balance	801	6	-	-	807
<b>Investments in debt securities measured at amortised cost</b>					
Beginning balance	-	2	36	-	38
Derecognition of financial assets	-	(2)	-	-	(2)
Ending balance	-	-	36	-	36
<b>Investments in debt securities measured at fair value through other comprehensive income</b>					
Beginning balance	19	-	926	-	945
Changes due to remeasurement of loss allowance	(15)	-	(394)	-	(409)
Derecognition of financial assets	(3)	-	-	-	(3)
Ending balance	1	-	532	-	533
<b>Loans to customers and accrued interest receivables</b>					
Beginning balance	47,237	56,906	68,348	832	173,323
Changes due to staging of financial assets	(383)	(5,866)	6,249	-	-
Changes due to remeasurement of loss allowance	(3,295)	8,931	29,313	371	35,320
New financial assets purchased or acquired	4,504	4,471	1,635	-	10,610
Derecognition of financial assets	(3,733)	(6,011)	(2,163)	(52)	(11,959)
Bad debt written-off	-	-	(32,890)	(525)	(33,415)
Ending balance	44,330	58,431	70,492	626	173,879

(Unit: Million Baht)

	Separate financial statements			
	31 December 2025			
	Financial assets where there has not been a significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Total
<b>Interbank and money market items (assets)</b>				
Beginning balance	801	6	-	807
Changes due to remeasurement of loss allowance	(783)	3	-	(780)
New financial assets purchased or acquired	16	1	-	17
Derecognition of financial assets	(5)	(2)	-	(7)
Ending balance	29	8	-	37
<b>Investments in debt securities measured at amortised cost</b>				
Beginning balance	-	-	36	36
Derecognition of financial assets	-	-	-	-
Ending balance	-	-	36	36
<b>Investments in debt securities measured at fair value through other comprehensive income</b>				
Beginning balance	1	-	532	533
Changes due to staging of financial assets	-	453	(453)	-
Changes due to remeasurement of loss allowance	1	-	-	1
New financial assets purchased or acquired	-	25	-	25
Ending balance	2	478	79	559
<b>Loans to customers and accrued interest receivables</b>				
Beginning balance	40,550	55,989	69,387	165,926
Changes due to staging of financial assets	(286)	(1,687)	1,973	-
Changes due to remeasurement of loss allowance	(798)	16,238	13,194	28,634
New financial assets purchased or acquired	3,419	3,004	4,549	10,972
Derecognition of financial assets	(3,517)	(4,500)	(2,536)	(10,553)
Bad debt written-off	-	-	(17,539)	(17,539)
Ending balance	39,368	69,044	69,028	177,440

(Unit: Million Baht)

	Separate financial statements			
	31 December 2024			
	Financial assets where there has not been a significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Total
<b>Interbank and money market items (assets)</b>				
Beginning balance	2,927	51	-	2,978
Changes due to remeasurement of loss allowance	(1,850)	(21)	-	(1,871)
New financial assets purchased or acquired	4	2	-	6
Derecognition of financial assets	(280)	(26)	-	(306)
Ending balance	801	6	-	807
<b>Investments in debt securities measured at amortised cost</b>				
Beginning balance	-	2	36	38
Derecognition of financial assets	-	(2)	-	(2)
Ending balance	-	-	36	36
<b>Investments in debt securities measured at fair value through other comprehensive income</b>				
Beginning balance	19	-	926	945
Changes due to remeasurement of loss allowance	(15)	-	(394)	(409)
Derecognition of financial assets	(3)	-	-	(3)
Ending balance	1	-	532	533
<b>Loans to customers and accrued interest receivables</b>				
Beginning balance	42,963	53,686	67,097	163,746
Changes due to staging of financial assets	(899)	(5,297)	6,196	-
Changes due to remeasurement of loss allowance	(1,764)	8,241	20,751	27,228
New financial assets purchased or acquired	3,674	4,471	1,635	9,780
Derecognition of financial assets	(3,424)	(5,112)	(1,436)	(9,972)
Bad debt written-off	-	-	(24,856)	(24,856)
Ending balance	40,550	55,989	69,387	165,926



## 9.10 Properties for sale - net

Properties for sale as of 31 December 2025 and 2024 are summarised as follows:

(Unit: Million Baht)

Type of properties for sale	Consolidated financial statements							
	31 December 2025				31 December 2024			
	Beginning balance	Increase	Decrease	Ending balance	Beginning balance	Increase	Decrease	Ending balance
Assets from debt repayment								
Immovable properties	45,330	358	(3,096)	42,592	47,897	1,398	(3,965)	45,330
Movable assets	64	124	(103)	85	62	194	(192)	64
Total	45,394	482	(3,199)	42,677	47,959	1,592	(4,157)	45,394
Others (closed branches)	1,071	-	(64)	1,007	330	874	(133)	1,071
Total properties for sale	46,465	482	(3,263)	43,684	48,289	2,466	(4,290)	46,465
Less Allowance for impairment	(18,343)	(3,853)	1,031	(21,165)	(13,429)	(5,872)	958	(18,343)
Properties for sale - net	28,122	(3,371)	(2,232)	22,519	34,860	(3,406)	(3,332)	28,122

(Unit: Million Baht)

Type of properties for sale	Separate financial statements							
	31 December 2025				31 December 2024			
	Beginning balance	Increase	Decrease	Ending balance	Beginning balance	Increase	Decrease	Ending balance
Assets from debt repayment								
Immovable properties	45,330	358	(3,096)	42,592	47,897	1,398	(3,965)	45,330
Movable assets	11	22	-	33	11	-	-	11
Total	45,341	380	(3,096)	42,625	47,908	1,398	(3,965)	45,341
Others (closed branches)	1,071	-	(64)	1,007	330	874	(133)	1,071
Total properties for sale	46,412	380	(3,160)	43,632	48,238	2,272	(4,098)	46,412
Less Allowance for impairment	(18,303)	(3,779)	961	(21,121)	(13,387)	(5,748)	832	(18,303)
Properties for sale - net	28,109	(3,399)	(2,199)	22,511	34,851	(3,476)	(3,266)	28,109

During the years ended 31 December 2025 and 2024, the Bank had gains on disposal of properties for sale totaling Baht 31 million and Baht 429 million, respectively (excluding revenue from ownership transfer fees paid by customers totaling Baht 4 million and Baht 5 million, respectively, and selling expenses of Baht 181 million and Baht 191 million, respectively).

Immovable properties for sale classified by external and internal appraisers as at 31 December 2025 and 2024 consist of the following:

(Unit: Million Baht)		
	Consolidated and separate financial statements	
	31 December 2025	31 December 2024
Immovable properties for sale - assets from debt repayment		
Appraised by external appraisers	40,725	44,695
Appraised by internal appraisers	1,867	635
Total	42,592	45,330

As at 31 December 2025, the Bank has properties for sale which participated in the BOT's financial restructuring program for providing assistance and rehabilitation of business entrepreneurs affected by the coronavirus disease 2019 outbreak, whereby it entered into a contract to accept the transfer of legal ownership rights in settlement of loans amounting to Baht 11,232 million. Debtor who is participating in the program has entered into the contract to lease back its assets from the Bank for use in its operations and has been granted rights to purchase its assets back within 3 - 5 years at the purchase price plus the cost of maintenance the assets and other expenses related to the maintenance of the assets, less rental fee (31 December 2024: Baht 11,510 million).

### 9.11 Land, premises and equipment - net

Movement of land, premises and equipment for the year ended 31 December 2025 and 2024 are as follows:

(Unit: Million Baht)

	Consolidated financial statements					
	31 December 2025					
	Land					
	Cost	Revaluation*	Premises	Equipment	Others	Total
<u>Cost</u>						
1 January 2025	5,390	17,400	12,315	23,592	1,287	59,984
Additions/transfers-in	-	-	469	1,988	672	3,129
Disposals/transfers-out	-	-	(29)	(2,052)	(441)	(2,522)
Others	(1)	(8)	(2)	(2)	(1)	(14)
31 December 2025	5,389	17,392	12,753	23,526	1,517	60,577
<u>Accumulated depreciation</u>						
1 January 2025	-	-	9,437	19,929	998	30,364
Depreciation	-	-	280	1,432	69	1,781
Disposals	-	-	(17)	(1,734)	-	(1,751)
Others	-	-	(1)	(2)	(1)	(4)
31 December 2025	-	-	9,699	19,625	1,066	30,390
<u>Allowance for impairment</u>						
1 January 2025	26	-	314	43	-	383
Additions	-	-	-	-	-	-
31 December 2025	26	-	314	43	-	383
<u>Net book value</u>						
31 December 2025	5,363	17,392	2,740	3,858	451	29,804
Depreciation for the years ended 31 December						
2024						1,942
2025						1,781

\* The Bank has revaluation in 2021.

(Unit: Million Baht)

Consolidated financial statements						
31 December 2024						
	Land		Premises	Equipment	Others	Total
	Cost	Revaluation*				
<u>Cost</u>						
1 January 2024	5,701	17,582	12,389	24,352	1,558	61,582
Additions/transfers-in	-	-	223	1,248	137	1,608
Disposals/transfers-out	(311)	(181)	(295)	(2,009)	(407)	(3,203)
Others	-	(1)	(2)	1	(1)	(3)
31 December 2024	5,390	17,400	12,315	23,592	1,287	59,984
<u>Accumulated depreciation</u>						
1 January 2024	-	-	9,335	20,110	942	30,387
Depreciation	-	-	226	1,657	59	1,942
Disposals	-	-	(123)	(1,836)	(2)	(1,961)
Others	-	-	(1)	(2)	(1)	(4)
31 December 2024	-	-	9,437	19,929	998	30,364
<u>Allowance for impairment</u>						
1 January 2024	26	-	62	43	-	131
Additions	-	-	252	-	-	252
31 December 2024	26	-	314	43	-	383
<u>Net book value</u>						
31 December 2024	5,364	17,400	2,564	3,620	289	29,237
Depreciation for the years ended 31 December						
2023						2,062
2024						1,942

\* The Bank has revaluation in 2021.

(Unit: Million Baht)

Separate financial statements						
31 December 2025						
	Land		Premises	Equipment	Others	Total
	Cost	Revaluation*				
<u>Cost</u>						
1 January 2025	5,603	17,036	11,060	14,146	1,264	49,109
Additions/transfers-in	-	-	418	977	618	2,013
Disposals/transfers-out	-	-	-	(253)	(389)	(642)
Others	(1)	(8)	(2)	(2)	(1)	(14)
31 December 2025	5,602	17,028	11,476	14,868	1,492	50,466
<u>Accumulated depreciation</u>						
1 January 2025	-	-	8,602	11,912	994	21,508
Depreciation	-	-	174	774	65	1,013
Disposals	-	-	-	(251)	-	(251)
Others	-	-	(1)	(2)	(1)	(4)
31 December 2025	-	-	8,775	12,433	1,058	22,266
<u>Allowance for impairment</u>						
1 January 2025	26	-	314	43	-	383
Additions	-	-	-	-	-	-
31 December 2025	26	-	314	43	-	383
<u>Net book value</u>						
31 December 2025	5,576	17,028	2,387	2,392	434	27,817
Depreciation for the years ended 31 December						
2024						1,143
2025						1,013

\* The Bank has revaluation in 2021.

(Unit: Million Baht)

Separate financial statements						
31 December 2024						
	Land		Premises	Equipment	Others	Total
	Cost	Revaluation*				
<u>Cost</u>						
1 January 2024	5,914	17,218	11,120	14,881	1,438	50,571
Additions/transfers-in	-	-	131	660	49	840
Disposals/transfers-out	(311)	(181)	(189)	(1,396)	(222)	(2,299)
Others	-	(1)	(2)	1	(1)	(3)
31 December 2024	5,603	17,036	11,060	14,146	1,264	49,109
<u>Accumulated depreciation</u>						
1 January 2024	-	-	8,527	12,330	942	21,799
Depreciation	-	-	118	970	55	1,143
Disposals	-	-	(42)	(1,386)	(2)	(1,430)
Others	-	-	(1)	(2)	(1)	(4)
31 December 2024	-	-	8,602	11,912	994	21,508
<u>Allowance for impairment</u>						
1 January 2024	26	-	62	43	-	131
Additions	-	-	252	-	-	252
31 December 2024	26	-	314	43	-	383
<u>Net book value</u>						
31 December 2024	5,577	17,036	2,144	2,191	270	27,218
Depreciation for the years ended 31 December						
2023						1,171
2024						1,143

\* The Bank has revaluation in 2021.

As at 31 December 2025 and 2024, the Bank and its subsidiaries have buildings and equipment which have been fully depreciated but are still in use, with gross carrying amounts before deducting accumulated depreciation and allowance for impairment approximately Baht 20,113 million and Baht 20,331 million, respectively (separate financial statements: Baht 14,308 million and Baht 13,722 million, respectively).



The Bank arranged for an independent appraiser to appraise the value of land in 2021. The basis of the revaluation was market approach.

Assumptions used in the valuation are summarised as follows:

	Consolidated and separate financial statements	Result to fair value whereas an increase in assumption value
Price per square wah (Baht)	3,000 - 2,000,000	Increase in fair value

#### Surplus on revaluation of assets

Movements in surplus on revaluation of assets arising from revaluation of land of the Bank and its subsidiaries for the year ended 31 December 2025 and 2024 are summarised as follows:

	(Unit: Million Baht)			
	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Balance - beginning of the year	14,140	14,166	13,849	13,875
Transfer out during the year	(6)	(26)	(6)	(26)
Balance - end of the year	14,134	14,140	13,843	13,849

Surplus on revaluation of assets can neither be offset against deficit nor used for dividend distribution.

## 9.12 Leases

The Bank and its subsidiaries have lease contracts for various items of premises, equipment, and vehicles used in its operations. Leases generally have lease terms between 1 - 50 years.

## 9.12.1 Right-of-use assets - net

Movements of right-of-use assets for the year ended 31 December 2025 and 2024 are as follows:

(Unit: Million Baht)

	Consolidated financial statements				
	31 December 2025				
	Premises	Equipment	Vehicles	Software license	Total
<u>Cost</u>					
1 January 2025	3,876	779	2,038	10	6,703
Additions/transfers-in	1,304	75	497	8	1,884
Disposals/transfers-out	(1,376)	(308)	(321)	(10)	(2,015)
Others	(2)	-	-	-	(2)
31 December 2025	3,802	546	2,214	8	6,570
<u>Accumulated depreciation</u>					
1 January 2025	1,949	392	887	10	3,238
Depreciation	1,456	128	413	1	1,998
Disposals	(1,373)	(308)	(321)	(10)	(2,012)
31 December 2025	2,032	212	979	1	3,224
<u>Net book value</u>					
31 December 2025	1,770	334	1,235	7	3,346
Depreciation for the years ended 31 December					
2024					2,049
2025					1,998

(Unit: Million Baht)

	Consolidated financial statements				
	31 December 2024				
	Premises	Equipment	Vehicles	Software license	Total
<u>Cost</u>					
1 January 2024	4,035	709	1,988	10	6,742
Additions/transfers-in	1,188	82	475	-	1,745
Disposals/transfers-out	(1,345)	(12)	(425)	-	(1,782)
Others	(2)	-	-	-	(2)
31 December 2024	3,876	779	2,038	10	6,703
<u>Accumulated depreciation</u>					
1 January 2024	1,782	251	904	8	2,945
Depreciation	1,489	152	406	2	2,049
Disposals	(1,322)	(11)	(423)	-	(1,756)
31 December 2024	1,949	392	887	10	3,238
<u>Net book value</u>					
31 December 2024	1,927	387	1,151	-	3,465
Depreciation for the years ended 31 December					
2023					2,114
2024					2,049

(Unit: Million Baht)

Separate financial statements				
31 December 2025				
	Premises	Vehicles	Software license	Total
<u>Cost</u>				
1 January 2025	2,917	1,950	10	4,877
Additions/transfers-in	1,275	488	8	1,771
Disposals/transfers-out	(1,345)	(307)	(10)	(1,662)
Others	(2)	-	-	(2)
31 December 2025	2,845	2,131	8	4,984
<u>Accumulated depreciation</u>				
1 January 2025	1,467	852	10	2,329
Depreciation	1,169	395	1	1,565
Disposals	(1,345)	(306)	(10)	(1,661)
31 December 2025	1,291	941	1	2,233
<u>Net book value</u>				
31 December 2025	1,554	1,190	7	2,751
Depreciation for the years ended 31 December				
2024				1,577
2025				1,565

(Unit: Million Baht)

Separate financial statements				
31 December 2024				
	Premises	Vehicles	Software license	Total
<u>Cost</u>				
1 January 2024	3,068	1,870	10	4,948
Additions/transfers-in	1,059	442	-	1,501
Disposals/transfers-out	(1,208)	(362)	-	(1,570)
Others	(2)	-	-	(2)
31 December 2024	2,917	1,950	10	4,877
<u>Accumulated depreciation</u>				
1 January 2024	1,464	830	8	2,302
Depreciation	1,192	383	2	1,577
Disposals	(1,189)	(361)	-	(1,550)
31 December 2024	1,467	852	10	2,329
<u>Net book value</u>				
31 December 2024	1,450	1,098	-	2,548
Depreciation for the years ended 31 December				
2023				1,656
2024				1,577

## 9.12.2 Lease liabilities

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Lease payments				
Up to 1 years	1,627	1,630	1,306	1,225
Over 1 - 5 years	1,805	1,936	1,433	1,299
Over 5 years	141	149	141	149
Total	3,573	3,715	2,880	2,673
<u>Less:</u> Deferred interest expenses	(199)	(220)	(150)	(145)
Total	3,374	3,495	2,730	2,528

## 9.12.3 Expenses relating to leases that are recognised in profit or loss

(Unit: Million Baht)

	For the years ended 31 December			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Depreciation expense of right-of-use assets	1,998	2,049	1,565	1,577
Interest expense on lease liabilities	112	112	70	60
Expense relating to short-term leases	366	747	327	685
Expense relating to leases of low-value assets	132	111	51	42
Total	2,608	3,019	2,013	2,364

## 9.12.4 Others

The Bank and its subsidiaries had total cash outflows for leases for the years ended 31 December 2025 and 2024 of Baht 2,648 million and Baht 3,119 million, respectively (separate financial statements: Baht 2,066 million and Baht 2,420 million, respectively), including the cash outflow related to short-term lease, leases of low-value assets and variable lease payments that do not depend on an index or a rate.

### 9.13 Intangible assets - net

Movement of intangible assets for the year ended 31 December 2025 and 2024 are summarised as follows:

(Unit: Million Baht)

Consolidated financial statements					
31 December 2025					
	Computer software	Other licenses	Development cost	Intangible assets under development	Total
<u>Cost</u>					
1 January 2025	33,382	74	3,120	1,626	38,202
Additions/transfers-in	5,374	6	2	3,023	8,405
Disposals/transfers-out	(268)	-	(1,442)	(2,161)	(3,871)
Others	(3)	-	-	-	(3)
31 December 2025	38,485	80	1,680	2,488	42,733
<u>Accumulated amortisation</u>					
1 January 2025	11,190	28	3,038	-	14,256
Amortisation	3,000	21	51	-	3,072
Disposals	(268)	-	(1,442)	-	(1,710)
Others	(2)	-	-	-	(2)
31 December 2025	13,920	49	1,647	-	15,616
<u>Allowance for impairment</u>					
1 January 2025	4,493	-	-	-	4,493
Additions	1,664	-	-	-	1,664
31 December 2025	6,157	-	-	-	6,157
<u>Net book value</u>					
31 December 2025	18,408	31	33	2,488	20,960
Amortisation for the years ended 31 December					
2024					2,675
2025					3,072

(Unit: Million Baht)

Consolidated financial statements					
31 December 2024					
	Computer software	Other licenses	Development cost	Intangible assets under development	Total
<u>Cost</u>					
1 January 2024	27,812	14	3,552	1,788	33,166
Additions/transfers-in	6,182	60	-	4,790	11,032
Disposals/transfers-out	(609)	-	(432)	(4,952)	(5,993)
Others	(3)	-	-	-	(3)
31 December 2024	33,382	74	3,120	1,626	38,202
<u>Accumulated amortisation</u>					
1 January 2024	9,222	13	3,377	-	12,612
Amortisation	2,569	15	91	-	2,675
Disposals	(600)	-	(430)	-	(1,030)
Others	(1)	-	-	-	(1)
31 December 2024	11,190	28	3,038	-	14,256
<u>Allowance for impairment</u>					
1 January 2024	1,125	-	-	-	1,125
Additions	3,368	-	-	-	3,368
31 December 2024	4,493	-	-	-	4,493
<u>Net book value</u>					
31 December 2024	17,699	46	82	1,626	19,453
Amortisation for the years ended 31 December					
2023					2,364
2024					2,675



(Unit: Million Baht)

Separate financial statements					
31 December 2025					
	Computer software	Other licenses	Development cost	Intangible assets under development	Total
<u>Cost</u>					
1 January 2025	32,443	9	756	1,723	34,931
Additions/transfers-in	7,315	5	-	3,015	10,335
Disposals/transfers-out	-	-	-	(2,106)	(2,106)
Others	(3)	-	-	-	(3)
31 December 2025	39,755	14	756	2,632	43,157
<u>Accumulated amortisation</u>					
1 January 2025	7,578	6	718	-	8,302
Amortisation	3,207	-	27	-	3,234
Others	(2)	-	-	-	(2)
31 December 2025	10,783	6	745	-	11,534
<u>Allowance for impairment</u>					
1 January 2025	4,619	-	-	-	4,619
Additions	1,693	-	-	-	1,693
31 December 2025	6,312	-	-	-	6,312
<u>Net book value</u>					
31 December 2025	22,660	8	11	2,632	25,311
Amortisation for the years ended 31 December					
2024					2,614
2025					3,234

(Unit: Million Baht)

Separate financial statements					
31 December 2024					
	Computer software	Other licenses	Development cost	Intangible assets under development	Total
<u>Cost</u>					
1 January 2024	24,537	7	756	1,826	27,126
Additions/transfers-in	7,909	2	-	4,815	12,726
Disposals/transfers-out	-	-	-	(4,918)	(4,918)
Others	(3)	-	-	-	(3)
31 December 2024	32,443	9	756	1,723	34,931
<u>Accumulated amortisation</u>					
1 January 2024	5,019	6	664	-	5,689
Amortisation	2,560	-	54	-	2,614
Others	(1)	-	-	-	(1)
31 December 2024	7,578	6	718	-	8,302
<u>Allowance for impairment</u>					
1 January 2024	1,125	-	-	-	1,125
Additions	3,494	-	-	-	3,494
31 December 2024	4,619	-	-	-	4,619
<u>Net book value</u>					
31 December 2024	20,246	3	38	1,723	22,010
Amortisation for the years ended 31 December					
2023					2,025
2024					2,614

As at 31 December 2025 and 2024, the Bank and its subsidiaries have intangible assets which have been fully amortised but are still in use, with gross carrying amounts before deducting accumulated amortisation and allowance for impairment of approximately Baht 5,489 million and Baht 6,403 million, respectively (separate financial statements: Baht 1,678 million and Baht 1,163 million, respectively).

## 9.14 Deferred tax assets/liabilities and income tax

### 9.14.1 Deferred tax assets/liabilities

As at 31 December 2025 and 2024, deferred tax assets and liabilities are as follows:

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Deferred tax assets	14,569	14,486	12,168	11,409
Deferred tax liabilities	(7,431)	(6,984)	(7,219)	(6,773)
Net deferred tax assets	7,152	7,502	4,949	4,636
Net deferred tax liabilities	(14)	-	-	-

The components of deferred tax assets and liabilities are as follows:

(Unit: Million Baht)

	Consolidated financial statements			
	31 December 2025	31 December 2024	Changes of deferred tax for the years ended 31 December	
			2025	2024
Deferred tax assets:				
Investments	798	792	6	(323)
Loans to customers and accrued interest receivable	2,026	1,999	27	137
Properties for sale	4,406	3,845	561	983
Land, premises and equipment	65	70	(5)	44
Provisions	3,679	3,652	27	249
Unused tax losses	36	38	(2)	15
Leases	82	91	(9)	(19)
Others	3,477	3,999	(522)	657
Total	14,569	14,486	83	1,743
Deferred tax liabilities:				
Investments	(2,664)	(2,762)	98	(573)
Land, premises and equipment	(3,854)	(3,863)	9	31
Leases	(70)	(81)	11	17
Others	(843)	(278)	(565)	(79)
Total	(7,431)	(6,984)	(447)	(604)
Net deferred tax assets	7,152	7,502	(350)	1,139
Net deferred tax liabilities	(14)	-	(14)	-
Changes of deferred tax:				
Recognised in profit or loss			(183)	1,977
Recognised in other comprehensive income			(181)	(838)
Total			(364)	1,139

(Unit: Million Baht)

	Separate financial statements			
	31 December	31 December	Changes of deferred tax for	
	2025	2024	the years ended 31 December	
			2025	2024
Deferred tax assets:				
Investments	796	791	5	(323)
Loans to customers and accrued interest receivables	-	-	-	-
Properties for sale	4,406	3,845	561	983
Land, premises and equipment	65	69	(4)	45
Provisions	3,295	3,318	(23)	227
Others	3,606	3,386	220	658
Total	12,168	11,409	759	1,590
Deferred tax liabilities:				
Investments	(2,650)	(2,762)	112	(573)
Land, premises and equipment	(3,816)	(3,823)	7	29
Others	(753)	(188)	(565)	(114)
Total	(7,219)	(6,773)	(446)	(658)
Net	4,949	4,636	313	932
Changes of deferred tax:				
Recognised in profit or loss			497	1,786
Recognised in other comprehensive income			(184)	(854)
Total			313	932

#### 9.14.2 Income tax

The Bank has complied with its tax management policy to correctly operate tax payment, tax filing and tax benefit utilisation according to the legal regulations.

The Bank has considered tax effects both current and future of benefit from carrying amount of assets or settlement of carrying amount of liabilities. If there is probable that the Bank will get benefits from carrying amount of assets or settlement of carrying amount of liabilities, the Bank will pay higher future income tax (or lower) on the basis of amounts expected to be paid. Such the consideration is based on estimations, assumptions, regulation changes that may occur, legal interpretation and historical experience. In the future, if events change, which resulted the Bank to change its decision on the sufficiency of accrued income tax, any changes in accrued income tax will affect to income tax in the year that the changes occur.

Income tax expenses for the years ended 31 December 2025 and 2024 are as follows:

(Unit: Million Baht)

	For the years ended 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
<b>Current income tax:</b>				
Corporate income tax	12,722	13,687	10,200	11,345
Adjustment in respect of income tax	(25)	(134)	(26)	(134)
<b>Deferred tax:</b>				
Relating to origination and reversal of temporary differences	183	(1,977)	(497)	(1,786)
<b>Income tax expenses reported in profit or loss</b>	<b>12,880</b>	<b>11,576</b>	<b>9,677</b>	<b>9,425</b>

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2025 and 2024 are as follows:

(Unit: Million Baht)

	For the years ended 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Deferred tax on gains (losses) from hedge accounting	325	111	325	111
Deferred tax on gains (losses) from the changes in value of investments in debt instruments measured at fair value through other comprehensive income	118	879	118	880
Deferred tax on gains (losses) from the changes in value of investments in equity instruments designated at fair value through other comprehensive income	(143)	(65)	(157)	(65)
Deferred tax on gains (losses) on financial liabilities designated at fair value through profit or loss from own credit risk revaluation reserve	8	-	8	-
Deferred tax on actuarial gains and losses	(127)	(87)	(110)	(72)
	<b>181</b>	<b>838</b>	<b>184</b>	<b>854</b>

Reconciliations between income tax expenses and the product of accounting profit multiplied by the applicable tax rate for the years ended 31 December 2025 and 2024 are as follows:

(Unit: Million Baht)

	For the years ended 31 December			
	Consolidated financial statements		Separate financial statements	
	2025	2024 <sup>(1)</sup>	2025	2024
Accounting profit before tax	65,101	61,553	53,772	52,612
Applicable tax rate	20%	20%	20%	20%
Accounting profit before tax multiplied by applicable tax rate	13,020	12,311	10,754	10,522
Adjustment in respect of income tax	(25)	(134)	(26)	(134)
(Reversal) allowance for deferred tax assets	757	(73)	(4)	(73)
Effects of non-taxable revenue and non-deductible expenses - net	(872)	(528)	(1,047)	(890)
Income tax expenses reported in profit or loss	12,880	11,576	9,677	9,425

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17 Insurance Contracts for the first time.

### 9.15 Other assets - net

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Prepaid expenses	1,277	829	709	296
Suspense debtors	4,936	4,388	4,984	4,422
Collateral under Credit Support Annex				
Contract and Cash Margin Debtors	6,892	2,825	6,892	2,825
Settlement account between the Bank and other financial institutions	571	367	249	70
Receivables from sale of securities	9,157	7,494	9,065	7,494
Others	15,718	12,674	16,555	13,016
Total	38,551	28,577	38,454	28,123
Less: Allowance for impairment	(4,727)	(4,323)	(4,720)	(4,316)
Other assets - net	33,824	24,254	33,734	23,807

As at 31 December 2025, other assets included defaulted debtors from convertible preferred shares contracts of Baht 998 million, which the Bank has set up an allowance for impairment at the same amount (Note 9.40.1 to the financial statements) (31 December 2024: Baht 998 million).

## 9.16 Deposits

### 9.16.1 Classified by type of deposits

	(Unit: Million Baht)			
	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Demand deposits	120,878	104,329	120,881	104,383
Saving deposits	2,135,324	1,995,653	2,142,111	2,001,236
Time of deposits	607,969	631,362	608,445	631,858
Total	2,864,171	2,731,344	2,871,437	2,737,477

### 9.16.2 Classified by customers currency and residence

	(Unit: Million Baht)					
	Consolidated financial statements					
	31 December 2025			31 December 2024		
	Domestic	Foreign	Total	Domestic	Foreign	Total
Baht	2,694,135	29,234	2,723,369	2,608,724	29,231	2,637,955
US Dollar	120,811	8,222	129,033	76,309	11,239	87,548
Others	11,223	546	11,769	5,358	483	5,841
Total	2,826,169	38,002	2,864,171	2,690,391	40,953	2,731,344

	(Unit: Million Baht)					
	Separate financial statements					
	31 December 2025			31 December 2024		
	Domestic	Foreign	Total	Domestic	Foreign	Total
Baht	2,701,401	29,234	2,730,635	2,614,857	29,231	2,644,088
US Dollar	120,811	8,222	129,033	76,309	11,239	87,548
Others	11,223	546	11,769	5,358	483	5,841
Total	2,833,435	38,002	2,871,437	2,696,524	40,953	2,737,477



### 9.17 Interbank and money market items (liabilities)

(Unit: Million Baht)

	Consolidated financial statements					
	31 December 2025			31 December 2024		
	At call	Term	Total	At call	Term	Total
<b>Domestic</b>						
Bank of Thailand and Financial						
Institutions Development Fund	23	29,193	29,216	39	29,439	29,478
Commercial banks	8,877	121,830	130,707	8,712	115,878	124,590
Specialised financial institutions	956	49,632	50,588	792	46,136	46,928
Other financial institutions	52,976	6,887	59,863	44,390	7,431	51,821
<b>Total domestic items</b>	<b>62,832</b>	<b>207,542</b>	<b>270,374</b>	<b>53,933</b>	<b>198,884</b>	<b>252,817</b>
<b>Foreign</b>						
US Dollar	433	2,432	2,865	1,634	605	2,239
Others	438	460	898	521	295	816
<b>Total foreign items</b>	<b>871</b>	<b>2,892</b>	<b>3,763</b>	<b>2,155</b>	<b>900</b>	<b>3,055</b>
<b>Total</b>	<b>63,703</b>	<b>210,434</b>	<b>274,137</b>	<b>56,088</b>	<b>199,784</b>	<b>255,872</b>

(Unit: Million Baht)

	Separate financial statements					
	31 December 2025			31 December 2024		
	At call	Term	Total	At call	Term	Total
<b>Domestic</b>						
Bank of Thailand and Financial						
Institutions Development Fund	23	29,193	29,216	39	29,439	29,478
Commercial banks	7,368	116,631	123,999	7,076	111,479	118,555
Specialised financial institutions	956	49,632	50,588	792	46,136	46,928
Other financial institutions	52,976	6,857	59,833	44,390	7,261	51,651
<b>Total domestic items</b>	<b>61,323</b>	<b>202,313</b>	<b>263,636</b>	<b>52,297</b>	<b>194,315</b>	<b>246,612</b>
<b>Foreign</b>						
US Dollar	433	2,432	2,865	1,634	605	2,239
Others	438	460	898	521	295	816
<b>Total foreign items</b>	<b>871</b>	<b>2,892</b>	<b>3,763</b>	<b>2,155</b>	<b>900</b>	<b>3,055</b>
<b>Total</b>	<b>62,194</b>	<b>205,205</b>	<b>267,399</b>	<b>54,452</b>	<b>195,215</b>	<b>249,667</b>

## 9.18 Debt issued and borrowings

As at 31 December 2025 and 2024, debt issued and borrowings are classified as follows:

(Unit: Million Baht)

	Currency	Interest rate	Maturity date	Consolidated financial statements					
				31 December 2025			31 December 2024		
				Domestic	Foreign	Total	Domestic	Foreign	Total
		(%)							
Long term bonds									
2015	Baht	3.90	2025	-	-	-	2,000	-	2,000
2016	Baht	3.50 - 4.00	2026	5,990	-	5,990	6,131	-	6,131
2017	Baht	3.50 - 3.80	2027	5,500	-	5,500	5,500	-	5,500
2018	Baht	3.43 - 3.83	2028	3,200	-	3,200	3,240	-	3,240
2019	Baht	2.80 - 3.20	2029	3,200	-	3,200	3,200	-	3,200
2020	Baht	2.65	2030	1,000	-	1,000	1,000	-	1,000
2021	Baht	2.90	2031	500	-	500	1,999	-	1,999
2022	Baht	3.00 - 3.38	2026 - 2027	3,227	-	3,227	9,952	-	9,952
2023	Baht	2.90 - 3.10	2026 - 2027	4,316	-	4,316	5,298	-	5,298
2024	Baht	2.95 - 3.10	2029	2,730	-	2,730	2,730	-	2,730
2025	Baht	1.48	2028	4,695	-	4,695	-	-	-
KTB subordinated debentures									
No.1/2022	Baht	3.25	2032	18,076	-	18,076	18,074	-	18,074
Additional Tier 1									
subordinated notes	US Dollar	4.40	No maturity	-	18,820	18,820	-	19,527	19,527
Structured notes	US Dollar	0.00 - 8.70	2026 - 2040	14,396	-	14,396	13,942	-	13,942
Structured notes	Baht	0.00 - 7.40 <sup>(1)</sup>	2026 - 2040	39,090	-	39,090	39,871	-	39,871
Total				105,920	18,820	124,740	112,937	19,527	132,464

<sup>(1)</sup> Thai Baht structured notes include a Callable note, which disclose at base interest rate only.

(Unit: Million Baht)

	Currency	Interest rate	Maturity date	Separate financial statements					
				31 December 2025			31 December 2024		
				Domestic	Foreign	Total	Domestic	Foreign	Total
		(%)							
KTB subordinated debentures									
No.1/2022	Baht	3.25	2032	18,076	-	18,076	18,074	-	18,074
Additional Tier 1									
subordinated notes	US Dollar	4.40	No maturity	-	18,820	18,820	-	19,527	19,527
Structured notes	US Dollar	0.00 - 8.70	2026 - 2040	14,396	-	14,396	13,942	-	13,942
Structured notes	Baht	0.00 - 7.40 <sup>(1)</sup>	2026 - 2040	39,090	-	39,090	39,871	-	39,871
Total				71,562	18,820	90,382	71,887	19,527	91,414

<sup>(1)</sup> Thai Baht structured notes include a Callable note, which disclose at base interest rate only.

### Structured notes

On 8 March 2021, the Bank issued and offered 7 structured notes totaling US Dollar 748 million. The notes have step fixed interest rate with payment of interest to be made quarterly until maturity and the payment of principle is linked with the USDTHB FX rate. The notes mature in the year 2022 to 2028 and have tenors of 1 - 7 years. There is an option to early redeem the notes that subject to the conditions of the Bank, without the holder's consent. During the year, there is 1 structured note that reached their maturity.

On 16 June and 9 July 2021, the Bank issued and offered Baht 741 million of structured notes, comprising 741,000 units of Baht 1,000 each. The notes mature in the year 2026 and have tenors of 5 years. The payout is linked with the Solactive Luxury Dynamic Factors 10% Daily Risk Control Index. There is an option to early redeem the notes by both the holders and the Bank, according to the conditions of the Bank.

On 14 September 2021, the Bank issued and offered Baht 1,825 million of structured notes, comprising 1,825,000 units of Baht 1,000 each. The notes mature in the year 2026 and have tenors of 5 years. The payout is linked with the iSTOXX® Global Transformation IXGTRSND Index. There is an option to early redeem the notes by both the holders and the Bank, according to the conditions of the Bank.

On 27 January 2022, the Bank issued and offered Baht 1,340 million of structured notes, comprising 1,340,000 units of Baht 1,000 each. The notes mature in the year 2027 and have tenors of 5 years. The payout is linked with the Solactive Global Artificial Intelligence ESG 5% AR (SOAIESG5) index. There is an option to early redeem the notes by both the holders and the Bank, according to the conditions of the Bank. During the year, there are 3 structured notes that early redemption.

During May to September 2022, the Bank issued and offered structured notes in US Dollars and in Thai Baht, totaling of US Dollar 4 million and Baht 2,675 million, respectively. The notes mature in the year 2025 to 2032 and have tenors of 3 - 10 years. The payout is linked with J.P. Morgan Mozaic XRP Index (MOZAIC XRP). There is an option to early redeem the notes by both holders and the Bank, according to the conditions of the Bank. During the year, there are 372 structured notes that reached their maturity.

During June to November 2022, the Bank issued and offered 1,403 structured notes of "Krungthai Inverse Floater" totaling Baht 11,737 million, comprising 11,736,700 units of Baht 1,000 each. The notes have inverse floating interest rate by linking with THOR interest rate with payment of interest to be made quarterly until maturity. The notes mature in the year 2023 to 2025 and have tenors of 1 - 3 years. There is an option to early redeem the notes by both holders and the Bank, according to the conditions of the Bank. During the year, there are 5 structured notes that reached their maturity.

On 7 December 2022, the Bank issued and offered Baht 920 million of structured notes, comprising 920,000 units of Baht 1,000 each. The notes mature in the year 2025 and have tenors of 3 years. The payout is linked with CITI Diversified Risk Premia Index. There is an option to early redeem the notes by both the holders and the Bank, according to the conditions of the Bank. During the year, all of structured notes that reached their maturity.

During January - June 2023, the Bank issued and offered 737 structured notes of "Krung Thai Step-up Callable Bonus Notes" totaling Baht 3,626 million, comprising 3,625,800 units of Baht 1,000 each. The notes mature in the year 2024 - 2028 and have tenors of 1 - 2 years and 5 years. The notes have fixed distribution rate by starting at 0.65 percent per annum and highest at 5.05 percent per annum. The notes have bonus interest in the first year which the Bank pays an additional interest by referring to 3M THB THOR and 6M THB THOR. There is an option to early redeem the notes after 1 year, or after that which is subject to the conditions of the Bank. During the year, there are 47 structured notes that reached their maturity and 536 structured notes that early redemption.

During January 2023, the Bank issued and offered Baht-denominated structured notes totaling Baht 844 million with maturity in the year 2026. The term of the structured notes is 3 years. Payout are based on Pimco GIS Income Fund. There is an option to early redeem the notes by both holders and the Bank, according to the conditions of the Bank. During the year, there are 175 structured notes that early redemption.

During March 2023, the Bank issued and offered Baht-denominated structured notes totaling Baht 460 million with maturity in the year 2026. The term of the structured notes is 3 years. Payout are based on BNP Paribas AW Alpha Commodity 4 ER Index (BNPXAWR4 Index). There is an option to early redeem the notes by both holders and the Bank, according to the conditions of the Bank.

During March - June 2023, the Bank issued and offered Baht-denominated structured notes totaling Baht 56 million with maturity in the year 2024 - 2025. The term of the structured notes is 1 - 2 years. Payout are based on Deutsche Bank Momentum Asset Allocator 5.50% Volatility Control Index (DBMUAU55 Index). There is an option to early redeem the notes by both holders and the Bank, according to the conditions of the Bank. During the year, there is 1 structured note that reached their maturity.

During June - July 2023, the Bank issued and offered Baht-denominated structured notes totaling Baht 3,271 million with maturity in the year 2025 - 2026. The term of the structured notes is 3 years. Payout are based on UBS X-Asset Risk-Premia Portfolio 2.0 with 1.0% Decremental Index (UBCS1XRP Index). There is an option to early redeem the notes by both holders and the Bank, according to the conditions of the Bank. During the year, there are 6 structured notes that early redemption.

During August 2023, the Bank issued and offered Baht-denominated structured notes totaling Baht 94 million with maturity in the year 2028. The term of the structured notes is 5 years. Payout are based on interest rate 1.80 - 3.95 percent per annum. The notes have bonus interest in the first year which the Bank pays an additional interest by referring to 3M THB THOR. There is an option to early redeem the notes by both holders and the Bank, according to the conditions of the Bank. During the year, all of structured notes that early redemption.

During September - December 2023, the Bank issued and offered Baht-denominated structured notes totaling Baht 2,862 million with maturity in the year 2026. The term of the structured notes is 3 years. Payout are based on Solactive Alternative Funds VT Index (SOALTFVT Index). There is an option to early redeem the notes by both holders and the Bank, according to the conditions of the Bank. During the year, there are 4 structured notes that early redemption.

During February 2024, the Bank issued and offered Baht-denominated structured notes totaling Baht 2,757 million with maturity in the year 2025 - 2027. The term of the structured notes is 1 - 3 years. Payout are based on Jupiter Merian Global Equity Absolute Return Fund and ETF Index. There is an option to early redeem the notes by both holders and the Bank, according to the conditions of the Bank. During the year, there are 881 structured notes that early redemption.

During March - May 2024, the Bank issued and offered structured notes of "Krung Thai Step-up Callable Bonus Notes" in US Dollars and in Thai Baht, totaling of US Dollar 1.25 million and Baht 3,382 million, respectively. The notes mature in the year 2029 - 2037 and have tenors of 5 - 13 years. The notes have fixed distribution rate by starting at 2.50 percent per annum and highest at 4.70 percent per annum. The notes have bonus interest in the first year which the Bank pays an additional interest by referring to THOR. There is an option to early redeem the notes after 1 year, or after that which is subject to the conditions of the Bank. During the year, there are 177 structured notes that early redemption.

During July - November 2024, the Bank issued and offered unsubordinated structured notes of "Krung Thai Step-up Callable Bonus Notes" in Thai Baht, totaling of Baht 15,692 million, respectively. The notes mature in the year 2029 - 2037 and have tenors of 5 - 13 years. The notes have fixed distribution rate by starting at 2.50 percent per annum and highest at 3.40 percent per annum. The notes have bonus interest in the first year which the Bank pays an additional interest by referring to THOR. There is an option to early redeem the notes after 1 year, or after that which is subject to the conditions of the Bank. During the year, there are 225 structured notes that early redemption.

During January - June 2025, the Bank issued and offered unsubordinated structured notes of "Krung Thai Step-up Callable Bonus Notes" in Thai Baht, totaling of Baht 11,689 million, respectively. The notes mature in the year 2040 and have tenors of 15 years. The notes have fixed distribution rate by starting at 2.35 percent per annum and highest at 2.75 percent per annum. The notes have bonus interest in the first year which the Bank pays an additional interest by referring to 3M THB THOR. There is an option to early redeem the notes after 1 year, or after that which is subject to the conditions of the Bank. During the year, there are 3 structured notes that early redemption.

During April - June 2025, the Bank issued and offered unsubordinated structured notes of "Krung Thai Step-up Callable Bonus Notes" in US Dollars, totaling of US Dollars 59 million. The notes mature in the year 2035 - 2040 and have tenors of 10 - 15 years. The notes have fixed distribution rate by starting at 2.50 percent per annum and highest at 4.90 percent per annum. The notes have bonus interest in the first year which the Bank pays an additional interest by referring to 12 Months USD-SOFR Compounding with Observation Period Shift. There is an option to early redeem the notes after 1 year, or after that which is subject to the conditions of the Bank.

During July 2025, the Bank issued and offered unsubordinated structured notes of "Krung Thai Step-up Callable Bonus Notes" in Thai Baht, totaling of Baht 420 million, respectively. The notes mature in the year 2040 and have tenors of 14 years. The notes have fixed distribution rate by starting at 2.10 percent per annum and highest at 2.20 percent per annum. The notes have bonus interest in the first year which the Bank pays an additional interest by referring to 3M THB-THOR OIS Compounding with Observation Period Shift. There is an option to early redeem the notes after 1 year, or after that which is subject to the conditions of the Bank.

During August - September 2025, the Bank issued and offered unsubordinated structured notes of "Krung Thai Step-up Callable Bonus Notes" in US Dollars, totaling of US Dollars 67 million. The notes mature in the year 2040 and have tenors of 14 years. The notes have fixed distribution rate by starting at 2.20 percent per annum and highest at 4.75 percent per annum. The notes have bonus interest in the first year which the Bank pays an additional interest by referring to 12 Months USD-SOFR Compounding with Observation Period Shift. There is an option to early redeem the notes after 1 year, or after that which is subject to the conditions of the Bank.



#### Subordinated notes

On 25 March 2021, the Bank issued and offered US Dollar 600 million of subordinated notes qualified to be included in Additional Tier 1 capital of the Bank, containing the write-down/write-off provision, in accordance with the terms thereof for sales to foreign investors according to the resolution of the Annual General Meeting of shareholders held on 11 April 2012. The notes have no maturity and no fixed redemption date. The Bank has a right to early redeem after 5 years from the issue date, by getting the approval from the BOT. The notes have fixed distribution rate of 4.40 percent per annum until the first call date. Then, the distribution rate is subject to change to reference rate every 5 years. The Bank received net proceeds from the issued and offered of the subordinated notes amounting to US Dollar 600 million, which the BOT had approved to include in Additional Tier 1 capital from 25 March 2021. The Bank presented such subordinated notes as financial liabilities by taking into consideration both contractual obligation and legal rights as stated in the offering circular of the notes.

On October 8, 2025, the Bank's Board of Directors resolved to approve the redemption of subordinated debt instruments that qualify as Tier 1 capital, which are financial instruments (Addition Tier 1) of the Bank. The full amount is set for March 25, 2026, prior to the approval of the Bank of Thailand on November 28, 2025.

#### Subordinated debentures

The Bank issued Baht 18,080 million of the subordinated debenture No.1/2022, comprising 18.08 million units of Baht 1,000 each and the offered price is Baht 1,000 each. The debenture has a fixed interest rate of 3.25 percent per annum, with payment of interest to be made every three months until maturity, and a tenor of 10 years, maturing in 2032. There is an option to early redeem the debentures after 5 years, or after that which is subject to the conditions of the Bank, without the holder's consent.

## 9.19 Provisions

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Allowance for expected credit losses on loan commitments and financial guarantee contracts	3,313	4,589	3,313	4,589
Provisions for employee benefits - post employment	12,180	11,444	10,286	9,753
Provisions for contingent losses from legal case	616	526	616	526
Other provisions	2,281	1,737	2,263	1,722
<b>Total provisions</b>	<b>18,390</b>	<b>18,296</b>	<b>16,478</b>	<b>16,590</b>

### 9.19.1 Allowance for expected credit losses on loan commitments and financial guarantee contracts

As at 31 December 2025 and 2024, allowance for expected credit losses on loan commitments and financial guarantee contracts classified by classification are as follows:

(Unit: Million Baht)

	Consolidated and separate financial statements	
	31 December 2025	
	Loan commitments and financial guarantee contracts	Allowance for expected credit losses
Financial assets where there has not been a significant increase in credit risk (Performing)	1,076,084	742
Financial assets where there has been a significant increase in credit risk (Under-Performing)	113,338	2,106
Financial assets that are credit-impaired (Non-Performing)	3,622	465
<b>Total</b>	<b>1,193,044</b>	<b>3,313</b>

(Unit: Million Baht)

	Consolidated and separate financial statements	
	31 December 2024	
	Loan commitments and financial guarantee contracts	Allowance for expected credit losses
Financial assets where there has not been a significant increase in credit risk (Performing)	1,016,063	700
Financial assets where there has been a significant increase in credit risk (Under-Performing)	111,705	2,697
Financial assets that are credit-impaired (Non-Performing)	12,868	1,192
Total	1,140,636	4,589

The changes in the allowance for expected credit losses on loan commitments and financial guarantees are as follows:

(Unit: Million Baht)

	Consolidated and separate financial statements			
	31 December 2025			
	Financial assets where there has not been a significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Total
Beginning balance	700	2,697	1,192	4,589
Changes due to staging of financial assets	237	(84)	(153)	-
Changes due to remeasurement of loss allowance	(193)	55	(523)	(661)
New issued obligations to grant credit/ guarantees	32	40	10	82
Derecognition of financial assets	(34)	(602)	(61)	(697)
Ending balance	742	2,106	465	3,313

(Unit: Million Baht)

Consolidated and separate financial statements				
31 December 2024				
	Financial assets where there has not been a significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Total
Beginning balance	1,212	2,205	479	3,896
Changes due to staging of financial assets	492	(521)	29	-
Changes due to remeasurement of loss allowance	(922)	1,202	774	1,054
New issued obligations to grant credit/ guarantees	24	87	105	216
Derecognition of financial assets	(106)	(276)	(195)	(577)
Ending balance	700	2,697	1,192	4,589

## 9.19.2 Provisions for employee benefits - post employment

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Defined benefit obligation at the beginning of the year	11,444	10,800	9,753	9,264
Included in profit or loss:				
Current service cost	825	730	636	562
Interest cost	233	295	191	251
Past service cost and gains or losses arising from benefit settlements	(99)	(103)	(99)	(103)
Included in other comprehensive income:				
Remeasurement (gains) losses arising from:				
- Demographic assumptions changes	(1)	5	-	-
- Financial assumptions changes	715	648	652	599
- Experience adjustments	(79)	(217)	(102)	(239)
Benefits paid during the year	(858)	(714)	(745)	(581)
Defined benefit obligation at the end of the year	12,180	11,444	10,286	9,753

As at 31 December 2025 and 2024, the Bank and its subsidiaries expect to pay Baht 919 million and Baht 825 million, respectively, in long-term employee benefits during the next one year (separate financial statements: Baht 777 million and Baht 731 million, respectively).

The principal actuarial assumptions

	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Discount rate (Percent per annum)	1.35 – 2.46	2.10 - 2.79	1.77	2.33
Future salary increase rate (Percent per annum)	3.00 - 5.00	3.00 - 5.00	5.00	5.00
Age of retirement (Year)	55 - 60 years	55 - 60 years	60 years	60 years

Sensitivity analysis of principal actuarial assumptions

Defined benefit plan of the Bank and its subsidiaries are sensitive to changes in assumptions used for calculation. The actuarial assumptions may change based on changes in market conditions, changes in inflation condition, including demographic changes in the defined benefit plan. The following table shows the effect of changes in key assumptions. The changes in assumptions occur separately.

(Unit: Million Baht)

	Increase (decrease) in the provisions			
	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Discount rate				
Increase 1%	(1,204)	(1,085)	(1,032)	(934)
Decrease 1%	1,432	1,290	1,230	1,114
Future salary increase rate				
Increase 1%	1,002	901	826	748
Decrease 1%	(867)	(778)	(713)	(644)

As at 31 December 2025 and 2024, the weighted average durations of the liabilities for long-term employee benefits obligation of the Bank and its subsidiaries are 6 - 20 years and 5 - 20 years, respectively (separate financial statements: 11 years and 10 years, respectively).

## 9.19.3 Provisions for contingent losses from legal case

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Balance at the beginning of the year	526	532	526	529
Increase during the year	903	97	903	97
Utilised	(798)	(65)	(798)	(62)
Reversal of provisions	(15)	(38)	(15)	(38)
Balance at the end of the year	616	526	616	526

## 9.20 Other liabilities

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Accrued interest expenses	5,659	5,896	5,429	5,604
Accrued expenses	23,333	20,952	20,982	18,568
Interbranch account	1,593	462	1,593	462
Suspense account creditors	3,897	3,622	3,379	3,142
Tax payables	5,169	5,279	4,980	5,110
Deferred revenue for reward points	3,051	2,901	-	-
Settle account between the Bank and other financial institutions	359	535	359	535
Advanced account from electronic money transactions and electronic money transfer services	10,835	13,925	10,835	13,925
Cheque in transit	4,312	1,070	4,312	1,070
Payables from trading securities	8,523	5,879	8,523	5,879
Other liabilities	24,677	16,451	22,301	16,055
Total	91,408	76,972	82,693	70,350

## 9.21 Share capital

### 9.21.1 Ordinary shares

As at 31 December 2025 and 2024, the Bank's authorised share capital and issued and paid-up share capital - ordinary shares was 13,976,061,250 shares.

### 9.21.2 Preferred shares

The 5.5 million of preferred shares are fully paid-up. Preferred share has more preference over the ordinary share. Apart from entitling to the same voting rights and claims on dividends as ordinary shares, it may enjoy preferential rights to a special dividend at a 3 percent fixed rate per annum prior to the ordinary shares when paid.

9.21.3 As at 31 December 2025, the Financial Institutions Development Fund held 7,696,248,833 ordinary shares of the Bank or 55.05 percent of paid-up ordinary and preferred shares.

## 9.22 Other components of equity

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024 <sup>(1)</sup>	31 December 2025	31 December 2024
<b>Surplus on revaluation of assets</b>	17,668	17,675	17,304	17,311
Less: The effect of deferred tax liabilities	(3,534)	(3,535)	(3,461)	(3,462)
<b>Net surplus on revaluation of assets</b>	14,134	14,140	13,843	13,849
<b>Revaluation surplus (deficit) on investments</b>				
Debt securities	2,503	1,941	2,514	1,949
Equity securities	7,979	8,704	7,908	8,704
Expected credit losses	559	533	559	533
<b>Total revaluation surplus (deficit) on investments</b>	11,041	11,178	10,981	11,186
Less: The effect of deferred tax liabilities	(2,208)	(2,236)	(2,196)	(2,237)
<b>Net revaluation surplus (deficit) on investments</b>	8,833	8,942	8,785	8,949
<b>Hedge reserves</b>	2,332	705	2,332	705
Less: The effect of deferred tax liabilities	(466)	(141)	(466)	(141)
<b>Net hedge reserves</b>	1,866	564	1,866	564
<b>Own credit risk revaluation reserve</b>	38	-	38	-
Less: The effect of deferred tax liabilities	(7)	-	(7)	-
<b>Net own credit risk revaluation reserve</b>	31	-	31	-
<b>Gains (losses) from translating the financial statements</b>	(54)	(25)	(54)	(25)
<b>Share of other comprehensive income of associated companies</b>	(2,048)	(4,701)	-	-
<b>Total</b>	22,762	18,920	24,471	23,337

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17 Insurance Contracts for the first time.



### 9.23 Legal reserve

In accordance with the Public Limited Company Act, the Bank is required to appropriate to its legal reserve not less than 5 percent of its net profit after deducting accumulated losses brought forward (if any), until the legal reserve reaches an amount not less than 10 percent of authorised share capital. The Bank has already set aside the full amount of its legal reserve.

### 9.24 Dividends

During the years ended 31 December 2025 and 2024, the Bank has dividends payments as follow:

(Unit: Million Baht)

Dividends	Approved by	Total dividends		Dividend per share		Payment date
		Preferred shares	Ordinary shares	Preferred shares	Ordinary shares	
Dividends for the year 2024	Annual General Meeting of the Shareholders on 4 April 2025	9	21,593	1.6995	1.5450	2 May 2025
Interim dividends for 2025	Board of Directors' meeting on 29 October 2025	2	6,010	0.4300	0.4300	27 November 2025
Total for the year 2025		11	27,603	2.1295	1.9750	
Dividends for the year 2023	Annual General Meeting of the Shareholders on 5 April 2024	6	12,131	1.0225	0.8680	3 May 2024
Total for the year 2024		6	12,131	1.0225	0.8680	

### 9.25 Commitment and contingent liabilities

#### 9.25.1 Leases and service commitment

As at 31 December 2025, the Bank and its subsidiaries have future rental and service charges long-term lease of low-value assets and long-term service contracts as follows:

(Unit: Million Baht)

	Consolidated financial statements			Separate financial statements		
	Within 1 year	Over 1 - 5 years	Over 5 years	Within 1 year	Over 1 - 5 years	Over 5 years
Long term leases of low-value assets	155	314	-	83	210	-
Long term service contracts	1,591	1,036	-	918	641	-
Total	1,746	1,350	-	1,001	851	-

## 9.25.2 Contingent liabilities

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Avals to bills	9,902	8,057	9,902	8,057
Guarantees of loans	3,983	10,394	3,983	10,394
Liabilities under unmatured import bills	1,123	3,337	1,123	3,337
Letters of credit	22,652	12,678	22,652	12,678
Banks' liability under acceptances	22	21	22	21
Other contingencies				
Unused overdraft credit lines	132,470	134,555	132,470	134,555
Other guarantees	188,947	185,338	188,947	185,338
Others	227,942	208,211	5,036	5,222
Total	587,041	562,591	364,135	359,602

As at 31 December 2025 and 2024, the Bank has contingent liabilities relating to significant lawsuits brought against the Bank of Baht 18,501 million and Baht 18,389 million, respectively. These included lawsuits in which the Court of First Instance has already ruled and that are being appealed in the Appeal Court and the Supreme Court.

As at 31 December 2025 and 2024, the Bank has guarantees for transactions of the Bank of Baht 2,576 million and Baht 2,763 million, respectively.

## 9.26 Assets with obligations and restrictions

(Unit: Million Baht)

	Consolidated and separate financial statements	
	31 December 2025	31 December 2024
Government and state enterprise bonds pledged as collateral		
Court collateral	77	72
Repurchase agreements	78,382	72,147
Collateral for Student Loan Fund	-	104
Properties for sale (subject to purchase or sell agreements)	191	344
Properties for sale (debtor is granted the right to buy back or first right for this portion)	11,201	12,578
Total	89,851	85,245

## 9.27 Related party transactions

9.27.1 The Bank has the following related parties' transactions with the Bank's executives (First Vice President and above) including related persons who together with these employees as follows:

(Unit: Million Baht)

	Separate financial statements	
	31 December 2025	31 December 2024
Loans	129	126
Deposits	522	404

(Unit: Million Baht)

	Separate financial statements	
	For the years ended 31 December	
	2025	2024
Interest income	5	6
Interest expense	7	5

9.27.2 During the year, the Bank and its subsidiaries had significant business transactions with their related parties. These transactions are in the ordinary course of businesses. Below is a summary of those significant transactions.

(Unit: Million Baht)

	For the years ended 31 December				Transfer pricing policy  (For the year 2025)
	Consolidated financial statements		Separate financial statements		
	2025	2024	2025	2024	
<b><u>Transactions occurred during the years</u></b>					
<b>Subsidiaries</b>					
Purchase of debt securities	-	-	105	-	At market price
<b>Associated company</b>					
Purchase of debt securities	3,901	2,512	3,901	2,512	At market price
Sales of debt securities	5,324	3,175	5,324	3,175	At market price
<b>Entities with parent company or common directors or key management personnel</b>					
Purchase of debt securities	1,085	1,266	1,085	1,266	At market price
Sales of debt securities	141	1,021	141	1,021	At market price

9.27.3 The balances of interbank and money market items (assets), loans, obligations, derivatives, and other assets with related parties, which are under normal bank pricing policies, as at 31 December 2025 and 2024 are as follows:

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
<b>Interbank and money market items (assets)</b>				
<u>Associated companies</u>				
Krungthai-AXA Life Insurance Plc.	7,630	8,240	7,630	8,240
<u>Less</u> Allowance for expected credit losses	(3)	(1)	(3)	(1)
Total	7,627	8,239	7,627	8,239
<b>Loans</b>				
<u>Subsidiaries</u>				
KTB General Services and Security Co., Ltd.	-	-	7	7
Krungthai Computer Services Co., Ltd.	-	-	-	337
Krungthai Card Plc.	-	-	14,070	14,450
<u>Less</u> Allowance for expected credit losses	-	-	(2)	-
Total	-	-	14,075	14,794
<u>Associated companies</u>				
Krungthai Mizuho Leasing Co., Ltd.	6,337	5,250	6,337	5,250
Krungthai Panich Insurance Plc.	1	1	1	1
Sahaviriya Steel Industries Plc. (Bank held shares from TDR)	7,946	7,645	7,946	7,645
Search Engine Optimization Co., Ltd.	250	100	-	-
<u>Less</u> Allowance for expected credit losses	(5,512)	(2,829)	(5,512)	(2,829)
Total	9,022	10,167	8,772	10,067
Entities with parent company or common directors or key management personnel	22,868	39,705	22,868	39,705
<u>Less</u> Allowance for expected credit losses	(3,039)	(5)	(3,039)	(5)
Total	19,829	39,700	19,829	39,700

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
<b>Commitments</b>				
<u>Subsidiaries</u>				
KTB General Services and Security Co., Ltd.	-	-	237	45
Krungthai Computer Services Co., Ltd.	-	-	-	5
<u>Associated companies</u>				
Sahaviriya Steel Industries Plc.				
(Bank held shares from TDR)	-	270	-	270
Entities with parent company or common directors or key management personnel	13,227	12,632	13,227	12,632
<b>Derivatives (Notional amount)</b>				
<u>Subsidiaries</u>				
Krungthai Computer Services Co., Ltd.	-	-	33	-
<u>Associated companies</u>				
Krungthai-AXA Life Insurance Plc.	10,643	9,418	10,643	9,418
Krungthai Panich Insurance Plc.	14	30	14	30
Sahaviriya Steel Industries Plc.				
(Bank held shares from TDR)	95	-	95	-
<b>Other assets</b>				
<u>Subsidiaries</u>				
Krungthai Card Plc.	-	-	1,038	927
Krung Thai Asset Management Plc.	-	-	107	69
KTB General Services and Securities Co., Ltd.	-	-	-	-
Krungthai Computer Services Co., Ltd.	-	-	5	2
Infinitas by Krungthai Co., Ltd.	-	-	580	558
Arise by Infinitas Co., Ltd.	-	-	307	239
Krungthai Ventures Co., Ltd.	-	-	10	1
<u>Associated companies</u>				
Krungthai Mizuho Leasing Co., Ltd.	2	2	2	2
Krungthai-AXA Life Insurance Plc.	273	220	270	220
Krungthai Panich Insurance Plc.	175	47	169	40
National ITMX Company Limited	7	15	-	-
Krungthai XSpring Securities Co., Ltd.	-	1	-	1
Entities with parent company or common directors or key management personnel	441	448	441	448

## 9.27.4 Deposits, interbank and money market items (liabilities) and other liabilities

The balances of deposits, interbank and money market items (liabilities) and other liabilities to related parties, which are under normal bank pricing policies, as at 31 December 2025 and 2024 are as follows:

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
<b>Deposits</b>				
<u>Subsidiaries</u>				
Krungthai Law Co., Ltd.	-	-	153	176
KTB General Services and Security Co., Ltd.	-	-	575	551
Krungthai Computer Services Co., Ltd.	-	-	317	138
KTB Leasing Co., Ltd.	-	-	8	9
KTB Advisory Co., Ltd.	-	-	2	3
Krungthai Card Plc.	-	-	3,260	2,870
Infinitas by Krungthai Co., Ltd.	-	-	1,875	1,877
Arise by Infinitas Co., Ltd.	-	-	947	465
Krungthai Ventures Co., Ltd.	-	-	120	48
<u>Associated companies</u>				
Krungthai Mizuho Leasing Co., Ltd.	32	-	32	-
Krungthai Panich Insurance Plc.	139	78	139	78
Sahaviriya Steel Industries Plc.				
(Bank held shares from TDR)	97	112	97	112
Search Engine Optimization Co., Ltd.	3	1	3	1
Entities with parent company or common directors or key management personnel	40,688	16,908	40,688	16,908
Entities in which the Bank held shares in aggregate from 10 to 20 percent	14	8	14	8
Entities in which the Bank held shares from TDR from 10 percent or more	3	3	3	3
<b>Interbank and money market items (liabilities)</b>				
<u>Subsidiary</u>				
Krung Thai Asset Management Plc.	-	-	490	462
<u>Associated companies</u>				
Krungthai-AXA Life Insurance Plc.	3,261	2,805	3,261	2,805
Krungthai XSpring Securities Co., Ltd.	22	25	22	25
Clicx Bank Plc.	495	-	495	-
<b>Debt issued and borrowing</b>				
<u>Associated companies</u>				
Krungthai Panich Insurance Plc.	20	49	20	49

(Unit: Million Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
<b>Other liabilities</b>				
<u>Subsidiaries</u>				
KTB General Services and Security Co., Ltd.	-	-	415	424
Krungthai Computer Services Co., Ltd.	-	-	483	766
Krungthai Card Plc.	-	-	9	1
Krungthai Law Co., Ltd.	-	-	147	138
Infinitas by Krungthai Co., Ltd.	-	-	535	379
Arise by Infinitas Co., Ltd.	-	-	-	-
<u>Associated companies</u>				
Krungthai Panich Insurance Plc.	8	16	8	15
Krungthai-AXA Life Insurance Plc.	5	5	-	-
Krungthai XSpring Securities Co., Ltd.	4	3	1	-
National ITMX Co., Ltd.	78	67	78	67

## 9.27.5 Income and expenses

The Bank has significant income and expenses with related parties as follows:

(Unit: Million Baht)

	For the years ended 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
<b>Interest income</b>				
<u>Subsidiaries</u>				
Krungthai Computer Services Co., Ltd.	-	-	6	19
KTB Leasing Co., Ltd.	-	-	-	6
Krungthai Card Plc.	-	-	330	317
<u>Associated companies</u>				
Krungthai XSpring Securities Co., Ltd.	-	3	-	3
Krungthai Mizuho Leasing Co., Ltd.	127	160	127	160
Krungthai-AXA Life Insurance Plc.	168	219	168	219
Sahaviriya Steel Industries Plc. (Bank held shares from TDR)	40	50	40	50
Search Engine Optimization Co., Ltd.	9	-	-	-
Entities with parent company or common directors or key management personnel	1,772	2,726	1,772	2,726
<b>Interest expenses</b>				
<u>Subsidiaries</u>				
Krungthai Law Co., Ltd.	-	-	1	2
KTB General Services and Security Co., Ltd.	-	-	4	6
Krungthai Card Plc.	-	-	9	11
Krung Thai Asset Management Plc.	-	-	1	2
Krungthai Computer Services Co., Ltd.	-	-	1	2
Infinitas by Krungthai Co., Ltd.	-	-	4	5
Arise by Infinitas Co., Ltd.	-	-	2	2
Krungthai Ventures Co., Ltd.	-	-	-	1



(Unit: Million Baht)

	For the years ended 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
<b>Interest expenses (continued)</b>				
<u>Associated companies</u>				
Krungthai-Panich Life Insurance Plc.	-	1	-	1
Krungthai-AXA Life Insurance Plc.	25	29	25	29
Krungthai XSpring Securities Co., Ltd.	1	14	1	14
Sahaviriya Steel Industries Plc.				
(Bank held shares from TDR)	-	1	-	1
Entities with parent company or common directors or key management personnel	1,205	513	1,205	513
<b>Other income</b>				
<u>Subsidiaries</u>				
Krungthai Law Co., Ltd.	-	-	1	2
KTB General Services and Security Co., Ltd.	-	-	14	29
Krung Thai Asset Management Plc.	-	-	861	713
Krungthai Computer Services Co., Ltd.	-	-	21	13
Krungthai Card Plc.	-	-	214	207
Infinitas by Krungthai Co., Ltd.	-	-	54	13
Arise by Infinitas Co., Ltd.	-	-	57	86
Krungthai Ventures Co., Ltd.	-	-	9	2
<u>Associated companies</u>				
Krungthai Mizuho Leasing Co., Ltd.	10	8	8	7
Krungthai XSpring Securities Co., Ltd.	20	19	16	14
National ITMX Co., Ltd.	88	86	-	-
Krungthai Panich Insurance Plc.	229	206	184	184
Krungthai-AXA Life Insurance Plc.	2,633	2,485	2,624	2,477
BCI Co., Ltd.	1	-	1	-
<b>Other expenses</b>				
<u>Subsidiaries</u>				
Krungthai Law Co., Ltd.	-	-	143	145
KTB General Services and Security Co., Ltd.	-	-	1,967	2,040
Krungthai Computer Services Co., Ltd.	-	-	3,872	4,007
Krungthai Card Plc.	-	-	14	6
Infinitas by Krungthai Co., Ltd.	-	-	647	616
<u>Associated companies</u>				
Krungthai Mizuho Leasing Co., Ltd.	1	1	-	-
Krungthai XSpring Securities Co., Ltd.	56	23	17	8
National ITMX Co., Ltd.	771	859	771	859
Krungthai-AXA Life Insurance Plc.	52	58	-	-
Krungthai Panich Insurance Plc.	12	13	-	-
Entities in which the Bank held shares in aggregate from 10 to 20 percent	731	708	731	708

9.27.6 The Bank and its subsidiaries have no compensation or other benefits, either monetary or non-monetary, to directors and executives, except the benefits normally paid as follows:

(Unit: Million Baht)

	For the years ended 31 December			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Short-term employee benefits	1,547	1,369	1,195	1,027
Post-employment benefits	107	97	88	81
Total	1,654	1,466	1,283	1,108

#### 9.27.7 Intercompany trading transactions

##### Subsidiaries

- 1) Krungthai Computer Services Co, Ltd. ("KTCS") is assigned by the Bank to provide information technology (IT) services to the Bank in relation to the implementation of various projects and systems according to the Bank's business plan. The services providing to the Bank consist of system control and maintenance, system software development, and providing preliminary consultancy services and training in various areas. The Bank incurred service charges on a cost-plus method of Baht 3,760 million and Baht 3,834 million for the years ended 31 December 2025 and 2024, respectively.

Since 2003, the GFMS project Phase 2 has been developed and implemented on behalf of the Bank by KTCS. The Bank and the Office of GFMS attached to the Secretariat of the Prime Minister unanimously signed on the Memorandum of Agreement upon the submission of deliverables and disbursements associated with the investments in the GFMS project on 22 September 2005. Furthermore, the Bank signed a hire-of-work contract for the implementation and maintenance with the Office of GFMS. The Bank incurred service charges of Baht 112 million and Baht 173 million for the years ended 31 December 2025 and 2024, respectively.

- 2) The Bank operates a student loan service for the Student Loans Fund, including public relations, policy, regulation, loan payment, document filling, loan notification, loan status, as well as receipt of settlement, pursuit of loan collection, and prosecution. Krungthai Law Co., Ltd. has been designated to prosecute debtors of the Student Loans Fund. The Bank incurred service charges of Baht 2 million and Baht 1 million for the years ended 31 December 2025 and 2024, respectively. Moreover, the Bank assigned the company to provide other legal services to the Bank and incurred service charges of Baht 141 million and Baht 144 million for the years ended 31 December 2025 and 2024, respectively.

- 3) KTB General Services and Security Co., Ltd. ("KTGS") is assigned by the Bank to provide collection and delivery services for all cash, foreign exchange and financial instruments, and the Bank's asset. KTGS also manages Krung Thai Bank Training Center and the Bank's other buildings. The Bank incurred service charges of Baht 1,967 million and Baht 2,040 million for the years ended 31 December 2025 and 2024, respectively.
- 4) Infinitas by Krungthai Co., Ltd. is assigned by the Bank to provide services and consultation on innovation and digital solutions including management and application of information technology in various forms to serve the Bank's strategy. The Bank incurred service charges on a cost-plus method of Baht 647 million and Baht 616 million for the years ended 31 December 2025 and 2024, respectively.
- 5) The Bank has entered into support service agreement with Infinitas by Krungthai Co., Ltd., whereby the Bank charges service income at the rates as mutually agreed. The Bank generated service income from such services of Baht 54 million and Baht 13 million for the years ended 31 December 2025 and 2024, respectively.
- 6) The Bank generated fee income from service with its subsidiaries amounting to Baht 1,177 million and Baht 1,052 million for the years ended 31 December 2025 and 2024, respectively.

**Intercompany considerations**

Intercompany income and expenses are based on the rates upon agreement and the amount specified in the contract, while the cost-plus method is used for certain transactions.

The consolidated financial statements include the accounts of subsidiaries after eliminating intercompany transactions and balances.

**Associated companies**

The Bank generated fee income under support service contracts of Baht 2,833 million and Baht 2,682 million for the years ended 31 December 2025 and 2024, respectively, at the rates as mutually agreed.

## 9.28 Significant financial position and operations classified by domestic and foreign business segment

### 9.28.1 Financial position classified by business segment

(Unit: Million Baht)

	Consolidated financial statements							
	31 December 2025				31 December 2024 <sup>(1)</sup>			
	Domestic business	Foreign branches business	Elimination	Total	Domestic business	Foreign branch business	Elimination	Total
Total assets	3,894,143	27,543	11,633	3,933,319	3,702,099	25,898	12,471	3,740,468
Interbank and money market items - net	533,279	5,683	-	538,962	527,983	6,792	-	534,775
Financial assets measured at fair value through profit or loss	63,785	-	-	63,785	51,342	-	-	51,342
Investments - net*	522,655	648	-	523,303	366,572	664	-	367,236
Loans to customers and accrued interest receivables - net	2,541,160	9,273	-	2,550,433	2,543,433	5,642	-	2,549,075
Deposits	2,859,128	5,043	-	2,864,171	2,727,442	3,902	-	2,731,344
Interbank and money market items	271,362	2,905	(130)	274,137	255,825	913	(866)	255,872
Financial liabilities measured at fair value through profit or loss	649	-	-	649	33	-	-	33
Debt issued and borrowings	105,790	18,950	-	124,740	112,071	20,393	-	132,464

\* Includes investments in subsidiaries and associated companies.

(1) Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17 Insurance Contracts for the first time.

(Unit: Million Baht)

	Separate financial statements							
	31 December 2025				31 December 2024			
	Domestic business segment	Foreign branches business segment	Elimination	Total	Domestic business segment	Foreign branches business segment	Elimination	Total
Total assets	3,793,657	27,543	11,633	3,832,833	3,605,252	25,898	12,471	3,643,621
Interbank and money market items - net	532,684	5,683	-	538,367	527,800	6,792	-	534,592
Financial assets measured at fair value through profit or loss	63,785	-	-	63,785	51,342	-	-	51,342
Investments - net*	512,517	648	-	513,165	362,072	664	-	362,736
Loans to customers and accrued interest receivables - net	2,451,816	9,273	-	2,461,089	2,454,934	5,642	-	2,460,576
Deposits	2,866,394	5,043	-	2,871,437	2,733,575	3,902	-	2,737,477
Interbank and money market items	264,624	2,905	(130)	267,399	249,620	913	(866)	249,667
Financial liabilities measured at fair value through profit or loss	649	-	-	649	33	-	-	33
Debt issued and borrowings	71,432	18,950	-	90,382	71,021	20,393	-	91,414

\* Includes investments in subsidiaries and associated companies.

## 9.28.2 Operations classified by business segment

(Unit: Million Baht)

Consolidated financial statements								
For the years ended 31 December								
2025					2024 <sup>(1)</sup>			
	Domestic business segment	Foreign branches business segment	Elimination	Total		Domestic business segment	Foreign branches business segment	Total
Interest income	147,319	1,457	(969)	147,807	164,452	1,777	(1,124)	165,105
Interest expenses	(41,923)	(1,072)	969	(42,026)	(45,888)	(1,226)	1,124	(45,990)
Interest income - net	105,396	385	-	105,781	118,564	551	-	119,115
Fees and service income - net	22,916	41	-	22,957	22,228	54	-	22,282
Other operating income	31,900	(10)	-	31,890	19,934	69	-	20,003
Other operating expenses and expected credit loss	(95,258)	(269)	-	(95,527)	(99,677)	(170)	-	(99,847)
Profit from operating before income tax expenses	64,954	147	-	65,101	61,049	504	-	61,553

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17 Insurance Contracts for the first time.

(Unit: Million Baht)

Separate financial statements								
For the years ended 31 December								
2025					2024			
	Domestic business segment	Foreign branches business segment	Elimination	Total		Domestic business segment	Foreign branches business segment	Total
Interest income	131,425	1,457	(969)	131,913	148,624	1,777	(1,124)	149,277
Interest expenses	(40,600)	(1,072)	969	(40,703)	(44,438)	(1,226)	1,124	(44,540)
Interest income - net	90,825	385	-	91,210	104,186	551	-	104,737
Fees and service income - net	16,600	41	-	16,641	16,366	54	-	16,420
Other operating income	26,584	(10)	-	26,574	15,753	69	-	15,822
Other operating expenses and expected credit loss	(80,384)	(269)	-	(80,653)	(84,197)	(170)	-	(84,367)
Profit from operating before income tax expenses	53,625	147	-	53,772	52,108	504	-	52,612

## 9.29 Operations classified by operating segment

### Segment definition

The Bank organises segments for internal management purposes, with the Management Committee of each segment being the chief operating decision maker (CODM). Three reportable segments have been identified based on customer type and nature of business:

- 1) Retail banking segment; develops financial products and services, and also provides services for individual customers relating to deposits, loans, payment for goods and services as well as sale of products released by the Bank's subsidiaries and business alliances through its network of branches nationwide.
- 2) Corporate banking segment; provides credit facilities and financial services to corporate clients.
- 3) Treasury and investment segment; controls the Bank's financial structure to maintain appropriate levels and enable the generation of profit from the Bank's equity investment, international business and excess liquidity, and also supervises overseas branches and companies in which the Bank has invested, among others.

Other segments comprise of middle offices, back offices, subsidiaries and associated companies.

### Accounting procedures for segment reporting

The Bank has applied accounting procedures for operating segments based on the principle to calculate the value of operating expenses from Economic Value Management (EVM) to the cost allocation principle for the purpose of internal management of the Bank. The Fund Transfer Pricing (FTP) concept is used to calculate the value of funds for the fund provider unit and the cost of funds for fund user unit. Income and expenses are allocated according to ownership in order to derive the net operating profit after tax (NOPAT).

(Unit: Million Baht)

	Consolidated financial statements					
	For the year ended 31 December 2025					
	Retail banking	Corporate banking	Treasury and investment	Support and others	Elimination	Total
Total operating income	72,599	35,664	16,431	49,196	(13,262)	160,628
Total expenses and tax expenses (excluding expected credit losses)	(36,616)	(20,360)	(5,070)	(28,222)	12,621	(77,647)
Profit before expected credit losses	35,983	15,304	11,361	20,974	(641)	82,981
Expected credit losses						(30,760)
Net profit						52,221



(Unit: Million Baht)

	Consolidated financial statements					
	For the year ended 31 December 2024 <sup>(1)</sup>					
	Retail banking	Corporate banking	Treasury and investment	Support and others	Elimination	Total
Total operating income	81,765	43,076	7,239	46,402	(17,082)	161,400
Total expenses and tax expenses (excluding expected credit losses)	(39,123)	(23,816)	(3,380)	(27,147)	13,112	(80,354)
Profit before expected credit losses	42,642	19,260	3,859	19,255	(3,970)	81,046
Expected credit losses						(31,069)
Net profit						49,977

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17 Insurance Contracts for the first time.

Assets and liabilities for segment of the Bank and its subsidiaries as at 31 December 2025 and 2024 are as follows:

(Unit: Million Baht)

	Consolidated financial statements					
	Retail banking	Corporate banking	Treasury and investment	Support and others	Elimination	Total
As at 31 December 2025:						
Segment assets	1,194,209	1,342,228	1,172,485	249,610	(25,213)	3,933,319
Segment liabilities	1,975,258	965,820	279,839	253,702	(28,322)	3,446,297
As at 31 December 2024 <sup>(1)</sup> :						
Segment assets	1,167,326	1,378,129	1,069,198	149,164	(23,349)	3,740,468
Segment liabilities	1,915,158	934,766	289,449	167,678	(27,254)	3,279,797

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17 Insurance Contracts for the first time.

### Information about major customers

During the years ended 31 December 2025 and 2024, the Bank and its subsidiaries have no major customer with revenue of 10 percent or more of an entity's revenues.

### 9.30 Interest income

Interest income for the years ended 31 December 2025 and 2024 consisted of the following:

(Unit: Million Baht)

	For the years ended 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Interbank and money market items	10,663	14,485	10,663	14,485
Investment and trading transactions	667	306	667	306
Investment in debt securities	7,390	7,647	7,412	7,658
Loans to customers	128,699	141,826	112,886	126,170
Hire-purchase and finance leases	103	182	-	-
Others	285	659	285	658
Total interest income	147,807	165,105	131,913	149,277

### 9.31 Interest expenses

Interest expenses for the years ended 31 December 2025 and 2024 consisted of the following:

(Unit: Million Baht)

	For the years ended 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Deposits	20,167	22,028	20,191	22,058
Interbank and money market items	3,233	4,358	3,123	4,237
Contributions to Bank of Thailand (BOT)	12,668	12,238	12,668	12,238
Contributions to Deposit Protection Agency (DPA)	272	262	272	262
Debt issued				
- Subordinated debentures	588	1,059	588	1,059
- Others	4,627	5,415	3,417	4,090
Borrowings	-	-	-	-
Borrowing fees	8	10	1	1
Others	463	620	443	595
Total interest expenses	42,026	45,990	40,703	44,540

### 9.32 Fees and service income

Fees and service income for the years ended 31 December 2025 and 2024 consisted of the following:

(Unit: Million Baht)

	For the years ended 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Fees and service income				
Acceptance, aval and guarantees	1,312	1,491	1,312	1,491
ATM and electronic banking services	9,628	10,104	9,628	10,104
Management fees and Bancassurance Products	7,068	6,793	4,298	4,364
Others	13,582	12,526	6,575	5,693
Total fees and service income	31,590	30,914	21,813	21,652
Fees and service expenses	(8,633)	(8,632)	(5,172)	(5,232)
Net fees and service income	22,957	22,282	16,641	16,420

### 9.33 Net gains on financial instruments measured at fair value through profit or loss

(Unit: Million Baht)

	For the years ended 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Gains (losses) on trading and foreign exchange transactions				
- Foreign exchange and foreign exchange element of derivatives contracts	6,710	6,239	6,737	6,239
- Interest rate element of derivatives contracts	1,225	134	1,225	134
- Debt securities	3,202	1,003	3,202	1,003
- Equity securities	1,977	(1,516)	1,977	(1,516)
- Others	(661)	(378)	(661)	(378)
Gains (losses) from hedge accounting				
- hedged items	(1,037)	(779)	(1,037)	(779)
Total	11,416	4,703	11,443	4,703

### 9.34 Net gains on investments

Net gains on investments for the years ended 31 December 2025 and 2024 consisted of the following:

(Unit: Million Baht)

	For the years ended 31 December			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Gains (losses) on derecognition of Investments in debt securities measured at fair value through other comprehensive income	5,579	891	5,579	891
Total	5,579	891	5,579	891
Losses on impairment of Investment in subsidiaries and associate	-	-	(137)	(58)
Total gains on investments	5,579	891	5,442	833

### 9.35 Expected credit losses

Expected credit losses and gains or losses resulting from modification of terms for financial assets for the years ended 31 December 2025 and 2024 are as follows:

(Unit: Million Baht)

	For the years ended 31 December			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Interbank and money market items (assets)	(770)	(2,171)	(770)	(2,171)
Investments in debt securities measured at amortised cost	-	(2)	-	(2)
Investments in debt securities measured at fair value through other comprehensive income	26	(412)	26	(412)
Loans to customers and accrued interest receivables				
- Expected credit losses	31,962	32,257	26,058	25,341
- Losses from modification of contracts	818	704	818	704
Total	32,036	30,376	26,132	23,460
Loan commitments and financial guarantee contracts	(1,276)	693	(1,276)	693
Total	30,760	31,069	24,856	24,153

### 9.36 Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to ordinary shareholders of the Bank (after deducting the preferred shares's portion and excluding other comprehensive income) by the weighted average number of ordinary shares issued during the year.

	For the years ended 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024 <sup>(1)</sup>	2025	2024
Profit for the period attributable to equity holders of the Bank (after deducting preferred shares' portion) (Million Baht)	48,219	46,149	44,086	43,182
Earnings per share (Baht/share)	3.45	3.30	3.15	3.09
Weighted average number of ordinary shares (Million shares)	13,976	13,976	13,976	13,976

<sup>(1)</sup> Adjusted to be presented as a comparative purpose with the current year since the associated companies have adopted Thai Financial Reporting Standard 17 Insurance Contracts for the first time.

### 9.37 Provident fund

The Bank, its subsidiaries and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Employees contributed to the fund monthly, at rates of 2 - 15 percent of their basic salaries, and the Bank and its subsidiaries contributed to the fund at stipulated rates. The fund will be paid to the employees upon termination of employment in accordance with the fund rules. During the years ended 31 December 2025 and 2024, the Bank and its subsidiaries contributed Baht 1,364 million and Baht 1,349 million, respectively, to the fund (separate financial statements: 1,078 million and Baht 1,080 million, respectively).

### 9.38 Fair value of financial instruments

Financial assets and liabilities carried at fair value classified by the level of fair value hierarchy are as follows:

(Unit: Million Baht)

Consolidated financial statements								
31 December 2025					31 December 2024			
Level 1	Level 2	Level 3	Total		Level 1	Level 2	Level 3	Total
<b>Financial assets and liabilities measured at fair value</b>								
<b>Financial assets</b>								
Financial assets								
measured at fair value through profit or loss	28,240	32,192	3,353	63,785	26,663	22,990	1,689	51,342
Investments in debt securities measured at fair value through other comprehensive income								
	-	485,184	-	485,184	-	334,363	-	334,363
Investments in equity securities designated at fair value through other comprehensive income								
	12,317	1,340	755	14,412	13,440	1,299	636	15,375
Derivatives assets	-	73,819	-	73,819	-	66,061	-	66,061
<b>Financial liabilities</b>								
Financial liabilities								
measured at fair value through profit or loss	-	649	-	649	-	33	-	33
Derivatives liabilities	-	63,691	-	63,691	-	56,205	-	56,205

(Unit: Million Baht)

Separate financial statements								
31 December 2025					31 December 2024			
Level 1	Level 2	Level 3	Total		Level 1	Level 2	Level 3	Total
<b>Financial assets and liabilities measured at fair value</b>								
<b>Financial assets</b>								
Financial assets								
measured at fair value								
through profit or loss	28,240	32,192	3,353	63,785	26,663	22,990	1,689	51,342
Investments in debt								
securities measured at								
fair value through other								
comprehensive income	-	486,450	-	486,450	-	335,612	-	335,612
Investments in equity								
securities designated at								
fair value through other								
comprehensive income	12,085	1,340	751	14,176	13,440	1,299	633	15,372
Derivatives assets	-	73,821	-	73,821	-	66,061	-	66,061
<b>Financial liabilities</b>								
Financial liabilities								
measured at fair value								
through profit or loss	-	649	-	649	-	33	-	33
Derivatives liabilities	-	63,691	-	63,691	-	56,205	-	56,205



Since the majority of the Bank's financial instruments, which were not measured at fair value, are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is assumed to approximate their book value in the statement of financial position.

Valuation techniques and inputs used for fair value measurement

Cash	- The fair value is assumed to approximate its book value in the statement of financial position.
Interbank and money market items (asset)	- The fair value is assumed to approximate their book value in the statement of financial position due to their short-term nature.
Derivatives	- The fair value of derivatives is referred to market price. In case the fair value cannot be quoted in market price, the fair value is determined by using valuation techniques. The information used in the valuation techniques is observable in the market, which is based on reliable sources, such as interest rates and exchange rates etc. Moreover, in using valuation techniques, the Bank has adjusted valuation adjustment in order to appropriately reflect relevant risks such as credit valuation adjustment (CVA) market liquidity risk based on Bid-Offer Spread Adjustment and risks from future cash flow adjustments which occur when the contracting party is able to meet the ESG conditions as specified, etc.
Financial assets measured at fair value through profit or loss/Investments	<ul style="list-style-type: none"> <li>- The fair value of marketable securities is based on the latest bid price of the last working day of the period.</li> <li>- The fair value of domestic debt securities is determined using the yield rates quoted by the Thai Bond Market Association and adjusted valuation in order to appropriately reflect market liquidity risk based on Bid - Offer Spread Adjustment.</li> <li>- The fair value of foreign currency debt securities is determined based on the latest published price obtained from reliable sources e.g., Bloomberg.</li> <li>- The fair value of unit trusts is determined from their net asset value.</li> <li>- The fair value of investments in non-marketable equity securities is determined using their latest book value from the entity's financial statements.</li> </ul>

Loans to customers	<ul style="list-style-type: none"> <li>- The fair value of floating rate loans is assumed to approximate their book value, net of allowance for expected credit losses.</li> <li>- The fair value of fixed rate loans is determined by discounting the expected future cash flows at the interest rate of similar loans, net of allowance for expected credit losses and deferred revenue.</li> <li>- The fair value of fixed rate loans for which revenue recognition has discontinued is assumed to approximate their book value, net of allowance for expected credit losses or to approximate the amount expected to be derived from their sale.</li> </ul>
Land, premises and equipment - land	<ul style="list-style-type: none"> <li>- The fair value of land is determined by using the market comparison approach which is used whereby the buying and selling prices for assets with similar characteristics are obtained.</li> </ul>
Deposits	<ul style="list-style-type: none"> <li>- The fair value of payable on demand deposits, floating rate deposits or fixed rate deposits with not more than 1 year from the statement of financial position date remaining to maturity is assumed to approximate their book values.</li> <li>- The fair value of fixed rate deposits with more than 1 year from the statement of financial position date remaining to maturity is determined by discounting the expected future cash flows at the Bank's interest rate for similar deposits.</li> </ul>
Interbank and money market items (liabilities)	<ul style="list-style-type: none"> <li>- The fair value of interbank and money market items payable on demand, floating rate deposits or fixed rate deposits with not more than 1 year from the statement of financial position date remaining to maturity is assumed to approximate their book values.</li> <li>- The fair value of fixed rate interbank and money market items with more than 1 year from the statement of financial position date remaining to maturity is determined by discounting the expected future cash flows at the interest rate which reflect the Bank's interest rate risk and credit risk.</li> </ul>
Liability payable on demand	<ul style="list-style-type: none"> <li>- The fair value is assumed to approximate its book value in the statement of financial position due to its short-term nature.</li> </ul>

- |   |  |
|---|--|
| Debt issued and borrowings  | <ul style="list-style-type: none"> <li>- The fair value of floating rate or fixed rate debt issues and borrowings with not more than 1 year from the statement of financial position date remaining to maturity is assumed to approximate their book values.</li> <li>- The fair value of fixed rate debt issues and borrowings with more than 1 year from the statement of financial position date remaining to maturity is determined by discounting the expected future cash flows at the interest rate which reflect the Bank's interest rate risk and credit risk.</li> </ul> |
| Financial liabilities measured at fair value through profit or loss | <ul style="list-style-type: none"> <li>- The fair value of financial liabilities measured at fair value through profit or loss - credit linked notes is calculated based on valuation model using reliable market data source.</li> </ul>  |

During the current year, the Bank and its subsidiaries have no changes of the fair value hierarchy.

**9.39 Policies on business transactions within the financial business group and risk management policies in relation to business transactions within the financial business group.**

The BOT's Notifications No. SOR NOR SOR. 5/2560 and SOR NOR SOR. 9/2560 dated 27 April 2017, SOR NOR SOR. 12/2561 dated 22 May 2018, SOR NOR SOR. 11/2562 dated 7 May 2019, SOR NOR SOR. 8/2564 dated 20 July 2021, SOR NOR SOR. 10/2566 dated 19 September 2023, BOT. 5/2568 dated 13 February 2025 and BOT. 44/2568 dated 19 September 2025 regarding the Consolidated Supervision Policy, require the Bank to disclose policies on business transactions within the financial business group and risk management policies in relation to business transactions within the financial business group as the compliance guidance to supervise business transactions within the financial business group, which is composed of the Bank and 18 companies (Note 9.7 to the financial statements excluding National ITMX Co., Ltd., BCI (Thailand) Co., Ltd., Sahaviriya Steel Industries Plc. and Search Engine Optimization Co., Ltd.) in terms of common standards and procedures in alignment to the BOT's consolidated supervision policy. The policies on business transactions within the financial business group and risk management policies in relation to business transactions within the financial business group had been approved by the Bank's Board of Directors and reviewed at least once a year. The policies cover types of transaction, rules and regulations for business transactions, the ratio of business transactions within the financial business group, capital requirements of the financial business group and other related operating procedures. Business transactions within the group are conducted in the same manner as to the public with contract entitled by law and follow the Bank's corporate governance policy.

In cases of the Bank having business transactions with a company within the financial business group in which such company is deemed to be the Bank's business unit, the Bank will follow the lenient business transaction guideline as provided by BOT.

#### 9.40 Others

9.40.1 The Bank has certain defaulting debtors in relation to convertible preferred shares sale and purchase agreement and lending facilities with the outstanding principal amounts according to the related sale and purchase agreements and facilities agreements, as of 31 December 2025 totaling Baht 8,748 million, exclusive of the default interests. In this regard, for such outstanding principal amounts, the Bank has fully made an allowance for expected credit losses according to the BOT's criteria and it is currently in the execution process according to the orders of the Civil Court and the Bankruptcy Court.

In addition, such debtors together with other defendants were connected to a lawsuit of the Office of the Attorney General which was submitted to the Criminal Division for Persons Holding Political Positions of the Supreme Court's (the "Supreme Court"). The Supreme Court had ordered an acceptance of the complaint on 25 July 2012 and thereafter rendered a judgement on 26 August 2015 that all defendants shall be jointly liable for damages to the Bank. The Bank had submitted a letter to the Office of the Attorney General requesting the Department of Legal Execution, the Office of the Attorney General to execute a judgement for the Bank. In January 2016, the Office of the Attorney General had submitted a motion to the Supreme Court requesting for a writ of execution for appointing the executing officers and the Supreme Court ordered and appointed the executing officers. In this respect, the Bank had notified the public prosecutor of the result of a search for all judgment debtors' property. On 5 October 2016, the public prosecutor of the Department of Special Litigation arranged a meeting for representatives from the BOT, the Anti-Money Laundering Office ("AMLO") and the Bank to consider the issues regarding the legal execution of the Supreme Court's judgement and to coordinate and exchange information. Each party will legally exercise its authority and the Supreme Court's order to enforce all defendants for the best interest of the Bank's benefits and legal rights.

On 17 August 2017, a defendant of the criminal case of the Persons Holding Political Positions, who was not a defaulting debtor of the civil case, had made a payment of Baht 1,636 million to the Bank for payment of partial damages according to such criminal case. The Bank accepted the payment and recorded such payment as other revenue from a lawsuit compensation, as well as issuing a letter to such defendant demanding for payment of the remaining damages together with all relevant defendants to the Bank according to such judgement.

At present, judgments of the criminal case, other bankruptcy and civil cases have been enforced for confiscation execution of the mortgaged collaterals according to the preferred mortgage in the Bank's civil case for public auction. The court has issued an order for the Bank to receive debt payment as a mortgagee from such mortgaged collaterals according to an application for repayment of debt for the mortgaged debt submitted by the Bank. Thereafter, on 17 October 2018, the Legal Execution Department made an announcement for public auction and managed the proceedings of public auction for the mortgaged collaterals; whereby, a third party was the successful bidder for Baht 8,914 million. In 2019, the Bank has received the net amount of Baht 3,899 million from the Legal Execution Department for the mortgaged collaterals according to the preferred mortgage which were sold under the criminal case. The Bank exercised the right pursuant to Thai laws by deducting fees and litigation expenses of the Bank for Baht 1 million, and the remaining amount of Baht 3,898 million after the Legal Execution Department's deduction of expenses was considered as interest payment according to the judgment of the Bank's civil case. In this respect, on 25 September 2019, a defendant of the criminal case has filed a civil lawsuit against the Bank for taking the lawsuit amount to be recorded as the damages pursuant to the judgment of such criminal case in which the Bank submitted defending response, the Bank's action affirming. On 23 September 2022, the civil court has dismissed the civil case.

In 2020, the Bank had received net payment from the Legal Execution Department for the mortgaged collaterals which had been sold in other bankruptcy cases in the amount of Baht 3,524 million. The Bank exercised the right pursuant to Thai laws by deducting expenses in relation to auction announcement of Baht 0.02 million, and the remaining amount of Baht 3,524 million was considered as interest payment according to the judgement of the Bank's civil case. For other civil cases, currently, the Bank has received the net amount of Baht 1,223 million from the Legal Execution Department for the mortgaged collaterals according to the preferred mortgage which were sold under civil cases. The Bank exercised the right pursuant to Thai laws by deducting for interest in the amount of Baht 1,223 million according to the judgement of the Bank's civil case. On July 8, 2020, the Legal Execution Department made an announcement of public auction for the remaining 1 plot of land from the collateral in a criminal case, and managed the proceedings of public auction for such mortgaged collateral; whereby, a third party was the successful bidder for Baht 7.29 million, the buyer placed a bid deposit in full. The Bank received a net amount of Baht 7.06 million, which the Bank has exercised its legal right to considered as interest payment according to the Bank's civil judgement.

For the Bank's civil case, whereby the Bank was a plaintiff suing for the foreclosure of such mortgaged collaterals, the Civil Court had rendered a judgement in favor of the Bank to receive full payment of debt according to the grounds of the lawsuit together with interest on 28 September 2017. Thereafter, on 31 October 2018, the Appeal Court had issued an appointment for the hearing of judgement, which upheld the judgement of the Civil Court. The defendant had filed a petition to the Supreme Court on 25 December 2018 and the Bank had filed an answer against such defendant's petition on 25 February 2019. Currently, the Supreme Court had rendered a judgement on 5 May 2020 which upheld the judgement of the Court of Appeal.

9.40.2 In 2010, the Bank lent a company USD 96 million (Baht 2,885 million), for which an investment in the ordinary shares of a foreign financial institution was pledged as collateral. Although these shares, accounting for 50 percent of such financial institution's authorised shares capital, were under the Bank's name, the Bank had no control over this financial institution. The Bank received full repayment of the loan under the contract in July 2011 but had not yet transferred such pledged ordinary shares back to the company because the company must first seek a financial institution to be a new investor of such financial institution. In 2023, the Bank deposited the property as certificate of ordinary shares of the foreign financial institution to the deposit of property office, and the Company take the property in deposit from the deposit of property officer in 2024. Currently, the Company is on the process of changing shareholder name.

9.40.3 The Bank is in the process of closing Mumbai Branch India. The assets, liabilities and operating performance of such branch is not material to the Bank's financial statements.

#### 9.41 Events after the reporting period

On 25 February 2026, the Board of Directors passed a resolution to propose the payment of a dividend, at a rate of Baht 2.8245 per share to the preferred shareholders and at a rate of Baht 2.6700 per share to the ordinary shareholders, totaling Baht 37,332 million, to the Annual General Meeting of Shareholders for consideration and approval. On 27 November 2025, the Bank paid the interim dividend from the first half-year operating result of 2025 to the preferred shareholders and the ordinary shareholders of the Bank at the rate of Baht 0.43 per share, totaling of Baht 6,012 million. Accordingly, the remaining dividend to be paid under the resolution of this shareholders' meeting is at a rate of Baht 2.3945 per share to the preferred shareholders and at a rate of Baht 2.2400 per share to the ordinary shareholders, totaling Baht 31,320 million.

#### 9.42 Approval of the financial statements

These financial statements were authorised for issue by the Board of Directors 25 February 2026.

## Attachment 1 Details of directors and executives

### Brief Biography of Board of Directors (as at 31 December 2025)

#### 1. Mr. Lavaron Sangsnit

##### Chairman

Age 58

Appointed: Director

21 December 2020

Appointed: Chairman

11 October 2023

##### Education

- M.S. (Economic Policy and Planning), Northeastern University, USA
- Bachelor of Economics, Chulalongkorn University

##### Training Program

- Class 58, National Defence Course, The National Defence College
- Class 205/2015, Director Certification Program (DCP), IOD
- Class 1/2023, Executive Training Program on Administrative Justice, Foundation for Research and Development of the Administrative Justice System (FRDA)
- Class 10 Year 2022, The Rule of Law for Democracy, College of the Constitutional Court
- Class 12/2018, Top Executive Program in Energy Literacy, Thailand Energy Academy
- Class 25/2017, Top Management Program, Capital Market Academy, The Stock Exchange of Thailand
- Class 7, Executive Program in Public Administration, Office of the Civil Service Commission (OCSC)
- Year 2021, Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2022, Cyber Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2023, Cyber Security Awareness Program, Krungthai Bank PCL by guest speaker

Number of Shares in company None

% of Shares in company None

(not changed since 1 January 2025)

Family Relationship with Director and Executive Officer None

Other Position as at 31 December 2025

Positions in Other Listed Companies 1 Listed Company

Jun. 2025 - Present Chairman, Thai Airways PCL.

Positions in Non-Listed Companies 6 Non-Listed Companies

2023 - Present	Permanent Secretary, Ministry of Finance
2023 - Present	Director, The Securities and Exchange Commission
2023 - Present	Chairman, Office of Insurance Commission (OIC)
2023 - Present	Chairman, Government Pension Fund
2023 - Present	Director, Anti-Money Laundry Committee
2021 - Present	Chairman, The Government Lottery

##### Experience

2023 - Apr. 2025	Director, Member of the Nominating Committee and Member of the Remuneration Committee, PTT PCL.
2022 - 2023	Director-General, The Revenue Department
2021 - 2023	Director and The Corporate Governance and Sustainability Committee, Global Power Synergy PCL
2020 - 2022	Director-General, The Excise Department
2018 - 2021	Director and Chairman of the Board of Executive Directors, Aeronautical Radio of Thailand Ltd.
2018 - 2021	Director, Tobacco Authority of Thailand
2018 - 2020	Director-General, The Fiscal Policy Office
2018 - 2020	Chairman, Deposit Protection Agency
2018 - 2020	Board Member, Capital Market Supervisory Board, The Securities and Exchange Commission
2018 - 2020	Director, Bank of Thailand
2018 - 2020	Member of the Financial Institutions Policy Committee, Bank of Thailand
2016 - 2020	Director and Chairman of the Risk Management Committee, Krungthai Asset Management PCL

#### 2. Mr. Krairit Euchukanonchai

##### Vice Chairman

Chairman of the Board of Executive Directors

Chairman of the Risk Oversight Committee

Age 70

Appointed: Director

15 October 2015

Appointed: Vice Chairman

14 January 2016

##### Education

- Master of Business Administration (Finance and Banking), North Texas State University, USA
- Bachelor of Science, Chulalongkorn University

##### Training Program

- Class 16/2007, Role of the Chairman Program (RCP), IOD
- Class 59/2005, Director Certification Program (DCP), IOD
- Top Executive Program in Energy Literacy, Thailand Energy Academy
- Year 2021, Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2022, Cyber Security Awareness Program, Krungthai Bank PCL by guest speaker



- Year 2023, Cyber Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2024, ESG - Related Risk Training Session, Krungthai Bank PCL by guest speaker
- Study, seminars, and field trips with external agencies

Number of Shares in company None

% of Shares in company None

(not changed since 1 January 2025)

Family Relationship with Director and Executive Officer None

Other Position as at 31 December 2025

Positions in Other Listed Companies 1 Listed Company

2014 - Present Independent Director, Chairman of Audit and Risk Committee, Advanced Info Service PCL

Positions in Non-Listed Companies 4 Non-Listed Companies

2020 - Present Honorary Director (Finance), Office of Insurance Commission (OIC)

2020 - Present Chairman, Infinitas by Krungthai Co., Ltd.

2014 - Present Director, Advanced Wireless Network Co., Ltd.

2000 - Present Chairman, V.Group Honda Cars Co., Ltd. and affiliated companies

Experience

2021 - Nov. 2025 Chairman and Chairman of the Independent Director Committee, PTT Exploration and Production PCL

2021 - Jun. 2025 Honorary Director, The Securities and Exchange Commission

2018 - 2020 Chairman and Chairman of the Independent Director Committee, PTT PCL

2017 - 2019 Chairman, Mass Rapid Transit Authority of Thailand

2011 - 2012 Director and Member of the Audit Committee, PTT PCL

2011 - 2012 Director, PTT Exploration and Production PCL

2006 - 2012 Chairman and Chairman of the Risk Management Committee, Krung Thai Asset Management PCL

2001 - 2011 Director and Member of the Investment Committee, Siam Commercial New York Life Insurance PCL

### 3. Ms. Phongsaward Neelayodhin

Director

Independent Director

Chairman of the Audit Committee

Member of the Corporate Governance and Sustainability Committee

Age 58

Appointed: Director

4 April 2025

Education

- Bachelor of Laws, Thammasat University

Training Program

- Class 63, National Defence Course, The National Defence College

- Class 189/2022, Director Accreditation Program (DAP), IOD

- Class 82, The Civil Service Executive Development Program; Visionary and Moral Leadership, Office of the Civil Service Commission

- Class 6, Executive Program in Budgeting, Budget Bureau

- Class 5, Executive Program in Legal Literacy, Office of the Council of State

- Spokesman Program, Office of the Prime Minister

- Class 1, Advanced Legal Administration Program, Lawyers Council of Thailand Under the Royal Patronage

- Class 1, Human Rights Executive Program, Rights and Liberties Protection Department

- Class 20, Top Executive Program in Energy Literacy, Thailand Energy Academy

Number of Shares in company None

% of Shares in company None

(not changed since 4 April 2025)

Family Relationship with Director and Executive Officer None

Other Position as at 31 December 2025

Positions in Other Listed Companies 1 Listed Company

2023 - Present Independent Director and Chairman of the Enterprise Risk Management Committee, PTT PCL

Positions in Non-Listed Companies 11 Non-Listed Companies

Oct. 2025 - Present Director, The Government Lottery

2022 - Present Permanent Secretary, Ministry of Justices

2022 - Present Chairman, The Inspection of Assets based on The Narcotics Codes, Ministry of Justices

2022 - Present President, Thailand Arbitration Center (THAC)

2022 - Present Director, Thailand Institute of Justice (Public Organization)

2022 - Present Director, Office of the Narcotics Control Board

2022 - Present Director, National Justice Administration Development Commission

2022 - Present Director, Anti-Money Laundry Committee

2020 - Present Director, The National Reform Committee in Public Administration, Office of the National Economic and Social Development Council

2019 - Present Expert Member of the Pariyattidhamma Education Committee

2018 - Present Council of State No.2, Office of the Council of State

**Experience**

2022 - 2023	Director, Aeronautical Radio of Thailand Ltd.
2021 - 2023	Director, Airports of Thailand PCL
2020 - 2023	Director, Expressway Authority of Thailand (EXAT)
2020 - 2022	Acting Director of Strategic Transformation Office (STO)
2017 - 2022	Deputy Secretary-General of the Council of State, Office of the Council of State (OCS)

**4. Mr. Teerapong Wongsiwawilas****Director****Independent Director****Member of the Audit Committee****Chairman of the Nomination and Remuneration Committee****Member of the Compliance Committee**

Age 61

**Appointed:**

21 December 2020

**Education**

- Bachelor of Laws, Thammasat University

**Training Program**

- Class 57, National Defence Course, The National Defence College
- Class 13/2022, Board Nomination and Compensation Program (BNCP), IOD
- Class 6/2022, Director Leadership Certification Program (DLCP), IOD
- Class 246/2017, Director Certification Program (DCP), IOD
- Class 8, Senior Executive Program, The office of the Civil Service commission
- Class 12, Public Law and Management, King Prajadhipok's Institute
- Year 2021, Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2022, Cyber Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2023, Cyber Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2024, ESG - Related Risk Training Session, Krungthai Bank PCL by guest speaker

Number of Shares in company None

% of Shares in company None

(not changed since 1 January 2025)

Family Relationship with Director and Executive Officer None

Other Position as at 31 December 2025

**Positions in Other Listed Companies 1 Listed Company**

2022 - Present	Independent Director, Chairman of the Audit Committee and Chairman of the Nominating and Remuneration Committee, PTT Exploration and Production PCL
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**Positions in Non-Listed Companies 4 Non-Listed Companies**

Aug. 2025 - Present	Council of State No.5 (Industrial and Energy Law), Office of the Council of State
Mar. 2025 - Present	Chairman of the Audit Committee for Vetting Draft Laws and Subordinate Legislation Proposed to the Cabinet, Group 3 (Independent Agencies and State Enterprises Sector/Aspect)
2024 - Present	Public Sector Audit and Evaluation Committee (Qualified Commissioner in Administration and Planning Management) in Public Sector Audit and Evaluation Committee (PAEC)
2024 - Present	Head of Legal Working Group of Broadcasting and Telecommunications Research and Development Fund for Public Interest

**Experience**

2022 - Aug. 2025	Council of State No.7 (Natural Resources and Environment Law), Office of the Council of State
2023 - 2024	Chairman, MCOT PCL
2022 - 2024	Honorable Executive Director of the Judicial Administration (Administration and Management), Court of Justice
2022 - 2024	Executive Committee of the Broadcasting and Telecommunications Research and Development Fund for Public Interest
2022 - 2024	Permanent Secretary, The Office of the Permanent Secretary
2022 - 2023	Director and Chairman of the Audit Committee, Mass Rapid Transit Authority of Thailand
2019 - 2023	Honorable Special Investigation Committee (Law), Department of Special Investigation, Ministry of Justice
2021 - 2022	Government Official Advisor to Prime Minister
2020 - 2022	Committee member of the Political Reform of the Thailand's National Reform, Office of the National Economic and Social Development Council
2019 - 2021	National Science and Technology Development Committee, National Science and Technology Development Agency
2017 - 2021	Independent Director and Member of the Audit Committee, Bangchak Corporation PCL
2017 - 2021	Secretary-General to the Cabinet, The Secretariat of the Cabinet

## 5. Prof.Dr. Kittipong Kittayarak

Director

Chairman of the Corporate Governance and Sustainability Committee

Member of the Compliance Committee

Age 67

Appointed:

24 July 2014

Education

- Honorary Doctorate Degree, Radboud University, Netherlands
- Doctor of the Science of Laws (J.S.D.), Stanford University, USA (Fulbright Scholarship)
- Master of Laws (LL.M.), Harvard University, USA (Fulbright Scholarship)
- Master of Laws (LL.M.), Cornell University, USA (OCSC Scholarship)
- Barrister-at-Law, Institute of Legal Education Thai Bar Association
- Bachelor of Laws (Honors), Chulalongkorn University

Training Program

- Class 49, National Defence Course, National Defence College
- Class 112/2014, Director Accreditation Program (DAP), IOD
- Class 18/2015, Advanced Audit Committee Program (AACP), IOD
- Class 1/2013, Certificate in Law for Democracy, Office of the Constitutional Court
- Class 1/2012, Top Executive Program in Energy Literacy, Thailand Energy Academy
- Class 8/2009, Top Management Program, Capital Market Academy, The Stock Exchange of Thailand
- Class 10/2006, Top Executive Program in Justice Administration, Judicial Training Institute
- Class 5/2001, Politics and Governance in Development Systems or Executive Course, King Prajadhipok's Institute
- Year 2018, Cybersecurity, Cyber Resilience & Privacy Risk in the Era of Digital Transformation, ACIS Professional Center
- Year 2020, Cyber Resilience Program, Bank of Thailand
- Year 2021, Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2022, Cyber Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2023, Cyber Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2024, ESG - Related Risk Training Session, Krungthai Bank PCL by guest speaker

Number of Shares in company None

% of Shares in company None

(not changed since 1 January 2025)

Family Relationship with Director and Executive Officer None

Other Position as at 31 December 2025

Positions in Other Listed Companies 4 Listed Companies

2021 - Present	Chairman of the Independent Committee, Chairman of the Audit and Risk Management Committee and Chairman of the Corporate Governance and Sustainable Development Committee, Charoen Pokphand Foods PCL
2021 - Present	Independent Director, Member of the Nomination and Remuneration Committee and Chairman of the Corporate Governance and Sustainability Committee, True Corporation PCL
2021 - Present	Independent Director, CP ALL PCL
2016 - Present	Independent Director and Member of the Nomination, Remuneration and Corporate Governance Committee, Dusit Thani PCL

Positions in Non-Listed Companies 11 Non-Listed Companies

Oct. 2025 - Present	Criminal Procedure Code Revision Committee, The Office of the Council of State
Jan. 2025 - Present	Chairman, Thailand Institute of Justice (Public Organization)
2021 - Present	Private Sector Collective Action against Corruption Committee
2019 - Present	Vice Chairman, Thai Red Cross Society's Organ Donation
2019 - Present	Chancellor of the King Mongkut's Institute of Technology Ladkrabang
2018 - Present	Committee, Ramathbodi Foundation Under the Royal Patronage of His Majesty the king, Her Royal Highness Princess Maha Chakri Sirindhorn
2017 - Present	Executive Director and Vice Chairman, Friend in Need (of "PA") Volunteers Foundation, Thai Red Cross
2016 - Present	Adjunct Professor, Faculty of Law, Chulalongkorn University
2014 - Present	Chairman, Bangkok University Council
2011 - Present	Executive Director and Chairman (Thailand Branch), ASIA Crime Prevention Foundation (ACPF) (Consultative Status with ECOSOC)
2006 - Present	Executive Director, Bajrakitiyabha Fund for Legal Education

**Experience**

2021 - Aug. 2025	Governor and Chairman of Sustainable Subcommittee, Member of the Audit Subcommittee, Member of the Law Subcommittee, Member of the Disciplinary Subcommittee, The Stock Exchange of Thailand
2022 - Jan. 2025	Advisor, Thailand Institute of Justice (Public Organization)
2023 - 2024	Member of the Board of Committee, Thai Bar Association
2018 - 2022	Director, Chakri Naruebodindra Medical Institute and Ramathibodi Chakri Naruebodindra Hospital
2015 - 2021	Executive Director, Thailand Institute of Justice (Public Organization)
2014 - 2021	Director of the Civil Service Sub-commission on Human Resource Management System Development, Office of the Civil Service Commission
2014 - 2021	Director, consider improvement on the Code of Criminal Procedure, Office of the Council of State
2014 - 2021	Independent Director and Chairman of the Corporate Governance Committee, PTT PCL
2010 - 2021	Member of the Board of Committee, Thai Bar Association
2018 - 2020	Vice-President of the Mahidol University Council
2009 - 2020	Member of Mahidol University Council

**6. Gen. Nimit Suwannarat****Director****Independent Director****Chairman of the Compliance Committee****Member of the Nomination and Remuneration Committee****Member of the Risk Oversight Committee**

Age 54

**Appointed:**

15 January 2024

**Education**

- Master of Political Science (International Relations), Chulalongkorn University
- Master of Science in Electrical Engineering (Communications and Signal Processing), University of Minnesota, Minnesota, USA
- Bachelor of Science in Electrical Engineering, Virginia Military Institute, Virginia, USA

**Training Program**

- Class 216/2016, Director Certification Program (DCP), IOD
- Director's Briefing - Corporate Strategy beyond the Crisis, a Chairman/Board Perspective, Bain & Company, Inc.
- Public Key Infrastructure (Certification Authority, Digital Signature) Course, NECTEC Ottawa, Canada
- Electronic Commerce Course, General Electronic Commerce (GEC) Orlando, Florida, USA
- Computer Emergency Response Team, NECTEC Carnegie Mellon, Pittsburgh, Pennsylvania, USA
- National Crisis Management Course, APCSS, Honolulu, Hawaii, USA
- Class 83, Command and General Staff Officer Course (CGSOC), Command and General Staff College, Royal Thai Army
- Joint War Course, Joint War College
- Class 2, Intermediate Certificate course of Young Leadership in Democratic Governance, King Prajadhipok's Institute
- Year 2024, ESG - Related Risk Training Session, Krungthai Bank PCL by guest speaker

**Number of Shares in company** None**% of Shares in company** None

(not changed since 1 January 2025)

**Family Relationship with Director and Executive Officer** None**Other Position as at 31 December 2025****Positions in Other Listed Companies** 2 Listed Companies

2023 - Present	Independent Director, Thaicom PCL
2023 - Present	Independent Director, Chairman of the Corporate Governance and Sustainability Committee and Member of the Audit Committee, PTT Global Chemical PCL

**Positions in Non-Listed Companies** 2 Non-Listed Companies

Jul. 2025 - Present	Independent Director, AI and Robot Ventures Co., Ltd.
Jul. 2025 - Present	Chairman, Xsense Information Service Co., Ltd.

**Experience**

2021 - 2023	Special Advisor, Office of The Permanent Secretary for Defence
2019 - 2023	Advisor to the Prime Minister
2014 - 2023	Independent Director, Member of the Risk Management Committee and Member of the Corporate Governance and Sustainability Committee, PTT Exploration and Production Pcl.
2018 - 2021	Deputy Chief of Office, Office of Military Affairs Coordination to the Ministry of Foreign Affairs, Office of Policy Planning Ministry of Defence, Ministry of Defence

## 7. Mr. Virasak Sutanthavibul

Director

Chairman of the Independent Committee

Executive Director

Member of the Risk Oversight Committee

Age 68

Appointed:

7 April 2023

Education

- M.E., Texas A&M University, Texas, USA
- Bachelor of Engineering, Chulalongkorn University

Training Program

- Class 58/2024, Role of the Chairman Program (RCP), IOD
- Class 4/2023 Hot Issue for Director: Climate Governance, IOD
- Class 21/2003, Director Accreditation Program (DAP), IOD
- Class 18/2005, The Joint State - Private Sectors, The National Defence College
- Class 10/2010, Top Management Program, Capital Market Academy, The Stock Exchange of Thailand
- Class 1/2012, Top Executive Program in Energy Literacy, Thailand Energy Academy
- Class 17/2012-2013, Top Executive Program in Justice Administration, Judicial Training Institute
- Class 2/2015, Completion and Graduation Pin, Institute of Business and Industrial Development (IBID)
- Class 2/2018, Business Revolution and Innovation Network (BRAIN), The Federation of Thai Industries
- Advanced Management Program, Harvard University, USA
- Financial Institution for Private Enterprise Development, Harvard University, USA
- Year 2023, Cyber Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2024, ESG - Related Risk Training Session, Krungthai Bank PCL by guest speaker

Number of Shares in company None

% of Shares in company None

(not changed since 1 January 2025)

Family Relationship with Director and Executive Officer None

Other Position as at 31 December 2025

Positions in Other Listed Companies 4 Listed Companies

2024 - Present	Independent Director, Member of the Audit Committee and Member of the Nomination and Remuneration Committee, Nirvana Development PCL
2023 - Present	Independent Director and Chairman of the Audit Committee, Super Energy Corporation PCL
2016 - Present	Independent Director, Chairman of the Audit Committee and Member of the Nomination and Remuneration Committee, Thai Plaspac PCL
2004 - Present	Independent Director, Chairman of the Audit Committee and Chairman of the Risk Management Committee, T.Krungthai Industries

Positions in Non-Listed Companies 1 Non-Listed Company

May 2025 - Present	Chair of Governors, Mill Hill International School Thailand
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Experience

2020 - 2024	Independent Director, Chairman of the Nomination and Remuneration Committee and Member of the Audit Committee, Food Moments PCL
2021 - 2024	Independent Director, Member of the Audit Committee and Member of the Nomination and Remuneration Committee, Nirvana Development PCL
2021 - 2023	Director, Asia Lamp Industry Co., Ltd.
2021 - 2023	Director, Thai Indo Kordsa Co., Ltd.
2019 - 2023	Director, New Paradigm Co., Ltd.
2016 - 2023	Director, Bualuang Ventures Co., Ltd.
2019 - 2020	Independent Director, Chairman of the Audit Committee and Member of the Risk Management Committee, NFC PCL
2005 - 2020	Independent Director Chairman of the Corporate Governance and Sustainability Committee and Director of the Remuneration and Nomination Committee, Bangkok Insurance PCL
1997 - 2020	Senior Executive Vice President, Bangkok Bank PCL

## 8. Mr. Thanwa Laohasiriwong

Director

Member of the Nomination and Remuneration Committee

Member of the Risk Oversight Committee

Chairman of the Labor Relations Committee

Age 60

Appointed:

26 January 2016

Education

- Bachelor of Engineering (Computer), King Mongkut's Institute of Technology Ladkrabang

Training Program

- Class 60, National Defence Course, National Defence College
- Class 2/2023, Hot Issue for Director: Climate Governance, IOD
- Class 9/2023, Director Leadership Certification Program (DLCP), IOD
- Class 13/2021, Board Nomination and Compensation Program (BNCP), IOD
- Class 45/2019, Role of the Chairman Program (RCP), IOD
- Class 2/2017, Boardroom Success through Financing and Investment (BFI), IOD
- Class 2/2016, Driving Company Success with IT Governance (ITG), IOD
- Class 20/2015, Advanced Audit Committee Program (AAP), IOD
- Class 1/2015, Ethical Leadership Program (ELP), IOD
- Class 22/2014, Successful Formulation & Execution of Strategy (SFE), IOD
- Class 10/2004, Finance for Non-Finance Directors (FND), IOD
- Class 43/2004, Director Certification Program (DCP), IOD
- Class 3/2024, Empowering Boards: Enhancing Governance, Standards, and Financial Insights, The Securities Exchange of Thailand (SET) & IOD

- Year 2001, IBM/Harvard Management Development Program
- Year 1998, IBM/INSEAD Management Development Program
- Class 4/2016, Environmental Governance for Executive Officer, Department of Environmental Quality Promotion (DEQP), Ministry of Natural Resources and Environment
- Year 2018, Cybersecurity, Cyber Resilience & Privacy Risk in the Era of Digital Transformation, ACIS Professional Center
- Class 20/2019, Corporate Governance for Director and Top Management of State Owned Enterprise and Public Organization Course, Public Director Institute (PDI), King Prajadhipok's Institute
- Class 13/2019, Top Executive Program in Energy Literacy, Thailand Energy Academy
- Class 3/2019, Executive Program on Rule of Law and Development (RoLD), Thailand Institute of Justice (TIJ)
- Class 30/2020, Top Management Program, Capital Market Academy, The Stock Exchange of Thailand
- Year 2020, Cyber Resilience Program, Bank of Thailand
- Year 2021, Cyber Resilience Program, Bank of Thailand
- Year 2021, Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2022, Cyber Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2023, Cyber Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2024, ESG - Related Risk Training Session, Krungthai Bank PCL by guest speaker
- Class 14 Year 2024, Advanced Political and Electoral Development Program, Office of the Election Commission of Thailand
- Class 13/2025, Advanced Insurance Program, Office of Insurance Commission (OIC)

Number of Shares in company None

% of Shares in company None

(not changed since 1 January 2025)

Family Relationship with Director and Executive Officer None

Other Position as at 31 December 2025

Positions in Other Listed Companies 2 Listed Companies

2023 - Present	Independent Director and Chairman of the Audit Committee, PTT Global Chemical PCL
2023 - Present	Chairman and Independent Director, LTMH PCL

Positions in Non-Listed Companies 1 Non-Listed Company

2020 - Present	Member of the Support Research and Innovation Administration Committee, National Research Council of Thailand (NRCT)
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#### Experience

2018 - May 2025	Advisor of Investment Committee, BCPG PCL
2014 - Apr. 2025	Independent Director, Chairman of the Audit Committee and Member of the Nominating and Remuneration Committee, TPBI PCL
2020 - Jan. 2025	Director and Member of the Audit Committee, Relationship Republic Co., Ltd.

2022 - 2023	Independent Director, Member of the Audit Committee and Member of the Corporate Governance and Sustainable Development Committee, Global Green Chemicals PCL
2021 - 2022	Independent Director, Supamitr General Hospital PCL
2019 - 2020	Independent Director and Member of the Audit Committee, Stage Railway of Thailand

## 9. Mr. Attapol Attaworadej

Director

Executive Director

Member of the Corporate Governance and Sustainability Committee

Age 52

Appointed:

7 April 2023

#### Education

- Master of Laws, Ramkhamhaeng University
- Bachelor of Laws, Ramkhamhaeng University

#### Training Program

- Class 330/2022, Director Certification Program (DCP), IOD
- Class 35/2025, Top Management Program, Capital Market Academy, The Stock Exchange of Thailand
- Graduate Diploma Program in Business Law (Law and Risk Management), Thammasat University
- Class 80, The Civil Service Executive Development Program, Office of the Civil Service Commission (OCSC)
- Class 11, Senior Executive Development Program, Office of the Civil Service Commission (OCSC)
- Class 12, Anti-Corruption Strategic Management for Senior Executives, Office of the National Anti-Corruption Commission
- Year 2023, Cyber Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2024, ESG - Related Risk Training Session, Krungthai Bank PCL by guest speaker

Number of Shares in company None

% of Shares in company None

(not changed since 1 January 2025)

Family Relationship with Director and Executive Officer None

Other Position as at 31 December 2025

Positions in Other Listed Companies None

Positions in Non-Listed Companies 5 Non-Listed Companies

Oct. 2025 - Present Deputy Permanent Secretary,

Ministry of Finance

2022 - Present Legal Subcommittee, National Savings Fund

2022 - Present Director, Erawan Hotel PCL

2020 - Present Director, Sukhumvit Asset Management Co., Ltd.

2017 - Present Legal Subcommittee, Neighboring Countries Economic Development Cooperation Agency (Public Organization)

**Experience**

2024 - Sep. 2025	Inspector General, Ministry of Finance
2023 - 2024	Fiscal Adviser, Office of the Permanent Secretary
2019 - 2023	Deputy Director General, Fiscal Policy Office
2019 - 2023	Chairman of the Legal Subcommittee, Specialized Financial Institutions Development Fund
2023	Director, Government Housing Bank
2020 - 2021	Director, CAT Telecom PCL
2019 - 2021	Chairman, Secondary Mortgage Corporation

**10. Mr. Pinsai Suraswadi****Director****Member of the Corporate Governance and Sustainability Committee****Member of the Compliance Committee**

Age 54

**Appointed:**

15 January 2024

**Education**

- Master of Science in Economics, University of Glasgow, UK
- Bachelor of Economics, Chulalongkorn University
- Bachelor of Laws, Ramkhamhaeng University
- Bachelor of Accountancy, Sukhothai Thammathirat Open University

**Training Program**

- Class 66, National Defence Course, The National Defence College
- Class 384/2025, Director Certification Program (DCP), IOD
- Class 7/2022, Director Refreshment Program (Lesson Learnt from Financial Cases: How Board Should React) (RFP), IOD
- TEN X Transformational Executive Network for Exponential Growth, The Thai Chamber of Commerce, Board of Trade of Thailand and The University of the Thai Chamber of Commerce
- Crypto Asset Revolution, Thai Fintech Association (TFA)
- Class 55, Joint War Course, Joint War College
- Class 84, The Civil Service Executive Development Program: Visionary and Moral Leadership, Office of the Civil Service Commission (OCSC)
- Class 11, Financial Executive Development Program, The Thai Institute of Banking and Finance Association
- Year 2024, ESG - Related Risk Training Session, Krungthai Bank PCL by guest speaker

Number of Shares in company None

% of Shares in company None

(not changed since 1 January 2025)

Family Relationship with Director and Executive Officer None

Other Position as at 31 December 2025

Positions in Other Listed Companies None

Positions in Non-Listed Companies 3 Listed Companies

Oct. 2025 - Present Deputy Permanent Secretary, Ministry of Finance

2024 - Present Director, Aeronautical Radio of Thailand LTD

2024 - Present Director, Erawan Hotel PCL

**Experience**

2024 - Sep. 2025	Director - General, The Revenue Department
2022 - 2024	Deputy Permanent Secretary, Ministry of Finance
2023 - 2024	Director, Tobacco Authority of Thailand
2019 - 2024	Director, Thailand Privilege Card Co., Ltd.
2018 - 2023	Principal Advisor on Tax Collection (Banking & Finance Transaction Group), The Revenue Department
2020 - 2021	Director, TOT PCL

**11. Mr. Anan Kaewkumnoed****Director****Independent Director****Member of the Audit Committee****Member of the Corporate Governance and Sustainability Committee**

Age 59

**Appointed: Director**

4 April 2025

**Education**

- Master of Arts (Political Science), Kasetsart University
- Bachelor of Laws, Sukhothai Thammathirat Open University

**Training Program**

- Class 57, National Defence Course, The National Defence College
- Class 19/2024, Top Executive Program in Energy Literacy, Thailand Energy Academy
- Class 1/2023, Administrative justice for Senior Executives, Foundation for Research and Development of the Administrative Justice System Office of the Administrative Courts
- Class 10/2022, The Rule of Law for Democracy, College of the Constitutional Court
- Class 78/2013, The Civil Service Executive Development Program, Office of the Civil Service Commission (OCSC)

Number of Shares in company None

% of Shares in company None

(not changed since 4 April 2025)

Family Relationship with Director and Executive Officer None

Other Position as at 31 December 2025

Positions in Other Listed Companies None

Positions in Non-Listed Companies 8 Non-Listed Companies

Jun. 2025 - Present Director, The Securities and Exchange Commission

Mar. 2025 - Present Qualified Public Prosecutor Commissioner, Public Prosecutor Commission

2024 - Present Director of Budget Bureau

2024 - Present Expert Member of the Judicial Administration Commission

2024 - Present Director, Office of the National Economic and Social Development Council

2024 - Present Director, Institute Council, Director of King Prajadhipok's Institute

2024 - Present Director, Government Pension Fund

2024 - Present Director, Aeronautical Radio of Thailand Ltd.



**Experience**

2024 - Oct. 2025	Director, Port Authority of Thailand
2020 - 2024	Deputy Director of Budget Bureau
2018 - 2020	Advisor of Budget Bureau

**12. Mr. Payong Srivanich**

Chief Executive Officer

(Authorized Signatory Director)

Executive Director

Member of the Risk Oversight Committee

Age 57

**Appointed:**

Chief Executive Officer: 8 November 2016

Renewal the Chief Executive Officer for another term:

8 November 2020 and 8 November 2024

**Education**

- Honorary Doctorate Degree in Business Administration, Khon Kaen University
- MBA, University of Pittsburgh, Pittsburgh, Pennsylvania, USA
- BS in Industrial Engineering, University of Arizona, Tucson, Arizona, USA

**Training Program**

- Class 223/2016, Director Certification Program (DCP), IOD
- Year 2018, Cybersecurity, Cyber Resilience & Privacy Risk in the Era of Digital Transformation, ACIS Professional Center
- Training and Development for High Executive Project, Royal Thai Police
- TIJ Executive Program on the Rule of Law and Development: RoLD 2019, Thailand Institute of Justice (TIJ)
- Year 2021, Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2022, Cyber Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2023, Cyber Security Awareness Program, Krungthai Bank PCL by guest speaker
- Year 2024, ESG - Related Risk Training Session, Krungthai Bank PCL by guest speaker

Number of Shares in company 16,050 Shares

(Personal 12,800 Shares and Spouse 3,250 Shares)

% of Share in company 0.00011%

(not changed since 1 January 2025)

Family Relationship with Director and Executive Officer None

Other Position as at 31 December 2025

Positions in Other Listed Companies 1 Listed Company

2021 - Present	Independent Director and Chairman of the Nominating Committee, PTT PCL
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Positions in Non-Listed companies 18 Non-Listed Companies

2023 - Present	Committee, Policy Committee to support sports associations from state enterprises and the private sector
2021 - Present	Director, Board of Special Economic Development Policy

2021 - Present	Director, Steering Committee Friends in need of ("PA") 2021
2021 - Present	Advisor, Executive Director of Global Compact Network Thailand Association
2021 - Present	Director, KTB Advisory Co., Ltd.
2020 - Present	Chairman, Thai Bankers' Association
2020 - Present	Private Sector Committee, Board of the Office of SMEs Promotion, The Office of SMEs Promotion
2020 - Present	Director, National Strategic Committee, Office of the National Economic and Social Development Council
2020 - Present	Director, Eastern Economic Corridor (EEC) Policy Committee, Eastern Economic Corridor (EEC)
2020 - Present	Director, Commission Policy on Private Participation in State Affairs, State Enterprise Policy Office
2020 - Present	Committee, The Board of Anti-Corruption Organization of Thailand Foundation, Anti-Corruption Organization of Thailand Foundation
2020 - Present	Director, Payment Systems Committee (PSC), Bank of Thailand
2020 - Present	Board Member, Thailand Board of Investment (BOI)
2020 - Present	Chairman, National Digital ID Co., Ltd.
2020 - Present	Co-Chairmen, The Joint Standing Committee on Commerce, Industry and Banking (JSCCIB)
2020 - Present	Director, The ASEAN Bankers Association (ABA)
2019 - Present	Senior Expert Committee, The National Financial Institution Development Board and Chairman, Development of Database Systems and Information Technology in Public Financial Institutions Subcommittee
2017 - Present	Chairman, National ITMX Co., Ltd.
<b>Experience</b>	
2020 - 2022	Director, Business Advisory of Center for Covid-19 Situation Administration (CCSA), Office of the National Economic and Social Development Council
2020 - 2022	Chairman, Analyze and Propose Economic Management Measures in the Urgent Period Subcommittee under the Executive Committee on Economic Situation Affected by the Coronavirus 2019 Outbreak, Office of the National Economics and Social Development Council
2020 - 2021	Corporate Secretary, Krung Thai Bank PCL

## Details of Top Executives

(as of 31 December 2025)

### 1. Mr. Payong Srivanich

Chief Executive Officer

Age: 57

(Please refer to page 363)

### 2. Mr. Suratun Kongton

Chief Wholesale Banking Officer

Age: 59

Appointed Date:

8 October 2018

Education:

- Master of Public Administration, University of Southern California, USA
- Bachelor of Political Science Public Administration (Public Finance), Chulalongkorn University

Training:

- Anti-Corruption Strategic Management for Top Executives (ACSMSE): 2025
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF): 2025
- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- ESG Leadership, Republic of Finland and Republic of Estonia
- ESG-related Risk Training Session (2024)
- Cyber Security Awareness for Top Executives
- Data Governance and Personal Data Protection Act B.E. 2562 (2019) (PDPA) (2022)
- IFRS9 Quick-Fix and Model Enhancement (2021)
- Workshop: IFRS9 Impairment Project
- National Defence Course, Class 62, National Defence College
- Introduction to Thai Financial Reporting Standards 9 (TFRS 9) (2020)
- Personal Data Protection Act B.E. 2562 (2019): PDPA (Updated) (2020)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2019)
- Reimagining Your Business for the Digital Age (2019)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies: None

Experience:

- |             |   |
|-------------|---|
| 2018 - 2023 | Senior Executive Vice President Group Head - Corporate Banking Group 2, Krungthai Bank PCL. |
| 2019 - 2023 | Director and Chairman of the Risk Management Committee, Dhipaya Group Holdings PCL.         |
| 2019 - 2023 | Director and Chairman of the Risk Management Committee, Dhipaya Insurance PCL.              |
| 2018        | Head of Corporate Banking Group, Bank of Ayudhya, PCL.                                      |
| 2017 - 2018 | Director, Krungsri Securities, PCL.   |
| 2017 - 2018 | Director, General Card Services Co., Ltd.   |
| 2016 - 2017 | Head of Corporate and Investment Banking Group, Bank of Ayudhya, PCL.                       |
| 2012 - 2016 | Executive Vice President and Head of Corporate Banking Group 2, Bank of Ayudhya, PCL.       |

### 3. Mr. Ekachai Techawiriyakul

Chief Risk Officer

Age: 64

Appointed Date:

1 November 2017

Education:

- Master of Business Administration, Thammasat University
- Bachelor of Engineering, Chulalongkorn University

Training:

- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- ESG Leadership, Republic of Finland and Republic of Estonia
- Corporate Survival to Sustainability (2024)
- ESG-related Risk Training Session (2024)
- Risk Management Program for Corporate Leaders (RCL) (2024)
- Cyber Security Awareness for Top Executives
- Data Governance and Personal Data Protection Act B.E. 2562 (2019) (PDPA) (2022)
- Transformative Leadership Program: Executive Session (2021)
- Annual Audit Committee Conference Krungthai Group 2021: AACC 2021
- Top Executive Program in Commerce and Trade (TEPCoT), Class 13 (2020)
- Digital Transformation for CEO (2020)
- Introduction to Thai Financial Reporting Standards 9 (TFRS 9) (2020)
- Power of The Kingdom, Class 5/2019, Chulalongkorn University Executive Program
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2019)

- Identity Determination and Desirable Behavior Management
- Principles for Consideration of Disciplinary Offenses and Examples of Relevant Judgments
- Director Certification Program (DCP) 2018, Institute of Directors (IOD)
- Good Corporate Governance for Top Executives 2017, LEAD Business Institute
- Leaders as Coach (2017)
- Digital Banking & Inspirational Leadership (2016)
- Situational Leadership for Top Leaders (2016)
- Executive Leadership Development Program (ELDP) 2015, Compass Institute, LEAD Business Institute and Cornell University

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies:

1 Company

2019 - Present	Chairman of the Board of Director and Chairman of the Board of Executive Director, Krungthai Mizuho Leasing Co., Ltd.
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Experience:

2021 - 2023	Senior Executive Vice President Group Head - Risk Management Group
2018 - 2021	Senior Executive Vice President Group Head - Corporate Banking Group 1
2017 - 2018	First Executive Vice President Group Head - Corporate Banking Group 1
2017 - 2022	Director, Suvarnabhumi Airport Hotel Co., Ltd.

#### 4. Ms. Saranya Vejakul

Chief Financial, Strategy & Resources Management Officer

Age: 56

Appointed Date:

1 July 2019

Education:

- MBA Executive Program, Chulalongkorn University
- Bachelor of Economics (Accounting), Kasetsart University

Training:

- National Defence Course, Class 67, Academic Year 2024-2025, National Defence College
- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- ESG-related Risk Training Session (2024)

- CFO Certification Program 2023, Federation of Accounting Professions
- CFO Conference 2023, Federation of Accounting Professions
- Financial Business and Important Accounting Items - Insurance Business (Life Insurance), General Insurance Business, Capital Market Business, Asset Management and Lending Business
- Accounting for Derivative Instruments, Hedge Accounting, Intangible Assets, and Cloud Computing
- Sustainable Business Operations and Related Accounting
- Overview of Changes in Financial Reporting Standards and Classification of Investment Items
- Cyber Security Awareness for Top Executives
- CFO's Agenda Transform Finance to Partner (2022)
- Accounting and Tax Perspectives and Practices on Transactions Related to Digital Asset Business (2022)
- Data Governance and Personal Data Protection Act B.E. 2562 (2019) (PDPA) (2022)
- Transformative Leadership Program: Executive Session (2021)
- Mergers and Acquisitions: Strategies, Contracts, Merger and Acquisition Negotiations (2021)
- Top Management Program in Government Fiscal Management (GFM) (2020)
- TFRS 9: Financial Instruments - Hedge Accounting (Advanced Workshop) (2020)
- CFO Focus On Financial Reporting (2019)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies:

2 Companies

2022 - Present	Director, Krungthai XSpring Securities Co., Ltd.
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2020 - Present	Director and Executive Director, Krungthai Panich Insurance PCL.
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Experience:

2019 - 2023	Senior Executive Vice President Group Head, Financial Management Group
2019	Financial Management Advisor to the President
2021 - 2023	Director, KTB Advisory Co., Ltd.
2022	Director, Krungthai Computer Services Co., Ltd.
2010 - 2019	EVP, Head of Financial Planning & Analysis (FP&A), Siam Commercial Bank PCL.

## 5. Mr. Tawatchai Cheevanan

### Chief Product & Business Solutions Officer

Age: 57

Appointed Date:

2 January 2019

Education:

- Master of Business Administration, Seattle University, USA
- Bachelor of Business Administration, Assumption University

Training:

- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF): 2025
- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- Certificate, Capital Market Academy Executive Program (CMA), Class 36, The Stock Exchange of Thailand, 2025
- Academic Seminar: Gartner IT Symposium/Xpo (2024)
- ESG-related Risk Training Session (2024)
- ESG in the Boardroom: The Practical Guide for Board Class 4/2024 Thai Institute of Directors (IODs)
- Board's Roles in Purpose-driven Transition Class 2/2024 Thai Institute of Directors (IODs)
- Innovation Insights, Stanford University and the Silicon Valley, USA
- Cyber Security Awareness for Top Executives
- Transformational Executive Network for Exponential Growth (Ten X) (2022)
- National Defence Course, Class 63, National Defence College
- Master Deal Maker Program, University of Pennsylvania, USA
- Director Certification Program (DCP), IOD
- Banking Institutes Program, Sydney, Australia
- IBM Client Executive Program (CEP) Harvard University, USA

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies:

5 Companies

2023 - Present	Director, Infinitas by Krungthai Co., Ltd.
2019 - Present	Chairman of the Board of Directors, Krungthai Computer Services Co., Ltd.
2019 - Present	Vice Chairman, BCI (Thailand) Co., Ltd.
2019 - Present	Director, InnoSpace (Thailand) Co., Ltd.
2016 - Present	Chairman of the Board of Directors, Cycling Cloud Co., Ltd.

Experience:

2022 - 2025	Independent Director, PTT Oil and Retail Business PCL.
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Krungthai Bank PCL.

2020 - 2023 Senior Executive Vice President Group Head, Global Transaction Banking Group

2019 - 2020 First Executive Vice President Group Head, Global Transaction Banking Group

2019 - 2020 Director, Krungthai IBJ Leasing Co., Ltd.

2017 - 2018 Director and Managing Director, Daingern Dotcom Co., Ltd.

2015 - 2018 Director and Managing Director, ASN Broker PCL.

2015 - 2018 Director and Managing Director, ASN Life Broker Co., Ltd.

## 6. Mr. Pongsit Chaichutpornasuk

### Chief Legal Compliance & Financial Crime Officer

Age: 61

Appointed Date:

1 October 2020

Education:

- Bachelor of Laws, Ramkhamhaeng University

Training:

- Capital Market Academy Executive Program (CMA), Class 34, 2025
- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- Academic Seminar: Gartner IT Symposium/Xpo (2024)
- ESG-related Risk Training Session (2024)
- Innovation Insights, Stanford University and the Silicon Valley, USA
- Cyber Security Awareness for Top Executives
- Transformative Leadership Program: Executive Session (2021)
- Annual Audit Committee Conference Krungthai Group 2021: AACC 2021
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2021)
- Financial Crime Prevention Program (Federal Bureau of Investigation: FBI), USA
- LS Course University of Washington, USA
- IMD Advanced Strategic Management Course
- National Security Management for Top Executives, Class 2
- National Defence Course for the Joint State-Private Sectors, Class 24, The National Defence College
- Ethical Leadership Program (ELP) Batch 11/2018, Thai Institute of Directors Association (IOD)
- Top Executive Program in Energy Literacy, Class 13, Thailand Energy Academy
- Top Executive Program in Justice Administration, Class 24, Judicial Training Institute

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies:

#### 4 Companies

2024 - Present	Director, Krungthai Ventures Co., Ltd.
2022 - Present	Chairman, Innopower Co., Ltd.
2021 - Present	Chairman, Krungthai Law Co., Ltd.
2021 - Present	Director, Krungthai Computer Services Co., Ltd.

#### Experience:

2020 - 2023	Senior Executive Vice President Group Head, Compliance and Legal Management Group Krungthai Bank PCL.
2021	Chairman and Chairman of the Nominating and Remuneration Committee, Krungthai Card PCL
2021	Director, National Telecom PCL
2014 - 2020	Director, TOT PCL
2014 - 2020	Executive Vice President Financial Crime Prevention and Security, Siam Commercial Bank PCL

## 7. Mr. Panabhand Hankijjakul

### Chief Audit Officer

(Appointed as Advisor to the Chief Executive Officer on 1 January 2026)

Age: 62

Appointed Date:

2 March 2020

#### Education:

- Master of Economics, The University of Kansas, USA
- Bachelor of Economics, University of the Thai Chamber of Commerce

#### Training:

- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- Archer Summit 2024, USA
- ESG-related Risk Training Session (2024)
- Diligent One Platform, Singapore (2024)
- Digital Transformation Xponential (DTX) (2024)
- The IIA's International Conference 2023 (IC): Netherlands
- Subsidiary Governance Program (SGP Online), Thai Institute of Directors Association (IOD)
- Third Party Risk Management, Bank of Thailand (BOT)
- Cyber Security Awareness for Top Executives
- Data Governance and Personal Data Protection Act B.E. 2562 (PDPA) (2022)
- Annual Audit Committee Conference Krungthai Group 2022 (AACC 2022)

- Enhancement of Audit Committee Roles (2022)
- Transformative Leadership Program: Executive Session (2021)
- Advanced Audit Committee Program: AACP (2021)
- Director Accreditation Program (DAP)
- Annual Audit Committee Conference Krungthai Group 2021: AACC 2021
- One on One Executive Coaching (2020)
- Introduction to Thai Financial Reporting Standards 9 (TFRS 9) (2020)
- Audit with New Normal (2020)
- Design Thinking: Credit Process to Enhance Productivity-Efficiency (2020)
- Process for Dealing with Phishing Email Cyber Threats (2019)
- Personal Data Protection Act B.E. 2562: PDPA (2019)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) Batch 2 (2019)
- Introduction to Personal Data Protection Act B.E. 2562: PDPA (2019)
- Digital Leadership for Executive (2019)
- Identity Determination and Desirable Behavior Management (2019)
- Fostering Best Corporate Governance Practices (2018)
- Workshop Loan Process (2018)
- Sustainable Krungthai for Sustainable Risk Management (2018)
- Cyber Security Awareness (2018)
- Leadership Performance Development (2017)
- Behavioral Economics for Financial Institution Managers (2017)
- Annual Audit Committee AACC (2017)
- Thailand 4.0: Drive Organizations to Success (2017)
- Leaders as Coach (2017)
- Leadership Development Program for Executive (2016)
- Dealing with Fintech (2016)
- Credit Rating Workshop (2016)
- Executive Brand Solicitation, Krungthai Bank PCL. (2016)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies: None

#### Experience:

	Krungthai Bank PCL.
2022 - 2023	Senior Executive Vice President Group Head, Internal Audit Group
2020 - 2022	First Executive Vice President Group Head, Internal Audit Group
2014 - 2020	Executive Vice President Sector Head, Credit Risk Management Sector, Risk Management Group

## 8. Mr. Suripong Tantiyanon

### Chief Retail Banking Officer

Age: 52

Appointed Date:

2 January 2024

Education:

- Master of Business Administration, Western Illinois University, USA
- Bachelor of Political Science, Chulalongkorn University

Training:

- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF): 2025
- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- Academic Seminar: Gartner IT Symposium/Xpo (2024)
- Advanced Leadership Program (Leading Visa Forward program), Insead (2022)
- Senior Executive Program, Wharton, University Pennsylvania (2012)
- Advanced Management Program, Hass School of Business, University of California, Berkeley & Nanyang Technology University (2011-2012)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies:

3 Companies

2024 - Present	Chairman of the Board of Directors, Krungthai Ventures Co., Ltd.
2024 - Present	Director, Krungthai-AXA Life Insurance PCL.
2014 - Present	Executive Director, Life Philosophy Co., Ltd.

Experience:

	Krungthai Bank PCL.
2024	Advisor to the Chief Executive Officer, Krungthai Bank PCL.
2016 - 2024	Executive Director, Royal Beauty (Thailand) Co., Ltd.
2022 - 2023	Advisor, Bank of Thailand
2015 - 2022	Country Manager VISA (Thailand) Co., Ltd.
2008 - 2014	Assistant General Manager, Siam Commercial Bank PCL.

## 9. Ms. Kornkanok Fuengfung

### Chief Service Fulfillment Officer

Age: 45

Appointed Date:

4 September 2024

Education:

- Master of Accounting and Finance, The University of Southampton, USA
- Bachelor of Cost Accounting, Chulalongkorn University

Training:

- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF): 2025
- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- Certificate, Directors Certification Program (DCP 369/2024) Thai Institute of Directors Association (IOD)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: 1 Company

2023 - Present Director, Krungthai Card PCL.

Positions in Non-Listed Companies/Other Companies: None

Experience:

	Krungthai Bank PCL.
2024 - 2025	Advisor to the President
2023 - 2024	Executive Vice President, Channel Management Team, Retail Banking Product and Strategy Group.
2018 - 2022	Head of Strategy and Project Management Office, Central JD Fintech Co., Ltd.
2017 - 2018	Senior Vice President, Head of Customer Performance Management, Central Group of Companies Co., Ltd.
	Siam Commercial Bank PCL.
2015 - 2017	Senior Vice President, Head of Retail Customer & Product Performance Management
2013 - 2015	Vice President, Head of Retail Customer Performance Management

## Group Head

### 10. Ms. Praralee Ratanaprasartporn

Head of Digital Solutions Group

Age: 56

Appointed Date:

2 May 2013

Education:

- MBA (Finance), University of Alabama at Birmingham, USA
- BBA (Accounting) (Auditing), Thammasat University
- Insead Business School (France): Advance Management Program

Training:

- Medical Governance for Top Executives: 2025
- Anti-Money Laundering (AML/CTPF): 2025
- Gartner IT Symposium/Xpo™ 2024 in Orlando, Florida, USA
- Gartner Security & Risk Management Summit 2024 in London, U.K.
- Foundation model scholar program - Accenture, Stanford Institute for Human-Centered Artificial Intelligence (HAI), 2024
- National Defence Course, Class 66, National Defence College (2024)
- Gartner IT Symposium/Xpo™ 2023 conference in Barcelona, Spain
- Innovation Insights, Stanford University and the Silicon Valley: USA (2023)
- Cyber Security Awareness for Top Executives (2022)
- Corporate Governance Program for Insurance Companies (CIC, Class 3/2022), Thai Institute of Directors (IODs) (2022)
- RoLD 2020 : The Resilient Leader 2021
- Legal Strategies for Personal Data Management, Chulalongkorn University 2019
- Innovations Payment, Master Card, England, 2018
- Fintech Strategy and Innovation Payment System, Plug and Master Card, Singapore, 2018
- Blockchain in Government, Trueventus, Singapore, 2018
- Singapore Fintech Festival 2018, Baker McKenzie, Singapore, 2018
- Co-Creation Workshop, VISA International, Singapore, 2017
- Innovations Payment - MasterCard Asia/Pacific, VISA International, MSI Global Private Limited, Singapore, 2017
- Innovations Payment, UnionPay International, China, 2017
- Google Next 2017, Google Cloud Platform, APAC, USA, 2017
- Asia Banking Analytics Roundtable, 2016, McKinsey, Hong Kong
- Director Certification Program - DCP, Thai Institute of Directors (IODs) (2016)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: 1 Company

2019 - Present Director and Member of the Nomination and Remuneration Committee, Krungthai Card PCL

Positions in Non-Listed Companies/Other Companies:

5 Companies

Aug. 2025 - Present Director, Clicx Bank Public Company Limited

Jul. 2025 - Present Director, Thai Trinity Holding Co., Ltd.

2022 - Present Expert member of the Credit Information Protection Committee (CDC)

2021 - Present Chairman, Arise by Infinitas Co., Ltd.

2020 - Present Director and Acting President, Infinitas by Krungthai Co., Ltd.

Experience:

2017 - 2025 Director and Member of the Risk Management Committee, Krungthai-AXA Life Insurance PCL

2022 - 2024 Expert member of the Government Pension Fund (GPF)

2021 - 2023 Director, KTB Advisory Co., Ltd.

2019 - 2020 Director, National Digital ID Co., Ltd.

2014 - 2020 Director, KTB Leasing Co., Ltd.,

2016 - 2019 Krungthai Bank Senior Executive Vice President Group Head - Retail Shared Service Group Head of Data Innovation

2014 - 2016 First Executive Vice President Group Head - Retail Shared Services Group

2013 - 2014 Advisor to the Chief Executive Officer

### 11. Mr. Werapong Suppasedsak

Head of Business Center Group

(Appointed as Head of Corporate Banking Group 3, on 1 January 2026)

Age: 59

Appointed Date:

26 December 2014

Education:

- Master of Economics (Finance), National Institute of Development Administration (NIDA)
- Bachelor of International Economics, Ramkhamhaeng University

Training:

- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- Top Executive Program in Justice Administration, Class 28, Judicial Training Institute (2024)
- ESG-related Risk Training Session (2024)
- Cyber Security Awareness for Top Executives (2022)



- Data Governance and Personal Data Protection Act B.E. 2562 (PDPA) (2022)
- Transformative Leadership Program: Executive Session (2021)
- IFRS9 Impairment Model (Quick Fix + Enhancement Workshop) (2021)
- Personal Data Protection Act B.E. 2562 (2019) (PDPA) (Update) (2020)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2019)
- National Defence Course, National Defence College (2018)
- Corporate Governance for Capital Market intermediaries (CGI) Class 19/2560, the Thai Institute of Directors Association (IOD) (2017)
- Director Certificate Program (DCP) Class 237/2017, the Thai Institute of Directors Association (IOD) (2017)
- Krungthai Executive Refining Program (2016)
- Executive Leadership Development Program (ELDP) 2015, Compass Institute, LEAD Business Institute in collaboration with Cornell University (2015)
- Interest Rate Indexes and Loan Agreement Conditions Related to Derivatives Transactions : 2015
- TLCA Executive Development Program (EDP) 2014, Thai Listed Companies Association (2014)
- FATCA Regulations for the Board of Directors and Executives of the Bank (2014)
- Director Accreditation Program (DAP) Class 100/2013, Thai Institute of Directors Association (IOD) (2013)
- Executive Development Program (EDP 2011), the Fiscal Policy Research Institute Foundation (FRI Foundation), Ministry of Finance (2011)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies:

3 Companies

- |                |  |
|----------------|--|
| 2023 - Present | Director and Risk Management Committee Member, Krungthai Mizuho Leasing Co., Ltd.              |
| 2021 - Present | Vice Chairman and Chairman of the Board of Executive Directors, Krungthai Panich Insurance PCL |
| 2017 - Present | Director and Executive Director, Krungthai XSpring Securities Co., Ltd.                        |

Experience:

- |             |  |
|-------------|--|
| 2015 - 2019 | Director, Bangkok Expressway and Metro PCL   |
| 2016 - 2019 | Director, Krungthai Panich Insurance PCL   |
| 2014 - 2016 | Director/Chairman of the Audit Committee, Suvarnabhumi Airport Hotel Co., Ltd.                   |
| 2011 - 2014 | Director, Krungthai-AXA Life Insurance PCL.  |
| 2016 - 2018 | Senior Executive Vice President<br>Group Head - Corporate Banking<br>Group 2, Krungthai Bank PCL |

## 12. Mr. Rawin Boonyanusasna

Head of Global Markets Group

Age: 51

Appointed Date:

23 November 2016

Education:

- MSC. in Financial Engineering and Quantitative, University of Reading, United Kingdom
- MA. in International Economics and Finance, Chulalongkorn University
- BA. in Economics, Thammasat University

Training:

- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF): 2025
- Academic Seminar: Gartner IT Symposium/Xpo, 2024
- ESG-related Risk Training Session, 2024
- Innovation Insights, Stanford University and the Silicon Valley: USA (2023)
- Cyber Security Awareness for Top Executives (2022)
- Director Accreditation Program (DAP) 2020, IOD
- Blockchain & Bitcoin for Management, Class 1/2018, The Thai Institute of Banking and Finance Association (TIBFA)
- Bank of Thailand's Treasury Dealer Course (2017)
- Bond Trader's Refresher Course (2017)
- Inspirational Leadership (2017)
- Media Training for Spokespersons (2017)
- Customer Segmentation and Micro Segment Analytics by SAS (2016)
- Krungthai executive refining program (2016)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies:

5 Companies

- |                |   |
|----------------|---|
| 2024 - Present | Chairman of the Board, SET Venture Holding Co., Ltd.  |
| 2025 - Present | Director, Krungthai-AXA Life Insurance PCL  |
| 2024 - Present | Director/Nomination and Remuneration Subcommittee/Member of the Audit Subcommittee/Member of the Risk Management Subcommittee, The Stock Exchange of Thailand |
| 2021 - Present | Director, CMDF Digital Infrastructure Co., Ltd.   |
| 2018 - Present | Director/Executive Director and Director of Nomination and Remuneration Committee, Krungthai XSpring Securities Co., Ltd.                                     |

**Experience:**

2019 - 2024	Director and Market Practice Subcommittee, The Thai Bond Market Association (ThaiBMA)
2017 - 2024	Director, Krungthai-AXA Life Insurance PCL
2021 - 2023	Director, Infinitas by Krungthai Co., Ltd.
2016 - 2018	First Executive Vice President Group Head - Global Markets Group, Krungthai Bank PCL

**13. Mr. Suppawat Wadhanapatee****Head of Human Resources and Corporate Governance Group**

Age: 55

**Appointed Date:**

1 October 2016

**Education:**

- Doctor of Business Administration, Dhurakij Pundit University
- Master of Business Administration/Finance, Rensselaer Polytechnic Institute, USA
- Master of Laws, Chulalongkorn University
- Bachelor of Laws, Chulalongkorn University

**Training:**

- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- ESG-related Risk Training Session (2024)
- Cyber Security Awareness for Top Executives (2022)
- Data Governance and Personal Data Protection Act B.E. 2562 (2019) (PDPA) (2022)
- Director Certification Program (DCP) (2021)
- Thailand HR Forum 2020 (Virtual Conference) (2020)
- Strategic Management in Corruption Prevention and Suppression Program for Chief Executive Officers
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2019)
- Thailand Competitiveness Conference 2019
- Digital HR Forum 2019
- Enhancing Corporate Governance of State-Owned Enterprise Management
- Identity Determination and Desirable Behavior Management
- Annual Conference and Exposition (2018), Society for Human Resource Management (SHRM), USA
- 6<sup>th</sup> Compensation & Benefits Summit 2018, Equip Global, Singapore
- TMA Trend Talk #8 Renovate to Innovate: Moving Forward with Agility in the Digital Era, Thailand Management Association (TMA) 2018
- Good Corporate Governance for Top Executives 2017, LEAD Business Institute
- How Digital Technology Transforms the Financial Service and Experiences (2016)

- Situational Leadership (2015)
- Strategy and Innovation for Businesses in Asia (SIBA) : CMMU Session (2014)
- Executive Leadership Development Program (ELDP) 2015, Compass Institute, LEAD Business Institute in collaboration with Cornell University
- Professional Coach Certification Program (2015)
- The GRID for Supervisory Excellence - Experience The Power to Change (2015), Grid Organization Development LLC
- Workshop: The Leadership Talent Sustainability Across Borders (2013), Personnel Management Association of Thailand - PMAT

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies: None

**Experience:**

2016 - 2020	First Executive Vice President Group Head - Human Resources and Corporate Governance Group, Krungthai Bank PCL
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**14. Mr. Kittipat Peantham****Head of Government & State Enterprise Relations Group**

Age: 59

**Appointed Date:**

9 October 2018

**Education:**

- Master of Laws, Economic Law, Chulalongkorn University
- Master of Business Administration (Financing), National Institute of Development Administration
- Bachelor of Accountancy (Auditing), University of the Thai Chamber of Commerce

**Training:**

- Agriculture & Cooperatives, Executive Program (ACEP): 2025
- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- GTX: Government Transformation Xponential Course, Class 1
- Innovation Insights, Stanford University and the Silicon Valley, USA (2023)
- Cyber Security Awareness for Top Executives (2022)
- National Defence Course, National Defence College (2018)
- Data Governance and Personal Data Protection Act B.E. 2562 (2019) (PDPA) (2022)
- Transformative Leadership Program: Executive Session (2021)
- Digital Transformation for CEO (2020)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2019)

- GTB & Government Integrated Strategy to Digital Platform
- Leadership Succession Program (LSP), Institute of Research and Development for Public Enterprises (IRDP) (2018)
- One on One Executive Coaching (2017)
- Executive Leadership Development Program (ELDP) 2015, Compass Institute, LEAD Business Institute in collaboration with Cornell University
- FATCA for Director and Executive Officers

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies: None

Experience:

2023 - 2024	Director, Suvarnabhumi Airport Hotel Co., Ltd.
	Krungthai Bank PCL.
2018 - 2022	First Executive Vice President Group Head - Government & State Enterprise Relations Group
2017 - 2018	Executive Vice President Sector Head - Asset Disposition Sector, Credit Restructuring & Asset Management Group
2016 - 2017	Executive Vice President Sector Head - Corporate Banking Sector 3, Corporate Banking Group 1

## 15. Ms. Suwanna Anantanond

Head of Credit Risk Transaction Management Group

Age: 52

Appointed Date:

1 October 2020

Education:

- Master of Business Administration, Thammasat University
- Bachelor of Business Administration, Chulalongkorn University

Training:

- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF): 2025
- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- Total Risk Management Program: 2025
- ESG-related Risk Training Session (2024)
- Risk Management Program for Corporate Leaders (RCL) (2024)

- Cyber Security Awareness for Top Executives (2022)
- Third Party Risk Management, Bank of Thailand (BOT) (2022)
- Transformative Leadership Program: Executive Session (2021)
- IFRS9 Impairment Model (Quick Fix + Enhancement) Workshop (2021)
- IFRS9 Quick-Fix and Model Enhancement (2021)
- Digital Transformation in Banking & CBC2 2020 Strategic Plan (2020)
- Credit Restructuring and Debtors Management Techniques (2020)
- Corporate Restructure (2020)
- Personal Data Protection Act B.E. 2562: PDPA (Updated) (2020)
- Process for Dealing with Phishing Email Cyber Threats 2019
- IFRS9 Preparation for Executives (2019)
- Reimaging Your Business for the Digital Age (2019)
- Introduction to Personal Data Protection Act (PDPA) B.E. 2562 (2019)
- Identity Determination and Desirable Behavior Management (2019)
- Personal Data Protection Act B.E. 2562 (2019) (PDPA) (2019)
- Fostering Best Corporate Governance Practices (2018)
- 2002 ISDA Master Agreement (2018)
- Storytelling for Leaders (2018)
- Leading at the Speed of Trust (2018)
- The 7 Habits of Highly Effective People (2017)
- Leadership Performance Development (2017)
- Leaders as Coach (2017)
- Accounting Standards and Financial Reporting Standards (2016)
- Supply Chain Workshop (2016)
- Digital Banking & Inspirational Leadership (2016)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies:

1 Company

2021 - Present	Director and Member of Investment Committee, Krungthai Panich Insurance PCL
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Experience:

	Krungthai Bank PCL.
2020 - 2024	Head of Credit Restructuring and Asset Management Group
2015 - 2020	Executive Vice President Sector Head - Corporate Banking Sector 6, Corporate Banking Group 2

**16. Mr. Krit Chamapisit**

Head of Communication &amp; Branding Group

Age: 55

Appointed Date:

1 October 2020

Education:

- Master of Marketing, Thammasat University
- Bachelor of Accounting, Chulalongkorn University

Training:

- Anti-Money Laundering (AML/CTPF): 2025
- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- Corporate Survival to Sustainability (2024)
- ESG-related Risk Training Session (2024)
- Cyber Security Awareness for Top Executives (2022)
- General Management DUKE University, USA
- Data Governance and Personal Data Protection Act B.E. 2562 (2019) (PDPA) (2022)
- Leadership Development Program on the Rule of Law and Development or RoLD 2022 – Beyond Leadership (2022)
- Transformative Leadership Program: Executive Session (2021)
- Innovation Workshop (2020)
- Personal Data Protection Act B.E. 2562 (2019): PDPA (Updated) (2020)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2020)
- Ransomware (2020)
- Cyber Security Awareness (2019)
- Process for Dealing with Phishing Email Cyber Threats (2019)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2019)
- Identity Determination and Desirable Behavior Management (2019)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies: None

Experience:

	Krungthai Bank PCL.
2018 - 2020	Executive Vice President Sector Head, Communication and Branding Sector, Communication and Branding Group
2018	Advisor to the Chief Executive Officer
2011 - 2018	Senior Director - Head of Corporate Marketing & Channel Management, Siam Commercial Bank PCL

**17. Mr. Thanakorn Karnjananut**

Head of Global Business Development &amp; Strategy Group

Age: 52

Appointed Date:

14 September 2022

Education:

- Master of International Management, Thunderbird, The American Graduate School of International Management
- Bachelor of Business Administration, Assumption University

Training:

- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF): 2025
- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- Academic Seminar: Gartner IT Symposium/Xpo (2024)
- Corporate Survival to Sustainability (2024)
- ESG-related Risk Training Session (2024)
- The Cullinan: The Making of the Digital Board (2024)
- A Night Out with CEOs On Sustainability (2024)
- Innovation Insights, Stanford University and the Silicon Valley: USA (2023)
- Cyber Security Awareness for Top Executives (2022)
- Data Governance and Personal Data Protection Act B.E. 2562 (2019) (PDPA) (2022)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2021)
- Transformative Leadership Program: Executive Session (2021)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2020)
- Innovation Workshop (2020)
- Personal Data Protection Act B.E. 2562 (2019): PDPA (Updated) (2020)
- Introduction to Thai Financial Reporting Standards 9 (TFRS 9) (2020)
- Ransomware (2020)
- Process for Dealing with Phishing Email Cyber Threats (2019)
- Identity Determination and Desirable Behavior Management (2019)
- Cyber Security Awareness (2018)
- Fostering Best Corporate Governance Practices (2018)
- Leadership Performance Development (2017)
- Executive Leadership Development Program (ELDP) (2015)
- Strategy and Innovation for Businesses in Asia (SIBA) (2014)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies:

5 Companies

2025 - Present	Director, Thai Trinity Holding Co., Ltd.
2023 - Present	Director, Krungthai Panich Insurance PCL.
2022 - Present	Member of the Investment Committee, Private Equity Trust for SME Growing Together 1 (PESME 1)
2022 - Present	Member of the Investment Committee, Private Equity Trust for SME Growing Together 2 (PESME 2)
2021 - Present	Director, Arise by Infinitas Co., Ltd.
<b>Experience:</b>	
	Krungthai Bank PCL.
2020 - 2022	Executive Vice President Sector Head - Human Resources Sector, Human Resources & Corporate Governance Group
2020	Executive Vice President, Corporate Strategy Team, Global Business Development and Strategy Group
2017 - 2020	Executive Vice President, Project Management Team, Global Business Development and Strategy Group

## 18. Ms. Nareerut Ariyaprayoon

Head of Retail Banking Product & Strategy Group

Age: 51

Appointed Date:

1 November 2023

Education:

- Master of Business Administration (M.B.A), Assumption University (ABAC)
- Bachelor of Engineering (Industrial Engineering), Chulalongkorn University

Training:

- NEXUS AI (Network for Executive Xceleration & Unbounded Scale): 2025
- Director Certification Program (DCP): 2025
- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- ESG-related Risk Training Session (2024)
- Leading at the Speed of Trust (2023)
- Multipliers: How the Best Leaders Ignite Everyone's Intelligence (2023)

- The Strategic Planning with Foresight (2023)
- Leading in a Disruptive World 5 Program: USA (2023)
- Data Governance and Personal Data Protection Act B.E. 2562 (2019) (PDPA) (2022)
- IFRS 9 Impairment Model Validation (Staging & ECL) (2022)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2022)
- Third Party Risk Management, Bank of Thailand (BOT) (2022)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies:

2 Companies

2024 - Present	Director, Executive Director and Risk Management Committee Member, Krungthai-AXA Life Insurance PCL.
2023 - Present	Director, KTC Nano Co., Ltd.
<b>Experience:</b>	
2023	Director, KTC Pico (Bangkok) Co., Ltd.
2022 - 2023	Executive Vice President, Credit Product Team, Retail Banking Product & Strategy Group, Krungthai Bank PCL.
2023	Director and Chairman of the Risk Management Committee, Dhipaya Insurance PLC.
2023	Director, Dhipaya Group Holdings PCL.
2023	Director, Krungthai Asset Management PLC.
2017 - 2022	Executive Director, Head of Wealth Products, United Overseas Bank Plc

## 19. Mr. Phichitsak Siripanjana

Head of Operation Group

(Retired, effective 1 January 2026)

Age: 60

Appointed Date:

1 February 2024

Education:

- Master of Business Administration, Ramkhamhaeng University
- Bachelor of Business Administration (General Management), Sukhothai Thammathirat Open University

Training:

- Top Advanced Master of Management Program (TOP AMM) (2025)
- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025

- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF): 2025
- Policy Guidelines for Managing Corruption Threats from Financial Transactions of the Bank of Thailand (2023)
- Review of Laws and Regulations on the Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2023)
- Third Party Risk Management, Bank of Thailand (BOT) (2022)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2022)
- IFRS9 Impairment Model Validation (Staging & ECL) (2022)
- Data Governance and Personal Data Protection Act B.E. 2562 (2019) (PDPA) (2022)
- Cyber Security Awareness for Top Executives (2021)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2021)
- Advanced Master of Management Program (AMM) (2021)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2020)
- Digital Transformation in Banking for Executive (2019)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2019)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies: None

Experience:

	Krungthai Bank PCL.
2024	Head of Credit Quality Management and Retail Business Process Group
2023 - 2024	Executive Vice President Sector Head - Loan Collection Sector, Retail Shared Services Group
2020 - 2023	Executive Vice President Sector Head - Asset Disposition Sector, Credit Restructuring & Asset Management Group
2020	Executive Vice President Sector Head - Loan Collection Sector, Retail Shared Services Group
2019 - 2020	Senior Vice President Sector Head - Loan Collection Sector, Retail Shared Services Group

## 20. Ms. Prakaidao Damrongpan

Head of Retail Banking Sales & Distribution Group

Age: 51

Appointed Date:

1 February 2024

Education:

- Master's Degree in Business Economics, Kasetsart University
- Bachelor's degree in Business Computers, Prince of Songkla University

Training:

- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- ESG-related Risk Training Session (2024)
- Review of Laws and Regulations on the Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2023)
- Compliance with the Foreign Account Tax Compliance Act (FATCA) for Individual Customers (2023)
- Digital CEO (2022)
- Compliance with the Foreign Account Tax Compliance Act (FATCA) for Individual Customers (2022)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2022)
- Data Governance and Personal Data Protection Act B.E. 2562 (2019) (PDPA) (2022)
- Cyber Security Awareness for Top Executives (2021)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2020)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2019)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2018)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies: None

**Experience:**

	Krungthai Bank PCL.
2023 – 2024	Executive Vice President Sector Head – Metropolitan Network Sector, Retail Banking Sales & Distribution Group
2021 – 2023	Executive Vice President – Retail Initiative Team, Retail Banking Sales & Distribution Group
2020 – 2021	Senior Vice President Sector Head – Retail Initiative Team, Retail Banking Sales & Distribution Group
2019 – 2020	Senior Vice President Team Leader – Retail Initiative Team, Retail Banking Sales & Distribution Group
2017 – 2018	Senior Vice President Regional Office Manager, Bang Bon Regional Office, Metropolitan Network Sector 1, Retail Banking Sales & Distribution Group

- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2021)
- Personal Data Protection Act B.E. 2562 (2019): PDPA (Update) (2020)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2019)
- Introduction to Personal Data Protection Act (PDPA) (2019)
- Executive Leadership Development Program (ELDP) (2018)

**Number of Shares in Company:** None

**% of Shares in Company:** None

(No change in shareholding since 1 January 2025)

**Family Relationship with Executive Officer:** None

**Other Position as of 31 December 2025**

**Positions in Other Listed Companies:** 1 Company

2024 – Present Director, Sahaviriya Steel Industries PCL

**Positions in Non-Listed Companies/Other Companies:**

1 Company

2025 – Present Director, KTB Leasing Co., Ltd.

**Experience:**

	Krungthai Bank PCL.
2021 – 2024	Senior Vice President Sector Head, Debt Restructuring Sector 1, Credit Restructuring and Asset Management Division
2020 – 2021	Senior Vice President Sector Head, Debt Restructuring Sector 1, Credit Restructuring and Asset Management Group
2017 – 2020	Senior Vice President Department Head, Large Business Team 8, Large Business Group 8, Corporate Banking Group 2
2015 – 2017	Vice President Team Leader, Corporate Banking Team 8, Large Business Sector 8, Corporate Banking Group 2

**21. Mr. Kontee Ruenklin**

**Head of Credit Restructuring & Asset Management Group**

**Age:** 49

**Appointed Date:**

9 April 2024

**Education:**

- Master of Business Administration, Boston University
- Master of Business Accountancy, Chulalongkorn University
- Bachelor of Accountancy, Kasetsart University

**Training:**

- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- Academic Seminar: Gartner IT Symposium/Xpo (2024)
- ESG-related Risk Training Session (2024)
- Joint Venture Agreements (2023)
- Review of Laws and Regulations on the Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2023)
- Policy guidelines for managing corruption threats from financial transactions of the Bank of Thailand (2023)
- Data Governance and Personal Data Protection Act B.E. 2562 (2019) (PDPA) (2022)
- Third Party Risk Management, Bank of Thailand (BOT) (2022)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2022)
- IFRS9 Quick-Fix and Model Enhancement (2021)

**22. Ms. Asama Khanchanayanin**

**Head of Retail Shared Service Group**

**Age:** 53

**Appointed Date:**

11 September 2024

**Education:**

- Master of Business Administration, Ramkhamhaeng University
- Bachelor of Economics, Chiang Mai University

**Training:**

- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025



- ESG-related Risk Training Session (2024)
- Digital CEO (2022)
- Third Party Risk Management, Bank of Thailand (BOT) (2022)
- Data Governance and Personal Data Protection Act B.E. 2562 (2019) (PDPA) (2022)
- Transformative Leadership Program: Executive Session (2021)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) (2021)
- IFRS9 Quick-Fix and Model Enhancement (2021)
- Personal Data Protection Act B.E. 2562 (2019): PDPA (Update) (2020)
- Introduction to Thai Financial Reporting Standards 9 (TFRS 9) (2020)
- Process for Dealing with Phishing Email Cyber Threats (2019)
- Introduction to Personal Data Protection Act (PDPA), B.E. 2562 (2019)
- In-depth Look on the Debt Collection Act (Update) and the 2018 Consumer Protection Board Announcement and the Correct Practices for Hire Purchase and Leasing Businesses (2019)
- Preparedness for IFRS 9 Accounting Standards for Executives (2019)
- Cyber Security Awareness (2018)
- Strengthening Excellent Corporate Governance Practices (2018)
- Leadership Performance Development (2017)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies: None

Experience:

	Krungthai Bank PCL.
2023 - 2024	Executive Vice President Sector Head, Retail Loan Factory Sector, Retail Shared Services Group
2021 - 2023	Executive Vice President Sector Head, Loan Credit Collection Sector
2020 - 2021	Senior Vice President Sector Head, Sector Collection Group
2019 - 2020	Senior Vice President Department Head, Retail Business Process Development & Projects
2019 - 2019	Senior Vice President Department Head, Retail Debt Restructuring Center
2017 - 2019	Vice President Department Head, Retail Debt Restructuring Center

## 23. Ms. Varanitch Ujjin

Head of Global Transaction Banking Group

Age: 49

Appointed Date:

23 July 2025

Education:

- Master of Engineering, The University of Texas at Arlington, USA
- Bachelor of Engineering, Thammasat University

Training:

- Certificate Program in Medical Governance for Top Executives (Class 12): 2025-2026
- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- LEAD: Big Data and AI for Sustainable Future (LEAD Class 2) (2025)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF): 2024
- Government Transformation Xponential (GTX) (2024)
- Third Party Risk Management, Bank of Thailand (BOT) (2022)
- Data Governance and Personal Data Protection Act B.E. 2562 (PDPA) (2022)
- Transformative Leadership Program: Executive Session (2021)
- Naval War College Course (2022)
- Personal Data Protection Act B.E. 2562 (2019) (PDPA) (Update) (2020)
- Digital Transformation in Banking for Executive (2019)
- Personal Data Protection Act B.E. 2562 (2019)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 23 July 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies: None

Experience:

	Krungthai Bank PCL.
2019 - 2025	Executive Vice President, Head of Transaction Banking Solutions Delivery Group, Global Transaction Banking Group
2015 - 2019	EVP, Head of Client Service and Commercial Channel, TMB Thanachart Bank PCL.
2011 - 2015	Siam Commercial Bank PCL
	- SVP, IT Client Service Team Manager, Wealth
	- SVP, GTS Implementation Team Manager
	- VP, New Trade Finance Project Manager

**24. Mr. Thitipan Wiboonjan**

Head of Corporate Banking Group 2

Age: 47

Appointed Date:

1 December 2025

Education:

- Master of Economics, Chulalongkorn University
- Bachelor of Economics, Thammasat University

Training:

- Strategy and Innovation for Businesses in Asia (SIBA) (2025)
- TOP Green Executive Program (2025)
- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- Data Governance and Personal Data Protection Act B.E. 2562 (2019) (PDPA) (2022)
- Transformative Leadership Program :Executive Session (2021)
- IFRS9 Quick-Fix and Model Enhancement (2021)
- The Anti-Money Laundering and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF): 2019
- Introduction to Personal Data Protection Act (PDPA) B.E. 2562 (2019)
- Good Corporate Governance for Top Executives, LEAD Business Institute (2017)

Number of Shares in Company: None

(No change in shareholding since 1 December 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies: None

Experience:

	Krungthai Bank PCL.
2020 - 2025	Executive Vice President, Sector Head, Corporate Banking Sector 6, Corporate Banking Group 2

**25. Dr. Ruttaya Tongrut**

Advisor to the Chief Executive Office

Age: 49

Appointed Date:

18 March 2025

Education:

- Doctor of Philosophy in International Economics, University of Missouri-Columbia, USA
- Master of Financial Economics, University of Missouri-Columbia, USA
- Bachelor of Economics in Industrial Economics, Thammasat University

Training:

- Anti-Money Laundering (AML/CTPF): 2025
- Portfolio Construction Seminar by Investment Academy, BNP Paribas Asset Management, France, Oct 2024
- Fixed income and equities module, Blackrock Educational Academy, USA, Sep 2024
- Advanced Master of Management Program (AMM) Class 11, National Institute of Development Administration (NIDA), 2024
- Dreamforce Conference - AI for Business Decision, Salesforce USA, Sep 2023
- FWD Elite Financial Leadership Program - Yale University, USA, July 2023
- Leadership Coaching Certificate, International Coaching Federation, Sep 2019 - Jan 2020

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 18 March 2025)

Family Relationship with Executive Officer: None

Other Position as of 31 December 2025

Positions in Non-Listed Companies/Other Companies: None

Experience:

	Siam Commercial Bank PCL.
2020 - 2024	Senior Executive Vice President
2017 - 2019	Senior Vice President
2012 - 2016	Vice President

**26. Mr. Wasawat Chawalitthamrong**

Chief Audit Officer

Age: 54

Appointed Date:

1 January 2026

Education:

- Master of Public Administration, Prince of Songkla University
- Bachelor of Science, Kasetsart University

Training:

- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- Code of Conduct for Banks (2025)
- The 2025 EY Global Risk Transformation Study, Reimagining Risk for an Unpredictable World (Singapore) (2025)
- Certificate, Chief Audit Executive (CAE) Professional Leadership Program : 2024
- The Anti-Money Laundering (AML/CTPF) (2024)
- Digital CEO (2023)
- Transformative Leadership Program :Executive Session (2021)
- Personal Data Protection Act B.E. 2562 (2019): PDPA (Update) (2020)
- Personal Data Protection Act B.E. 2562 (2019): 2019
- IFRS 9 Preparation for Executives (2019)
- IFRS 9 for Auditors (2019)

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2026)

Family Relationship with Executive Officer: None

Other Position as of 1 January 2026

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies: None

Experience:

	Krungthai Bank PCL.
2021 - 2025	Executive Vice President, Sector Head, Banking Transaction Audit Sector, Internal Audit Group
2020 -2021	Executive Vice President, Sector Head, Banking Transaction Audit Sector, Internal Audit Group
2019 -2020	Senior Vice President Department Head, Special Investigation Department, Internal Audit Group

**27. Ms. Jitrutai Khongmantaweessup**

Head of Enterprise and Portfolio Risk Management Group

Age: 42

Appointed Date:

1 January 2026

Education:

- Master of Business Administration (MBA), The Wharton School, University of Pennsylvania
- Bachelor of Business Administration, Chulalongkorn University

Training:

- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- National Defence Program for Future Leaders (NDC-FL): 2024
- The Anti-Money Laundering (AML/CTPF): 2024
- Academic Seminar: Gartner IT Symposium/Xpo (USA) (2024)
- Innovation Insights for Stanford University and the Silicon Valley (USA): 2023
- Leading in a Disruptive World 5 Program (USA): 2023
- Digital Transformation Xponential: DTX (2022)
- Transformative Leadership Program: Executive Session: 2021
- Executive Leadership Development Program (ELDP): 2018

Number of Shares in Company: None

% of Shares in Company: None

(No change in shareholding since 1 January 2026)

Family Relationship with Executive Officer: None

Other Position as of 1 January 2026

Positions in Other Listed Companies: None

Positions in Non-Listed Companies/Other Companies: None

Experience:

	Krungthai Bank PCL.
2021 - 2025	Executive Vice President, Corporate Strategy Team, Global Business Development and Strategy Group
2020 - 2021	Senior Vice President, Head of Corporate Strategy Team, Global Business Development and Strategy Group
2017 - 2020	Senior Vice President, Corporate Strategy Sector, Corporate Strategy Team, Global Business Development and Strategy Group

In the past five years, none of the Directors, Executive Officers, or controlling persons under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003) has any record of penalties specifically in relation to the following offenses:

- (1) Acts of dishonesty or gross negligence.
- (2) Disclosure or dissemination of false information or statements that may cause misunderstanding, or concealment of material facts that should be disclosed, which may affect the decision-making of shareholders, investors, or related persons.
- (3) Unfair practices or taking advantage of investors in securities or derivatives trading, or have or having participated in or supported such acts.

## Attachment 2 Details of Directorship in Subsidiaries, Associated Companies, and Related Companies

### Details of Directorship in Subsidiaries, Associated Companies, and Related Companies as of 31 December 2025

Name	Krungthai	Subsidiaries <sup>(1)</sup>											Associated Companies <sup>(1)</sup>								Related Companies					
																					Other Companies <sup>(2)</sup>	Companies with Joint Directors				
		1	2	3	4	5	6	7	8	9	10	11	1	2	3	4	5	6	7	8	1	1	2	3	4	
Directors																										
Mr. Lavaron Sangsnit	XX																					XX				
Mr. Krairit Euchukanonchai	A					XX		XX															X	X	XX	
Ms. Phongsaward Neelayodhin	X																									
Mr. Teerapong Wongsiwawilas	X																									
Prof. Dr. Kittipong Kittayarak	X																									
General Nimit Suwannarat	X																									
Mr. Virasak Sutanthavibul	/																									
Mr. Thanwa Laohasiriwong	X																									
Mr. Attapol Attaworadej	/																									
Mr. Pinsai Suraswadi	X																									
Mr. Anan Kaewkunnoed	X																									
Mr. Payong Srivanich	B					X												XX								
Top Executives																										
Executive Officers																										
Mr. Suratun Kongton	M																									
Mr. Ekachai Techawiriyakul	M															XX										
Ms. Saranya Vejajkul	M														X		/									
Mr. Tawatchai Cheevanon	M				XX			X										X								
Mr. Pongsit Chaichutpornasuk	M	XX			X						X															
Mr. Panabhand Hankijjakul	M																									
Mr. Suripong Tantiyanon	M											XX	X													
Ms. Kornkanok Fuengfung	M					X																				
Group Head																										
Ms. Pradee Ratanaprasartporn	M						X	X	XX										X	X						
Mr. Werapong Suppasedsak	M													/	X	/										
Mr. Rawin Boonyanusasna	M												X	/												
Mr. Suppawat Wadhanapatee	M																									
Mr. Kittipat Peantham	M																									
Ms. Suwanna Anantanond	M																X									
Mr. Krit Chamapisit	M																									
Mr. Thanakorn Kamjananut	M							X								X			X							
Ms. Nareerut Ariyaprayoon	M									X		/														
Mr. Phichitsak Siripanjana	M																									
Ms. Prakaidao Damrongpan	M																									
Mr. Kontee Ruenklin	M								X												X					
Ms. Asama Khanchanayanin	M																									
Ms. Varanitch Ujjin	M																									
Mr. Thitipan Viboonjan	M																									
Dr. Ruttaya Tonarut	M																									

#### Symbols

XX = Chairman  
 / = Executive Director  
 X = Director  
 C = Chief Executive Officer  
 M = Top Executives

A Mr. Krairit Euchukanonchai holds the following positions in Krungthai:  
 - Vice Chairman  
 - Chairman of the Board of Executive Directors

B Mr. Payong Srivanich holds the following positions in Krungthai:  
 - Chief Executive Officer  
 - Executive Director  
 - Director

#### Remarks:

- "Subsidiary" and "Associated Company" are defined in accordance with the Notification of the Securities and Exchange Commission regarding the determination of definitions in notifications relating to the issuance and offering of securities.
- Other companies refer to companies in which the Bank holds 10 percent or more of the shares (excluding subsidiaries and associated companies as defined in Clause 1), and companies in which the Bank holds shares as a result of debt restructuring, which are outside the Bank's financial business group.

Name	Krungthai	Related Companies																												
		Companies with Joint Directors																						Companies with Joint Executives						
		5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	1	2	3	4	5	6				
Directors																														
Mr. Lavaron Sangsnit	XX																													
Mr. Krairit Euchukanonchai	A																													
Ms. Phongsaward Neelayodhin	X	X																												
Mr. Teerapong Wongsiwawilas	X		X																											
Prof. Dr. Kittipong Kittayarak	X			X	X	X	X																							
General Nimit Suwannarat	X							X	X	X	XX																			
Mr. Virasak Sutanthavibul	/											X	X	X	X															
Mr. Thanwa Laohasiriwong	X							X								XX														
Mr. Attapol Attaworadej	/																X	X												
Mr. Pinsai Suraswadi	X																X		X											
Mr. Anan Kaewkumnoed	X																		X											
Mr. Payong Srivanich	B	X																		XX										
Top Executives																														
Executive Officers																														
Mr. Suratun Kongton	M																													
Mr. Ekachai Techawiriyakul	M																													
Ms. Saranya Vejakul	M																													
Mr. Tawatchai Cheevanon	M																			XX	X									
Mr. Pongsit Chaichutpornasuk	M																											XX		
Mr. Panabhand Hankijjakul	M																													
Mr. Suripong Tantiyanon	M																												/	
Ms. Kornkanok Fuengfung	M																													
Group Head																														
Ms. Praralee Ratanaprasartporn	M																													
Mr. Werapong Suppasedsak	M																													
Mr. Rawin Boonyanusasna	M																													XX
Mr. Suppawat Wadhanapatee	M																													
Mr. Kittipat Peantham	M																													
Ms. Suwanna Anantanond	M																													
Mr. Krit Chamapisit	M																													
Mr. Thanakorn Kamjananut	M																													
Ms. Nareerut Ariyaprayoon	M																													
Mr. Phichitsak Siripanjana	M																													
Ms. Prakaidao Damrongpan	M																													
Mr. Kontee Ruenklin	M																													
Ms. Asama Khanchanayanin	M																													
Ms. Varanitch Ujjin	M																													
Mr. Thitipan Viboonjan	M																													
Dr. Ruttaya Tongrut	M																													

**Subsidiaries<sup>(1)</sup>**

- Krungthai Law Co., Ltd.
- General Services and Security Co., Ltd.
- Krungthai Asset Management PCL.
- Krungthai Computer Services Co., Ltd.
- KTB Advisory Co., Ltd.
- Krungthai Card PCL.
- Infinitas By Krungthai Co., Ltd.
- Arise by Infinitas Co., Ltd.
- KTB Leasing Co., Ltd.
- KTC Nano Co., Ltd.
- Krungthai Ventures Co., Ltd.

**Related Companies****Other Companies<sup>(2)</sup>**

- Sahaviriya Steel Industry Co., Ltd.

**Associated Companies<sup>(3)</sup>**

- Krungthai-AXA Life Insurance PCL.
- Krungthai XSpring Securities Co., Ltd.
- Krungthai Mizuho Leasing Co., Ltd.
- Krungthai Panich Insurance PCL.
- BCI (Thailand) Co., Ltd.
- National ITMX Co., Ltd.
- Thai Trinity Holding Co., Ltd.
- Click Bank PCL.

**Companies with Joint Executives**

- PIT Oil and Retail Business PCL.
- Cycling Cloud Co., Ltd.
- Innospace (Thailand) Co., Ltd.
- Innospower Co., Ltd.
- Life Philosophy Co., Ltd.
- Set Venture Holding Co., Ltd.

**Companies with Joint Directors**

- Thai Airways International PCL.
- Advanced Info Service PCL.
- Advanced Wireless Network Co., Ltd.
- V. Group Honda Cars Co., Ltd. and its subsidiaries
- PTT PCL.
- PTT Exploration and Production PCL.
- Dusit Thani PCL.
- Charoen Pokphand Foods PCL.
- True Corporation PCL.
- CP ALL PCL.
- Thaicom PCL.
- PTT Global Chemical PCL.
- AI And Robotics Ventures Co., Ltd.
- Xsense Information Service Co., Ltd.
- Super Energy Corporation PCL.

- Nirvana Development PCL.
- Thai Plaspac PCL.
- T. Krungthai Industries PCL.
- LTMH PCL.
- Erawan Hotel PCL.
- Sukhumvit Asset Management Co., Ltd.
- Aeronautical Ratio of Thailand Ltd.
- National Digital ID Co., Ltd.

## Attachment 3 Details of Head of Internal Audit, Head of Compliance, Corporate Secretary, Chief Financial Officer and Chief Accountant

### Head of Internal Audit

Mr. Panabhand Hankijjakul	Chief Audit Officer
Details of changes of Head of Internal Audit after 31 December 2025	
Mr. Wasawat Chawalitthamrong	Took the position of Chief Audit Officer, replacing Mr. Panabhand Hankijjakul from 1 January 2026

#### Responsibilities of Internal Audit

Internal audit provides the management and the Audit Committee with confidence and counsel, which constructs for value addition and improvement to the Bank's operation to achieve its goal by means of assessing the adequacy and effectiveness of risk management process, internal control and corporate governance.

(The biography, namely education, training, other current positions and work experiences in the past 5 years is shown in Attachment 1)

### Head of Compliance

Ms. Dujhathai Somboonitaya	Executive Vice President Sector Head Compliance and Procedures Sector
----------------------------	--

#### Position Taking Date

September 10, 2021-Present

#### Education

Bachelor of Laws, Faculty of Law, Thammasat University

#### Training

- Global Contract Management Course, George Washington University
- Head of Compliance Program Course, The Thai Bankers Association, Association of Thai Securities Companies

#### Work Experience in the Past 5 Years

- Year 2009-2020 Senior Vice President, Executive, Corporate Banking Compliance Group, Siam Commercial Bank PCL.
- Year 2008-2009 Senior Vice President Department Head, Legal Affairs Department, Krungthai Bank PCL.

#### Current Position

Executive Vice President Sector Head, Compliance and Procedures Sector, Krungthai Bank PCL.

#### Responsibilities of Regulatory Compliance

Responsibilities of Regulatory Compliance are to oversee the regulatory compliance and ensure that the Bank and its business units operate the business in accordance with relevant laws and regulations prescribed by the regulators, namely the Bank of Thailand, the Securities and Exchange Commission, the Stock Exchange of Thailand and the official authorities as well as providing advice on regulatory compliance practices. The responsibility has been assigned as the coordinated agent to facilitate cooperation between the regulators and the official authorities and the internal business units of the Bank. In addition, the responsibility has to communicate to the internal units of the Bank about the new and amendment of law and regulations.

## Corporate Secretary

Mr. Pongsit Chaichutpornasuk

Chief Legal Compliance and Financial Crime Officer  
and Corporate Secretary

### Responsibilities of Corporate Secretary

- 1) Oversee activities of the Board of Directors to be in compliance with the relevant applicable laws, rules and regulations
  - 2) Organize the general meeting of the shareholders and the Board of Directors meeting to be in compliance with the relevant laws and the Bank's regulation, as well as monitoring those actions to be accurately executed and comply according to the meeting resolution on a regular basis
  - 3) Prepare and retain the following documents:
    - Director registration
    - Invitation letter of the Board of Directors meeting, minutes of such meeting and the annual report of the company
    - Invitation letter of shareholders general meeting and minutes of such meeting
  - 4) Retain the reports on conflict of interest, which are reported by directors and executives
  - 5) Monitor the actions taken in accordance with the resolutions of the Board of Directors meeting and shareholders general meeting
  - 6) Provide appropriate recommendations to directors concerning legal matter, rules and regulations of the Bank
  - 7) Oversee the corporate governance matters
  - 8) Be a consultant and coordinate with the secretaries of the respective Committees
  - 9) Contact and communicate with shareholders to inform about various rights of shareholders and update news of the Bank
  - 10) Perform any other actions as specified in the Notification of the Capital Market Supervisory Board
- (The biography, namely education, training, other current positions and work experiences in the past 5 years is shown in Attachment 1)

## Chief Financial Officer

Ms. Saranya Vejaku

Chief Financial, Strategy & Resources Management Officer  
Acting Financial Management Group Head

### Responsibilities of Accounting and Finance

Responsibilities of Accounting and Finance are to plan investment management strategies and liquidity operation to be at an appropriate level. It includes the supervision regarding the business operations of companies in the financial business group, and overseeing the overall financial plan of the Bank to be in accordance with its strategy. Inclusively, this includes overseeing the management of the Bank's information system for effective internal management and reporting to external regulators.

(The biography, namely education, training, other current positions and work experiences in the past 5 years is shown in Attachment 1)

## Chief Accountant

Mr. Kanok Suwanaratana

Senior Vice President Department Head, Accounting Department,  
Controller Sector, Financial Management Group,  
Financial, Strategy & Resources Management

### Position Taking Date

15 May 2019

### Education

- Master Degree: Economics, Thammasat University
- Bachelor Degree: Accounting, Chulalongkorn University
- Certified Public Accountant (CPA) (Thailand)



#### Training:

- Special Qualifications: Certified Public Accountant (CPA), 2025
- Review of Laws and Regulations on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing, and Oversight of Risks Associated with Sanctions (AML/CTPF/Sanctions): 2025
- Anti-Bribery and Corruption Policy (2025)
- Key Principles of IFRS S1 and IFRS S2 (2025)
- Overview of Derivatives, including valuation principles, accounting recognition, financial statement presentation, and related taxation, 2025
- Krungthai Bank Executive Seminar: Business Strategy Plan 2025
- General Ledger - End User Training (2025)
- Executive with Empathy and Engagement Skills for Success (2025)
- ESG: Scope 1-2-3 - Pathway to Sustainability (E-Flashcard) (2025)
- Krungthai Business Seminar (2024)
- Enhancement of Financial Fraud Management Measures (2024)
- Case Study on Personal Data Breach Incidents (e-Learning) (2024)
- Strategy Development Program (2024)
- IT Security Awareness (2024)
- CFO in Practice Certification Program (2024)
- Situational Leadership (2024)
- AI Tool for Productivity (2024)
- BOT Policy on Financial Institution Business Operations Considering Environmental and Climate Factors (2024)
- CRS Legal Knowledge for Practice (2024)
- Certified Public Accountant (CPA) (2024)
- The Strategic Planning with Foresight (2023)
- Krungthai Business Seminar (2023)
- Financial fraud management (2023)
- Scammer application trick (2023)
- Business finance and Key accounting talk (2023)
- CRS laws and FATCA/CRS Self-Certification (2023)
- Fundamental of TFRS 9 and impact to financial institution (2023)

#### Work Experience (5 year experience)

	Krungthai Bank PCL.
January 2022 - Present	Senior Vice President Department Head Accounting Department, Financial Management Group
May 2019 - December 2021	First Vice President Department Head, Accounting Department, Financial Management Group
March 2018 - April 2019	First Vice President, Financial Management Group

## Attachment 4 Business Assets and Details on Asset Revaluation

-None-

## Attachment 5 Policy and Practice Guidelines on Corporate Governance and Code of Conduct

### Corporate Governance Policy and Guidelines

The Bank has a policy to conduct business in accordance with good corporate governance principles by taking into account transparency, integrity, fairness and responsibility to all groups of stakeholders. The Bank adheres to ethics and morality according to good governance principles in order to be an efficient organization with excellence and foundation for sustainable and stable business operations. A written corporate governance policy has been set forth, including revising and updating. The policy was stipulated and published for the first time in 2002 and has been revised to elevate the Bank's corporate governance standards continuously by adhering to corporate governance principles that are internationally and domestically accepted. The principles are such as Corporate Governance of Organisation for Economic and Co-operation Development (OECD), the Principles of Good Corporate Governance for Listed Companies, Corporate Governance Code (CG) of the Securities and Exchange Commission and the Thai Institute of Directors, etc. These aforementioned CG-related principles cover policies and practices related to the Board of Directors, shareholders and other stakeholders. The Board of Directors, executives and employees at all levels throughout the organization have acknowledged and adhered to the corporate governance policy as the main principle in performing their duties. Consequently, the Bank aims to be an organization with a good corporate governance culture, where it will build confidence among all shareholders and stakeholders. This will benefit the Bank to have sustainable growth. In this regard, the Bank has published its corporate governance policy in both Thai and English versions that can be downloaded from the Bank's website.

Corporate Governance (full version) is posted on the Bank's website, [www.krungthai.com](http://www.krungthai.com), on the menu About Us -> Corporate Governance -> Corporate Governance Policies

### Code of Conduct

The Bank operates its business in a highly regulated industry; therefore, awareness and strict compliance with laws and regulations are important to its business operations and core values. Consequently, the Bank has established the Code of Conduct ("Code of Conduct"), which employees at all levels must strictly adhere to, including compliance with relevant laws and regulations. The Bank is committed to providing services to its customers and all stakeholders with fairness, honesty, and without discrimination. The Code of Conduct is reviewed annually to ensure it remains current and complies with relevant standards.

It is also published on the Bank's website at [www.krungthai.com](http://www.krungthai.com) (Select -> About the Bank -> Corporate Governance -> Code of Conduct).

### Charter of the Board of Directors and Charters of Each Committee

Charter of the Board of Directors and charters of each committee is revealed on the Bank's website, [www.krungthai.com](http://www.krungthai.com), on the menu About Us -> Corporate Governance -> Charter of Board, which consists of

- Charter of the Board of Directors
- Charter of the Board of Executive Directors
- Charter of Audit Committee
- Charter of Corporate Governance and Sustainability Committee
- Charter of Nomination and Remuneration Committee
- Charter of Risk Oversight Committee
- Charter of Compliance Committee
- Charter of Independent Directors Committee

## Attachment 6 Report of the Audit Committee

### Report of the Audit Committee 2025

The Audit Committee of Krungthai Bank PCL is composed of three (3) qualified Independent Directors namely:

- |                    |               |                                 |
|--------------------|---------------|---------------------------------|
| 1. Ms. Phongsaward | Neelayodhin   | Chairman of the Audit Committee |
| 2. Mr. Anan        | Kaewkumnoed   | Member of the Audit Committee   |
| 3. Mr. Teerapong   | Wongsiwawilas | Member of the Audit Committee   |

Mr. Panabhand Hankijjakul, Chief Audit Officer, acts as the secretary of the Audit Committee.

The Audit Committee fulfills its responsibilities as outlined in the Audit Committee Charter, established by the Bank's Board of Directors in alignment with the best practices set forth by the Securities and Exchange Commission. The Committee emphasizes a systematic approach to good corporate governance, risk management, and robust internal controls. It prioritizes an efficient and effective internal audit process that aligns with the Bank's strategy and Audit Cluster's strategy. The Audit Committee maximizes value while minimizing potential risks. In consequence, the Committee aims to serve as a trustworthy partner. A summary of the Committee's performance is presented as follows:

- The Audit Committee places strong emphasis on fostering a sound risk culture across the organization, ensuring that the Bank's operations are conducted in accordance with principles of good corporate governance, supported by effective oversight and resilient internal control systems, to appropriately respond to an evolving business environment. The Committee actively supports and promotes close collaboration across the Three Lines of Defense to enhance the effectiveness, efficiency, and sustainability of the governance framework. Furthermore, the Committee emphasizes the implementation of the Krungthai GRC system to facilitate and strengthen the integrated and effective execution of processes under the Three Lines Model.

- The Audit Committee supports and encourages auditors to continuously enhance their capabilities through learning and hands-on application of new technologies and tools, with the objective of improving the quality of work within the Audit Cluster and enhancing the efficiency and effectiveness of audit and credit review activities, including enabling more continuous audit coverage. Such initiatives include the adoption of Generative AI to assist in the development of Audit Plans and Audit Programs, the use of coding techniques to define anomaly detection criteria, the implementation of continuous auditing tools, the application of OCR technology for reviewing audit-related documentation, and the use of data visualization tools to present audit findings and results. Additionally, the Committee supports the deployment of data management tools to establish a data analytics-driven audit foundation. Pilot initiatives involving Generative AI are also being undertaken to further enhance audit effectiveness and operational efficiency.

Through integrating advanced technology and analytical tools, the prompt detection and reporting of abnormal incidents to First-Line business units facilitates the prevention and mitigation of potential risks for both customers and the Bank. The Committee supports and encourages relevant units to incorporate these technologies and tools into their operations through ongoing knowledge sharing and case studies. The commitment to exploring new technologies and tools remains a priority to further enhance and elevate audit practices.

- The Audit Committee prioritizes the continuous development of internal auditors' knowledge, competencies, and professional skills. This commitment ensures audit activities are performed with professionalism and efficiency, thereby reinforcing the Internal Audit function as a trustworthy partner to the organization.

During 2025, the Audit Committee convened a total of 22 meetings to consider matters within its scope of responsibilities, with discussions held jointly with management, senior management, and the external auditor on relevant agenda items. The Committee regularly reported its performance and key outcomes to the Board of Directors on a monthly basis. Details of attendance of each Audit Committee member are presented below.

Audit Committee Members		Number of Meetings Attended.
Ms. Phongsaward	Neelayodhin	15/16
Mr. Anan	Kaewkumnoed	16/16
Mr. Teerapong	Wongsiwawilas	21/21
Mr. Vichai	Assarasakorn	6/6
Ms. Jiraphon	Kawswat	6/6
Mr. Thanwa	Laohasiriwong	1/1

Note 1. Ms. Phongsaward Neelayodhin has served as Chairman of the Audit Committee since 4 April 2025, replacing Mr. Vichai Assarasakorn.  
 2. Mr. Anan Kaewkumnoed has served as an Audit Committee member since 4 April 2025, replacing Ms. Jiraphon Kawswat.  
 3. Mr. Teerapong Wongsiwawilas has served as an Audit Committee member since 26 January 2025, replacing Mr. Thanwa Laohasiriwong.

Key highlights of the Audit Committee's performance are summarized below.

### Review of the Financial Report

The Audit Committee reviewed the Bank's monthly operating results, as well as the quarterly, interim, and annual financial statements of the Bank and its consolidated subsidiaries, in collaboration with the external auditor and the Chief Financial, Strategy and Resources Management Officer. The Committee regularly held discussions with the external auditor regarding the accuracy and completeness of the financial statements, significant accounting adjustments, key accounting estimates, the appropriateness of accounting policies, the allowance for expected credit losses, as well as observations arising from the audit and review of the financial statements that could have a material impact on the financial position and performance of the Bank. These reviews were conducted to ensure that the preparation of the financial statements and financial reporting processes complied with applicable financial reporting standards, as well as regulations and requirements of the Bank of Thailand and the Securities and Exchange Commission. The Audit Committee was responsible for affirming the full, timely, and reliable disclosure of financial information, thereby guaranteeing its relevance and utility for all financial statement stakeholders. In addition, the Audit Committee held meetings separately with the external auditor, without Management's presence, to discuss the audit scope, approach, and audit plan, the auditor's independence, as well as any matters that may indicate fraud or non-compliance with laws relating to the duties of Directors and Management in accordance with Section 89/25 of the Securities and Exchange Act. In 2025, the external auditor reported no material observations and identified no such suspicious circumstances.

### Related-Party Transactions and Conflicts of Interest

The Audit Committee rigorously considered related-party transactions and those potentially giving rise to conflicts of interest, including the acquisition or disposal of significant assets and material transactions, ensuring strict compliance with all applicable laws and regulatory requirements. This review was conducted to affirm that such transactions are reasonable and in the Bank's best interests, with adequate and transparent disclosure, and without any transactions that could materially and adversely affect the Bank. For 2025, the Audit Committee confirmed that no material related-party transactions, transactions presenting potential conflicts of interest, or significant asset acquisitions and disposals as well as material transactions were conducted that necessitated its oversight and formal review.

### Review of the Risk Management

The Audit Committee conducted a thorough review of the risk management practices covering both the Bank and the financial business group. It maintained continuous oversight of risk outcomes through regular quarterly summary reports from the Risk Oversight Committee. These reviews ensured that the Bank's risk management across all principal risk areas was both appropriate and effective, and that overall risk exposures were consistently contained within acceptable levels. In particular, the Audit Committee closely monitored significant internal and external developments impacting the Bank. Particular emphasis was placed on the quality of the loan portfolios, the adequacy of allowances for expected credit losses, and the management of non-performing loans (NPLs) and non-performing assets (NPAs). Furthermore, the Committee monitored cyber threat incidents and other emergent risks that could potentially compromise the security and stability of the Bank's information technology systems.

### Review of the Effectiveness of the Internal Control System

The Audit Committee reviewed the internal control assessment report, which was prepared in strict adherence to the standards set forth by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). Concurrently, the Committee oversaw the implementation of the internal control framework and the execution of internal control self-assessments. This monitoring was performed to obtain reasonable assurance that the Bank's internal control system is appropriate, adequate, and fully aligned with the principles of good corporate governance and sound risk management.

### Review of the Compliance

The Audit Committee regularly reviewed the Bank's compliance with all applicable laws, regulations, and regulatory requirements relevant to its business operations. This continuous oversight was achieved through the systematic consideration of compliance reports from the Compliance Committee, findings from regulatory examinations, and observations documented in the external auditor's management letter. The Committee actively monitored the execution of corrective actions for significant compliance issues, ensuring that the Bank's operations strictly adhered to both external mandates and internal policies and procedures. The Audit Committee reviewed compliance with the Anti-Bribery and Corruption Policy and, in 2025, approved the renewal of the Bank's certification as a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC).

### Internal Audit Supervision

The Audit Committee approved the review of the Cluster Audit Charter to assess the appropriateness of its roles, responsibilities, scope of work, authority, rights, and independence in the performance of duties. The Committee formally approved the Cluster Audit strategic plan and annual audit plan, and considered and approved the annual budget. Additionally, it reviewed key human resource plans - encompassing recruitment, training and development, career progression, and retention - and assessed the adequacy of audit resources and performance indicators. The Committee also considered the annual merit of the Chief Audit Executive, reviewed the audit results of the Cluster Audit, and monitored the implementation of corrective actions for significant issues and the progress of work to ensure adherence to the approved audit plan. The Committee provided recommendations to enhance both audit effectiveness and operational efficiency, and ensured the proper and fair handling of complaints and whistleblowing reports for all parties. The Audit Committee also formally approved the credit transaction review plan, monitored its implementation, and reviewed the resulting outcomes from the Credit Review and Audit Department.

### Sustaining the Quality of the Audit Committee

The Audit Committee conducts an annual review and update of its Charter to ensure continuous currency and compliance with all applicable regulatory requirements. Concurrently, the Committee formally assesses its performance, both collectively and individually (evaluated through self-assessment and cross-assessment), in accordance with the best practices of the Stock Exchange of Thailand. These comprehensive processes are undertaken to ensure the Audit Committee's operations are efficient, effective, and achieve its stated objectives.

### Auditor

The Audit Committee annually considers and proposes the external auditor's appointment for endorsement by the Board of Directors and subsequent submission for resolution at the shareholders' meeting. For the 2025 financial period, the shareholders duly resolved to appoint EY Office Limited as the Bank's external auditor. In proposing this appointment, the Audit Committee meticulously assessed the auditor's qualifications and independence in strict accordance with the requirements of the Bank of Thailand and the Securities and Exchange Commission. The Committee also evaluated the auditor's specialized knowledge, expertise, experience in auditing financial institutions, prior performance, and the appropriateness of the audit fees. Finally, the Audit Committee reviewed any non-audit services provided by the external auditor to ensure that such services did not compromise the auditor's independence in the execution of audit duties.

The Audit Committee executed its duties, as mandated by the Board of Directors and set forth in the Audit Committee Charter, with due care, independence, transparency, and accountability, fully aligning with the principles of good corporate governance. The Committee provided constructive and candid opinions and recommendations, having been granted unrestricted access to the Bank's information, resources, and cooperation, to act with a balanced consideration of the interests of, and to uphold the highest benefit for, the Krungthai Bank Group and its stakeholders. Based on the oversight performed, the Audit Committee is of the opinion that the Bank's financial statements and disclosures are complete, reliable, and prepared in accordance with applicable financial reporting standards and regulatory requirements. The external auditor maintains independence and executes audit duties in a professional manner. The Bank's risk management, internal control system, and adherence to the Anti-Bribery and Corruption Policy are deemed effective and sufficiently appropriate. The internal audit function operates with independence, covers key high-risk operational processes, and conducts its audits in compliance with recognized internal audit standards. In addition, appropriate oversight mechanisms are in place to ensure that operations adhere strictly to applicable laws and rules, consistent with the current business operating environment.

นางสาวเนลลยอดิน

(Ms. Phongsaward Neelayodhin)

Chairman of the Audit Committee



**Krungthai**



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This Form 56-1 One Report 2025 contains forward-looking statements concerning analysis and other information (as well as the Bank's prospects, plans and business strategies). The Bank has based those forward-looking statements on the current view of the Bank with respect to future events, but it does not guarantee future results. The actual results in the future may differ materially from those anticipated in this report. Investors should consider the information carefully and must not place undue reliance on the forward-looking statements.

Hence, investors are cautioned to be particularly careful and exercise individual judgement in studying the Bank's information stated in this report.

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