

**Part 2**

**Management and Corporate Governance**

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## 7. Securities and Shareholders

### Registered and paid-up capital

As of 31 December 2017, KBank's registered capital totaled Baht 30,486,146,970, represented in 3,048,614,697 shares at a par value of Baht 10. Total paid-up capital amounted to Baht 23,932,601,930, held in 2,393,260,193 ordinary shares.

### Shareholders

List of the first 10 major KASIKORNBANK shareholders\* at register book closing on March 8, 2018 as follow:

Rank	Name	Number of common shares	Percentage of common shares
1	THAI NVDR CO., LTD.	665,137,986	27.792
2	STATE STREET BANK EUROPE LIMITED	284,698,020	11.896
3	STATE STREET BANK AND TRUST COMPANY	111,283,307	4.650
4	CHASE NOMINEES LIMITED	79,482,709	3.321
5	SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	61,620,479	2.575
6	SOCIAL SECURITY OFFICE	47,057,400	1.966
7	SOUTH EAST ASIA UK (TYPE A) NOMINEES LIMITED	34,631,051	1.447
8	THE BANK OF NEW YORK MELLON	34,522,628	1.442
9	GIC PRIVATE LIMITED	29,236,228	1.222
10	NORTRUST NOMINEES LIMITED-NT0 SEC LENDING THAILAND CL AC	28,818,938	1.204

\* The top 10 shareholders are ranked by Thailand Security Depository Co., Ltd.

### Other securities issuance

Name	Type	Amount (Unit : Million)	Currency	Tenor (Year)	Interest Rate per Annum	Interest Payment Period
Subordinated Instruments intended to qualify as Tier 2 Capital of KASIKORNBANK PCL No.1/2557 due B.E.2568	Unsecured	14,000	Baht	10.5	5.0%	Quarterly
Subordinated Instruments intended to qualify as Tier 2 Capital of KASIKORNBANK PCL No.1/2558 due B.E.2569	Unsecured	6,500	Baht	10.5	3.95%	Quarterly
Subordinated Instruments intended to qualify as Tier 2 Capital of KASIKORNBANK PCL No.1/2559 due B.E.2570	Unsecured	7,500	Baht	10.5	3.50%	Quarterly
Senior Unsecured Debentures due 2018	Unsecured	500	USD	5.5	3.0%	Semi-annually
Senior Unsecured Debentures due 2019	Unsecured	350	USD	5.5	3.5%	Semi-annually
Senior Unsecured Debentures due 2021	Unsecured	26	USD	5.5	Float*	Quarterly
Senior Unsecured Debentures due 2022	Unsecured	400	USD	5.5	2.375%	Semi-annually

\* 3 – Month London Interbank offered (LOBOR) plus 100 bps.

### **KBank's Obligation in Future Share Issuance**

KBank has an obligation to issue 50,000,000 new ordinary shares at a par value of Baht 10 to cover the exercising of warrants:

- 50,000,000 new shares at a par value of Baht 10 for the warrant holders (KBank employees, except for directors) to purchase KBank ordinary shares.

### **DIVIDEND POLICY**

#### **The Bank's Dividend Policy**

In determining dividend payments, the Bank will take into consideration its operating results as well as long-term returns to shareholders. Dividend payments will be in accordance with Article 32 of the Bank's Articles of Association, stating that no dividend shall be paid out of any money, other than profits. In the event that the Bank has an accumulated loss, no dividend shall be paid.

Dividend shall be paid equally, according to the number of shares. Payment of dividend shall be subject to shareholders approval. The Board of Directors may pay to the shareholders the interim dividend from time to time, if there is sufficient profit for such payments, and shall report the same to the shareholders at the next shareholders meeting. Dividend payments must also be in compliance with statutory and regulatory requirements.

#### **The Dividend Policies of Subsidiaries**

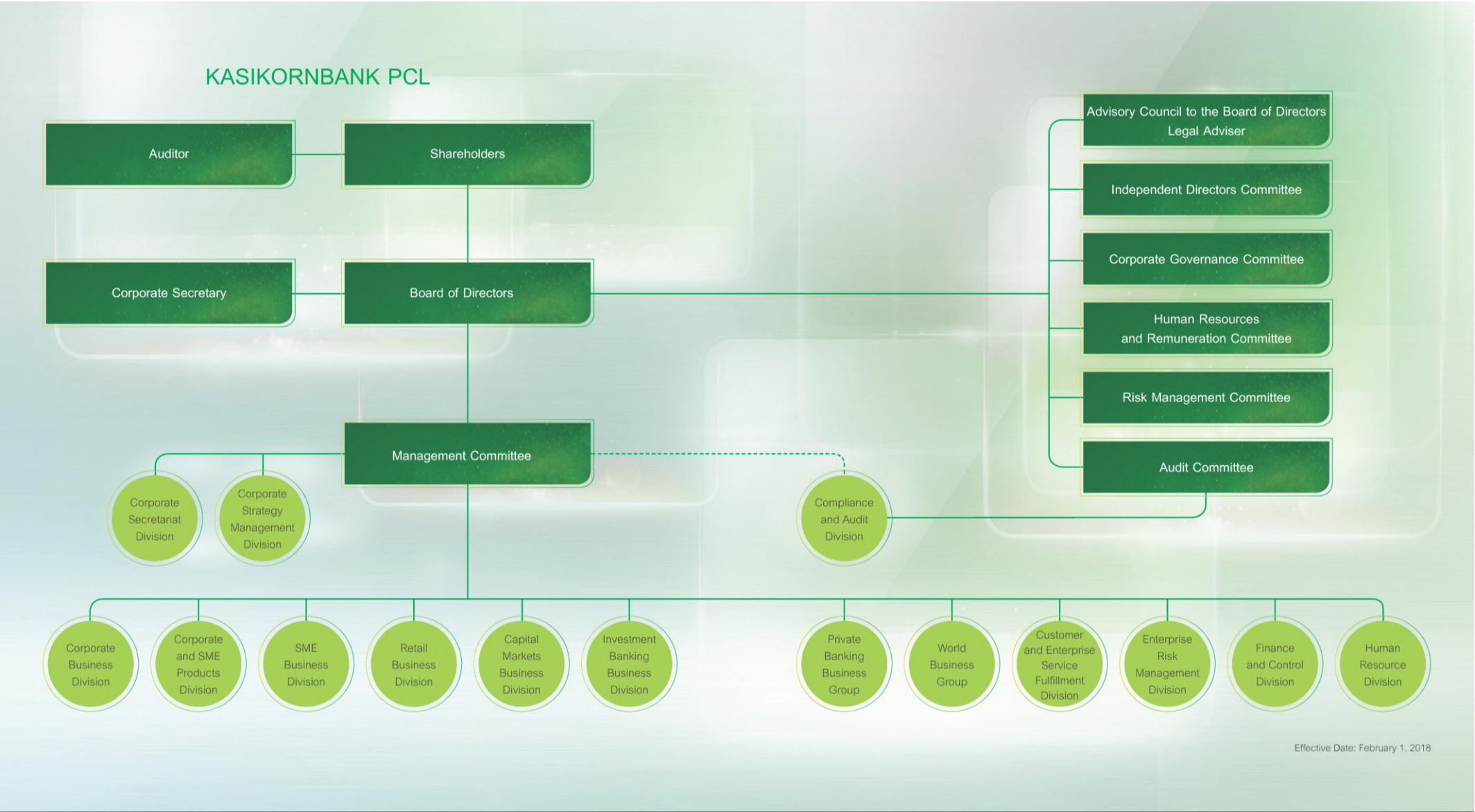
The Bank has not fixed a dividend payout ratio for our subsidiaries. Their dividend payments shall depend on the operating results of each company.

Dividend payments of subsidiaries to the Bank must be in accordance with each company's regulations on dividend payments that must be approved by a resolution of their General Meeting of Shareholders. Interim dividend payments are allowed. In paying dividend, subsidiaries must record some profits. If there is an operating loss, dividend payments are barred until such losses are recovered. In addition, at least one-twentieth (1/20) of all profits after accumulated loss must be set aside as provisioning reserves until provisioning reserves reach one-tenth (1/10) of a company's authorized share. Dividend payments must also be in compliance with statutory and regulatory requirements.

### **KBank's dividend payout in the last five years**

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Net Profit Margin per Share	17.27	19.28	16.49	16.79	14.35
Dividend Ratio per Share	3.50	4.00	4.00	4.00	4.00
Dividend Payout Ratio to Net Profit (%)	22.32	22.51	27.83	26.96	32.80

8. Management Structure



### Composition of the Board of Directors

The Bank's Board of Directors comprises qualified persons who possess knowledge, ability, and experience beneficial to the Bank. As of December 31, 2017, the Bank's Board of Directors included:

- 4 Executive Directors
- 3 Non-Executive Directors
- 9 Independent Directors (accounting for 56 percent of the total number of Board members)

The directors consist of 6 women and 10 men. Binding agreements of the Bank must be signed by two authorized directors and affixed with the Company's seal. The primary authorized directors with signatory authority on behalf of the Bank are Mr. Banthoon Lamsam, or Mr. Sara Lamsam, or Mr. Abhijai Chandrasen. Any of these persons must co-sign with Mr. Predee Daochai, or Ms. Kattiya Indaravijaya, or Mr. Pipit Aneaknithi.

### Board of Directors

Mr. Banyong Lamsam is Honorary Chairman of the Bank. Members of the Board of Directors are qualified persons who have knowledge, ability, and experience beneficial to the Bank. As of December 31, 2017, they were:

1. Mr. Banthoon Lamsam	Chairman of the Board and Chief Executive Officer
2. Professor Khunying Suchada Kiranandana	Vice Chairperson and Lead Independent Director
3. Ms. Sujitpan Lamsam	Vice Chairperson
4. Mr. Predee Daochai	President
5. Ms. Kattiya Indaravijaya	President
6. Mr. Pipit Aneaknithi	President
7. Dr. Abhijai Chandrasen	Director and Legal Adviser
8. Sqn.Ldr. Naline Paiboon, M.D.	Director
9. Mr. Saravoot Yoovidhya	Director
10. Dr. Piyasvasti Amranand	Director
11. Mr. Kalin Sarasin	Director
12. Ms. Puntip Surathin	Director
13. Mr. Wiboon Khusakul	Director
14. Ms. Suphatee Suthumpun	Director
15. Mr. Sara Lamsam	Director
16. Mr. Chanin Donavanik	Director

### Executives

As of 31 December 2017, KBank executives who were not member of the Board of Directors were:

1. Dr. Adit Laixuthai	Senior Executive Vice President
2. Mr. Wirawat Panthawangkun	Senior Executive Vice President
3. Mr. Krit Jitjang	Senior Executive Vice President
4. Mr. Thiti Tantikulanan	Capital Markets Business Division Head
5. Mr. Patchara Samalapa	Senior Executive Vice President
6. Mr. Pipatpong Poshyanonda	Senior Executive Vice President

7.	Mr. Chongrak Rattanapian	Executive Vice President
8.	Ms. Wasana Surakit	First Senior Vice President
9.	Dr. Karin Boonlertvanich	First Senior Vice President
10.	Ms. Natcha Argasreog	Financial Planning Department Head
11.	Ms. Manasikan Pakdeesrisantikul	Financial Accounting Management Department Head

**Note:** See Appendix 1 for educational backgrounds and work experiences of directors and executives.

### Corporate Secretary

The Board of Directors resolved to appoint Dr. Adit Laixuthai, Senior Executive Vice President, as Corporate Secretary and Secretary to the Board of Directors. The Office of Corporate Secretary, Corporate Secretariat Division, is a unit supporting the secretarial function of the Bank. Details of qualifications and experience, and main duties and responsibilities of Corporate Secretary are disclosed on the Bank's website, under the tab "Investors", "Corporate Governance" and then "Roles and Responsibilities of the Board".

### Remuneration to Directors and Executives

The Bank has established a set of well-defined and transparent remuneration policies for directors. The Human Resources and Remuneration Committee is responsible for reviewing these policies, taking into consideration the appropriateness of remuneration with respect to the scope of responsibilities of each director to ensure that the Bank's remuneration is comparable to that of other commercial banks.

The General Meeting of Shareholders No. 105, on April 3, 2017, approved director remuneration and bonuses, which shall remain effective until a General Meeting of Shareholders determines otherwise. A director who is also a member of other Board Committees shall receive additional remuneration in accordance with the increased responsibilities, except that the executive directors receive no remuneration for their membership in a Board Committee as follows:

(Baht)

1.	Remuneration for directors for the Board of Directors Meeting	
	• Chairman of the Board	154,000 per person/month
	• Vice Chairperson	115,500 per person/month
	• Director	100,000 per person/month
2.	Remuneration for Independent Directors	
	• Lead Independent Director	100,000 per person/month
	• Member	70,000 per person/month
3.	Remuneration for Board Committees:	
3.1	The Audit Committee	
	• Chairman	90,000 per person/month
	• Member	60,000 per person/month
3.2	The Corporate Governance Committee	
	• Chairperson	50,000 per person/month
	• Member	36,000 per person/month
3.3	The Human Resources and Remuneration Committee	
	• Chairperson	50,000 per person/month
	• Member	36,000 per person/month

## 3.4 The Risk Management Committee

- Chairperson 50,000 per person/month
  - Member 36,000 per person/month
4. Remuneration for the Legal Adviser 330,000 per person/month
5. Bonus for directors at the rate of 0.5 percent of dividend payments.

The Human Resources and Remuneration Committee shall propose remuneration of executives to the Board of Directors for consideration and approval in accordance with the Bank policies. Remuneration for executives, including that for Chief Executive Officer and Presidents are tied directly to short-and-long term performance of the Bank and the performance of each individual executive relative to four key performance indicators as specified in the Balance Scorecard, regarding finance, customers, development of operational process and risk management, and human capital development to ensure sustainable success of the Bank under transparent regulations and scopes of responsibility, as well as the competitiveness of the Bank vis-à-vis other leading financial institutions in Thailand.

Details of remuneration to directors and executives are shown as follows:

**1. Remuneration**

- 1) Remuneration for directors: In 2017, directors received remuneration as directors, Independent Directors and members of the Audit Committee, Corporate Governance Committee, Human Resources and Remuneration Committee, Risk Management Committee, and as Legal Adviser, together with a bonus at the rate of 0.5 percent of the dividend payments, totaling Baht 88,083,203.
- 2) Remuneration for executives: In 2017, executives in the position of First Senior Vice President or equivalent and higher, totaling 77 persons, received remuneration including salaries, living expenses, special contributions, and bonuses from the Bank, totaling Baht 835,977,074, while executives in the position of Senior Executive Vice President or equivalent and higher, totaling 11 persons, received remuneration including salaries, living expenses, special contributions, and bonuses from the Bank, totaling Baht 218,930,960.

**Remuneration for Directors in 2017**

Mr. Bantoon Lamsam	Received remuneration as Chairman of the Board, totaling Baht 1,848,000, and a bonus of Baht 5,040,198.
Professor Khunying Suchada Kiranandana	Received remuneration as Vice Chairperson, totaling Baht 1,386,000; as Lead Independent Director, totaling Baht 1,200,000; and as Chairperson of the Human Resources and Remuneration Committee, amounting to Baht 600,000, and a bonus of Baht 3,780,145.
Ms. Sujitpan Lamsam	Received remuneration as Vice Chairperson, totaling Baht 1,386,000; and as Chairperson of the Risk Management Committee, amounting to Baht 600,000, and a bonus of Baht 3,780,145.
Mr. Predee Daochai	Received remuneration as a director, totaling Baht 1,200,000, and a bonus of Baht 2,520,095.
Mr. Teeranun Srihong <sup>(1)</sup>	Received remuneration as a director, totaling Baht 300,000, and a bonus of Baht 2,353,898.
Ms. Kattiya Indaravijaya	Received remuneration as a director, totaling Baht 1,200,000, and a bonus of Baht 2,520,095.

Mr. Pipit Aneaknithi <sup>(2)</sup>	Received remuneration as a director, totaling Baht 1,200,000, and a bonus of Baht 315,777.
Professor Dr. Yongyuth Yuthavong <sup>(3)</sup>	Received remuneration as a director, totaling Baht 300,000; as Independent Director, totaling Baht 210,000; and as Chairman of the Corporate Governance Committee, amounting to Baht 150,000, and a bonus of Baht 2,353,898.
Dr. Abhijai Chandrasen	Received remuneration as a director and Legal Adviser, totaling Baht 5,160,000; and as a member of the Human Resources and Remuneration Committee, amounting to Baht 432,000, and a bonus of Baht 2,520,095.
Professor Dr. Pairash Thajchayapong <sup>(4)</sup>	Received remuneration as a director, totaling Baht 300,000; as Independent Director, totaling Baht 210,000; and as a member of the Human Resources and Remuneration Committee, amounting to Baht 108,000, and a bonus of Baht 2,353,898.
Sqn.Ldr. Naline Paiboon, M.D. <sup>(5)</sup>	Received remuneration as a director, totaling Baht 1,200,000; as Independent Director, totaling Baht 840,000; as Chairperson of the Corporate Governance Committee, amounting to Baht 450,000; and as a member of the Corporate Governance Committee, amounting to Baht 108,000, and a bonus of Baht 2,520,095.
Mr. Saravoot Yoovidhya	Received remuneration as a director, totaling Baht 1,200,000; as Independent Director, totaling Baht 840,000; and as a member of the Audit Committee, amounting to Baht 720,000, and a bonus of Baht 2,520,095.
Dr. Piyasvasti Amranand	Received remuneration as a director, totaling Baht 1,200,000; as Independent Director, totaling Baht 840,000; and as Chairman of the Audit Committee, amounting to Baht 1,080,000, and a bonus of Baht 2,520,095.
Mr. Kalin Sarasin	Received remuneration as a director, totaling Baht 1,200,000; as Independent Director, totaling Baht 840,000; and as a member of the Human Resources and Remuneration Committee, amounting to Baht 432,000, and a bonus of Baht 2,520,095.
Ms. Puntip Surathin	Received remuneration as a director, totaling Baht 1,200,000; as Independent Director, totaling Baht 840,000; and as a member of the Audit Committee, amounting to Baht 720,000, and a bonus of Baht 2,520,095.
Mr. Wiboon Khusakul	Received remuneration as a director, totaling Baht 1,200,000; as Independent Director, totaling Baht 840,000; and as a member of the Corporate Governance Committee, amounting to Baht 432,000, and a bonus of Baht 2,520,095.



Ms. Suphajee Suthumpun	Received remuneration as a director, totaling Baht 1,200,000; as Independent Director, totaling Baht 840,000; and as a member of the Audit Committee, amounting to Baht 720,000, and a bonus of Baht 2,520,095.
Mr. Sara Lamsam	Received remuneration as a director, totaling Baht 1,200,000; and as a member of the Risk Management Committee, amounting to Baht 432,000, and a bonus of Baht 2,520,095.
Mr. Chanin Donavanik <sup>(6)</sup>	Received remuneration as a director, totaling Baht 900,000; as Independent Director, totaling Baht 630,000; and as a member of the Corporate Governance Committee, amounting to Baht 324,000, and a bonus of Baht 166,199.

- Remarks:**
- (1) Mr. Teeranun Srihong had reached a mutual agreement with the Bank to end his employment contract before due term, effective on April 3, 2017.
  - (2) Mr. Pipit Aneaknithi was appointed a director and President on January 1, 2017 and a member of the Risk Management Committee on January 26, 2017.
  - (3) Professor Dr. Yongyuth Yuthavong expressed his intent not to be nominated for re-election in compliance with the Board of Directors Charter, effective on April 3, 2017.
  - (4) Professor Dr. Pairash Thajchayapong expressed his intent not to be nominated for re-election in compliance with the Board of Directors Charter, effective on April 3, 2017.
  - (5) Sqn.Ldr. Nalinee Paiboon, M.D. was appointed chairperson of the Corporate Governance Committee on April 3, 2017.
  - (6) Mr. Chanin Donavanik was appointed a director and a member of the Corporate Governance Committee on April 3, 2017.

## 2. Other Remuneration

- 1) Remuneration for directors: none
- 2) Remuneration for executives: In 2017, executives in the position of First Senior Vice President or equivalent and higher, totaling 77 persons, received the Bank's contributions to their provident fund, totaling Baht 23,703,432, while executives in the position of Senior Executive Vice President or equivalent and higher, totaling 11 persons, received the Bank's contributions to their provident funds, totaling Baht 6,036,810. In addition, the Bank's executives received benefits and other welfares under the Bank's regulations, similar to other employees, such as medical healthcare and checkup expenses, as well as various types of loan.

## The Provident Fund

KASIKORNBANK (KBank) set up provident funds for employees pursuant to the Provident Fund Act, B.E. 2530 (1987).

They include:

1. The KBank Provident Fund, which has been registered
2. The Welfare Security Fund, which has also been registered

Employees are entitled to receive their savings and KBank's contribution once leaving employment, except where employees are terminated without compensation and thus would receive their savings only.

In 2017, contribution to the KBank Provident Fund and Welfare Security Fund included:

1. The KBank Provident Fund (registered) received a total contribution of Baht 922,976,366.25, comprising a total employee contribution of Baht 500,407,576.41, and a KBank contribution of Baht 422,568,789.84.
2. The Welfare Security Fund (registered) received a total contribution of Baht 34,316,979.80, comprising an employee contribution of Baht 19,000,868.41, and a KBank contribution of Baht 15,316,111.39.

## KBank Personnel

As of December 31, 2017, KBank employees totaled 20,839 persons, classified below per KBank's organizational structure:

1. Executives	61 persons
2. Group of Business Related Divisions	16,755 persons
3. Group of Support Business Divisions	4,023 persons

## Employee Expenses

In 2017, KBank's employee expenses, e.g., salaries, wages, overtime pay, bonuses, special pensions, living allowances and contributions to provident funds, totaled Baht 23,021 million.

## Operations of Support Groups

### Human Resource Management

KBank has placed emphasis on human resource management to support our operations in four key areas, namely KASIKORN BUSINESS-TECHNOLOGY GROUP (KBTG), business expansion within the AEC+3, support of KBank operations in the digital age and other related operations, to ensure greater efficiency in our human resource management operations.

#### • KBTG Human Resource Management

We prioritize recruitment and selection of students and experienced personnel with IT skills to be part of KBTG's workforce through activities held with leading universities in Thailand. As an added personnel recruitment channel, a trainee program was also held for university students, providing them opportunities to work with KBTG for self-development through hands-on experience, especially regarding our workplace culture. Concentrating on personnel development and retention, we designed an IT program focusing on enhancement of IT skills and abilities, along with soft skills, especially interpersonal and communication skills, which are key attributes for performance improvement of KBTG employees.

#### • Human Resource Management for Business Expansion within AEC+3

As support for our business operations as a locally incorporated institution (LII) in the People's Republic of China, KBank designed a manpower structure and allocation appropriate for the business model and size under the set strategic plan, in accordance with local regulations and laws. We also plan to link the results from the "Competency to Career" program, using a competency model, to efficiency enhancement in personnel recruitment, performance assessment and employee development.

In order to support KBank business expansion abroad, we continued to work towards the development of employees at all levels. We set sights on enhancing knowledge among our executives to accommodate our presence in Indonesia, where KBank is a strategic partner of Bank Maspion. Moreover, an Intensive Development Program was organized for expatriate employees who were assigned to stations at our representative offices in the Socialist Republic of Vietnam and the Republic of the Union of Myanmar. The program, featuring a training course and a test on credit knowledge, professional presentation skills, dialect classes and on-the-job training, was designed to equip the target staff members with cultural and economic background of their host countries as well as knowledge about customer segments and industries, as they must serve as coordinators with business partners and local government agencies.

To promote KBank branding and our local staff members' well-being, we provided our staff members working in overseas offices with uniforms similar to those worn at the head office.

### • **Human Resource Management in Support of KBank Operations in the Digital Age**

KBank has built up IT infrastructure to enable staff of KBank and K Companies to access data and work anywhere, anytime via the Digital Workplace Project. Tools have been enhanced for more effective and efficient teamwork, and databases have been upgraded and redesigned for easier search and access. The change in basic work system applies to both KBank and K Companies, while the database for internal communications and work has been upgraded accordingly for broader coverage of all units within KBank.

To become a world-class financial institution and maintain KBank's status as the number-one digital banking provider, we have dedicated ourselves to our own digital transformation via human capital development with the launch of the KBank Digital Academy program, co-designing several educational programs with expert partners to deliver modern content that helps to leverage digital skills across our organization. As part of the official launch event, ten of Thailand's "digital influencers" were invited to demonstrate their vision, sparking employee creativity so that they can reach new goals in digital banking skills.

### • **Other Human Resource Management Operations**

- **Employee recruitment:** Emphasis is placed on selection and recruitment of high-potential personnel to meet business needs, along with the implementation of KBank branding programs. Notable activities included the KBank Campus Roadshow and Career Day under the theme "K Career Connect: Strive for the Best", and a referral program under the theme, "Digital DNA". These activities drew many participants. Moreover, we continued to cultivate relationships with tech talent abroad through KASIKORNTHAI x TALENT ENGAGEMENT activities.
- **Employee and leadership development:** To maximize our employees' potential and leadership abilities, we organized the K-Coaching Academy, an ongoing program with curricula based on international standards which provides our executives – from team leaders to high-level management – with professional coaching skills. To promote a good coaching environment within the organization, we launched campaigns via various activities and media, including the "Coach Me Please!" KASIKORNTV program. Furthermore, high-ranking executives from leading organizations were invited to share their perspectives on management in the seminar entitled, "Leader on Stage: Critical Turning Point". Meanwhile, learning activities on leadership development were arranged for employees through movies that helped broaden their horizons and develop analytical thinking which can be applied to their work.
- **Promotion and maintenance of employee engagement:** KBank carried out the Employee Engagement Survey 2017 with 100-percent participation of KBank and K Companies staff. Overall, our employee engagement increased from the previous survey. The findings were in accordance with KBank expectations, being better than the employee survey results of peers in Thailand and the Asia-Pacific region (APAC). The survey results will feed into guidelines for developing a plan to enhance employee engagement in a sustainable manner.
- **Organizational culture creation:** Focusing on teamwork, KBank organized activities to promote cooperation and creativity at the management level via the "Executive Retreat" activity during the annual Executive Seminar 2017, and at the corporate-wide level via "K-Spirit Sport Night" under the theme, "New Possibilities Start from Doing Differently". These activities were designed to encourage KBank executives and employees to show their readiness for the massive transformation of the digital age, to cater to customer needs by offering fresh and valuable experiences.

- **Employee relations and benefits:** The fourth Employees' Committee meeting for 2017 was held to allow for consultations and problem-solving discussions between KBank and the Employees' Committee, deepening our bond with the workforce. In collaboration with the KASIKORNBANK Labour Union and KASIKORNBANK Officer Labour Union, KBank took remedial actions for employees performing in violation of regulatory requirements, to ensure strict compliance among our staff members. These factors were instrumental in maintaining the high level of service our employees give to our customers, and in minimizing operational risks. We also established practical guidelines on various key issues in compliance with labor laws of AEC countries and the People's Republic of China so that our employees can perform their work correctly, thus mitigating compliance risk in those countries.
- **Communication management for economic, social and environmental sustainability under the "Green DNA" resolution:** KBank organized the "50,000 Chuamong Tham Di Tham Dai (50,000 Volunteer Hours)" project to encourage our employees to accumulate hours of good deeds, with a collective goal of 50,000 hours, per our "Green DNA resolution" KBank supported the effort financially and timewise in the form of one workday per person, per year. Thanks to continuous efforts to encourage our staff to participate in this activity, the staff served more than 66,182 hours during 2017. In addition, KBank continued the "KBank People Care for Bangkok's Green Lung" project by hosting an open house activity to welcome students from schools in the Bang Krachao sub-district and adjacent areas, who came to learn about KBank's operations and gain practical knowledge about financial literacy that they could apply in real life.

### IT Management

In 2017, KBTG conducted studies in technological development, in alignment with our strategy of maintaining KBank's competitiveness together with our position as the number-one digital banking provider, to cope with fast-changing consumer behaviors in this highly competitive, technology-driven marketplace. Our key initiatives can be summarized as follows.

- **K PLUS Platform:** KBank mobile banking platform comprises the following three services:
  1. K PLUS – KBank mobile banking app: Key initiatives are i.e.,
    - 1.1 Added functions for full use via WiFi
    - 1.2 Fingerprint scan via both iOS and Android systems in lieu of PIN for identity authentication when using the app
    - 1.3 Opening of a mutual fund account with no need to go to a Bank branch
    - 1.4 Registration for K PLUS Shop allowing immediate use
    - 1.5 Personal loan offering where customers will receive loan within one minute of accepting loan conditions
    - 1.6 Opening of an K-eSavings account in addition to a passbook account
    - 1.7 Marketing campaigns were also conducted via K PLUS such as a Baht 8 donation via QR code for the account "For Patients, Navamintrabophit 84 Years Building, Siriraj Hospital". Other initiatives included redesign of K PLUS Lifestyle 4.0 allowing easier search for Reward PLUS shops, and the addition of My QR function to Quick Pay allowing customers to either make or accept payment via scanning.
    - 1.8 Goods were offered via Life PLUS on a trial basis within KBank, allowing employees to place orders with a delivery services.

2. **K PLUS SME: KBank mobile banking app for SMEs:** We elevated K PLUS SME capability with added functions to enable full use via WiFi, including fingerprint scan in lieu of PIN for identity authentication when using the app, request for 30-day history data on cheques, including cheque payment and deposit, as well as stopping of cheques and viewing of cheque images.

3. **K PLUS SHOP :** KBank mobile banking app for merchants that accommodates payment with QR code via any mobile banking app, and serves as an e-wallet. Cashless payment function was developed to better meet the needs of both shops and customers, who can use the service on a single app by scanning the QR code of a K PLUS Merchant when making bill payments. Moreover, we added a function that allows customers to place an order and sends bills to them with payment reconciliation if payment is made via K PLUS – a mobile banking application. Merchants may choose a billing function by entering the amount for customers to pay by scanning a QR code, and they are alerted as soon as customers make payment.

- **K PLUS Beacon:** Thailand's first application that empowers the visually impaired. KBank and Beacon Interface Co., Ltd. – a fintech startup which is a joint venture set up by KBank – worked together to develop the K PLUS Beacon application, which is designed specifically for the blind, people with low vision, the elderly or any other users to perform financial transactions on their mobile phones with confidence, without viewing the screen. The app – which provides users privacy, convenience, swiftness and security – offers services for balance inquiry, funds transfer, top up and bill payment under a system matching the security standard of K PLUS – a mobile banking application. At the initial stage, K PLUS Beacon is being tested with four groups of 300 volunteers, i.e., those with total vision loss, those with low visual acuity, senior citizens, and others in the general populace, from December 5, 2017, to the end of the second quarter of 2018. Their input will be valuable to KBank in further development of the app.

- **Study and develop an Application Programming Interface (API) Manager system:** We are in the process of compiling data and mapping out strategies in response to the FinTech requirements. Initially, the system structure has been developed for further connectivity, with prominence given to data suitability and security.

- **Develop technology to apply machine learning techniques to KBank businesses:** We employed machine learning techniques to analyze demand of customers who have fixed monthly income based on database of K PLUS – a mobile banking application, before conducting customer screening under the conditions determined by KBank. Then, we set the target group for the offering of machine lending via our K PLUS application.

- **Develop functions of blockchain to better respond to business needs:** The Hyperledger blockchain platform was further developed for letter of guarantee issuance service, which is provided to our Multi-Corporate Business customers. We are now in talks with other commercial banks to design a common standard for document confirmation via blockchain.

- **Study and develop Electronic Know Your Customer (National Digital Identity):** KBank, the Electronic Transactions Development Agency and other banks have established a working group to design formats for sharing data among banks via a Digital Identity Platform as a common standard for electronic transactions, for all banks. Rollout of the initiative is expected in the second quarter of 2018.

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## 9. Corporate Governance

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The Board of Directors firmly believes that good corporate governance is instrumental to creating sustainable value to the business and enhancing the Bank's role as a "Bank of Sustainability", as well as fortifying confidence of shareholders and all stakeholders. In 2017, the Bank complied with the good corporate governance principles, as follows:

### 1. Rights of Shareholders

In recognizing the importance and rights of all shareholders, and having specified relations with shareholders in the Statement of Corporate Governance Principles, the Bank makes every effort to ensure the basic equal legitimate rights of shareholders, including the right to participate in shareholders meeting, the right to appoint a proxy to participate in and vote at shareholders meeting, the right to vote for the appointment or removal of individual directors, the right to vote on the annual appointment of independent auditor and the fixing of annual audit fees, and the right to vote on various other businesses of the Bank. Shareholders rights also include eligibility to receive dividend payments, the right to give opinions and enquire into business matters of the Bank during shareholders meeting, and the right to receive sufficient information in a timely manner. Moreover, the Bank emphasizes the disclosure of accurate, complete, timely and transparent information to shareholders. The following measures were undertaken to promote the rights of shareholders:

1. All shareholders including institutional shareholders were encouraged to attend the 2017 General Meeting of Shareholders, held on April 3, 2017, by the following actions:

1.1 Procedures prior to the meeting date:

- The meeting notice and related documents, both Thai and English, were disseminated on website more than 30 days prior to the meeting date, with clear, complete and adequate information on the date, time, and venue of the meeting, a map of the meeting site, and the meeting agenda. In addition, proxy forms and a complete set of supporting documents for the meeting agenda, together with the Bank's Articles of Association related to the meeting, were sent to shareholders for their consideration more than 14 days prior to the meeting date. Along with the meeting notice, shareholders were sent sufficient information to allow them to vote on every agenda item, each of which was identified clearly as items for acknowledgment, for approval, or for consideration, together with sufficient and clear comments by the Board of Directors to help shareholders in their voting decisions. The meeting notice was published in a daily newspaper for 3 consecutive days, at least 3 days before the meeting date.
- Shareholders were given the opportunity to submit questions concerning meeting agenda items in advance before the shareholders meeting date. These criteria were disclosed on the Bank's website and via the information dissemination system of the Stock Exchange of Thailand at the same time as in the meeting notice.
- The Bank gave detailed information as to which documents were necessary for shareholders or proxies to present on the meeting date in order to confirm the right to attend the meeting, including a proxy form per the Ministry of Commerce designation. Also included was a list of independent directors, the Chairman of the Board and Chief Executive Officer, or any other persons whom the shareholders might wish to appoint as proxy, and to determine the voting directions.

### 1.2 Procedures on the meeting date:

- The meeting was held at KBank Head Office for convenient access of shareholders. Shuttle vans were available between Rat Burana Head Office and Phahon Yothin Building.
- The Bank arranged for shareholder registration to begin more than 2 hours prior to the meeting schedule. Preparation of the venue and an appropriate number of greeters were also arranged to assist shareholders.
- The voting and vote counting methods were clearly explained. Both voting and vote counting were carried out in a transparent manner. The Bank used a barcode system for shareholder registration, vote counting and presentation of voting results, allowing for a rapid and efficient meeting process.
- The Bank arranged for an independent legal advisory firm to supervise meeting transparency, in compliance with related laws and the Bank's Articles of Association, and examination of the accuracy of vote counts. Shareholder representatives were selected to witness the vote counting.
- The meeting proceeded according to the announced agenda; no additional agenda item was included without prior notice to the shareholders.
- All shareholders were offered an equal opportunity to give suggestions and ask questions within an appropriate timeframe, and directors in charge of topics clarified and provided complete information to shareholders. All 18 directors were in attendance, as well as senior executives and auditors.
- Ballots were used to vote on every agenda item. For each agenda item, the Bank collected only the ballots of shareholders opposing or abstaining. To comply with the best practices for shareholders meetings, the Bank requested all shareholders and proxies present at the meeting to return the ballots after the meeting was adjourned, and kept them as evidence and for future reference.
- The Bank provided English simultaneous interpretation for foreign shareholders and recorded the meeting on video for further reference.
- Shareholders who entered the meeting room after it had commenced were allowed to vote for agenda items that were still under consideration, pending for voting.

### 1.3 Procedures after the meeting date:

- For shareholders' timely acknowledgment and examination of voting results, the Bank disclosed the resolution of each agenda item on our website on the shareholders meeting date.
- Comprehensive meeting minutes were recorded. They included significant details for each agenda item, e.g., meeting resolutions, voting results (divided into approve, disapprove, abstain, no vote, voided ballot, or not entitled to vote), questions, explanations and opinions expressed at the meeting. The minutes of the shareholders meeting were sent to regulatory agencies within 14 days from the meeting date, and to shareholders for their acknowledgment, as well as being made available on the Bank's website.

2. The Bank discloses important information for shareholders on our website and via the information dissemination system of the Stock Exchange of Thailand, and has published the quarterly newsletter “Sarn Samphan” to provide information and news on website, such as the overall economy, investment in money and capital markets, and other information that may be beneficial to shareholders.

## **2. Equitable Treatment of Shareholders**

Recognizing the importance of equitable treatment of shareholders, the Board of Directors has established a Corporate Governance Policy based on shareholders rights and the equal and fair treatment of all shareholders, and undertook the following tasks:

1. Provision of information prior to the General Meeting of Shareholders
  - Shareholders were informed that 1 share equaled 1 vote; approval of a resolution was based on the majority of votes, except for certain resolutions which required the approval of no less than two-thirds of all votes of those attending the meeting, or three-fourths of all votes of those attending the meeting and having the right to vote. This practice is in line with the Bank’s Articles of Association and related laws.
2. Protection of shareholders rights
  - Under the specified criteria of the Board and relevant regulatory agencies, the Bank provided shareholders with the opportunity to propose matters for inclusion as agenda items, as well as the opportunity to propose qualified candidates having no prohibited characteristics for election as directors at the General Meeting of Shareholders, during September 1 - November 30, 2016. Guidelines on the proposing procedure and shareholders rights were provided to shareholders through the information dissemination system of the Stock Exchange of Thailand and disclosed on the Bank’s website. Shareholders proposed no items to be included in the agenda, nor did they propose any candidates for election as directors.
  - The Bank arranged for the shareholders meeting to be conducted in a transparent and efficient manner, in line with the Bank’s Articles of Association and related laws. The consideration of items and voting was conducted in accordance with the announced agenda. This included consideration of the election of directors individually and director remuneration, together with consideration of the annual appointment of independent auditor, fixing of the audit fees, and other agenda items as specified in the meeting notice.

3. The Bank has established internal regulations to supervise the use of inside information and securities and stock futures trading by directors and employees. In essence:

- All operational units must set up a system, manage their workplace, and maintain inside information to prevent disclosure to others. Inside information can be used and sent only by persons who need to know or use that information for their operations.
- Directors and employees are prohibited from buying, selling, transferring or obtaining the transfer of securities and stock futures that may take advantage of outsiders by using inside information that may have a significant impact on the price of securities and has not been disclosed to the public or the Stock Exchange of Thailand. Though they may have become



aware of such information in their capacity, either as directors or employees of the Bank, such actions are prohibited, whether to favor themselves or others, or to reveal such information to others to act upon it or receive benefit thereof.

- The Bank has regulated that directors, officers in the position of Senior Executive Vice President or equivalent and higher, and staff in the position of Department Head or equivalent and higher in the Financial Accounting Management Department or Financial Planning Department under the Financial and Control Division, must report their ownership of securities issued by the Bank and stock futures with underlying KBank stock, including those under ownership of their spouses and minor children. Moreover, they must report every change in their holding of those securities, i.e. by any purchase, sale, transfer, or obtaining the transfer of securities and stock futures, as regulated by the Office of the Securities and Exchange Commission, and must have a copy of their ownership report of securities submitted to the Corporate Secretary, and such reports in 2017 were submitted to the Board of Directors Meeting. Furthermore, the Bank requires that all personnel who have access to significant inside information, under the above criteria, report their ownership of those securities, including those under the possession of their spouses and minor children, to the Bank's Compliance Department.
- Concerning the supervision of securities and stock futures trading and prevention of the use of inside information, the Bank has stipulated a silent period for securities and stock futures trading by directors and related staff, including their spouses and minor children, prohibiting trading of those securities starting one month prior to the Bank's disclosure of financial statements or quarterly performance, and lasting until the second day after the information has been disclosed. Internal regulations on the prevention of the use of inside information are disseminated at the beginning of each year and quarterly to directors and related staff through various operating channels of the Bank, including regular monitoring of actions.

4. Concerning intra-group transactions among KASIKORNBANK FINANCIAL CONGLOMERATE and conflicts of interest prevention, KASIKORNBANK operates as a financial conglomerate under the Financial Institution Business Act as approved by the Bank of Thailand. To encourage actions in compliance with standards of good governance and to meet targets related to its implementation, the Bank has initiated guidelines to control and supervise intra-group transactions, as well as preventing transactions that may involve conflicts of interest or connected or related transactions. This is one of the key components of Corporate Governance Policy that the Board of Directors and the Bank's employees must strictly comply with to earn the trust of all stakeholders. Key criteria include:

- The Board of Directors has resolved to approve the policy of Intra-Group Transactions among KASIKORNBANK FINANCIAL CONGLOMERATE and the risk management policy of Intra-Group Transactions among KASIKORNBANK FINANCIAL CONGLOMERATE as operational guideline for the Bank and its subsidiaries in order to formulate systematic and precise intra-business transaction framework, under appropriate risk management and there should be review to ensure compliance with the laws, regulatory requirements and Consolidated Supervision Criteria of the Bank of Thailand for financial business groups.

- All types of business transactions within the financial conglomerate are based upon the Statement of Corporate Governance Principles. Attention is duly paid to the transaction conditions, all risks involved, internal control, reporting procedure and information disclosure, according to the Bank of Thailand's relevant policies.
- The Board of Directors has resolved to approve the Conflicts of Interest Prevention Policy, as well as guidelines to consider appropriateness in the conduct of transactions that shall be under scrutiny of the Audit Committee and ensure compliance with the criteria of the Office of the Securities and Exchange Commission, the Capital Market Supervisory Board, the Stock Exchange of Thailand, and the Bank of Thailand.
- All intra-business transactions comply with the procedures and are under the terms and conditions applied to the normal course of business. The quantitative amount of intra-business transactions, both individually and cumulatively, comply with the Conflicts of Interest Prevention Policy.
- Directors, executives, or employees with related interest in a transaction with the Bank or its subsidiaries must not participate in consideration or approval of such a transaction. The price of the transaction must be set appropriately, fairly, on an arm's length basis and in accordance with general commercial terms as applied to general customers.
- Connected transactions must be submitted to the Audit Committee for consideration, in case of such connected transactions being within the scope of consideration according to the Statement of Corporate Governance Principles and the criteria stipulated by the Office of the Securities and Exchange Commission.
- The Board of Directors has established a principle for conducting connected transactions between the Bank's directors, executives, or related persons of the Bank or its subsidiaries. Such a transaction can be conducted if the transaction is under terms and conditions similar to those applied to general customers in the normal course of business of the Bank and its subsidiaries.
- In conducting transactions between the Bank and its subsidiaries or transactions between the Bank's subsidiaries, the Bank requires that all transactions be under terms and conditions similar to those applied to other persons in the normal course of business at a similar level of risk. Those transactions must be approved by the Bank's and its subsidiaries' Board of Directors, and comply with policies and regulations enforced by the Bank and any competent agencies, as the case may be.
- Directors, officers in the position of First Senior Vice President and higher, (and those in the position of Department Head or equivalent in the Financial Accounting Management Department or Financial Planning Department under the Finance and Control Division) and their related persons are required to disclose their shareholding information in business, their directorship or their authority to manage or control majority votes in the shareholders meeting, including the right to control the election and removal of directors or the assignment of any other person to be the nominee of their shareholding or management, or the authority to control businesses. The disclosure must be made in the Bank's database, which is under the responsibility of the Information Management Department that has the

responsibility to update the information regularly for use by the SME Product and Business Process Management Department and the Credit Policy and Risk Management Department. The monitoring of credit extensions and investment must follow the rules of concerned regulatory agencies. The Office of Corporate Secretary shall report information on the benefits of such persons to the Board of Directors when a transaction between the Bank and the person related to the Bank's directors and such persons is brought into consideration.

- The Bank has disclosed details of every related or connected transaction that may involve conflicts of interest according to the Office of the Securities and Exchange Commission and Capital Market Supervisory Board's criteria, in the Annual Reporting Form (56-1 Reporting Form), as well as in the Bank's Annual Report and other reports, as the case may be. This also includes disclosures of information on connected transactions to the Stock Exchange of Thailand according to the Stock Exchange of Thailand's regulations and to the Office of the Securities and Exchange Commission, as well as disclosure of related transactions of the Bank according to the recognized accounting standards and the rules of the Bank of Thailand. Disclosures of related transactions are shown in the Notes to the Financial Statements, under "Related Party Transactions". The Bank used general commercial conditions to consider connected transactions, in accordance with defined procedures necessary to support the Bank's business operations, and in a manner consistent with the Bank's strategies in the best interests of shareholders. In 2017, the Bank had no connected transactions subject to disclosure to the Stock Exchange of Thailand.
- Evaluation of knowledge and understanding of staff dealing with connected transactions was conducted as planned. In this regard, the Bank's directors and employees must follow the Conflicts of Interest Prevention Policy as mentioned above, in accordance with official regulations.

5. Directors and executives shall file the reports on their interests and related persons' interests to the Corporate Secretary for further submittal to the Chairman of the Board and Chairman of the Audit Committee. Such reports shall be submitted each time of the change, to comply with the Securities and Exchange Act. In 2017, there were no changes in vested transactions of directors and executives. Directors and executives appointed in 2017 have already submitted their reports to the Chairman of the Board and Chairman of the Audit Committee for acknowledgment.

### **3. Roles of Stakeholders**

The Bank has placed emphasis on the rights of all stakeholders, and clearly defined the policies and operational guidelines towards different stakeholders in the Statement of Business Conduct and Code of Conduct for all employees, as well as the human rights and anti-corruption policies. Contact channels have been in place for all stakeholders.

#### **Actions towards Stakeholders**

**Shareholders:** The Bank is determined to achieve good operating performance, sustainable growth, and competitiveness, with due consideration given to both current and future risk factors, in order to maximize shareholders value over the long term. The Bank discloses all information in a fair and transparent manner, and makes every effort to protect the Bank's assets and uphold its reputation.

**The Board of Directors:** The Board of Directors has acknowledged and fully complied with the authority, duties and responsibilities of directors, as well as the rights of stakeholders, and undertakes measures to ensure that these legitimate rights are provided, and that all stakeholders are treated equally and fairly.

**Employees:** Employees are valuable assets of the Bank. The Bank continues to seek capable and experienced personnel in line with growth and demands of the organization. Compensation should be tied with short-and-long term performance, based on balanced scorecard, comparable to that of other leading companies, and necessary training programs are continuously provided to enhance employees' capabilities. Good business culture and favorable atmosphere are promoted in the workplace, together with fair and equal treatment, and respect for the honor, dignity, and individual rights of all employees. The Bank recognizes the need for safety, occupational health and proper welfare for employees, and provides benefits such as provident funds, scholarships for employees and their children, annual medical check-ups, as well as safety procedures such as fire drills and the installation of disaster prevention systems, etc.

**Customers:** The Bank aims to promote customer satisfaction by offering diverse, complete, and high-quality financial products and services, in response to the needs of customers. The Bank gives due attention to and holds itself accountable to customers. In 2017, the Board approved a Market Conduct Policy to ensure fair and transparent treatments to customers. The Board also approved a Customer Data Privacy Policy that gives high priority to the protection of their confidential information. Customers are provided with explanations of the risks related to the use of various financial services.

**Counterparties:** The Bank respects compliance with contracted terms and conditions in trade, in fair and acceptable competition, and refrains from all mala fide practices. For supplier selection, the Bank shall not enter into business matching with unlawful businesses, and suppliers should have the Corporate Social Responsibility policy, avoid causing any environmental pollution and comply with the Bank's Supplier Code of Conduct. The Bank places emphasis on counterparties' transparent business operations, respect for human rights, fair treatment of labor and compliance with the standards related to safety, occupational health and environment.

**Competitors:** The Bank observes fairness in competition and does not practice any mala fide methods that are deleterious to competitors.

**Creditors:** The Bank abides by lending terms and conditions, including guarantee stipulations, and all legitimate duties to creditors, debenture holders and depositors. The Bank has in place the capital management directions that comply with related laws, regulatory requirements, and international guidelines and practices. In compliance with related laws, accurate and appropriate explanations have been given to creditors on all of the possible risks involved with non-deposit financial services. In case the Bank is unable to comply with any established conditions, advance notification will be made to related creditors in order to jointly resolve the problems.

**Responsibility towards the Community, Environment and Society:** With adherence to the Corporate Citizenship Strategy, the Bank bears in mind its duties as a good citizen of the society and nation to enhance better living conditions for the community, society and environment via a number of projects. Notable projects include the "*Rak Pa Nan* (Care for Nan Forest)" Project aimed at building cooperative networks among Nan communities and related parties, raising awareness of forest deterioration, protection of headwaters areas, creating careers and instilling environmental awareness among the youths; the "Cultivation of Wisdom" Project to reform students' thinking process via research-based analysis to enhance students' rational understanding of problems, and to expand the project implementation through prototype schools; the "Baccalaureate

Scholarships” Program for students in Nan Province to study at Nation University for underprivileged youths in remote areas readying them for the development of their communities in the future; the “KBank Officers Caring for Bangkok’s Green Lung” Project that has been implemented for the eighth consecutive year under a concept of “Knowledge Promotion, Care for Community and Development of Human Resource” to introduce KBank to the students in nearby communities through joint activities of KBank officers and students; the “AFTERKLASS” Project to disseminate financial knowledge, related to savings, financial planning, investments and new business startups, for children and youths in online communities on [www.AFTERKLASS.com](http://www.AFTERKLASS.com), in line with their lifestyles; the “50,000 *Chuangong Tham Di Tham Dai* (50,000 volunteer hours)” Project to encourage volunteer activities of officers in accordance with the “Green DNA” resolution – this year’s activities include sharing financial knowledge with students and residents of various areas, creating joint learning and growth in a sustainable manner; and the “KBank Fights against Cold Weather” Project joining force with local students in KBank’s scholarship program to donate blankets to people in the North. KBank also implemented various projects in support of efficient resource utilization, for example modifying air conditioning systems at three main buildings, improving electricity and lighting systems illuminating the KBank logo, implementing waste sorting project, managing rainwater and wastewater for re-use and organizing staff training sessions on environmental issues under the Bank’s sustainability development courses. Officers were sent to attend the course of “Voluntary Reduction of Greenhouse Gas Emission per the Greenhouse Gas Management Institute’s standards” held by the Stock Exchange of Thailand. Details of implementations in economic, social and environmental dimensions in accordance with the Global Reporting Initiative Standards (GRI Standards) are included in **Sustainability Report 2017**.

The Bank also specified other procedural guidelines, as follows:

**Fairness:** The Bank demonstrates fairness to all parties having business relationships with the Bank, and does its best to avoid any bias or events that would lead to conflicts of interest.

**Ethics:** The Bank adheres to its Statement of Business Conduct and pursues every business endeavor with integrity.

**Professionalism:** The Bank maintains professional standards, aiming high for superb quality integrated with modern and sophisticated technology.

**Responsiveness:** The Bank has the readiness to respond to the needs of its customers and society, as well as changes in the economy and technology, both at present and in the future.

**Discipline and Compliance:** The Bank is committed to discipline in the operation of its business and ensures that all business decisions and actions comply with all applicable laws and regulations and to observe the Bank’s ethical standards and the Code of Conduct.

**Protection of Intellectual Property Right and Copyright:** The Bank complies with laws related to intellectual property and has a stance to not support any operation that may violate intellectual property right, via establishment of a policy to ensure IT stability and safety; only copyrighted software is used in the Bank’s information systems. Employees are prohibited from installing unauthorized software copies on the Bank’s computer systems, and their software use is examined.

**Human Rights Protection:** The Bank established the Human Rights Policy related to employees, customers and suppliers, and incorporated respect of human rights in the Code of Conduct, with regard to support and respect of human rights by refraining from human rights violations. The Bank also provides related knowledge for employees for use in their operations, while arranging channels to receive information and complaints on human rights violations. In 2017, the Board of Directors

revised the Human Rights Policy to cover compliance with laws and important international standards, for example the United Nations Guiding Principles on Business and Human Rights, the Humanitarian and Human Rights Principles of the International Labor Organization, and the UN Global Compact. This year, there was no complaint on human rights violations.

### **Anti-Corruption**

KASIKORNBANK is committed to conducting business with transparency, integrity and compliance with regulatory requirements as well as good corporate governance practices. The Bank acts against corruption in all its forms and undertook the following tasks:

1. The Bank, KASIKORN ASSET MANAGEMENT CO., LTD. (KAsset), and KASIKORN SECURITIES PCL (KSecurities) have co-signed a declaration of the “Private Sector Collective Action Coalition Against Corruption” project jointly initiated by the Thai Institute of Directors Association (IOD), the Thai Chamber of Commerce, the Joint Foreign Chambers of Commerce in Thailand, the Thai Listed Companies Association, the Thai Bankers’ Association, the Federation of Thai Capital Market Organizations and the Federation of Thai Industries. Since 2013, the Bank, KAsset and KSecurities have been recognized as certified companies of Thailand’s Private Sector Collective Action Coalition Against Corruption by the Private Sector Collective Action Coalition Against Corruption Council, or CAC and received approval from CAC for recertification in 2016.

2. The Bank has established anti-corruption regulations on all fronts, with abstention from bribery and inappropriate incentives, as directed in the Code of Conduct, which is strictly observed by directors and employees. In addition, the Board of Directors approved the Anti-Corruption Policy, which includes the issues of bribes and inducements, gifts and benefits, charitable contributions and sponsorships, and political participation. The policy is reviewed annually and in 2017, the annual review was already undertaken, and there was no donation for organization, unit, project or activity related to politics.

3. The Bank recognizes the importance of communications on the Anti-Corruption Policy for appropriate practices and actions within the organization. In 2017, training courses have been organized for executives and employees to equip them with knowledge on Anti-Corruption Policy. Moreover, communications on the Anti-Corruption Policy have been made with all directors, executives and employees via the Bank’s internal media including a Corporate Governance Journal, electronic network system and its website, and tests have been conducted to measure the related knowledge of relevant employees via electronic system. In 2017, there was no complaint regarding corrupt actions.

4. The Bank’s departments responsible for risk assessment, monitoring and evaluation of anti-corruption practices include the following:

- The Operational Risk and Fraud Management Department is responsible for defining operational risk strategies and policy, as well as operational risk assessment and control, to ensure efficient prevention and mitigation of operational risks and mishandlings that may affect the Bank’s financial position and reputation. The department is responsible for risk assessment, analysis, monitoring and control. It also compiles the overall risk position to remain within an appropriate risk appetite, as well as examining and gathering preliminary information or evidence of fraud in order to detect suspicious cases that may lead to fraud. The Bank is now equipped with analysis of fraud and operational risks in all departments, with annual assessment of high-risk departments. Reports of such analysis are submitted to the Operational Risk Management Sub-committee, Risk Management Committee and Board of Directors. Moreover, all

responsible employees have been trained on fraud prevention, while responsible employees have been assigned to attend fraud prevention courses organized by government agencies and outside organizations on a regular basis.

- The Compliance Department acts as the center of compliance supervision, responsible for overseeing the Bank's business operations to be in compliance with the Bank's policies and regulations, as well as regulatory requirements. It is the Bank's policy to ensure full regulatory compliance of the KASIKORNBANK FINANCIAL CONGLOMERATE. The Compliance Policy, approved by the Board of Directors, stipulates the duties and responsibilities related to compliance of the Board of Directors, the Audit Committee, executives, departments or units, and employees. Employee communications have been conducted to instill awareness of their duties and responsibilities in studying and understanding related laws and requirements, as well as Bank regulations, and in strict compliance with such regulations.
  - The Internal Audit Department performing its functions with independence, relies upon risk-based auditing approach. Fraud and unethical conduct are among the concerned risks assessed and audited by the Internal Audit Department. In addition, recommendations on relevant internal control are proposed.
  - The Corporate Governance Unit, Office of Corporate Secretary, has organized training courses, provided knowledge for directors, executives and employees on the subject of compliance with the Code of Conduct, Anti-Corruption Policy and Statement of Corporate Governance Principles, and communicated regularly via the annual corporate governance activities. Moreover, guidelines for monitoring and concrete evaluation have been mapped out.
5. The Bank has extended its operational direction to suppliers, including
- Communication with suppliers on the Code of Conduct related business ethics, human rights and labor, safety and occupational health, and environment for their acknowledgment and compliance
  - Establishment of guideline to inform to suppliers about the Bank's Code of Conduct before participating in the bidding processes
  - Communication with suppliers on business operations with no involvement with corruption and encouragement of suppliers to comply with anti-corruption policy and practices
  - Arrangement of supplier meetings on the Bank's procurement procedures and encouragement of suppliers to comply with anti-corruption policy and practices

### **Receiving Information or Complaints**

The Bank provides various communication channels for stakeholders via the K-Contact Center, K-BIZ Contact Center, and branches, etc. A hotline is available as a center to receive and manage complaints. In addition, in order to promote operational transparency, direct communications with the Board of Directors in alignment with the specified criteria, the "Investors" tab on the Bank's website have been enhanced to receive useful information for business undertaking or complaints on improper actions. Also, written documents or electronic mails can be directly submitted to the Internal Audit Department to inform about fraudulent or improper actions of employees or inadequate internal control. To protect the rights of information



providers, the Bank has established a written policy of information or complaint receiving (Whistle-blowing Policy), identifying the receiving channels, information or complaint management processes, measures to protect the rights of information providers, protection of confidential information – only authorized persons can have access to such information, and the Audit Committee is assigned to issue instructions and report to the Board of Directors on confidential information. Fair measures have been established for stakeholders to whom losses are incurred due to violation of their legal rights.

#### **4. Disclosure and Transparency**

##### **Information Disclosure**

The Bank has a well-defined KASIKORNBANK Disclosure Policy, approved by the Board of Directors, to ensure that disclosures of the Bank's financial and non-financial information to shareholders, investors, analysts, regulatory agencies, and the general public are accurate, complete, timely, equal, transparent, consistent, and in accordance with all applicable laws, regulatory requirements, and regulations.

The Bank imposed the Disclosure Policy for dissemination of significant information, authorizing the Chief Executive Officer, Presidents, Chief Financial Officer, or Corporate Secretary who is responsible for Chief Investor Relations Officer function to consider and make decisions on the contents of significant information for public disclosure. Any one of these persons may disclose information by him/herself, or assign relevant parties to handle this task. Corporate Secretary who is responsible for Chief Investor Relations Officer function has the authority to hold press conferences or to disseminate significant information related to the Bank, and to answer questions raised by shareholders, investors, and securities analysts. The unit responsible for corporate communications activities should be assigned to coordinate with information owners in disseminating significant information related to the Bank.

In 2017, the Bank adequately disclosed important financial information in its financial statements. The disclosures were in line with regulations of the Bank of Thailand, the Stock Exchange of Thailand, Office of the Securities and Exchange Commission, and Financial Reporting Standards. Such information was also disseminated via the SET Community Portal and the Bank's website. The financial statements were reviewed/audited by independent certified public accountants and were endorsed by the Audit Committee before disclosure to shareholders; the Board of Directors also disclosed its report of the responsibilities for financial reports in the annual report. Moreover, the Bank has published unreviewed/unaudited quarterly financial statements, reviewed/audited quarterly financial statements and Basel III Pillar 3 Disclosure, as well as other non-financial information such as the Management Discussion and Analysis (MD&A) and information on the Bank's corporate governance for the benefit of shareholders, investors and analysts. In addition, the Bank has periodically evaluated the effectiveness of its disclosure procedures.

The Bank has disseminated its information through various channels and mass media on a regular basis so that shareholders and stakeholders can receive information thoroughly. Information outlets include, for example, the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission, the Ministry of Commerce, newspapers, magazines and journals, television, KBank IR/PR news, KBank website ([www.kasikornbank.com](http://www.kasikornbank.com)), company visits, press conferences, and notice and meeting documents sent by mail to shareholders. In addition, the Bank provided information to shareholders and investors in various forms, e.g. Investor Presentation, Monthly Economic Information, K-IR Quarterly Review, quarterly newsletter "Sarn Samphan" and K-IR News which can be accessed via the Bank's website.



In compliance with the Statement of Corporate Governance Principles, the Bank enforces a 7-day silent period before the quarterly operating results are reported to the Stock Exchange of Thailand. During this period, no information related to the Bank's performance is revealed to external party. Company visits / participation in one-on-one meetings / conference calls / group analyst meetings / replies to questions related to the Bank's operating results do not occur during this period.

### Investor Relations

In 1998, the Bank established the Investor Relations Unit under the Office of Corporate Secretary, as part of the Corporate Secretariat Division, responsible for investor relations management, preparation of annual investor relations plan and systemic disclosure of the Bank's information per regulatory requirements, for the benefits of shareholders, investors, analysts and credit rating agencies, both local and international. The Unit is also responsible for managing and supervising shareholders rights and benefits, in accordance with all applicable laws, as well as creating, maintaining and promoting cordial relationships with the Bank's shareholders. This will in turn enhance the Bank's image and credibility, thus creating higher value to shareholders in a sustainable manner over time. The Bank also conducts investor relations satisfaction survey on an annual basis. The survey results are analyzed to optimize the efficiency and effectiveness of the investor relations policies, functions and activities in accordance with international standards.

The Bank business operations place emphasis on actions in accordance with the Good Corporate Governance Principles and the Bank has devised an Investor Relations Code of Conduct to ensure that our investor relations function is accurate, complete, and transparent in compliance with the laws, regulatory requirements, and the Bank's regulations. In 2017, the Bank implemented the Investor Relations activities, wherein the Bank's executives and the Investor Relations Unit met with various groups to provide information through the following venues:

Type of Meeting	No. of Events	No. of Companies	No. of Persons
One-on-One Meetings	120	210	293
Conference Calls	58	151	179
Group Analyst and Investor Meetings	5	253	316
Investor Conferences	8	137	191
Non-deal Roadshows	6	145	238
Site Visits	6	37	49
Total	203	933	1,266

There were 16 events, out of the above, wherein a total of 222 persons from 152 companies met with the Bank's Chief Executive Officer or Presidents. Some companies met with the Bank on more than one occasion in each type of meeting.

To support our aim of being a Bank of Sustainability in every dimension, the Investor Relations Unit has worked towards digital era and continually reduced paper utilization, i.e., decreasing the quantity of paper used in meeting and delivery of documents via digital channels. If printing of document or report is mandatory, environmental-friendly paper, printing ink and printing processes are chosen as to reduce greenhouse gas emissions.

Investors and shareholders may contact the Bank at:

Corporate Secretary who is responsible for Chief Investor Relations Officer function:

Tel : +662-4702673 to 4 Fax : +662-4702680

Investor Relations Unit, Office of Corporate Secretary:

- Individual Investors and Shareholders

E-mail : Shareholder\_IR@kasikornbank.com

Tel. : +662-4706116 Fax : +662-4702690

- Institutional Investors and Shareholders

E-mail : IR@kasikornbank.com

Tel. : +662-4706900 to 1 and +662-4702660 to 1 Fax : +662-4702690

Address:

KASIKORNBANK PUBLIC COMPANY LIMITED

Head Office, 33<sup>rd</sup> Floor,

Investor Relations Unit,

Office of Corporate Secretary, Corporate Secretariat Division,

1 Soi Rat Burana 27/1, Rat Burana Road, Rat Burana Sub-District,

Rat Burana District, Bangkok 10140, Thailand

Website: www.kasikornbank.com

### **Compliance with other Good Corporate Governance Principles**

The Bank recognizes the importance of and adheres to the good corporate governance principles, in conformance with the international standards which have been applied to the Bank's business operations based on transparency and suitability. In 2017, in comparison with the Corporate Governance Code of Office of the Securities and Exchange Commission and the Thai Institute of Directors Association, there remained some issues that the Bank has not yet complied with, including the following:

1. Chairman of the Board must not be the same person as Chief Executive Officer. If not, the number of independent directors should be more than half of Board members.

Currently, Mr. Banthoon Lamsam is Chairman of the Board and Chief Executive Officer, so as to fulfill ongoing missions and create new generation of qualified leaders who can drive the organization towards stability and sustainability. The number of independent directors is more than half of all directors, i.e., 9 independent directors out of the total of 16 directors and the Board of Directors has appointed the Independent Directors Committee to maintain a check-and-balance between the Board and the management, and to protect the interests of all stakeholders.

2. The Board of Directors should comprise at least 5 but no more than 12 directors, appropriate for size, nature and complexity of business.

As of December 31, 2017, the Bank's Board of Directors was composed of 16 members - a number suitable for the Bank's business nature and consistent with the Bank's strategies and Articles of Association.

## **5. Responsibilities of the Board of Directors**

### **Qualifications of Independent Directors**

The Board of Directors has prescribed the definition of "Independent Director" in conformity with the Principles of Good Corporate Governance of the Stock Exchange of Thailand, the requirements of the Bank of Thailand on the "Governance of Financial Institutions", and the requirements of the Capital Market Supervisory Board, in order to maintain investor confidence and balance in good governance. The Independent Directors are independent of management and major

shareholders. The qualifications set by the Bank for “Independent Director” have been defined more stringent than the criteria set by the Capital Market Supervisory Board. They are as follows:

1. Holding not more than 0.5 percent of the Bank’s shares with voting rights, or that of any subsidiary company, associated company, major shareholder or controlling person of the Bank, which shall be inclusive of the shares held by any related person of such an independent director;
2. Neither being nor having been an executive director, an employee, a staff member, an adviser who receives a regular salary, or a controlling person of the Bank, subsidiary company, associated company, subsidiary company at the same level, major shareholder or controlling person of the Bank unless the foregoing status has ended for more than 2 years;
3. Not being a person related by blood or registration under law, such as father, mother, spouse, sibling, and child, including the spouse of a child, of other director, any executive, major shareholder, controlling person or person to be nominated as a director, an executive or a controlling person of the Bank or subsidiary company;
4. Neither holding nor having held a business relationship with the Bank, subsidiary company, associated company, major shareholder or controlling person in a manner which may interfere with his/her independent judgment, and neither being nor having been a substantial shareholder or a controlling person of any person having a business relationship with the Bank, subsidiary company, associated company, major shareholder or controlling person unless the foregoing relationship has ended for more than 2 years.

The aforementioned “business relationship” includes any normal business transaction, rental or lease of immovable property, transaction related to assets or services, or grant or receipt of financial assistance through receiving or extending loans, guarantees, providing assets as collateral, including any other similar actions, which result in the Bank or counterparty being liable to indebtedness payable to the other party in the amount of 3 percent or more of the net tangible assets of the Bank or Baht 20 million or more, whichever is lower. The amount of such indebtedness shall be calculated according to the calculation method for the value of connected transactions under the Notification of the Capital Market Supervisory Board concerning regulations in respect of an entering into connected transaction *mutatis mutandis*. The combination of such indebtedness shall include indebtedness taking place during the course of 1 year prior to the date on which such a business relationship with the person commences;

5. Neither being nor having been an auditor of the Bank, subsidiary company, associated company, major shareholder or controlling person, and not being a substantial shareholder, controlling person, or partner of an audit firm which employs auditors of the Bank, subsidiary company, associated company, major shareholder or controlling person unless the foregoing relationship has ended for more than 2 years;
6. Neither being nor having been any professional adviser including legal adviser or financial adviser who receives an annual service fee exceeding Baht 2 million from the Bank, subsidiary company, associated company, major shareholder or controlling person, and not being a substantial shareholder, controlling person, or partner of the professional adviser, unless the foregoing relationship has ended for more than 2 years;
7. Not being a director who has been appointed as a representative of the Bank’s director, major shareholder, or shareholder related to the major shareholder;
8. Not undertaking any business the nature of which is the same as that of the Bank or subsidiary company and which, in any material respect, is competitive with business of the Bank or subsidiary company, or not being a substantial partner in the

partnership, a director who is involved in management, an employee, a staff member, an adviser who receives a regular salary, or a shareholder holding more than 1 percent of shares with voting rights of a company undertaking any business the nature of which is the same as that of the Bank or subsidiary company and which, in any material respect, is competitive with business of the Bank or subsidiary company;

9. Not having any characteristics that prohibit the expression of independent opinion towards the Bank's business undertakings.

The previous directorial records as an independent director to be brought up for consideration shall comply with the above criteria, except under exemption in accordance with the Notification of the Capital Market Supervisory Board.

Since 2017, no independent director has had a business relationship with, or has acted as a professional adviser for the Bank, a subsidiary company, an associated company, a major shareholder, or a controlling person.

#### **Term of Office**

The term of office for directors has been established clearly in the Articles of Association, Board of Directors Charter and the Corporate Governance Policy of the Bank. At each General Meeting of Shareholders, one-third of the directors – or the number nearest to one-third if the number is not a multiple of three – must retire from office. The directors who have been in office the longest retire first. If there is any disagreement as to who shall retire, it shall be decided by drawing lots. Retiring directors may be re-elected. The directors shall not exceed the age limit of 72 years old, and independent directors shall not hold more than three consecutive terms of directorship. It has been in effect after the General Meeting of Shareholders in 2013.

The term of office of directors of the Board Committees, i.e., Audit Committee, Corporate Governance Committee, Human Resources and Remuneration Committee, and Risk Management Committee shall be in accordance with directorship term at the Bank.

#### **Directorship of Directors, Chief Executive Officer, Presidents and Executives in Other Companies**

The Board of Directors established guidelines that the Bank's directors, Chief Executive Officer, Presidents and executives may hold a directorship in no more than 5 listed companies. They shall not hold the position of chairman, executive director, or director with signatory authority in more than 3 other business groups, in conformity with the criteria of the Bank of Thailand and the Stock Exchange of Thailand. Details of directorships held by the Bank's directors, Chief Executive Officer, Presidents and executives in other companies are reported in the Annual Report under the heading: **Board of Directors and Executives**, as well as **Directorship of Directors and Executives in Subsidiaries, Associated and Related Companies**.

At present, no executive director holds a directorship in other listed companies. Neither director nor executive of the Bank holds a directorship in more than 3 listed companies. None is in the position of chairman, executive director or director with signatory authority in excess of 3 other business groups.

#### **Holding of the Chairman of the Board and the Chief Executive Officer Positions**

The Chairman of the Board can be either an executive or a non-executive director, and the Chairman of the Board and Chief Executive Officer can be one and the same person. The Chief Executive Officer and the President can also be one and the same person. The Board of Directors shall appoint the Independent Directors Committee, and an independent director as Lead Independent Director, under recommendation by independent directors, in order to maintain a check-and-balance between the Board and the management.

At present, Mr. Banthoon Lamsam is the Chairman of the Board and Chief Executive Officer. More than half of the members of Board of Directors are independent directors, and the Board of Directors has established the Independent Directors Committee, chaired by Lead Independent Director - Professor Khunying Suchada Kiranandana and engaged in delivering recommendations and opinions on important issues in order to maintain a balance between the Board of Directors and the management, and to protect the interests of all stakeholders.

### Board of Directors

Mr. Banyong Lamsam is Honorary Chairman of the Bank.

As of December 31, 2017, the Bank's Board of Directors had 16 members, as follows:

Name	Position	Director Type
1. Mr. Banthoon Lamsam	Chairman of the Board and Chief Executive Officer	Executive Director
2. Professor Khunying Suchada Kiranandana	Vice Chairperson and Lead Independent Director	Independent Director
3. Ms. Sujitpan Lamsam	Vice Chairperson	Non-Executive Director
4. Mr. Predee Daochai	President	Executive Director
5. Ms. Kattiya Indaravijaya	President	Executive Director
6. Mr. Pipit Aneaknithi	President	Executive Director
7. Dr. Abhijai Chandrasen	Director and Legal Adviser	Non-Executive Director
8. Sqn.Ldr. Naline Paiboon, M.D.	Director	Independent Director
9. Mr. Saravoot Yoovidhya	Director	Independent Director
10. Dr. Piyasvasti Amranand	Director	Independent Director
11. Mr. Kalin Sarasin	Director	Independent Director
12. Ms. Puntip Surathin	Director	Independent Director
13. Mr. Wiboon Khusakul	Director	Independent Director
14. Ms. Suphajee Suthumpun	Director	Independent Director
15. Mr. Sara Lamsam	Director	Non-Executive Director
16. Mr. Chanin Donavanik	Director	Independent Director

### Authorities, Duties and Responsibilities of the Board of Directors

The Board of Directors is accountable to the Bank's shareholders. Each director represents all shareholders and takes part in supervisory and regulatory functions in the Bank's operations, in an independent and impartial manner, for the benefit of all shareholders and other stakeholders.

The Board has duties and responsibilities designated in the Board of Directors Charter as follows:

1. Supervising and managing the Bank so that it is in accordance with the law and the Bank's objectives, the Articles of Association and the resolutions of shareholders meetings.
2. Approving the Vision, Mission, Core Values, and Statement of Business Conduct.
3. Reviewing and discussing the management's proposed strategic options and approving major decisions with respect to KASIKORNBANK FINANCIAL CONGLOMERATE direction and policies. The Board also reviews and approves the Annual Business Plan, Capital Expenditure Budget, and performance goals proposed by the management.

4. Monitoring the Bank's performance and progress towards achieving set objectives, as well as compliance with the laws, regulations and related policies.

5. Supervising and reviewing the balance between the Bank's short-term and long-term objectives.

6. Ensuring that the Bank shall vest authority in the Chief Executive Officer and the President to initiate, commit and approve payments for expenditures approved in the Capital Expenditure Budget and other budgets approved by the Board for the purpose of the special projects. The Board shall also review and approve any credit proposal beyond the established limits of the delegated lending authority.

7. Reviewing and approving human resources policies, management development plans, and remuneration policies. The Board shall seek and nominate successors to the Chief Executive Officer and the President, appraise their performance and ensure that effective performance assessments are undertaken for Bank executives.

8. Ensuring the existence of an effective internal control system and appropriate risk management framework.

9. Ensuring an effective audit system executed by both internal and external auditors.

10. Approving quarterly, semi-annual and annual financial reports; ensuring that reports are prepared under generally accepted accounting standards.

11. Ensuring capital adequacy, including an appropriate capital assessment process, for present and future business.

12. Ensuring that the Bank has a proper system in place to communicate effectively with all stakeholders and the public.

The following activities require approval of the Board of Directors:

1. Issues related to the Bank policies.

2. Issues likely to cause significant changes in the Bank's business.

3. Issues involving regulatory compliance of the Board of Directors.

4. Issues involving the Bank's established regulations.

5. Issues considered by the Management Committee as appropriate for approval by the Board of Directors on a case-by-case basis, or under the criteria designated by the Board of Directors, such as credit underwriting, etc.

#### **Authorities, Duties and Responsibilities of the Chairman of the Board**

1. Summoning the meetings of the Board of Directors and supervising the delivery of meeting notices and related documents so as to ensure that the Board of Directors acquire adequate and timely information;

2. Presiding over the Board of Directors meeting;

3. Promoting Corporate Governance standards of the Board of Directors;

4. Presiding over the Shareholders meeting and conducting the meeting in compliance with the Bank's Articles of Association and following the sequence of the agenda;

5. Supervising efficient communications between the directors and shareholders;

6. Performing the duty specified by law as the duty to be performed by the Chairman.

#### **Nomination of Directors**

The Bank established the Human Resources and Remuneration Committee to select and review candidates nominated to the position of director under director nomination policy, taking into consideration, appropriate composition and size, and diversity policy of the Board, i.e. gender, age, skills, knowledge, expertise, experience and independence (Board Skill Matrix), which must also conform to regulatory statutes, the Bank's Articles of Association, and the Statement of Corporate Governance

Principles. Moreover, the Human Resources and Remuneration Committee revised the criteria and methods of director nomination on an annual basis, and took into consideration to seek directors in alignment with the Bank's strategies of business operations and sustainable development, using the information in the director pool database. Selection guidelines include:

1. Considering qualified persons, not having characteristics prohibiting them from holding a directorship in a financial institution, per the criteria of the Bank of Thailand, Office of the Securities and Exchange Commission, Capital Market Supervisory Board, and other related agencies.
2. Reviewing their qualifications based on the Qualifications of Financial Institution Directors questionnaire, and in accordance with related laws.
3. Ensuring that candidates have the qualifications, skills, knowledge, and experience defined by the Bank.

The Bank gives shareholders the opportunity to propose candidates for consideration and election to such positions in the General Meeting of Shareholders, according to specified criteria and procedures. The Human Resources and Remuneration Committee may propose to the Board of Directors to set up an ad hoc committee comprising the Bank's Directors or external personnel to handle the director nomination procedure. If there is no suitable candidate, the nomination procedure will be resumed to find new qualified candidates. For the nomination of independent directors, the Human Resources and Remuneration Committee will consider qualified candidates who do not have characteristics prohibiting them from holding such positions as prescribed by the regulations of the Bank of Thailand and other regulatory agencies. Qualified candidates will be recommended to the Board of Directors for consideration and submitted for concurrence to the Bank of Thailand before being proposed to the General Meeting of Shareholders for individual election, in the case of election of director retiring by rotation and appointment of new director.

After the Board of Directors resolves to endorse the proposal, the Office of Corporate Secretary proceeds to ask for the Bank of Thailand's concurrence, in either electing a director retiring by rotation or a new director, or a director as replacement for a vacancy. If the Bank of Thailand does not concur with the proposal, the Human Resources and Remuneration Committee shall resume the nomination process.

After the shareholders meeting has passed a resolution to elect a director, in the case of appointment retiring by rotation or a new director or in the case of the Bank of Thailand concurring with a proposal to appoint a vacancy replacement before the end of a term, the Office of Corporate Secretary shall register the change of director and report to related official agencies within the defined period of time.

In 2017, the Human Resources and Remuneration Committee conducted director nomination, received the list of nominated persons and used the Director Pool as part of their consideration. Nomination was in line with the Bank's Customer Centricity strategy and in support of new business opportunities. Directors must possess experiences that are beneficial for the Bank's business undertaking and comply with the policy to promote diversity in the Board of Directors. Mr. Pipit Aneaknithi and Mr. Chanin Donavanik were deemed as having excellent knowledge and experience in business management, and the Board of Directors resolved to appoint Mr. Pipit Aneaknithi as Director and President, to replace the vacant position, and the General Meeting of Shareholders resolved to appoint Mr. Chanin Donavanik as Director.

#### **Appointment and Removal of Directors**

1. The Bank's shareholders meeting shall appoint not less than 7 and not more than 18 directors; not fewer than half of all directors shall reside in the Kingdom of Thailand and not fewer than three-fourths of all directors shall be of Thai nationality.

A director may or may not be a shareholder. Directors shall be elected by the meeting of shareholders in accordance with the following rules and procedures:

- 1) Directors shall be elected individually.
- 2) Each shareholder shall have one vote per share held.
- 3) Each shareholder shall use all of his/her votes in the election of directors.
- 4) Persons receiving the highest number of approving votes among all candidates are to be elected in respective order, not exceeding the number of positions to be filled at that meeting.
- 5) In the event of a tied vote on the last in the order of director positions to be filled, the Chairman of the meeting shall have the deciding vote.

2. At each General Meeting of Shareholders, one-third of the directors - or the number nearest to one-third if the number is not a multiple of three - must retire from office. The directors who have been in office the longest shall retire first. If there is disagreement as to who should retire, it shall be decided by drawing lots. Retiring directors may be re-elected.

3. Any director who passes away, or tenders his/her resignation prior to completion of his/her term, or is resolved to be removed by a meeting, or is ordered by the Court to resign, or whose qualifications fall short of the criteria and prerequisites specified, shall be removed from office.

4. If a vacancy in the Board of Directors occurs for reasons other than the expiration of the director's term of office, the remaining Board members shall elect a person with the proper qualifications, and no prohibited characteristics, as a replacement director at the next meeting of the Board of Directors, unless the remaining term of office of said director is less than 2 months. Such a resolution by the Board of Directors shall require not less than three-fourths of the remaining directors' votes for approval. The replacement director shall hold office only for the remaining term of the director whom he or she is replacing.

#### **Empowerment by the Board of Directors**

The directors may approve the empowerment of executive authority to the Bank's Chief Executive Officer or Presidents to act legally on behalf of the Bank in conducting transactions up to the specified limit. Such executives may delegate this authority to a Bank employee to act on behalf of the Bank within the limits of each employee's responsibility. For transactions over the specified limit, the Board shall review and approve the limit of such transactions on a case-by-case basis.

#### **Board of Directors Meetings**

The Board of Directors holds monthly meetings and schedules the meeting dates and agenda items in advance at the beginning of each year. The meetings are normally scheduled for the last Thursday of every month. Additional meetings may be held as deemed appropriate. The Corporate Secretary arranges for notices of board meetings, agenda, and related documents containing complete information to be delivered to each director at least 7 days in advance, except in urgent cases, to allow sufficient time for the directors to study the matters at hand. Each director may ask for additional information or access to necessary information from the Corporate Secretary and is free to propose agenda items. The agenda for board meetings shall be categorized clearly and include agenda items designed to monitor the operating results of the Bank on a regular basis. The designation of the agenda must undergo the consideration of the Chairman of the Board and Chief Executive Officer and Presidents. All directors are expected to attend every meeting, except in extenuating circumstances; they should attend at least half of the board meetings held each year. The Board assigns the management to report the Bank's business operations to the Board of Directors for acknowledgment every month.



During the meeting, the Chairman will allocate sufficient time for discussion and allow directors to freely express their opinions, including corporate governance issues. Pertinent executives of the Bank shall be invited to attend the meeting to provide related information and to directly acknowledge related policies to ensure efficient implementation. The Bank provides a teleconference system and delivers presentations over WebEx to facilitate directors who cannot attend the meeting in person. Each agenda item and its resolution are recorded in writing, and the minutes of the meeting which have been affirmed by the Board together with related documents are systematically filed for examination and reference by the Board, or others concerned. Directors may request independent professional advice, as appropriate, at the Bank's expense.

Moreover, the Board has established that non-executive directors shall conduct at least one meeting annually without the participation of the management, to offer them the opportunity to discuss problems related to the business of the Bank or any other concerns, and evaluate the performance of the Chief Executive Officer and Presidents. The outcome of such meetings shall be reported to the Chief Executive Officer and Presidents.

In 2017, the Board held a total of 12 board meetings; in addition, 1 non-executive directors meeting was held in August. Details of each director's attendance appear under the heading **Meeting Attendance of the Board, Independent Directors Committee and Board Committees in 2017.**

#### **Advisory Council to the Board of Directors**

The Board of Directors appointed several qualified persons to act as Advisory Council to the Board of the Directors as of December 31, 2017, including:

1. Mr. Pairote Lamsam
2. Mr. Sukri Kaocharern
3. Mr. Somchai Bulsook
4. Ms. Elizabeth Sam
5. Mr. Hiroshi Ota
6. Professor Dr. Yongyuth Yuthavong
7. Professor Dr. Pairash Thajchayapong

#### **Authorities, Duties and Responsibilities of the Advisory Council to the Board of Directors**

Roles and responsibilities of the Advisory Council to the Board of Directors are to make recommendations to the Board of Directors in matters assigned by the Board of Directors.

#### **Independent Directors Committee**

The Board of Directors approved the appointment of the Independent Directors Committee on January 31, 2013. Its role is to oversee the Bank's overall interests, ensure fair benefits for each shareholder, maintain checks and balances between the Board of Directors and the management, and protect shareholders' rights by offering recommendations and views on significant matters beneficial to the Bank, investors and minor shareholders, with independence, transparency and freedom from involvement in any interest. This will assist the Board of Directors in performing with greater efficiency and effectiveness. Members shall have a term of office per their term as members of the Board of Directors. The Committee comprises all of the Bank's independent directors. As of December 31, 2017, the Committee had 9 independent directors, as follows:

- |   |                           |
|---|---------------------------|
| 1. Professor Khunying Suchada Kiranandana | Lead Independent Director |
| 2. Sqn.Ldr. Naline Paiboon, M.D.          | Member                    |

3. Mr. Saravoot Yoovidhya	Member
4. Dr. Piyasvasti Amranand	Member
5. Mr. Kalin Sarasin	Member
6. Ms. Puntip Surathin	Member
7. Mr. Wiboon Khusakul	Member
8. Ms. Suphajee Suthumpun	Member
9. Mr. Chanin Donavanik	Member

The Independent Directors Committee holds meetings at least once a quarter. In 2017, the Committee held a total of 12 meetings and reported all meeting minutes to the Board of Directors.

#### **Authorities, Duties and Responsibilities of the Independent Directors Committee**

The Independent Directors Committee has duties and responsibilities mandated in the Independent Directors Committee Charter approved by the Board of Directors, as follows:

1. Expressing an opinion or providing notes or queries in the Board of Directors Meeting with independence and freedom from involvement in any interest, to ensure that any decision is for the Bank's benefit and does not affect the rights of shareholders, especially minor shareholders and other stakeholders.

In case independent directors have a different opinion or other notes, independent directors shall request that their views be recorded in the meeting minutes. In case the independent directors cannot attend the meeting and disagree with any agenda, a letter of notification shall be submitted to the Chairman of the Board within three days from the date of the meeting.

2. Providing advice or commenting on important matters under the Board of Directors' authority including major investment projects, credit policy, information technology, credit underwriting and approval, and lending transactions authorized by the Bank.

3. Recommending agenda items wherein matters are crucial and in need of the Board of Directors' consideration, which have not yet been added to the Board of Directors Meeting agenda.

4. Performing other duties assigned by the Board of Directors.

#### **Authorities, Duties and Responsibilities of the Lead Independent Director**

1. Acting as Chairman of the Independent Directors Committee Meeting.
2. Acting as Chairman of the Non-Executive Directors Meeting held once a year.
3. Acting as the leader who integrates diverse opinions and notes made by the Independent Directors Committee for submission to the Board of Directors.
4. Coordinating communications between shareholders and the Independent Directors Committee.
5. Being responsible for specific operations needing to be conducted by the independent directors.

#### **Board Committees**

The Board of Directors has appointed directors who have suitable knowledge and skills to act as members of Board Committees, with the specific duty to study and pre-screen matters that need prudent attention prior to submission to the Board of Directors. Board Committees include the Audit Committee, Corporate Governance Committee, Human Resources and Remuneration Committee, and Risk Management Committee. The Board has also established a Management Committee to

manage and operate the Bank's business as defined by the Board. In addition, directors may be appointed Advisory Directors to the Management Committee, with the duty to provide expert consultation as deemed appropriate by the Board.

### **Audit Committee**

The Board of Directors approved the appointment of the Audit Committee in 1998, with the Committee having at least 3 independent members and each member having a term of office in accordance with directorship term at the Bank. Each member is fully qualified in accordance with the qualifications prescribed by the Securities and Exchange Commission, the Capital Market Supervisory Board, and the Bank of Thailand. As of December 31, 2017, the Committee had 4 independent directors as follows:

- |                            |          |
|----------------------------|----------|
| 1. Dr. Piyasvasti Amranand | Chairman |
| 2. Ms. Puntip Surathin     | Member   |
| 3. Mr. Saravoot Yoovidhya  | Member   |
| 4. Ms. Suphajee Suthumpun  | Member   |

Ms. Puntip Surathin and Ms. Suphajee Suthumpun have adequate expertise and experience to audit the credibility of the financial statements.

The Audit Committee holds at least 6 meetings per year and reviews operations regularly per its charter. In 2017, the Committee held a total of 12 meetings and reported all meeting minutes to the Board of Directors.

### **Authorities of the Audit Committee**

The Audit Committee shall have authority to obtain independent professional opinions or advices for the matters related to its duties and responsibilities, as necessary, at the Bank's expense.

The Audit Committee shall also have authority to access to any information it requires and to request a meeting with management, employees or external parties, as appropriate.

### **Duties and Responsibilities of the Audit Committee**

The Audit Committee has duties and responsibilities mandated in the Audit Committee Charter and approved by the Board of Directors, as follows:

1. Reviewing financial reports on a quarterly, semi-annual, and annual basis, including taxation risk management with management and the external auditor of the Bank in order to ensure that the financial reports are accurate, sufficient and reliable, and in compliance with financial reporting standards and regulatory requirements.
2. Reviewing the effectiveness and appropriateness of risk management processes with the Risk Management Unit, in consultation with internal and external auditors.
3. Overseeing the effectiveness and independence of risk asset review function.
4. Reviewing the Bank's operations to see that they are in compliance with Securities and Exchange Acts, SET regulations and standards or laws and regulations pertaining to commercial banking business.
5. Overseeing the compliance function and approving its charter and annual compliance plan.
6. Reviewing reports of the internal auditors on the effectiveness and efficiency of risk management, internal control system and governance; discussing with the internal auditors about audit findings; and reviewing the implementation per recommendations of the internal auditors, external auditor, and regulators.

7. Reviewing the effectiveness of the internal audit function by reviewing and approving Internal Audit Charter, annual audit plan and significant changes of the approved plan; considering its independence and sufficiency of necessary resources; and concurring in the appointment, transfer and dismissal of the Internal Audit Head.

8. Considering the qualifications, independence, performance and proposed audit fee of the external auditor and recommending the appointment and termination of the external auditor, including audit fee arrangement to the Board of Directors; and holding at least one meeting a year with the external auditor without the presence of management.

9. Considering the Bank's policy and procedures in relation to non-audit services provided by the audit firm of the external auditor and giving consent to the engagement of such service to ensure that it will not impair the independence of the external auditor.

10. Evaluating the connected transactions, or transactions with possible conflicts of interest in relation to compliance with the laws and regulatory requirements, in order to ensure transparency of those transactions.

11. Considering the disclosure of information on connected transactions, conflicts of interest or certain Bank operations that can produce significant effects to ensure transparency and appropriateness.

12. Ensuring that preliminary investigation is carried out after receiving the external auditor's report on suspicious of fraud or violation of laws by the Bank's board members and management. The Audit Committee shall report the results of such investigation to the Securities and Exchange Commission and the external auditor within 30 days from the date they are notified by the external auditor.

13. Overseeing and receiving complaint or information submitted directly by stakeholders for attention of the Board of Directors and the whistle-blowing through Internal Audit channel.

14. Reviewing the validity of self-assessment results in compliance with the anti-corruption policy.

15. Reporting to the Board of Directors when there is information about the material weaknesses of internal control and overseeing immediate remediation of internal control weaknesses.

16. Submitting minutes of each Audit Committee Meeting to the Board of Directors, and preparing the annual Audit Committee Report, signed by the Audit Committee Chairman, summarizing the year's activities and giving information or data specified by the Stock Exchange of Thailand for disclosure in the annual report of the Bank.

17. Reviewing the Audit Committee Charter at least once a year to appropriately cover its duties and responsibilities and proposing any necessary amendments to the Board of Directors for consideration.

18. Annually conducting its performance assessment relatively to the Audit Committee's purpose, duties and responsibilities and reporting the performance assessment to the Board of Directors.

19. Performing other duties per regulatory requirements or assignment of the Board of Directors, as agreed by the Audit Committee.

### **Corporate Governance Committee**

The Board of Directors approved the appointment of the Corporate Governance Committee in 2002, with the Committee having not less than 3 members and each member having a term of office in accordance with directorship term at the Bank. As of December 31, 2017, the Committee had 3 independent directors, as follows:

- |                                   |             |
|-----------------------------------|-------------|
| 1. Sqn.Ldr. Nalinee Paiboon, M.D. | Chairperson |
| 2. Mr. Wiboon Khusakul            | Member      |

3. Mr. Chanin Donovanik Member

The Corporate Governance Committee holds at least 4 meetings each year. In 2017, the Committee held 4 meetings and reported all meeting minutes to the Board of Directors.

### **Authorities, Duties and Responsibilities of the Corporate Governance Committee**

The Corporate Governance Committee has duties and responsibilities mandated in the Corporate Governance Committee Charter and approved by the Board of Directors, as follows:

1. Establishing the principles and best practices for effective corporate governance appropriate to the Bank.
2. Developing and disseminating the principles and best practices of good corporate governance.
3. Formulating the Statement of Business Conduct and the Code of Conduct of the Bank's employees, and disseminating these codes as practical guidelines to all concerned.
4. Developing and formulating plans for review of corporate governance compliance.
5. Reviewing announcements concerning good corporate governance to summarize and present in the Bank's reports.
6. Recommending the Code of Best Practices for the Board of Directors or proposing guidelines for the Board of Directors Charter and all other Board Committee Charters.
7. Recommending the Statement of Business Conduct and the Code of Conduct of management and Bank personnel.
8. Reviewing corporate governance guidelines and corporate governance practice to ensure consistency and compatibility with the Bank's business.
9. Reviewing and proposing public announcements related to corporate governance issues.
10. Supervising the Bank's sustainable development undertakings.
11. Reviewing and reporting to the Board of Directors matters related to corporate governance and sustainable development of the Bank, giving opinions on practical guidelines and recommending amendments as deemed appropriate.
12. Ensuring effective practice of corporate governance principles and sustainable development in the Bank.
13. Overseeing the good corporate governance of KASIKORNBANK FINANCIAL CONGLOMERATE.

### **Human Resources and Remuneration Committee**

The Board of Directors approved the appointment of the Human Resources and Remuneration Committee in 2002, with each member having a term of office in accordance with directorship term at the Bank. The Committee comprises at least 3 non-executive directors. As of December 31, 2017, the Committee had 3 members, comprising 1 non-executive director and 2 independent directors, as follows:

- |   |             |
|---|-------------|
| 1. Professor Khunying Suchada Kiranandana | Chairperson |
| 2. Dr. Abhijai Chandrasen                 | Member      |
| 3. Mr. Kalin Sarasin                      | Member      |

The Human Resources and Remuneration Committee holds at least 3 meetings each year. In 2017, the Committee held 10 meetings and reported all meeting minutes to the Board of Directors.

### **Authorities, Duties and Responsibilities of the Human Resources and Remuneration Committee**

The Human Resources and Remuneration Committee has duties and responsibilities mandated by the Human Resources and Remuneration Committee Charter and approved by the Board of Directors, as follows

1. Reviewing and making recommendations on the proposals of the Chief Executive Officer and/or the President relating to human resources policies for the Board of Directors' approval, to ensure that proposals are aligned with the Bank's business strategies.

2. Ensuring a succession plan for senior management in important positions and occasionally reviewing a list of candidates entitled to consideration.

3. Reviewing the remuneration strategy and proposing improvements for the Board's endorsement, in order to retain highly qualified personnel, as well as reviewing the salaries and benefits to senior management.

4. Establishing terms and conditions of employment contracts of the Chief Executive Officer and the President, including their remuneration, as well as seeking and recommending qualified successors to the Board for the positions of Chief Executive Officer and President, when considered necessary.

5. Reviewing the composition, size, diversity, and remuneration of the Board of Directors on a regular basis, as well as making recommendations on the selection of candidates with proper qualifications for the position of director prior to submission to the General Meeting of Shareholders for approval.

6. Overseeing the nomination and payment of remunerations and benefits to directors and senior management of companies within financial business group.

#### **Nomination of Management**

The Human Resources and Remuneration Committee is responsible for nominating, selecting and reviewing qualified candidates to be proposed to the Board of Directors for endorsement before submitting to the Bank of Thailand for concurrence for appointments to the Bank's management at the level of First Senior Vice President and above, or an equivalent position under a different name. For the appointment of executives ranked below First Senior Vice President, Division Heads and the Human Resource Management Department shall prepare a list of qualified candidates to be nominated before submission for further consideration and approval by the Chief Executive Officer or the Presidents.

#### **Risk Management Committee**

The Board of Directors approved a change in the status of the former Internal Risk Management Subcommittee to the Risk Management Committee on April 3, 2003. Each member who is a Bank director has a term of office in accordance with directorship term at the Bank. For members who are executives, their term of office is subject to the Board of Directors' resolution. The Committee must comprise at least 7 members. As of December 31, 2017, the Committee had 9 members comprising 3 executive directors, 2 non-executive directors, and 4 executives, namely:

1. Ms. Sujitpan Lamsam	Chairperson
2. Mr. Predee Daochai	Member
3. Ms. Kattiya Indaravijaya	Member
4. Mr. Pipit Aneaknithi	Member
5. Mr. Sara Lamsam	Member
6. Mr. Somkid Jiranuntarat	Member
7. Mr. Thiti Tantikulanan	Member
8. Mr. Chongrak Rattanapian	Member
9. Mr. Wirawat Panthawangkun	Member

The Risk Management Committee meets at least once each month. In 2017, the Committee held 12 meetings and reported all meeting minutes to the Board of Directors. The Committee ensures that there are effective risk management systems for early warning and measures to prevent and manage risks, including risks that affect operations. They also oversee compliance with risk management practices according to relevant policies, and prepare risk management reports.

#### **Authorities, Duties and Responsibilities of the Risk Management Committee**

The Risk Management Committee has duties and responsibilities as mandated in the Risk Management Committee Charter and approved by the Board of Directors, as follows:

1. Possessing the authority to make decisions on related undertakings within the scope of its responsibility, as stipulated in the Risk Management Committee Charter, with the authority to access all pertinent information.
2. Formulating the KASIKORNBANK FINANCIAL CONGLOMERATE risk management policy and risk appetite to present to the Board of Directors for consideration of overall risk management. The policy must cover the various risks associated with strategies, liquidity, credit, market, operational, or other significant types of risk to the financial conglomerate.
3. Formulating strategies for the organization and resources in risk management to conform to the risk management policy of the Financial Conglomerate. The strategies must enable the effective analysis, assessment, evaluation, and monitoring of risk management.
4. Defining maximum credit lines according to the Bank's defined risk limits and proposing such to the Board of Directors for consideration.
5. Overseeing, reviewing, and providing recommendations to the Board of Directors with regard to the risk management policy, standard practices, strategies, and overall risk measurement to ensure that the risk management strategy is properly implemented.

#### **Advisory Directors to the Management Committee**

The Board of Directors may appoint Advisory Directors to the Management Committee, with the duty to give recommendations to the Management Committee, as the Board of Directors deems appropriate, and to ensure efficiency in the Bank's management and operations.

#### **Management Committee**

The Board of Directors and the 88<sup>th</sup> General Meeting of Shareholders, on April 4, 2000, approved the appointment of the Management Committee. The Committee consists of the Chief Executive Officer, Presidents, officials and persons that the Board of Directors deems appropriate. As of December 31, 2017, the Committee comprised 20 members, namely:

- |                              |          |
|------------------------------|----------|
| 1. Mr. Banthoon Lamsam       | Chairman |
| 2. Mr. Predee Daochai        | Member   |
| 3. Ms. Kattiya Indaravijaya  | Member   |
| 4. Mr. Pipit Aneaknithi      | Member   |
| 5. Dr. Adit Laixuthai        | Member   |
| 6. Mr. Wirawat Panthawangkun | Member   |
| 7. Mr. Krit Jitjang          | Member   |
| 8. Mr. Somkid Jiranuntarat   | Member   |
| 9. Mr. Thiti Tantikulanan    | Member   |

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10. Mr. Patchara Samalapa	Member
11. Dr. Pipatpong Poshyanonda	Member
12. Mr. Ampol Polohakul	Member
13. Mr. Panop Ansusinha	Member
14. Mr. Chongrak Rattanapian	Member
15. Mr. Jirawat Supornpaibul	Member
16. Mr. Silawat Santivisat	Member
17. Mr. Suwat Techawatanawana	Member
18. Mr. Pattarapong Kanhasuwan	Member
19. Mr. Anan Lapsuksatit	Member
20. Mr. Surat Leelataviwat	Member

The Management Committee shall hold at least one meeting a week, except when there is compelling reason or when there is no required meeting agenda or other justifiable reason. In 2017, the Management Committee held 48 meetings and reported all meeting minutes to the Board of Directors every month.

#### **Authorities, Duties and Responsibilities of the Management Committee**

The Management Committee has duties and responsibilities as mandated in the Management Committee Charter and approved by the Board of Directors, as follows:

1. Managing and undertaking the Bank's business as assigned by the Board of Directors, or by specific resolutions of the Board of Directors.
2. Managing the Bank's business according to established policies and plans.
3. Taking action in accordance with the authority delegated by the Board of Directors, and per their mandated management jurisdiction over the Bank.
4. The Chairman of the Management Committee or persons, assigned by the Chairman shall submit the minutes of the Management Committee meetings to the Board of Directors for acknowledgment. However, policy-related issues, or issues likely to have significant impact on the Bank's business, or issues requiring action by the Board of Directors in compliance with laws, or the Bank's rules and regulations, must be approved by the Board of Directors. These also include issues for which the Management Committee considers it appropriate to seek the approval of the Board of Directors on a case-by-case basis, or per the criteria designated by the Board of Directors.
5. Undertaking activities as assigned in order to achieve the Bank's targets, including:
  - 1) Preparing and reviewing of strategic objectives, financial plans and key policies of the Bank, to be submitted to the Board of Directors for approval.
  - 2) Considering the annual business plans, capital expenditures, performance targets, and other initiatives to achieve the Bank's targets, including projects with capital expenditures in excess of budgets designated by the Board of Directors, to be submitted to the Board of Directors for approval.
  - 3) Considering and approving various issues under their legitimate authority, or as delegated by the Board of Directors.



- 4) Reviewing management authority in various aspects stipulated in the approval authority hierarchy, to be submitted for approval to the Board of Directors.
- 5) Managing and ensuring balance between short-term and long-term objectives.
- 6) Developing and ensuring that the human resources initiatives are in line with the human resources roadmap and strategies approved by the Human Resources and Remuneration Committee.
- 7) Monitoring and reporting on the Bank's operating results to the Board of Directors, as well as on other work in progress to achieve the Bank's objectives.
- 8) Monitoring the performance of employees at all levels with regard to risk management, per the Bank's guidelines, including the effectiveness of internal control systems, and operational compliance with laws, and regulations and related policies.
- 9) Reviewing new projects and products prior to submission to the Board of Directors for consideration and approval.

### Meeting Attendance of the Board, Independent Directors Committee and Board Committees in 2017

(Number of Meetings)

Board Members	Board of Directors (Total 12 meetings)	Non-Executive Directors (Total 1 meeting)	Independent Directors Committee (Total 12 meetings)	Audit Committee (Total 12 meetings)	Corporate Governance Committee (Total 4 meetings)	Human Resources and Remuneration Committee (Total 10 meetings)	Risk Management Committee (Total 12 meetings)
Mr. Banthoon Lamsam	12/12						
Professor Khunying Suchada Kiranandana	11/12	1/1	12/12			10/10	
Ms. Sujitpan Lamsam	12/12	1/1					12/12
Mr. Predee Daochai	12/12						12/12
Mr. Teeranun Srihong <sup>(1)</sup>	2/3						1/3
Ms. Kattiya Indaravijaya	12/12						7/12
Mr. Pipit Aneaknithi <sup>(2)</sup>	12/12						9/12
Professor Dr. Yongyuth Yuthavong <sup>(3)</sup>	3/3		2/3		1/1		
Dr. Abhijai Chandrasen	12/12	1/1				10/10	
Professor Dr. Pairash Thajchayapong <sup>(4)</sup>	3/3	1/1	2/3			3/3	
Sqn.Ldr. Naline Paiboon, M.D. <sup>(5)</sup>	12/12	1/1	11/12		4/4		
Mr. Saravoot Yoovidhya	11/12	1/1	11/12	11/12			
Dr. Piyasvasti Amranand	11/12	1/1	11/12	11/12			
Mr. Kalin Sarasin	11/12	1/1	10/12			8/10	
Ms. Puntip Surathin	11/12	1/1	11/12	12/12			
Mr. Wiboon Khusakul	12/12	1/1	11/12		4/4		
Ms. Suphatee Suthumpun	11/12	1/1	12/12	12/12			
Mr. Sara Lamsam	10/12	1/1					12/12
Mr. Chanin Donavanik <sup>(6)</sup>	8/9	1/1	6/9		2/3		

**Remarks:**

- (1) Mr. Teeranun Srihong had reached a mutual agreement with the Bank to end his employment contract before due term, effective on April 3, 2017.
- (2) Mr. Pipit Aneaknithi was appointed a director and President on January 1, 2017 and a member of the Risk Management Committee on January 26, 2017.
- (3) Professor Dr. Yongyuth Yuthavong expressed his intent not to be nominated for re-election in compliance with the Board of Directors Charter, effective on April 3, 2017.
- (4) Professor Dr. Pairash Thajchayapong expressed his intent not to be nominated for re-election in compliance with the Board of Directors Charter, effective on April 3, 2017.
- (5) Sqn.Ldr. Naline Paiboon, M.D. was appointed chairperson of the Corporate Governance Committee on April 3, 2017.
- (6) Mr. Chanin Donavanik was appointed a director and a member of the Corporate Governance Committee on April 3, 2017.

• **Number of members on the Board, Independent Directors Committee and Board Committees (As of December 31, 2017):**

The Board of Directors	16 members
Independent Directors Committee	9 members
Audit Committee	4 members
Corporate Governance Committee	3 members
Human Resources and Remuneration Committee	3 members
Risk Management Committee	9 members

(5 Board members inclusive)

• **Details of meeting attendance through teleconferencing to the Board,**

**Independent Directors Committee and Board Committees:**

The Board of Directors	Ms. Sujitpan Lamsam	5 meetings
	Ms. Kattiya Indaravijaya	2 meetings
	Mr. Wiboon Khusakul	2 meetings
Independent Directors Committee	Mr. Kalin Sarasin	2 meetings
	Ms. Puntip Surathin	1 meeting
Audit Committee	Mr. Wiboon Khusakul	2 meetings
	Ms. Puntip Surathin	2 meetings
Human Resources and Remuneration Committee	Mr. Kalin Sarasin	3 meetings
Risk Management Committee	Ms. Sujitpan Lamsam	6 meetings
	Mr. Preddee Daochai	8 meetings
	Mr. Sara Lamsam	7 meetings

## **Roles, Duties and Responsibilities of the Board of Directors**

The Board of Directors comprises persons who have knowledge, ability and working experience beneficial to the Bank, and are independent in their decision making. Every year the Board reviews and approves the Vision, Mission, Core Values and strategies. The 2017 review was completed to ensure that all matters are up-to-date and comply with the Bank's long-term business directions. Also on a yearly basis, the Board of Directors approves strategic directions and policies of KASIKORNBANK FINANCIAL CONGLOMERATE, reviews the annual business plan and budget, and monitors and oversees management in effectively carrying out actions that are in line with the designated policies, corporate strategy and business plans and are in accordance with the rules and regulatory requirements of related government agencies and the resolutions of shareholders meeting. The Board of Directors has assigned the management to report the Bank's operational results to its meetings on a quarterly basis.

Moreover, the Board of Directors ensures the existence of an effective internal control system and appropriate risk management framework, and cooperates with the Bank's management in business undertakings in order to attain the best results. Current and future risks are taken into consideration, in conformity with the Bank's Mission, Vision, Statement of Business Conduct, and Statement of Corporate Governance Principles.

## **Supervision of Subsidiary and Associated Companies**

Nomination of directors or executives for K Companies is under the responsibility of Bank units that oversee respective K Companies. Such nomination of Bank executives of the First Senior Vice President level and higher must be approved by the Human Resources and Remuneration Committee and reported to the Board of Directors for acknowledgment. As for Bank executives of lower levels, their nomination must be submitted to the Bank Presidents and approved by the Bank Chief Executive Officer. After approval, the respective companies will be notified for other related proceedings, such as submittal to their board of directors for approval and filing for registration at the Ministry of Commerce. Companies' directors are assigned for drawing up business strategies and policies, supervising the management's operations to attain maximum benefits for the companies, and monitoring the companies' administration to ensure efficient implementation of the companies' strategies and

policies, in line with the established goals and plans. In addition, companies' directors must ensure compliance with corporate governance principles and regulations of the Bank, as well as regulatory requirements of the Bank of Thailand, the Securities and Exchange Commission and other related agencies. Before casting any votes on important issues, companies' directors must obtain approval from the companies' board of directors. Besides, the companies have been required by the Bank to set up the regulation in respect of connected transactions corresponding to the Bank, compile and record data of related transactions with the Bank to be incorporated in the financial statements on a timely basis.

Annual audit and review are conducted by the Bank to ensure regulatory compliance of K Companies.

### **Corporate Governance Policy**

KASIKORNBANK places great importance on good corporate governance, believing it to be essential to sustain the Bank's business. The Statement of Corporate Governance Principles has been revised and approved by the Board of Directors. The same principles have been applied to K Companies, as well. The principles are aimed primarily at communicating to all employees, shareholders, and other stakeholders the ultimate goal of the Board of Directors, to act in accordance with the 7 major components of corporate governance:

- Integrity
- Transparency
- Independence
- Responsibility
- Accountability
- Fairness
- Social Responsibility

The content of the Bank's Statement of Corporate Governance Principles covers the structure, composition, roles, duties, and responsibilities of the Board of Directors, Independent Directors Committee and all Board Committees, as well as matters of risk management, internal control systems, supervision for the use of inside information policies, and issues that are likely to involve conflicts of interest and shareholder relationships. Details of the Statement of Corporate Governance Principles can be found under the "Investors" tab on the Bank's website.

The Corporate Governance Policy covers the Bank's Vision, Mission, Core Values, Statement of Business Conduct, and the Code of Conduct. This includes the protection of the legitimate rights of shareholders in all groups, who are encouraged to exercise their rights, as reflected in operational guidelines and directions adopted internally that ensure that the Bank has adequately followed the best practices in corporate governance. In 2017, the Bank assessed operations results according to the Corporate Governance Policy and the review of such policy was proposed to the Board of Directors for consideration so as to ensure compliance with regulatory requirements and best practices.

The Bank encourages everyone in the organization to realize the importance of acting in compliance with the Statement of Corporate Governance Principles by organizing activities to promote continuing and sustainable corporate governance. Emphasis is placed on the maintenance and development of corporate governance, and the promotion of corporate governance as an organizational culture. In 2017, the Bank's activities to promote Corporate Governance were as follows:

- The Bank circulated the Code of Conduct to employees for their acknowledgment.

- The Statement of Corporate Governance Principles, Code of Conduct and Anti-Corruption Policy were three main issues in an orientation class for new directors and executives and through e-Learning activities for new employees.
- The Banking Industry Code of Conduct and the Principle of Good Corporate Governance for Listed Companies were communicated with directors and executives.
- Criteria for supervising the use of inside information related to securities and stock futures trading, the KASIKORNBANK Disclosure Policy concerning the prohibition of operating result disclosure, and gift acceptance guidelines were disseminated to directors and employees.
- Meetings were held to enhance correct understanding of K Companies and P Companies on compliance with the good corporate governance principles.
- Training course on Corporate Governance, Risk Management and Compliance (GRC) was organized for executives.
- Actions in compliance with the Code of Conduct, Anti-Corruption Policy and the Statement of Corporate Governance Principles were disseminated to employees through a Corporate Governance database set in the electronic network, including bulletin, Good Governance Journal and the Bank's closed circuit TV network.
- Communications were conducted on compliance with the Bank's regulations and requirements, and channels to submit information about complaints, via the Bank's closed circuit TV network, electronic network and KASIKORNBANK newsletter.
- A "Responsibility, Transparency and Fairness" practice was communicated by executives for employees' adherence in their performance. The practice consists of (1) Responsibility: work with knowledge, full effort and professionalism, without negligence of duty; (2) Transparency: work with accuracy, inspectability and disclosure of complete and correct information; and (3) Fairness: equitable treatment of all stakeholders and refraining from taking advantage of one's authority or duty.
- The CG Visit Project was implemented for secretaries to the Audit Committee, Human Resources and Remuneration Committee and Risk Management Committee to offer consultation, recommendations, and review of compliance with the Statement of Corporate Governance Principles.
- A training course related to the Code of Conduct and Anti-Corruption Policy was organized via KBank e-Learning system to enhance correct understanding and observance among executives and employees in the discharge of their duties. Employees were required to pass an evaluation of their knowledge and understanding after the training.
- Recommendations and knowledge were provided as concerns legal issues, regulations, requirements and operational procedures related to corporate governance for directors, executives, department staff and K Companies' employees, while responses were given to all their inquiries.
- The Bank participated in the Anti-Corruption Day (Thailand) 2017.

**Statement of Business Conduct and Code of Conduct**

The Board of Directors has promoted the establishment of a Statement of Business Conduct and a Code of Conduct for directors and employees. All directors, executives, and employees share common goals in carrying out their designated duties and responsibilities to the Bank and its stakeholders. They perform their duties with integrity, in compliance with the law and the Bank's rules and regulations, based on professional standards and a business approach that is transparent, honest, and fair, for the development of the organization towards attaining international standards. The Statement of Business Conduct and the Code of Conduct have been disseminated via the Bank's website and database.

The Bank adheres to the Statement of Business Conduct, as follows:

1. Aiming to satisfy customers by offering quality products and excellent services.
2. Continually striving for superior performance.
3. Attracting and recruiting people with skills and experience, continually developing human resources, and offering salaries and benefits comparable to other leading companies.
4. Performing as a good corporate citizen, conducting business with impartiality and contributing to social development and environmental preservation.
5. Ensuring fairness for all.
6. Believing in strong ethical standards and carrying out our business with integrity and honesty.
7. Protecting customer confidentiality using professional standards.
8. Being dedicated to carrying out responsibilities in a professional manner.
9. Being responsive to customers' needs.
10. Being committed to discipline in business execution, conforming to related laws and regulations.

Salient points of the Code of Conduct include: (1) principles and guidelines of KBank code of conduct; (2) observance of laws and Bank policies; (3) relations with customers; (4) relations with counterparties; (5) relations with creditors; (6) relations with competitors; (7) relations with communities; (8) relations with employees; (9) advertising and promotion policies; (10) confidentiality; (11) integrity and accuracy of Bank records; (12) avoidance of the use of inside information in securities trading; (13) prevention of conflicts of interest; (14) abstention from bribery and inappropriate incentives; (15) non-involvement in political activities; (16) avoidance of accepting or offering inappropriate gifts and/or benefits; and (17) reporting breaches.

In this Code of Conduct, the Bank has designated the basic principles concerning the execution of duties and compliance with professional standards by directors and employees. Details of the Code of Conduct can be viewed on the Bank's website.

The Bank has identified important rules and practical guidelines that are in accordance with the Code of Conduct, which are detailed and disseminated to employees, and supported the implementation of the Code of Conduct throughout K Companies and P Companies. Operational procedures have been prepared and reviewed in accordance with business and regulatory requirements.

In addition, the Bank has assigned the Compliance Department to supervise staff compliance with the Code of Conduct to assess effectiveness of operation and the Corporate Governance Unit of the Office of Corporate Secretary to launch activities to promote ethical behaviors within a culture of good corporate governance. Best practices and actions in line with the Code of Conduct are regularly and efficiently disseminated to all employees. These activities are also reported to the Corporate Governance Committee for acknowledgment.

**Appointment of External Auditor and Consideration of Audit Fees**

The Audit Committee considers the qualifications and performance of external auditors for recommendation to the Board of Directors for their annual appointment, and the proposed audit fees for further consideration and approval by the General Meeting of Shareholders. The list of external auditors to be proposed as the Bank's auditors must also be endorsed by the Bank of Thailand.

In 2017, the remuneration for external auditors included:

**1. Audit Fees:**

The Bank and subsidiary companies have paid audit fees to:

- Auditors of the Bank, totaling Baht 10,655,000 in the past accounting year.
- The respective audit company including individuals or business entities related to the auditors and the respective audit company, totaling Baht 15,253,300 in the past accounting year.

**2. Non-Audit Fees:**

The Bank has established criteria and approval process for engaging external auditors in non-audit services to ensure that the services do not impair its independence under the Audit Committee's oversight.

The Bank and subsidiary companies have paid non-regular audit fees, i.e., special purpose audit, legal and tax service, and engagements to perform agreed-upon procedures to:

- Auditors of the Bank totaling Baht 1,212,000 over the past accounting year, together with future payments of Baht -0-, due to incomplete work in the past accounting year.
- The respective audit companies or their independent contracted auditors, including individuals or business entities related to the auditors and their respective audit companies, totaling Baht 9,710,800 over the past accounting year, together with future payment of Baht 6,383,300, due on incomplete work in the past accounting year.

**Self-Assessment by the Board of Directors**

The Bank has established an annual self-assessment plan for the Bank's Board of Directors, which is conducted in 2 ways: the overall performance assessment of the Board consisting of 6 topics: (1) Structure and characteristics of the Board; (2) Roles and responsibilities of the Board; (3) Board meetings; (4) Discharge of duties of the Board; (5) Relationship with the Bank's management; and (6) Self-development of directors and executive development, and the performance assessment of an individual director consisting of 4 topics: (1) Board meetings; (2) Discharge of duties of the director; (3) Relationship with the Bank's management; and (4) Self-development of director. The Corporate Governance Committee reviews the self-assessment form of the Board of Directors on an annual basis, in compliance with good corporate governance practices, so that the Board of Directors may take a review of their performances and problematic issues over the past year in order to enhance their efficiency. In 2017, the Corporate Governance Committee completed the review of self-assessment form, which was later on forwarded to every Board member by the Corporate Secretary. The summarized assessment results and recommendations were submitted to the Board of Directors for acknowledgment.

The self-assessment process was also applied to the Independent Directors Committee and all Board Committees - Audit, Corporate Governance, Human Resources and Remuneration, and Risk Management. The Independent Directors Committee and all Board Committees conduct self-assessment every year, based on the assessment criteria with respect to the efficiency of Independent Directors Committee and Board Committees. In 2017, the Corporate Governance Committee reviewed the self-assessment form and the

Secretaries to the Independent Directors Committee and Board Committees forwarded the self-assessment form to every Committee member. The summarized assessment results and recommendations were already presented to the Board of Directors.

The Chief Executive Officer and the Presidents also undergo an annual assessment in order to compare their actual performance with the Bank's targets and the annual business plan. The Human Resources and Remuneration Committee is responsible for submitting the assessment results to the Board of Directors for consideration. The assessment of the Chief Executive Officer and the Presidents are specified as part of their performance assessment in the Board of Directors' Charter. The Chairman of the Human Resources and Remuneration Committee then submits the Board's assessment results, together with their opinion, to the Chief Executive Officer and the Presidents.

### Professional Development for Directors and Executives

The Bank has organized orientations for new directors, to provide them with information on their roles and responsibilities, as well as information related to the Bank, for instance, good corporate governance practices, strategic direction for the Bank business, human resources, information technology, risk management of KASIKORNBANK FINANCIAL CONGLOMERATE, plus clarifications on legal obligations, regulations related to the directorship of listed companies, regulations related to the Board and Board Committee's charters, the Bank's core policies, and the manual for directors of financial institutions and securities companies, as an overall process to promote understanding among directors about their roles and the Bank's business operations. Information on the business operations of the Bank has also been continuously provided in the forms of documents and presentations in meetings. An orientation session was arranged for 2 new directors in 2017, namely Mr. Pipit Aneaknithi and Mr. Chanin Donavanik.

In addition, to enhance the operational efficiency of the Board of Directors, the Bank continued to implement a policy of supporting directors, executives and staff performing duties related to corporate secretary, compliance, internal control, and corporate governance, in attending seminars and training courses at the Thai Institute of Directors Association (IOD), the Stock Exchange of Thailand, and other independent institutions, in accordance with the established plan and budget.

All board members attended training programs regarding the discharge of their duties, and, in 2017, received continued education programs on corporate governance and regulatory requirements concerning directorship via electronic network. All directors expanded their knowledge horizons by attending seminars or training programs, as follows:

Board Members	Seminars/Training Programs
1. Mr. Banthoon Lamsam	<ul style="list-style-type: none"> <li>Seminar on "Cyber Resilience Leadership", Bank of Thailand</li> <li>Seminar on "New Opportunities for Thailand, New Opportunities in Investment", Money Channel</li> </ul>
2. Professor Khunying Suchada Kiranandana	<ul style="list-style-type: none"> <li>Seminar on "Cyber Resilience Leadership", Bank of Thailand</li> </ul>
3. Ms. Sujitpan Lamsam	<ul style="list-style-type: none"> <li>Seminar on "Cyber Resilience Leadership", Bank of Thailand</li> </ul>
4. Mr. Predee Daochai	<ul style="list-style-type: none"> <li>Seminar on "Cyber Resilience Leadership", Bank of Thailand</li> <li>Seminar on "Self-adjustment of Thai Financial Institution in the Digital Economy Era", Thailand Insurance Leadership Program, Class 7, Office of Insurance Commission</li> <li>Seminar on "Fitch Thailand 2017 Annual Conference: Global Risks &amp; Thailand's Economic Outlook", Fitch Ratings (Thailand)</li> </ul>
5. Ms. Kattiya Indaravijaya	<ul style="list-style-type: none"> <li>Seminar on "Cyber Resilience Leadership", Bank of Thailand</li> <li>Stanford Executive Program, Stanford Graduate School of Business, Stanford University, USA</li> </ul>

	<ul style="list-style-type: none"> <li>• Seminar on “Storytelling for Leaders”, Slingshot Group</li> <li>• World Economic Forum Annual Meeting 2017, World Economic Forum</li> </ul>
6. Mr. Pipit Aneaknithi	<ul style="list-style-type: none"> <li>• Seminar on “Cyber Resilience Leadership”, Bank of Thailand</li> <li>• Seminar on “Role of the Chairman Program (RCP) Class 41/2017”, Thai Institute of Directors Association</li> </ul>
7. Dr. Abhijai Chandrasen	<ul style="list-style-type: none"> <li>• Seminar on “Cyber Resilience Leadership”, Bank of Thailand</li> <li>• Seminar on “TFRS 9 Financial Instruments: Overview and key challenges”, KPMG Phoomchai Audit Ltd.</li> <li>• Seminar on “Enhancing Audit Committee Excellences through Internal Audit”, KPMG Phoomchai Audit Ltd.</li> </ul>
8. Sqn.Ldr. Naline Paiboon, M.D.	<ul style="list-style-type: none"> <li>• Seminar on “Cyber Resilience Leadership”, Bank of Thailand</li> <li>• Seminar on “New Director Conference 2017: Steering Governance in a Changing World”, Thai Institute of Directors Association</li> <li>• Executive Program for Business and Industrial Development, Class 4, Institute of Business and Industrial Development</li> </ul>
9. Mr. Saravoot Yoovidhya	<ul style="list-style-type: none"> <li>• Seminar on “Cyber Resilience Leadership”, Bank of Thailand</li> </ul>
10. Dr. Piyasvasti Amranand	<ul style="list-style-type: none"> <li>• Seminar on “Cyber Resilience Leadership”, Bank of Thailand</li> </ul>
11. Mr. Kalin Sarasin	<ul style="list-style-type: none"> <li>• Seminar on “Cyber Resilience Leadership”, Bank of Thailand</li> <li>• Seminar on “Empowering New Generation of Entrepreneurs, 1<sup>st</sup> Project”, Thai Chamber of Commerce</li> <li>• Seminar on “Insights into Land and Building Tax”, Thai Chamber of Commerce</li> </ul>
12. Ms. Puntip Surathin	<ul style="list-style-type: none"> <li>• Seminar on “Cyber Resilience Leadership”, Bank of Thailand</li> </ul>
13. Mr. Wiboon Khusakul	<ul style="list-style-type: none"> <li>• Seminar on “Cyber Resilience Leadership”, Bank of Thailand</li> <li>• Seminar on “National Director Conference 2017: Steering Governance in a Changing World”, Thai Institute of Directors</li> </ul>
14. Ms. Suphatee Suthumpun	<ul style="list-style-type: none"> <li>• Seminar on “Cyber Resilience Leadership”, Bank of Thailand</li> <li>• Seminar on “Thailand Coaching Summit No. 1: Driving Organizational Strategy through Leadership Coaching”, Bangkok Post</li> <li>• The Leadership Energy Summit Asia 2017 – Thailand: Corporate culture and business competition, BEC World</li> </ul>
15. Mr. Sara Lamsam	<ul style="list-style-type: none"> <li>• Seminar on “Cyber Resilience Leadership”, Bank of Thailand</li> <li>• Seminar on “THAILAND 2018 – A turning point and challenges”, Prachachat</li> </ul>
16. Mr. Chanin Donavanik	<ul style="list-style-type: none"> <li>• Seminar on “Cyber Resilience Leadership”, Bank of Thailand</li> </ul>

In addition, the Human Resources and Remuneration Committee has considered executive development and succession plans for the positions of Chief Executive Officer, Presidents, and other senior executives, in compliance with the Bank’s business strategies, taking into account different factors, e.g. the qualification, knowledge, competencies and experiences required for each position. The performance of potential executives is evaluated in order to formulate individual development plans; and rotation of responsibilities is undertaken to ensure that they will gain greater understanding and hands-on experience, preparing them for organization-level management. Criteria and a list of persons qualified for these positions are reviewed regularly and reported to the Board of Directors. In addition, the Bank put in place short- and long-term development plans for individual employees, and continuously implemented the Management Development Program (MDP) for executives of the Bank and K Companies.



## 10. Corporate Social Responsibility

### Sustainable Development in Action

Rapid changes globally have brought about many challenges, including technological advancements that have redefined business operations, as well as supervisory policies and regulations for financial institutions, along with changing customer behaviors and their expectations. It is the firm belief of KASIKORNBANK (KBank) that our performance, guided by “Sustainable Development” concepts, will lead to a balanced, flexible self-adjustment that immunizes us against hardships, which in turn will generate stable and sustainable growth, thus achieving UN Sustainable Development Goals (SDGs). Our adherence to Sustainable Development Concepts has earned us membership in the Dow Jones Sustainability Indices (DJSI) 2017. The indices that measure the sustainability of businesses are recognized by leading companies worldwide. We are proud to be the first and only bank in Thailand, and ASEAN, to have been selected as a member of the DJSI, being placed in both their DJSI World Index and DJSI Emerging Markets Index, for the second consecutive year, based on the following operations:

### Economic Dimension

We aspire to be a technology-driven business. We have unrelentingly developed products and services that add convenience to our customers’ lives, allowing them to conduct transactions anywhere, anytime, on their mobile devices. We have affirmed standards and security measures that have garnered customers’ trust and widespread use of our K PLUS application. As a result, K PLUS now enjoys leadership in digital banking services in Thailand, as evidenced by Nielsen’s survey of top brands, and the highest download volume as well. Other applications have been introduced, too, such as our K PLUS SHOP with a QR Code payment function and e-Wallet features to facilitate merchants and customers alike. We also have our K PLUS SME application for such businesses to gain access to useful information that can help them manage their enterprises better, with greater convenience and speed. We now accept QR Codes and Barcodes as new payment channels, plus acceptance of PromptPay transactions, and we have increased the number of merchants accepting payments via our electronic data capture (EDC) devices. New technologies are being employed, including blockchain, electronic Know Your Customer (e-KYC) systems using biometric identification, and machine learning to analyze customer behaviors for use in developing products and services that are more responsive to them.

The above implementations are founded on our “Customer Centricity” strategy and our aspiration to become our “Customers’ Life Platform of Choice”, wherein we deploy leading-edge technologies to enhance our service quality in everyday life for our customers; these changes are extensive, swifter in operation and more secure. In parallel with these endeavors, we have increased our capacity to better conform to our business directions that prevent cyber risks and ensure our customers that more attention is being paid to their security concerns, even as more advanced technologies are put into use. It is our aim to deliver an excellent customer experience and satisfaction, based on good corporate governance principles and appropriate risk management.

In relation to our aim of becoming “The Bank of AEC+3”, specializing in regional settlements and investment, we have introduced an “Exotic Currency Settlement Initiative” to support money transfers within the AEC+3, and in all regional currencies – making us the first Thai bank to accept transactions in all AEC+3 currencies. Other KBank achievements include the opening of a second branch of locally incorporated institution (LII) in the Lao People’s Democratic Republic, an increase in the business scope of the Phnom Penh Branch, Cambodia and a strategic partner of Bank Maspion of Indonesia. More recently,

KBank is the only AEC bank granted a LII license in Guangdong Province, China, with headquarters in Shenzhen. Furthermore, we opened the Shanghai Branch to upgrade our service network in China amid flourishing trade and investment there as China proceeds towards becoming an economic superpower in the next decade. Our emphasis has been placed on business conglomerates engaging in Sino-Thai trade and investment, as well as those advancing into ASEAN markets, wherein we enhance their regional economic connectivity as a digital bank of the AEC+3.

### **Social Dimension**

KBank has always placed great importance on human resource development. This year was marked with transformation towards HR Digitalization using data analyses in all processes of human resource management to enhance career advancement of our employees. We provide fair and competitive compensation and benefits, while promoting respect of diversity and equality based on human rights principles. We undertake proper occupational health and safety standards, and place equal importance on skills development to empower employees in tune with new business requirements. Given these actions, our employee engagement score has risen to 68 percent, beating the 66 percent threshold set up as our target, and also surpassing the average score of financial conglomerates in Thailand and the Asia Pacific region. Our turnover rate has dropped to 9.95 percent – the lowest in five years – confirming that we are in the right path in human resource management to create a happy workplace, which serves as a source of good products and services for our customers.

Concerning local communities and our society in general, KBank has focused on the participation of all stakeholders to learn more about communities' problems and needs. Information gained has been used in project designs that provide the right solutions for the society. We use our financial know-how and skills to benefit local communities and our society overall. Notable examples of this include our "50,000 Chuamong Tham Di Tham Dai" (50,000 Volunteer Hours) Project wherein our employees, nationwide, have contributed over 60,000 hours in volunteer activities in 2017. We also undertake financial literacy lessons on our AFTERKLASS website – an online community to develop financial knowledge and learning skills for young people, thus helping pave the way for greater success in their future lives and careers. Additionally, KBank has joined forces with many other parties to combine our strengths into beneficial acts for the society. A sample of such productive cooperation is our Cultivation of Wisdom Project with the collaboration of the Thailand Research Fund (TRF), aimed at reforming the thinking processes of Thai youths via research-based learning (RBL). Other social support programs have taken the form of budgetary assistance, human resources, financial donations, emergency assistance and internal staff activities donating money and other items to social welfare organizations. These acts reflect the "Green DNA" in all KBank employees who are determined to take part in positive changes for our entire society, in a sustainable manner.

### **Environmental Dimension**

Every member of global community is responsible for environmental issues. Although we are only a small member of the global community, we are aware of our responsibility. The Chief Executive Officer has been assigned by the Board of Directors to act as our Chief Environmental Officer to drive forward KBank's environmental missions. A target has been set to reduce greenhouse gas emissions from our operations by 20 percent within 2020 (versus 2012 as the base year). So far, a 8-percent reduction (versus 2012 as the base year) has been realized; we continue our efforts in terms of management procedures, technical practices and staff cooperation to achieve that target. In addition, KBank provides financial support to renewable energy projects and environmentally-friendly businesses. We also take into consideration Environmental, Social and

Governance (ESG) criteria prior to approvals for project financing to ensure thorough assessments are undertaken regarding any adverse effect on the environment and local communities.

In relation to the environment within communities, KBank has integrated scientific, economic and social concepts to seek guidelines of reforestation and solutions to forest encroachment – exacerbated by single-crop harvests – in Nan province, where the headwaters of the Chao Phraya river begin. We have worked with communities, the authorities and social networks there to search for new methods to halt deforestation and revive the abundance of nature, hoping that this area will someday offer a prosperous future to the children of Nan, with financial healthiness and sustainability of the nature. This model, if it is successful, will be expanded upon to other provinces in support of Thailand's resolution to become a low-carbon society that is resilient to climate change.

All the above elements are key to our Sustainable Development operations. To perform our duties, we strive to be a strategic, data-driven organization wherein all units are able to maximize the benefits of properly used data to enhance our competitiveness, income generation and operational efficiency, which will ultimately profit KBank and all our stakeholders, while also building their highest satisfaction towards our service excellence.

For more information about Sustainable Development of KASIKORNBANK, read our Sustainability Report 2017.

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## 11. Internal Control and Risk Management

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### Internal Control and Auditing Systems

The Board of Directors and the Bank's management have placed particular emphasis on an efficient internal control system and promotion of an appropriate business culture, recognizing the importance of risk management and the internal control system in every business undertaking of the Bank and Companies within KASIKORNBANK FINANCIAL CONGLOMERATE. Internal Control Policy, in compliance with Internal Control – Integrated Framework recently revised by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), was introduced requiring all units to comply with the policy for all business operations and employees' practices to ensure that the goals and objectives of the Bank and Companies within KASIKORNBANK FINANCIAL CONGLOMERATE will be met and the operations will be effective and efficient to achieve long-term profitability including maintaining reliable financial and managerial reporting. Such a system can also help to ensure compliance with laws and regulations as well as policies, plans, and internal rules and procedures, and prevent the risk of unexpected losses or damage to assets and reputation of the KASIKORNBANK FINANCIAL CONGLOMERATE.

The Bank demonstrates a commitment to integrity and ethical values to create awareness on the importance of risk management and internal control system. To create an appropriate control environment, executives and employees at all levels have the roles, duties and responsibilities for internal control. In order to achieve so, the Bank established written policies and operational procedures. In 2017, the Bank announced Market Conduct Policy to ensure that the Bank has provided financial products and services to customers with fairness. The Bank also announced Customer Data Privacy Policy to protect customers' information.

The Bank shall ensure the adequacy of staff. Training and orientation programs are provided for skill enhancement, accurate practices as well as efficient and effective performance are established. An operational manual with information on rules and regulations, a professional Code of Conduct, and penalties against disciplinary actions and gross offenses have also been provided to ensure common understanding as well as capabilities that will lead to efficient, transparent and fair operations for the benefit of customers, suppliers and other stakeholders. In addition, in order to strengthen the supervision aspect and to promote a control culture that is consistent at all levels of the organization, the Bank organized a course entitled "Governance, Risk Management and Compliance", which has been incorporated into the executive training course and e-Learning on "Internal Control" is developed for all staff.

The Bank identifies and analyzes risks to the achievement of its objectives across the Bank, Companies within KASIKORNBANK FINANCIAL CONGLOMERATE, departments and functions. Risk Management unit and a clear risk management policy are set up.

Control activities are an integral part of day-to-day operations. Appropriate segregation of duties is embedded to create a proper "check-and-balance" system for operating staff, supervisors, and performance assessment. Any possible conflict of interest is identified and subject to careful monitoring, in accordance with regulatory requirements and the Bank's regulations.

Information systems have continuously been upgraded to provide accurate, up-to-date, and adequate information for timely decision-making by the management and the Board of Directors. Information systems include the financial data, as well as operational and compliance data, to monitor the effectiveness of the internal control system for prompt corrective action

against significant deficiencies. The Bank also provides varied and effective communication channels to ensure that all executives and employees understand and adhere to the policies and procedures affecting their duties and responsibilities and to receive useful information for business undertaking or recommendations from external stakeholders such as customers, counterparties and regulators.

The Bank establishes monitoring activities, both ongoing monitoring and separate evaluations, to ascertain whether the internal control is present and functioning as designed that contributes to the mitigation of risks at different periods. The internal control deficiencies will be communicated to responsible persons and serious matters will be reported to the Board of Directors, Audit Committee and/or executives in a timely manner.

Recognizing the importance of its roles and responsibilities towards Corporate Governance, the Board oversees that the Bank is equipped with appropriate and effective systems of risk management, internal control, internal auditing and governance. The Audit Committee, comprising independent directors, has been assigned to review the effectiveness and appropriateness of such processes, and to consider important audit results of the Internal Audit Department, the Bank of Thailand and other regulatory agencies, as well as acknowledging risk reports including emerging risk and new threats in Thailand and other countries, and action against those risks. The Bank's management is responsible for managing tasks and activities, and monitoring the operations of employees at all levels with regard to risk management, including the effectiveness of internal control system, and compliance with laws, regulations and related policies. The Board is of the view that the Bank has maintained an effective internal control system at an adequate and appropriate level of protection.

Internal auditing is conducted by Internal Audit Department which is independent in its tasks and reports directly to the Audit Committee. The audit is risk-based and aimed at assessing the adequacy and effectiveness of the risk management and internal control system, the efficiency of resource management, the accuracy and reliability of information, and compliance with regulatory requirements, the Bank's operational procedures, and the Statement of Business Conduct. Audit plan is continuously reviewed and revised so as to respond to emerging risks, such as cyber risk, appropriately. The Internal Audit Department also applies the concepts of Continuous and Integrated Audit and Data Analytics. Moreover, the Internal Audit Department provides consulting services to the audited units, in accordance with the nature and scope of task as agreed upon by both parties, with the objective of increasing the value and improving the operations of the KASIKORNBANK FINANCIAL CONGLOMERATE. The Internal Audit Department acts in conformance with the International Standards for the Professional Practice of Internal Auditing. The Department constantly evaluates and improves the quality of its work as measured against the generally accepted international auditing standards.

In conformance with the International Standards for the Professional Practice of Internal Auditing, the Internal Audit Department arranged for an external assessment in 2017. The assessment was conducted by an independent reviewer team from PricewaterhouseCoopers ABAS LTD. and the result indicated that the internal audit activity of the Department conformed to the International Standards for the Professional Practice of Internal Auditing.

The Internal Audit Department, which is an independent unit, has been assigned as another channel for receiving complaints and suspicious conduct. This ensures that the Bank has a transparent and fair whistle-blowing process and complies with good corporate governance standards. The Audit Committee resolved to appoint Mr. Surasak Dudsdeemaytha as Internal Audit Head, in view of his suitable knowledge, qualifications and experience to perform this function.

The Compliance Department, under the Compliance and Audit Division, supervises the conduct of the Bank in order to comply with regulatory requirements and the Bank regulations, provides views on law and regulatory compliance, identifies and assesses related risks and reports to high-level executives, the Audit Committee or the Board of Directors. Other tasks include the review of the Bank operations and preparation of relevant policies, also acts as the center for contact with the regulatory agencies. Mr. Phaisarn Vorasetsiri is the Compliance Head.

**Risk Management**

The Risk Management Committee is responsible for designating organization-wide risk management policies and risk appetite under the guidelines established by the Board of Directors, to whom the results must be reported regularly. The Risk Management Committee also considers appropriate risk strategy in order to achieve the Bank's objectives in both short and long terms. The Bank has outlined the risk management process, key steps of which include risk identification, assessment, monitoring and control, and reporting. Moreover, the Bank emphasizes early warning indicators, monitoring of key risk, exposures and concentration, as well as regular reviews of the sufficiency of the risk management system and its effectiveness. Details of risk management are disclosed in the section entitled **Risk Factors**.

## 12. Related Party Transactions

### SIGNIFICANT RELATED PARTY TRANSACTIONS

- Deposits, loans and contingencies made to directors, key executive officers, and close members of their families, which are fairly charged at market price as with other normal business or the price as stipulated in the agreement as of 31 December 2017 and 2016, are summarized, as follows:

(Unit : Million Baht)

	<b>2017</b>	<b>2016</b>
Deposits	15,100	14,548
Loans	187	175
Contingencies	1	2

- Additional transactions occurring between the Bank, its subsidiaries and associated companies, which are charged at market price as with other normal business or the price as stipulated in the agreement as of 31 December 2017 and 2016 are, as follows:

- Loans, deposits and contingencies between the Bank, its subsidiaries and associated companies are summarized as follows:

(Unit : Million Baht)

	<b>2017</b>			<b>2016</b>			Percentage of shares held (%)	Director/Co-President
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies		
<b><u>Subsidiaries</u></b>								
KASIKORN ASSET MANAGEMENT CO., LTD.	-	3,401	-	-	3,112	-	100	Ms. Kattiya Indaravijaya Mr. Prasopsuk Damrongchietanon Mr. Vasin Vanichvoranun Ms. Panlapa Srisogsai
KASIKORN RESEARCH CENTER CO., LTD.	-	94	-	-	88	-	100	Ms. Kattiya Indaravijaya Dr. Adit Laixuthai Mr. Prasopsuk Damrongchietanon
KASIKORN SECURITIES PCL.	340	10,955	498	-	11,617	-	99.99	Mr. Predee Daochai Mr. Thiti Tantikulanan Mr. Patchara Samalapa Dr. Wichai Narongwanich
KASIKORN LEASING CO., LTD.	90,147	529	-	85,357	924	-	100	Mr. Pipit Aneaknithi Mr. Chongrak Rattanapian Mr. Chartchai Sundharagiati Ms. Sarunya Leelarasamee Mr. Worawit Kiatthawee-anand
KASIKORN FACTORY & EQUIPMENT CO., LTD.	15,835	28	3	13,013	31	332	100	Mr. Predee Daochai Mr. Suwat Techawatanawana Mr. Tawit Thanachanan Mr. Chartchai Sundharagiati Mr. Pipavat Bhadranaik Ms. Monta Voraprasit

	2017			2016			Percentage of shares held (%)	Director/Co-President
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies		
KASIKORN TECHNOLOGY GROUP SECRETARIAT CO., LTD.	-	44	-	-	38	-	100	Mr. Krit Jitjang Mr. Chongrak Rattanapian Mr. Chartchai Sundharagiati
KASIKORN LABS CO.,LTD.	-	10	-	-	5	-	100	Mr. Krit Jitjang Mr. Chongrak Rattanapian
KASIKORN SOFT CO.,LTD.	-	223	-	-	209	-	100	Mr. Krit Jitjang Mr. Chongrak Rattanapian Mr. Chartchai Sundharagiati
KASIKORN PRO CO.,LTD.	-	39	-	-	40	-	100	Mr. Krit Jitjang Mr. Chongrak Rattanapian Mr. Chartchai Sundharagiati
KASIKORN SERVE CO., LTD.	-	209	-	-	187	-	100	Mr. Krit Jitjang Mr. Chongrak Rattanapian Mr. Chartchai Sundharagiati
KASIKORN X CO., LTD.**	-	5	-	-	-	-	100	Mr. Krit Jitjang Mr. Chongrak Rattanapian
Muang Thai Group Holding Co., Ltd.	-	649	-	-	280	-	51	Ms. Sujitpan Lamsam Mr. Predee Daochai Ms. Kattiya Indaravijaya Mr. Pipit Aneaknithi Mr. Sara Lamsam Mr. Ampol Polohakul
Muang Thai Life Assurance PCL.	-	1,539	540	-	1,341	1,198	38.25	Ms. Sujitpan Lamsam Mr. Sara Lamsam Mr. Patchara Samalapa Mr. Surat Leelataviwat
KASIKORNTHAI BANK Limited	-	125	-	-	222	-	100	Mr. Chartchai Sundharagiati Ms. Siranee Phoophat Mr. Photjanart Sangpruaksa Mr. Pattanapong Tansomboon Dr. Wichai Narongwanich Ms. Nutcharee Nuntivacharin
KASIKORNBANK (CHINA) COMPANY LIMITED*	657	-	154	-	-	-	100	Mr. Pipit Aneaknithi Mr. Wirawat Panthawangkun Mr. Pattarapong Kanhasuwan Mr. Anan Lapsuksatit Ms. Nutcharee Nuntivacharin Mr. Worawit Kiatthawee-anand Mr. Vongpat Bhuncharoen
KHAO KLA Venture Capital Management Co., Ltd.	-	23	-	-	21	-	100	-



	2017			2016			Percentage of shares held (%)	Director/Co-President
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies		
K-SME Venture Capital Co., Ltd.	-	16	-	-	146	-	100	Mr. Patchara Samalapa Mr. Chartchai Sundharagati Mr. Worawit Kiatthawee-anand
BEACON VENTURE CAPITAL COMPANY LIMITED	-	215	-	-	250	-	100	Ms. Kattiya Indaravijaya Mr. Ampol Polohakul Mr. Chongrak Rattanapian
Phethai Asset Management Co., Ltd.	-	97	-	-	99	-	100	Mr. Atipat Asawachinda
Starbright Finance Co., Ltd.*	-	-	-	-	40	-	-	-
PROGRESS PLUS CO., LTD.	-	66	-	-	55	-	100	Mr. Krit Jitjang Dr. Pipatpong Poshyanonda Mr. Suwat Charoenvijitchai
PROGRESS APPRAISAL CO., LTD.	-	80	-	-	76	-	100	Mr. Krit Jitjang Dr. Pipatpong Poshyanonda Mr. Suwat Charoenvijitchai
PROGRESS GUNPAI SECURITY GUARD CO., LTD.	6	344	-	6	334	-	100	Ms. Kwannet Rattanaprug
PROGRESS MANAGEMENT CO., LTD.	-	21	-	-	21	-	100	Mr. Krit Jitjang Mr. Atipat Asawachinda
PROGRESS FACILITIES MANAGEMENT CO., LTD.	-	63	-	-	47	-	100	Mr. Krit Jitjang Mr. Suwat Charoenvijitchai
PROGRESS SERVICE SECURITY GUARD CO., LTD.	-	101	-	-	88	-	100	Mr. Krit Jitjang Mr. Suwat Charoenvijitchai
PROGRESS STORAGE CO., LTD.	-	49	-	-	61	-	100	Mr. Krit Jitjang Dr. Pipatpong Poshyanonda Mr. Suwat Charoenvijitchai
PROGRESS H R CO., LTD.	-	48	-	-	29	-	100	Mr. Krit Jitjang Mr. Lertsak Supitayakul
PROGRESS SERVICE SUPPORT CO., LTD.	-	152	-	-	132	-	100	Mr. Krit Jitjang Dr. Pipatpong Poshyanonda Mr. Porvarate Chetphongphan
PROGRESS COLLECTION CO., LTD.	-	49	-	-	46	-	100	Mr. Krit Jitjang Mr. Atipat Asawachinda
PROGRESS TRAINING CO., LTD.	-	33	-	-	36	-	100	Mr. Krit Jitjang Ms. Sopa Noonate

	2017			2016			Percentage of shares held (%)	Director/Co-President
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies		
PROGRESS MULTI INSURANCE BROKER CO., LTD.	-	143	-	-	132	-	100	Ms. Sarunya Leelarasamee
Muangthai Broker Co., Ltd.	-	4	-	-	5	-	50.98	-
MT Insure Broker Co., Ltd.	-	6	-	-	4	-	38.25	-
Fuchsia Venture Capital Co., Ltd.***	-	296	-	-	-	-	38.25	Ms. Sujitpan Lamsam Mr. Sara Lamsam
<b><u>Associated Companies</u></b>								
Processing Center Co., Ltd.	-	94	-	-	69	-	30	Mr. Ampol Polohakul Mr. Art Wichiencharoen
National ITMX Co., Ltd.	-	-	-	-	-	-	22.76	Mr. Predee Daochai
Sovannaphum Life Assurance PLC.	-	-	-	-	-	-	18.74	Mr. Sara Lamsam

\* On 6 November 2017, KASIKORNBANK (CHINA) COMPANY LIMITED (“KBank China”), has commenced with equivalent to RMB 3,000 million of authorized share capital, as wholly-owned subsidiaries of the Bank. KBank China was transformed from Starbright Financial Co., Ltd. and the Bank’s foreign branches in People’s Republic of China, for business activities.

\*\* On 30 June 2017, the Bank established KASIKORN X CO., LTD. with Baht 1 million of registered capital which is fully paid up, as wholly-owned subsidiaries of the Bank. Subsequently, on 27 December 2017, KASIKORN X CO., LTD. increased Baht 4 million of share capital which is fully paid-up.

\*\*\* On 9 August 2017, the Bank established a new subsidiary company under the name FUCHSIA VENTURE CAPITAL COMPANY LIMITED, which 75% of shares are held by Muang Thai Group Holding Company Limited. The Company has Baht 300 million of authorised share capital which is fully paid-up.

- 2.2 Certain subsidiaries and associated companies have entered into 1-2 year building lease and service agreements with the Bank. Rentals are charged at cost plus an increment for additional administration and maintenance expenditures incurred. As of 31 December 2017 and 2016, the Bank and its related parties have rental agreements with remaining tenures amounting to Baht 61 million and Baht 59 million, respectively.
- 2.3 The Bank have entered into an Information Technology service agreement with Kasikorn Business-Technology Group. As of 31 December 2017 and 2016, the Bank has commitment to pay total service fees amounting to Baht 545 million and Baht 1,364 million, respectively.

- 2.4 Revenue and expenses occurring between the Bank, its subsidiaries and associated companies for the years ended 31 December 2017 and 2016 are summarized, as follows:

		(Unit : Million Baht)	
		<b><u>Consolidated</u></b>	<b><u>The Bank</u></b>
		<b><u>2017</u></b>	<b><u>2016</u></b>
<u>Subsidiaries</u>			
Revenue:			
Interest income	-	-	2,693
Dividend income	-	-	3,376
Fees income	-	-	4,276
Other income	-	-	7,414
Expenses:			
Interest expenses	-	-	164
Fees expenses	-	-	-
Other expenses	-	-	6,857
<u>Associated Companies</u>			
Revenue:			
Dividend income	83	47	83
Other income	25	27	25
Expenses:			
Other expenses	319	255	319

- 2.5 The Bank has entered into a staff secondment agreement with KASIKORN SECURITIES PCL., commencing since January 2006. The agreement shall be terminated at any time by the Bank giving notice 60 days prior to the termination date. The Bank is responsible for salaries, welfare and other benefits and any liabilities that arise or may arise from the actions of the employees.

For the years ended 31 December 2017 and 2016, the Bank incurred expenses amounting to Baht 767 million and Baht 664 million, respectively, presented as personnel expenses in profit or loss.

3. Loans, deposits and contingencies between the Bank and other business entities where the directors, key executive officers and close members of their families have managing authority and/or hold 10% or more of their paid-up capital, in which market price as charged as with other normal business as of 31 December 2017 and 2016, are summarized as follows:

(Unit : Million Baht)

	2017			2016			Percentage of shares held (%)	Director / Co-President / Shareholder	Relationship
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies			
T.C. PHARMACEUTICAL INDUSTRIES COMPANY LIMITED	-	4,962	4	-	3,503	3	16.75	Mr.Saravoot Yoovidhya	Independent Director
DURBELL CO., LTD.	-	398	-	-	547	-	16	Mr. Saravoot Yoovidhya	Independent Director
GIFFARINE SKYLINE UNITY CO.,LTD.	-	175	-	-	172	-	80 15.99	- Sqn.Ldr. Nalineee Paiboon, M.D.	Indirect holding through connected entity Independent Director
JTB (THAILAND) LIMITED	-	60	-	-	55	-	23.95	Mr. Kanit Sarasin	Independent Director's sibling
Benjangkawat Co., Ltd.	-	27	-	-	27	-	28.33	Ms. Supawan Lamsam	Chairman of the Board and Chief Executive Officer's sibling
Sathira Phattana Company Limited	-	25	-	-	25	-	15	Mr. Banthoon Lamsam	Chairman of the Board and Chief Executive Officer
Kijksamnoon Co., Ltd.*	-	-	-	-	19	-	-	-	-
AC RESORT CO.,LTD.	-	4	-	-	15	-	34.66 10.66 10.66 10.66	Dr. Abhijai Chandrasen Mr. Abhichon Chandrasen Mr. Abhiram Chandrasen Mr. Abhichoke Chandrasen	Director and Legal Adviser Director and Legal Adviser's son (Sui Juris) Director and Legal Adviser's son (Sui Juris) Director and Legal Adviser's son (Sui Juris)
M&A Advisory Co., Ltd.	-	14	-	-	6	-	100	-	-
Nithi Thamrong Co., Ltd.	-	4	-	-	5	-	70.06 29.92	Ms. Supawan Lamsam Mr. Banthoon Lamsam	Chairman of the Board and Chief Executive Officer's sibling Chairman of the Board and Chief Executive Officer
CRYSTAL FOOTBALL CLUB CO.,LTD.	-	1	-	-	4	-	13.85	Mr. Jirawat Supornpaibul	Private Banking Business Division Head

	2017			2016			Percentage of shares held (%)	Director / Co-President / Shareholder	Relationship
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies			
COSMETIC CREATION CO.,LTD.***	-	-	-	-	2	-	80	Sqn.Ldr. Nalinee Paiboon, M.D.	Independent Director
International Heath Foods Co.,Ltd.***	-	-	-	-	2	-	37.50	-	Indirect holding through connected entity
HEALTH FOOD CREATION CO.,LTD.***	-	-	-	-	2	-	80	Sqn.Ldr. Nalinee Paiboon, M.D.	Independent Director
M & A Consultants Recruitment Co., Ltd.	-	2	-	-	2	-	55	Mr. Kanit Sarasin	Independent Director's sibling
KRATINGDAENG EXCELLENCE CENTER COMPANY LIMITED*	-	-	-	-	2	-	-	-	-
SUPAPRAT LIMITED PARTNERSHIP	1	1	-	-	1	-	99.97	Ms. Supawan Lamsam	Chairman of the Board and Chief Executive Officer's sibling
YUPHAYONG CO.,LTD.	-	2	-	-	1	-	47.93	-	Indirect holding through connected entity
							11.99	Mr. Sara Lamsam	Director
PRACHINBURI GLASS INDUSTRY COMPANY LIMITED**	-	4	-	-	-	-	49	-	Indirect holding through connected entity
YUPONG CO.,LTD.**	-	6	-	-	-	-	18.13	Mr. Sara Lamsam	Director
							0.33	Ms. Sarisa Lamsam	Director's minor children
							0.33	Ms. Supitcha Lamsam	Director's minor children
M&A Guard Service Co., Ltd.**	-	6	-	-	-	-	19.99	Mr. Kanit Sarasin	Independent Director's sibling
							15	Pol.Maj.Gen. Chinapat Sarasin	Independent Director's sibling

\* 2017 the entity was not related to the Bank.

\*\* 2016 the entity was not related to the Bank.

\*\*\* 2017 the entity has transaction under Baht 1 million.