

Part 2

Management and Corporate Governance

2

7. Securities and Shareholders

Registered and paid-up capital

As of 31 December 2019, 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 12, 2020 as follow:

Rank	Name	Number of common shares	Percentage of common shares
1	THAI NVDR CO., LTD.	474,651,753	19.833
2	STATE STREET EUROPE LIMITED	203,479,438	8.502
3	SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	137,074,670	5.728
4	BNY MELLON NOMINEES LIMITED	77,437,524	3.236
5	SOCIAL SECURITY OFFICE	68,725,400	2.872
6	THE BANK OF NEW YORK MELLON	55,245,665	2.308
7	STATE STREET BANK AND TRUST COMPANY	54,903,702	2.294
8	SOUTH EAST ASIA UK (TYPE A) NOMINEES LIMITED	37,080,301	1.549
9	GIC PRIVATE LIMITED	32,694,600	1.366
10	NORTRUST NOMINEES LIMITED-NTD SEC LENDING THAILAND CL AC	31,108,542	1.300

* 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 Instrument intended to qualify as Tier 2 Capital of KASIKORNBANK PCL No.1/2014 due B.E. 2025	Unsecured	14,000	Baht	10.5	5.00%	Quarterly
Subordinated Instrument intended to qualify as Tier 2 Capital of KASIKORNBANK PCL No.1/2015 due B.E. 2026	Unsecured	6,500	Baht	10.5	3.95%	Quarterly
Subordinated Instrument intended to qualify as Tier 2 Capital of KASIKORNBANK PCL No.1/2016 due B.E. 2027	Unsecured	7,500	Baht	10.5	3.50%	Quarterly
Floating Rate Notes due 2021	Unsecured	10	USD	5.5	LIBOR3M+1.00%	Quarterly
Senior Unsecured Notes due 2022	Unsecured	400	USD	5.5	2.375%	Semi-annually
Senior Unsecured Note due 2023	Unsecured	400	USD	5.5	3.256%	Semi-annually
Floating Rate Notes due 2023 (Sustainability Bond)	Unsecured	100	USD	5	LIBOR3M+0.95%	Quarterly
Floating Rate Notes due 2023	Unsecured	15	USD	5	LIBOR3M+0.95%	Quarterly
Tier II Subordinated Notes due 2031	Unsecured	800	USD	12	3.343%	Semi-annually

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 subsidiaries.

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. The Board of Directors may pay the shareholders the interim dividend from time to time if there is sufficient profit for such payments. If there is an operating loss, dividend payments are barred until such losses are recovered. In addition, at least one-twentieth (1/20) of net profit after accumulated loss must be set aside as reserves until the reserves reach one-tenth (1/10) of a company's authorized share capital. Dividend payments must also be in compliance with statutory and regulatory requirements.

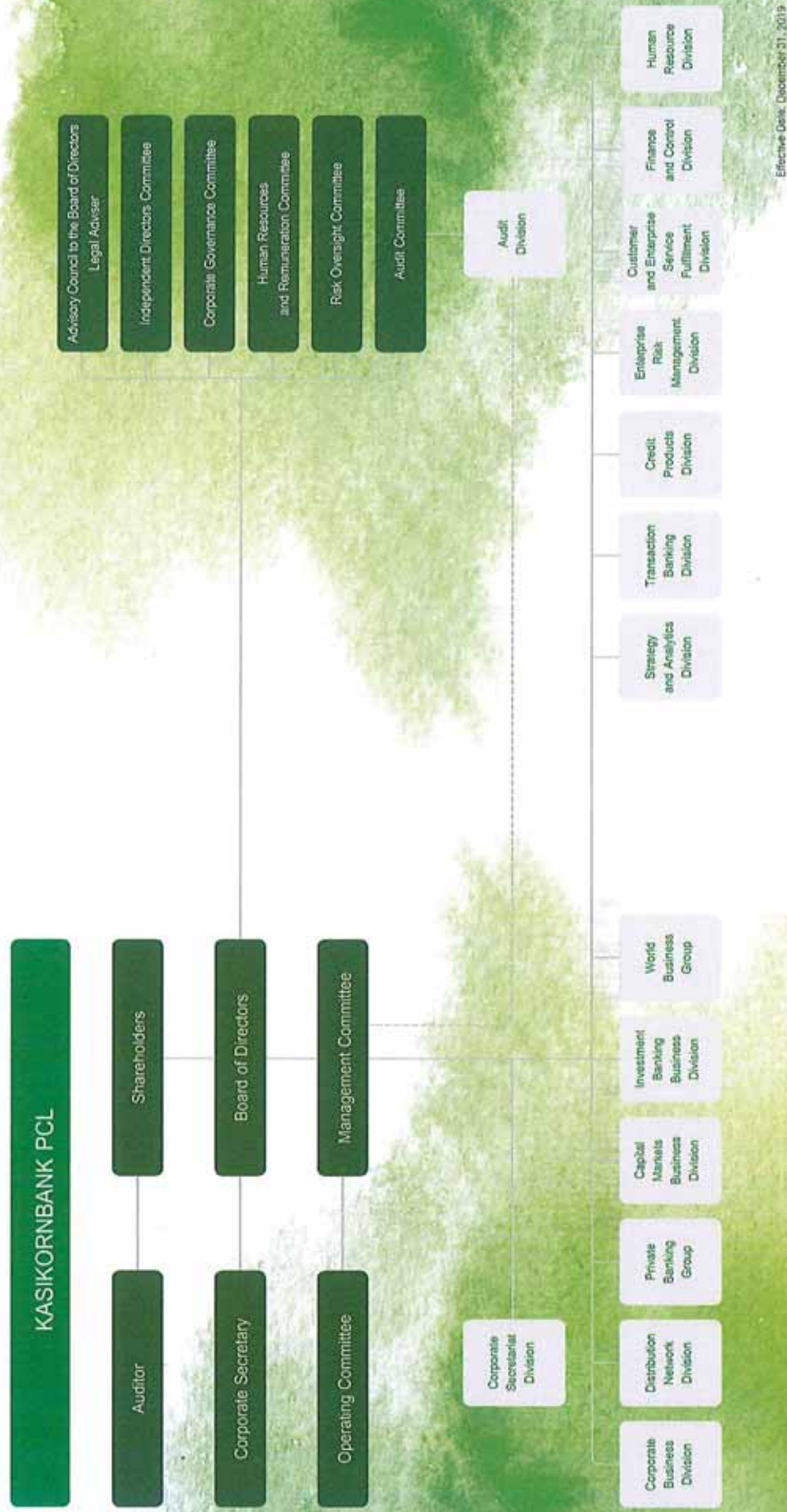
KBank's dividend payout in the last five years

	2015	2016	2017	2018	2019
Net Profit Margin per Share	16.49	16.79	14.35	16.07	16.18
Dividend Ratio per Share	4.00	4.00	4.00	4.00	5.00
Dividend Payout Ratio to Net Profit (%)*	27.83	26.96	32.80	29.40	34.43

*Bank only

8. Management Structure

Organization Chart



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, 2019, the Bank's Board of Directors included:

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

The directors consist of 7 women and 11 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, or Mr. Patchara Samalapa.

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, 2019, they were:

1. Mr. Banthoon Lamsam	Chairman of the Board and Chief Executive Officer
2. Ms. Kobkarn Wattanavrangkul	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. Mr. Patchara Samalapa	President
8. Dr. Abhijai Chandrasen	Director and Legal Adviser
9. Sqn.Ldr. Naline Paiboon, M.D.	Director
10. Mr. Saravoot Yoovidhya	Director
11. Dr. Piyasvasti Amranand	Director
12. Mr. Kalin Sarasin	Director
13. Ms. Puntip Surathin	Director
14. Mr. Wiboon Khusakul	Director
15. Ms. Suphaje Suthumpun	Director
16. Mr. Sara Lamsam	Director
17. Mr. Chanin Donavanik	Director
18. Ms. Jainnisa Kuvichkul	Director

Executives

As of 31 December 2019, 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. Pipatpong Poshyanonda	Senior Executive Vice President
6.	Mr. Jirawat Supornpaibul	Private Banking Group Head
7.	Mr. Chongrak Rattanapian	Senior Executive Vice President
8.	Mr. Silawat Santiviset	Senior Executive Vice President
9.	Ms. Wasana Surakit	First Senior Vice President
10.	Ms. Natcha Argasreog	First Senior Vice President
11.	Ms. Manasikan Pakdeesrisantikul	Financial Accounting Management Department Head
12.	Ms. Khajarin Maintaka	Financial Planning Co-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. The Corporate Secretary shall have basic knowledge in business, accounting, laws and regulations governing commercial banking business, or attended training courses concerning corporate secretarial practices; have knowledge and understanding about corporate governance principles and best practices; be independent and straightforward in the discharge of duties and provision of both recommendations and comments; and have experience in the secretarial function to the Board of Directors or other qualifications that contribute to effectiveness in the discharge of corporate secretarial functions. 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".

In 2019, the Corporate Secretary attended "Bangkok Sustainable Banking Forum 2019" organized by the Bank of Thailand, "the Education Transformative Change" organized by the Thailand Research Fund, and "The 3rd National Conference on Business and Human Rights" organized by Global Compact Network Thailand, Rights and Liberties Protection Department, Ministry of Justice and United Nations Development Programme.

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, long-term strategies and targets to ensure that the Bank's remuneration is comparable to that of other commercial banks.

The General Meeting of Shareholders No. 107, on April 4, 2019, approved the increase in remuneration rate for directors for the Board of Directors Meeting, the payment of remuneration for Risk Oversight Committee members appointed to replace the Risk Management Committee members following the dissolution of Risk Management Committee, effective October 1, 2018 onwards, and the remuneration for Independent Directors, Audit Committee members, Corporate Governance Committee members, Human Resources and Remuneration Committee members, the Legal Adviser and Directors' Bonus for 2019, to remain at the same rate as that of 2018, 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 250,000 per person/month
 - Vice Chairperson 200,000 per person/month
 - Director 150,000 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 Oversight 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, which reflects our status as being a sustainable bank, 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, plus indicators for being a sustainable banks on the economy, society and the environment. Such indicators include ROA, ROE, net interest margin, non-interest income growth, cost to income ratio, loan growth, customer satisfaction, growth in environmental project financing, reduction of GHG emissions, and feedback from employee engagement survey, plus operating results against our peers in all dimensions, e.g., total shareholder return, ranking in most preferred platform digital banking service, enhanced competitiveness and sustainable business operations over the long run. Such indicators will ensure sustainable success of the Bank under transparent regulations and scopes of responsibility, that reflect related risks, 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 2019, 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 101,628,203. These amounts included remuneration for members of the Risk Oversight Committee paid from October to December 2018 totaling Baht 582,000.

2) Remuneration for executives: In 2019, executives in the position of First Senior Vice President or equivalent and higher, totaling 87 persons, received remuneration including salaries, living expenses, special contributions, and bonuses from the Bank, totaling Baht 1,035,245,074, while executives in the position of Senior Executive Vice President or equivalent and higher, totaling 13 persons, received remuneration including salaries, living expenses, special contributions, and bonuses from the Bank, totaling Baht 332,003,598.

Remuneration for Directors in 2019

Mr. Banthoon Lamsam	Received remuneration as Chairman of the Board, totaling Baht 2,712,000, and a bonus of Baht 5,075,182.
Professor Khunying Suchada Kiranandana ⁽¹⁾	Received a bonus of Baht 747,893.
Ms. Kobkarn Wattanavrangkul ⁽²⁾	Received remuneration as Vice Chairperson, totaling Baht 2,146,500; as Lead Independent Director, totaling Baht 1,200,000; as Chairperson of the Human Resources and Remuneration Committee, totaling Baht 600,000; and as Chairperson of the Risk Oversight Committee, amounting to Baht 750,000, and a bonus of Baht 3,058,495.
Ms. Sujitpan Lamsam ⁽³⁾	Received remuneration as Vice Chairperson, totaling Baht 2,146,500; and as a member of the Risk Oversight Committee, amounting to Baht 540,000, and a bonus of Baht 3,806,387.
Mr. Predee Daochai	Received remuneration as a director, totaling Baht 1,650,000, and a bonus of Baht 2,537,590.
Ms. Kattiya Indaravijaya	Received remuneration as a director, totaling Baht 1,650,000, and a bonus of Baht 2,537,590.
Mr. Pipit Aneaknithi	Received remuneration as a director, totaling Baht 1,650,000, and a bonus of Baht 2,537,590.
Mr. Patchara Samalapa	Received remuneration as a director, totaling Baht 1,650,000, and a bonus of Baht 2,038,996.
Dr. Abhijai Chandrasen	Received remuneration as a director and Legal Adviser, totaling Baht 5,610,000; and as a member of the Human Resources and Remuneration Committee, amounting to Baht 432,000, and a bonus of Baht 2,537,590.
Sqn.Ldr. Naline Paiboon, M.D.	Received remuneration as a director, totaling Baht 1,650,000; as Independent Director, totaling Baht 840,000;

	and as Chairperson of the Corporate Governance Committee, amounting to Baht 600,000, and a bonus of Baht 2,537,590.
Mr. Saravoot Yoovidhya	Received remuneration as a director, totaling Baht 1,650,000; 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 2,537,590.
Dr. Piyasvasti Amranand ⁽⁴⁾	Received remuneration as a director, totaling Baht 1,650,000; as Independent Director, totaling Baht 840,000; as Chairman of the Audit Committee, totaling Baht 1,080,000; and as a member of the Risk Oversight Committee, amounting to Baht 540,000, and a bonus of Baht 2,537,590.
Mr. Kalin Sarasin	Received remuneration as a director, totaling Baht 1,650,000; 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 2,537,590.
Ms. Puntip Surathin ⁽⁵⁾	Received remuneration as a director, totaling Baht 1,650,000; as Independent Director, totaling Baht 840,000; as a member of the Audit Committee, totaling Baht 720,000; and as a member of the Risk Oversight Committee, amounting to Baht 540,000, and a bonus of Baht 2,537,590.
Mr. Wiboon Khusakul	Received remuneration as a director, totaling Baht 1,650,000; 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 2,537,590.
Ms. Suphajee Suthumpun ⁽⁶⁾	Received remuneration as a director, totaling Baht 1,650,000; as Independent Director, totaling Baht 840,000; as a member of the Audit Committee, totaling Baht 720,000; and as a member of the Risk Oversight Committee, amounting to Baht 540,000, and a bonus of Baht 2,537,590.
Mr. Sara Lamsam	Received remuneration as a director, totaling Baht 1,650,000; and as a member of the Corporate Governance Committee, amounting to Baht 432,000, and a bonus of Baht 2,537,590.
Mr. Chanin Donavanik	Received remuneration as a director, totaling Baht 1,650,000; 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 2,537,590.

Ms. Jannisa Kuvnichkul ⁽⁷⁾	Received remuneration as a director, totaling Baht 1,350,000; as Independent Director, totaling Baht 630,000; and as a member of the Risk Oversight Committee, amounting to Baht 288,000, and a bonus of Baht 149,580.
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- Remarks:**
- (1) Professor Khunying Suchada Kiranandana received a bonus from dividend payment for the 2H18 operating results, prorated by her term of office.
 - (2) Ms. Kobkarn Wattanavrangkul received remuneration for chairperson of the Risk Oversight Committee paid from October to December 2018 totaling Baht 150,000.
 - (3) Ms. Sujitpan Lamsam received remuneration for a member of the Risk Oversight Committee paid from October to December 2018 totaling Baht 108,000.
 - (4) Dr. Piyasvasti Amranand received remuneration for a member of the Risk Oversight Committee paid from October to December 2018 totaling Baht 108,000.
 - (5) Ms. Puntip Surathin received remuneration for a member of the Risk Oversight Committee paid from October to December 2018 totaling Baht 108,000.
 - (6) Ms. Suphatee Suthumpun received remuneration for a member of the Risk Oversight Committee paid from October to December 2018 totaling Baht 108,000.
 - (7) Ms. Jannisa Kuvnichkul was appointed a director on April 4, 2019 and a member of the Risk Oversight Committee on May 1, 2019.

2. Other Remuneration

1) Remuneration for directors: none

2) Remuneration for executives: In 2019, executives in the position of First Senior Vice President or equivalent and higher, totaling 87 persons, received the Bank's contributions to their provident funds, totaling Baht 29,181,295, while executives in the position of Senior Executive Vice President or equivalent and higher, totaling 13 persons, received the Bank's contributions to their provident funds, totaling Baht 8,277,205. In addition, the Bank's executives received benefits and other welfares under the Bank's regulations, similar to other employees, such as healthcare and medical checkup expenses, and loan welfares.

The Provident Fund

KASIKORNBANK (KBank) set up provident funds for employees pursuant to the Provident Fund Act, B.E. 2530 (1987). They include: The KBank Provident Fund, which has 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 2019, contribution to the KBank Provident Fund and Welfare Security Fund included: The KBank Provident Fund (registered) received a total contribution of Baht 1,360,018,581.10, comprising a total employee contribution of Baht 653,766,907.79, and a KBank contribution of Baht 706,251,673.31.

KBank Personnel

As of December 31, 2019, KBank employees totaled 20,443 persons, classified below per KBank's organizational structure:

1. Executives	74 persons
2. Group of Business Related Divisions	16,398 persons
3. Group of Support Business Divisions	3,935 persons
4. Local Staff	36 persons

Employee Expenses

In 2019, KBank's employee expenses, e.g., salaries, wages, overtime pay, bonuses, special pensions, living allowances and contributions to provident funds, totaled Baht 24,395 million.

Operations of Support Groups

Human Resource Management

KBank has focused on providing support to our human resource management operations in major areas. Four key initiatives were as follows:

- **Employer Branding**

We recognize the importance of communications to showcase KBank's work and culture, which meet the needs of the target groups in the digital era, in order to attract them to join our workforce. To achieve this, distinguishing activities were conducted as follows:

1. K Capstone Year 2: The project aims to support students from universities both in Thailand and abroad to broaden their horizons in our internship program, wherein they were assigned to propose a new project-based perspective for startup businesses in order to cope with digital disruption. Students were equipped with knowledge of 21st century skills, namely product creation by startups, and agile-based collaborative work that focuses on initiatives, design thinking and pitching techniques.

2. Gamification via KASIKORN CAREER on the LINE application: A game-based initiative was designed to strengthen bonds with staff members and persons interested to work with KBank. A "finding yourself" test was introduced in addition to the career matching game, allowing job applicants to find the right career based on their respective personalities and interests, which also helps us to find the personnel who are best suited to the available jobs.

3. K Talent Engagement and Networking: The activity served as a forum for executives of KBank and KASIKORN BUSINESS-TECHNOLOGY GROUP (KBTG) to exchange perspectives with tech talents, business talents and Thai university students in the United States.

4. Believe Day: The activity aimed to encourage our employees to act as KBank ambassadors to communicate business ideas for the KBank x BLACKPINK debit card under the campaign "Empower Your Belief", wherein employees wore black and pink attire to take part in promotional activities of the product.

- **Developing employee skills and abilities in alignment with the changing business world**

KBank has focused on promoting and developing employees' skills in order to cope with business needs in the digital era via the following activities and projects.

1. Development of digital and data competency

- ONE TWO...TEN Further the Future: To prepare our employees for rapid technological change, KBank held this learning activity – delivered by invited experts – to share their knowledge about digital skills in five areas, i.e., information and data literacy, communication and collaboration, responsibility and cyber security, digital content and its integration as well as technical problem solving.
- Skills Loading Online Learning Challenge 2019: This campaign aimed to encourage all employees within a department to attend online learning courses for boosting their skills in the digital age.

- Data Sciences Pathway: This learning course was jointly developed by KBank and CHULA MOOC Achieve online course provider in order to increase data analytic skills and promote the use of computer programs for data analytics among participating employees who can further apply the knowledge to their work.
- 2. Development of Digital Workplace
 - Online Community: Our employees are encouraged to use working tools as a communication channel within the organization through the setting up of an online community based on topics of their interest, namely statistical data, trading of products and sharing of tourism experience. The initiative is intended to improve employee engagement while also strengthening relations among staff members themselves.
 - Co-Working Space: We initiated a new common working area at KBank Digital Academy on the 4th floor of Rat Burana Building, and The Office Space in Samyan Mitrtown which is fully equipped with modern amenities to accommodate work and other activities in a relaxing atmosphere to promote workplace creativity.
- 3. Development of work to promote innovation and enhance efficiency
 - Possibility Award program: Employees were encouraged to showcase their creative ideas that can be further applied to KBank business operations. Distinctive initiatives from four projects which won first prize will be further developed for real-world use. They included development of services on K PLUS and other mobile banking applications that can meet the needs of our new customers.
 - Waste Management: We launched a campaign, “7 Wastes in Office Work”, to communicate to our staff members how to stop wasteful practices and to promote their awareness in learning how to improve their way of work for enhanced efficiency.

- **Employee Development**

KBank acknowledges the importance of employee development. Therefore, numerous activities and programs were arranged for both executives and staff members as follows.

1. Activities and programs for executives
 - A seminar was exclusively held for KBank executives under the theme, “A Step Ahead Forever: For Tomorrow...The Best of Your Life”, to establish our business direction during the next one to three years.
 - K-Coaching Academy: This program intends to equip personnel from the level of team leaders to executives with global-standard coaching skills so that they can offer consultation to employees and maximize their potential, thus strengthening cordial relationships between managers and their teams.
2. Talent Development Program
 - Leadership and management skill: We organized multiple activities, namely “Leader on Screen” - a movie viewing activity held for employees to enable them to learn through the film content, “Leader on Tour” wherein executives took part in company visits and “Leader on Stage” and “Coffee Talk” in which experts from within and outside KBank were invited to share their experience with participating employees.
 - Work/life balance: We arranged a learning activity, “Leader in Balance”, to promote mental development and emotional intelligence in order to maintain a healthy work/life balance by focusing on mindfulness, with practical guidelines provided by experts in this field.
3. Activities and programs for employees

- “Seniors Want to Coach – Juniors Want to Talk” Season 3 was held as part of this program to allow all employees to talk with and to be coached by department heads and other executives of higher rank up to Senior Executive Vice President. Furthermore, we launched campaigns via various activities and media to promote a good coaching environment within the organization.
- K-Style DIY: “Food Fit Firm”: Nutritionists were invited to share their knowledge and experience to our employees to enhance their awareness of good food and good health.
- K-Spirit 2019 Green Culture: This year, the activity for strengthening relationships among employees was held under the theme “Thai Culture X Go Green” to conserve Thai culture and the environment. The GO GREEN TOGETHER activity is now being held, as part of our effort to encourage staff members to do good deeds that are beneficial to the economy, society and environment so that they earn points which will then be converted to donations for various foundations nationwide.

- **Employee relations and benefits**

The fourth Employees’ Committee meeting for 2019 was held to allow consultations and problem-solving discussions between KBank executives 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 towards employees performing in violation of regulatory requirements. These efforts 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 labour laws of AEC countries and the People’s Republic of China, so that our employees abroad can perform their work correctly.

IT Management

In 2019, KASIKORN BUSINESS-TECHNOLOGY GROUP 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:

- **KBank’s mobile banking application (K PLUS):** Major initiatives in the fourth quarter of 2019 included:
 - (1) K PLUS features were enhanced for the sake of user convenience. Notable efforts included QR payment via Smart Code in Japan and VIA in Singapore at shops bearing the MyPromptQR logo with special foreign exchange rates offered, display of memo on the account movement page, download of e-Slip that can be undertaken retroactively from Transaction History, and display of favorite transactions on the first page. VIZ Card can now be added to K PLUS, allowing customers to check their point history. In addition, loan payment feature plus payment history record is now available on K PLUS. Meanwhile, K-Smart Pay service has also been added to K PLUS, wherein customers can choose to make installment payment via K-Credit Card or Xpress Cash card.
 - (2) K PLUS system has been developed to allow cardless withdrawal with a daily limit of Baht 200,000 at Big C Supercenters and 7-Eleven outlets in addition to KBank branches, K-ATMs and banking agents nationwide.
 - (3) K PLUS system has been enhanced to support our business partners including Muang Thai Life Assurance Public Company Limited. Customers can purchase a life insurance policy within only one minute on K PLUS, where an insurance card feature plus policy details are also added. Moreover, KBank has joined with Total Access Communication Public Company Limited (DTAC) to add a channel for buying a DTAC supplementary package via K PLUS with a special offer granted.

- **KBank mobile banking application for merchants (K PLUS SHOP):** The application was continually upgraded to better meet business needs.
- **Development of Application Programming Interface (API) Manager system:** KBank is developing a new, more advanced API infrastructure that has been implemented to ensure increased efficiency. Meanwhile, an open API has been adopted to allow other developers to develop the linkage with KBank services and products.
- **Development of machine learning technology:** We have focused on development of technology and text analytics for Thai language for enhanced efficiency in service provision and for the benefit of the nation in staying on top of technological change over the long-term. In collaboration with Chulalongkorn University and the National Electronic and Computer Technology Center (NECTEC), KBank has developed natural language processing technology (NLP) for the Thai NLP program which can deal with language used in the banking and financial sector.
- **Development of functions of blockchain for recording financial transaction data:** To better meet business needs, we are further developing the Hyperledger blockchain platform for letter of guarantee issuance on blockchain, which is being provided to more Multi-Corporate Business customers. KBank and eight other commercial banks have worked together to offer a letter of guarantee service within a common platform. KBank and four other large commercial banks jointly established BCI (Thailand) Co., Ltd. for management of blockchain infrastructure on which other functions have been developed to accommodate business needs.
- **Development of Electronic Know-Your-Customer (National Digital Identity: NDID):** KBank has employed facial recognition biometrics for account opening at branches nationwide. Currently, we are developing the K PLUS application to accommodate the National Digital Identity (NDID) system which will be rolled out in the future.. The initiative has been built upon our cooperative effort with the Electronic Transactions Development Agency (Public Organization) and other commercial banks in developing formats for sharing data via a Digital Identity Platform as a common standard for electronic transactions.

9. Corporate Governance

The Board of Directors firmly believes that business operations, based on transparency, fairness and ethical value in conformity with the Statement of Corporate Governance Principles, are an important mechanism that will enable the Bank to become a “Bank of Sustainability” and fortify confidence of shareholders and all stakeholders. In 2019, 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 other various 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 2019 General Meeting of Shareholders, held on April 4, 2019, 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 number and proportion of shareholders participating in the meeting in person and through proxies, 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. There were 16 directors in attendance, including Chairman of the Board and Chief Executive Officer, Lead Independent Director, Chairman of the Audit Committee, Chairperson of the Corporate Governance Committee, Chairperson of the Human Resources and Remuneration Committee, Chairperson of the Risk Oversight Committee, Presidents and directors, 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 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 and via the information dissemination system of the Stock Exchange of Thailand on the shareholders meeting date.

- Comprehensive meeting minutes were recorded. They included significant details for each agenda item, e.g., attendance of directors and executives, proportion of directors attending the meeting, meeting resolutions, voting results (divided into approve, disapprove, abstain, 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, 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 Shareholder Newsletter 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, 2018. 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 policies and procedures to supervise the use of inside information. In essence:
 - All operational units must set up a process, 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 2019 were submitted to the Board of Directors Meeting.
- 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. Moreover, the Bank has defined a watch list and restricted list to prohibit related staff from trading on securities, while also monitoring such actions on a regular basis.

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 procedures and information disclosure, according to the Bank of Thailand's relevant policies. 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.
- 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.
- 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. 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.
- 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 and information must be updated regularly so that related departments can use it to monitor credit extensions and investments in conformity with the relevant regulations. 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.

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 2019, there were no changes in vested transactions of directors and executives. Directors and executives appointed in 2019 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. The Bank also ensures that compensation and performance evaluation criteria are appropriate with the current economic conditions and competition, and these are communicated to employees. 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. 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. The Bank continuously organizes training to our suppliers, including monitoring, examining and assessing them.

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.

Community, Environment and Society: Realizing its responsibilities towards the country in economic, social and environmental dimensions, the Bank has developed the Corporate Citizenship Strategy for 2019-2023 with a prime objective of advancing the society at large. The Bank has applied the London Benchmarking Group (LBG) Framework as a guideline for our operations. As a result, KBank has focused on supporting and implementing projects that help address problems and meet the needs of stakeholders so as to create real changes the society through our expertise. These include budgetary support, donations, emergency assistance, employee volunteer activities, internal charitable activities, knowledge transfer via various activities with our business partners, networks, customers and the Kasikorn Foundation. Those projects are monitored and evaluated to ensure that our social operations help tackle problems and create positive changes in the society, which in turn help promote broad-based growth of the nation. Notable projects include the "Tham Di Tham Dai (Employee volunteer Hours)" project, aimed at promoting our employees to outsiders, their family members, customers and business partners to participate in volunteer activities in order to create benefits to the society. Our employees can take a one-day leave and select to participate in any volunteer activities of their choice, namely educational development, health promotion, environmental conservation and preservation of arts and culture. To create positive benefits to the society and serve as an example for sustainable development of the Thai educational system, KBank has implemented the "Nan: Cultivation of Wisdom" project, with the aim of reforming learning process of students and teachers so that they have rational understanding to address their own local problems more efficiently. "AFTERKLASS" project is an online platform, aimed at offering financial literacy to children and youths, including savings, finances, investment and how to start the business via www.AFTERKLASS.com. The "AFTERKLASS" project also offer skills training for youths via a diverse range of workshops throughout the year, namely recognizing skills via images, public speaking, online trading, as well as fund and stock investment skills. The "Rak Pa Nan (Care for Nan Forest)" Project is aimed at conserving and protecting forests in Nan Province. As a major financial institution of the country, KBank has assisted in the implementation of the Nan Sandbox project aimed at

revolutionizing the alleviation of headwater forest problems based on Phacharat (Civil Society) scheme, promoting community cooperation with the local communities, government agencies and related networks. The Nan Sandbox serves as a platform to experiment with new concepts and problem-solving methods, which will be replicated in other provinces across the country. This includes a project to add value to organic waste via biosynthesis process that can be developed to sustainably deal with organic waste in the future. The Bank also implemented various projects in support of efficient resource utilization, for example electricity and lighting system improvements, wastewater recycling, carbon neutral program, and staff training sessions on environmental issues under the Bank's sustainability development courses. Officers were sent to attend training or seminars, including the Voluntary Reduction of Greenhouse Gas Emission Program, organized by Kasetsart University under the support of Thailand Greenhouse Gas Management Organization (Public Organization), for the sixth consecutive year. The Bank have also joined the Thailand Voluntary Emission Reduction Program (T-VER) and received Carbon Neutral Certification from Thailand Greenhouse Gas Management Organization (Public Organization). Details of implementations in economic, social and environmental dimensions in accordance with the Global Reporting Initiative Standards (GRI Standards) are included in **Sustainability Report 2019**.

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 is committed to operating businesses in compliance with the laws and major international standards, such as the United Nations Guiding Principles on Business and Human Rights (UNGPs), principles of humanity and rights in accordance with International Labor Organization (ILO) and Principles of the United Nations Global Compact (UNGC). The Bank established the Human Rights Policy related to employees, customers, suppliers and joint ventures, 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. The policy is reviewed annually, and in 2019 the policy was reviewed and there were no complaints 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 it 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. 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, since 2013.

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 No Gift Policy and the Anti-Corruption Policy, which includes the issues of bribes and inducements, gifts and benefits, charitable contributions and financial sponsorships, as well as political contribution and activities. The policy is reviewed annually. In 2019, 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 as well as outside parties. In 2019, 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 2019, there were no complaints regarding corrupt actions. With our strong commitment towards anti-corruption of all forms, as well as ensuring transparency in our business operations and good governance practices, communications on a No Gift Policy have been made with all employees of the Bank and companies within KASIKORNBANK FINANCIAL CONGLOMERATE.

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

- The Operational Risk 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. 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 Oversight Committee and Board of Directors. Moreover, all responsible employees have been trained on operational risk management, while responsible employees have been assigned to attend operational risk management courses organized by government agencies and outside organizations on a regular basis.

- The Fraud Management Department is responsible for formulating fraud management plans, strategies, policies, guidelines and processes, managing and detecting suspected fraud cases with a likelihood of being fraudulent, as well as examining and collecting data or evidence, and coordinating work in order to mitigate losses.
 - 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 Risk Management Policy, approved by the Board of Directors, stipulates the duties and responsibilities related to compliance of the Board of Directors, the Risk Oversight 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 reviewed the Anti-Corruption Policy in consistence with the best practices and international standards, organized training and provided knowledge for directors, executives and employees. It also communicated regularly via the annual corporate governance activities, including mapping out concrete guidelines for monitoring and evaluation.
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.
 - Communication with customers and suppliers on No Gift Policy for all occasions and festive seasons.

Receiving Information, Complaints or Whistle-blowing

The Bank provides various communication channels for stakeholders, namely K-Contact Center, K-BIZ Contact Center, and branches, etc. A hotline is available as a center to receive and manage complaints. In addition, the Bank has established a written whistle-blowing policy, which provides a channel to whistle-blow improper conduct. Aside from encouraging companies within KASIKORNBANK FINANCIAL CONGLOMERATE to put whistle-blowing channels in place, the Bank has also communicated such policy to stakeholders of the Bank and companies within KASIKORNBANK FINANCIAL CONGLOMERATE via various channels so that they can whistle-blow inappropriate or improper conduct, including non-

compliance with laws, regulations, Code of Conduct, the Bank's policies and procedures or internal control weaknesses that may result in losses. Whistle-blowers can directly notify the Board of Directors of any improper conduct in alignment with the specified criteria shown under the "Investors" tab on the Bank's website or the Internal Audit Department as an independent unit in written documents or electronic mails. The Bank has a procedure and measure 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 has authorized 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 2019, the Bank adequately disclosed important financial information in its financial statements and notes to the financial statements. The disclosures were in line with regulations of the Bank of Thailand, the Stock Exchange of Thailand, the 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. 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 that were reviewed/audited by independent certified public accountants 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 and sustainable development for the benefit of shareholders, investors and analysts. In addition, the Bank has periodically evaluated the effectiveness of its disclosure procedures. Over the 5 year-period (2015–2019), the Bank received 3 fines from the Office of Securities and Exchange Commission (SEC) in 2015, 2016 and 2019 due to the violation of section 113 and 114 of SEC Act. The fine amount was not significant and the Bank has already improved its operations.

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), 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, quarterly Shareholder Newsletter 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 outsiders via all channels, such as one-on-one meetings, conference calls, group analyst meetings and replies to questions related to the Bank's operating results.

Investor Relations

In 1998, the Bank established the Investor Relations Unit under the Office of Corporate Secretary, as part of the Corporate Secretariat Division, to be 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. These included acknowledgment of opinion, recommendations and anticipations of shareholders, investors and securities analysts, in order to submit them to executives and the Board of Directors of the Bank (Two-way Communications), which will lead to the creation of consistent long-term targets. 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. In this regard, shareholders can contact ordinary shares registrar at the Thailand Securities Depository Company Limited. 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 2019, 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	98	155	256
Conference Calls	61	67	75
Group Analyst and Investor Meetings	7	295	369
Investor Conferences	19	304	408
Non-deal Roadshows	6	120	189
Site Visits	1	7	8
Total	192	948	1,305

There were 19 events, out of the above, wherein a total of 395 persons from 269 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 create and support business with the foundation of Bank of Sustainability, the Investor Relations Unit has improved its operations towards a digital format by reducing the use of paper and delivering 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, 33rd 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

Ordinary shares registrar :

- The Thailand Securities Depository Company Limited

Tel. +662-0099999

Compliance with other Good Corporate Governance Principles

The Board of Directors considered applying the principles guidelines outlined in Corporate Governance Code for Listed Companies 2017 developed by the Office of the Securities and Exchange Commission into business operations. As the governing body of the company, all directors considered the Code thoroughly and understood the benefits and importance of adopting the CG Code for the company's sustainable value creation. The performance results in accordance with each practice guideline in the CG Code were assessed to ensure conformance with the guidelines that are suitable to business operations. For particular principles that are not used in the Bank's operations, the Board of Directors has considered and recorded as a board resolution.

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 2019, 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 shall be independent and 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., 10 independent directors out of the total of 18 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. The Board of Directors Meeting No. 9/2019, held on September 26, 2019 passed a resolution in agreement with a recommendation by the Human Resources and Remuneration Committee to appoint Ms. Kattiya Indaravijaya, Director and President, as Director and Chief Executive Officer of the Bank to succeed Mr. Banthoon Lamsam, which shall take effect on the day after the General Meeting of Shareholders 2020.

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, 2019, the Bank's Board of Directors was composed of 18 members - a number suitable for the Bank's business nature and the Board's diverse experiences and expertises can ensure complete oversight of the Bank's operations.

5. Responsibilities of the Board of Directors

Qualifications of Independent Directors

The Board of Directors has revised the definition of "Independent Director" in conformity with the requirements of the Bank of Thailand and Notification of the Capital Market Supervisory Board and Corporate Governance Principles, 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 and in accordance with the Bank of Thailand's criteria. 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 a non-independent director, an executive director, a manager, an employee, a staff member, an adviser who receives a regular salary, or a controlling person of the Bank, company in KASIKORNBANK FINANCIAL CONGLOMERATE, 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 2019, 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 hold their positions for no more than 9 consecutive years.

The term of office of directors of the Board Committees, i.e., Audit Committee, Corporate Governance Committee, Human Resources and Remuneration Committee, and Risk Oversight 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. The reporting system for holding the position of director in other companies has been setup, whereby the Bank's directors are required to confirm information of being a director in other companies with the Office of Corporate Secretary at

the end of every month for record. For high-ranking executives, they are required to directly report such information via the system at the end of every month. 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 Companies, Joint Venture 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 – Ms. Kobkarn Wattanavrangkul 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.

The Board of Directors Meeting No. 9/2019, held on September 26, 2019 passed a resolution in agreement with a recommendation by the Human Resources and Remuneration Committee to appoint Ms. Kattiya Indaravijaya, Director and President, as Director and Chief Executive Officer of the Bank to succeed Mr. Banthoon Lamsam, which shall take effect on the day after the General Meeting of Shareholders 2020.

Roles and responsibilities of the Chief Executive Officer and the president

The Chief Executive Officer and the President shall have the responsibility of managing and conducting the Bank's business as designated by the Board of Directors, manage the Bank's business according to set policies and plans, and under the authorization delegated by the Board of Directors as well as the Bank's delegated operating authority.

Board of Directors

Mr. Banyong Lamsam is Honorary Chairman of the Bank.

As of December 31, 2019, the Bank's Board of Directors had 18 members, as follows:

<u>Name</u>	<u>Position</u>	<u>Director Type</u>
1. Mr. Banthoon Lamsam	Chairman of the Board and Chief Executive Officer	Executive Director
2. Ms. Kobkarn Wattanavrangkul	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. Mr. Patchara Samalapa	President	Executive Director
8. Dr. Abhijai Chandrasen	Director and Legal Adviser	Non-Executive Director
9. Sqn.Ldr. Naline Paiboon, M.D.	Director	Independent Director

10. Mr. Saravoot Yoovidhya	Director	Independent Director
11. Dr. Piyasvasti Amranand	Director	Independent Director
12. Mr. Kalin Sarasin	Director	Independent Director
13. Ms. Puntip Surathin	Director	Independent Director
14. Mr. Wiboon Khusakul	Director	Independent Director
15. Ms. Suphajee Suthumpun	Director	Independent Director
16. Mr. Sara Lamsam	Director	Non-Executive Director
17. Mr. Chanin Donovanik	Director	Independent Director
18. Ms. Jannisa Kuvichkul	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 or 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. Formulating or approving sound risk governance framework and overseeing the instillation of risk-based organizational culture.
12. Ensuring capital adequacy, including an appropriate capital assessment process, for present and future business.

13. 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, race, nationality, 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 Human Resources and Remuneration Committee shall consider performances of the directors who are due to retire by rotation, to be nominated for re-election as a director for another term,

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 2019, 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. Ms. Jannisa Kuvichkul was deemed as having excellent knowledge and experience in business management, and the General Meeting of Shareholders resolved to appoint Ms. Jannisa Kuvichkul as a 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, or no less than 75 percent of the Board of Directors meetings held each year; 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. As for directors unable to attend the meeting in person, the Bank has provided a telecommunication system, according to the criteria and methods as specified by the laws, and a presentation system via WebEx application. 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 2019, 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 2019.**

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, 2019, including:

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

Roles and Mission 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, 2019, the Committee had 10 independent directors, as follows:

- | | |
|----------------------------------|---------------------------|
| 1. Ms. Kobkarn Wattanavrangkul | 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. Suphatee Suthumpun | Member |
| 9. Mr. Chanin Donavanik | Member |
| 10. Ms. Jannisa Kuvnichkul | Member |

The Independent Directors Committee holds meetings at least once a quarter. In 2019, the Committee held a total of 11 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 remarks, 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 3 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 Oversight 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 Advisers 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, 2019, 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 2019, 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. 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.
6. 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, dismissal as well as evaluating performance of the Internal Audit Head.
7. 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.
8. 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.
9. 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.
10. 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.
11. 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.



12. 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.

13. Reviewing the effectiveness of the internal control system and reviewing the validity of self-assessment results in compliance with the anti-corruption policy.

14. 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.

15. 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.

16. 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.

17. 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.

18. 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, 2019, the Committee had 4 members, comprising 3 independent directors and 1 non-executive director, as follows:

1. Sqn.Ldr. Naline Paiboon, M.D.	Chairperson
2. Mr. Wiboon Khusakul	Member
3. Mr. Sara Lamsam	Member
4. Mr. Chanin Donovanik	Member

The Corporate Governance Committee holds at least 4 meetings each year. In 2019, the Committee held 5 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 independent or non-executive directors. As of December 31, 2019, the Committee had 3 members, comprising 2 independent directors and 1 non-executive director, as follows:

- | | |
|--------------------------------|-------------|
| 1. Ms. Kobkarn Wattanavrangkul | 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 2019, the Committee held 9 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 formulation of policy, criteria and procedure for the nomination and payment of remunerations and benefits to directors and senior management of companies within financial business group.

7. Discussing with the Risk Oversight Committee about a remuneration policy that reflects major risks of financial institutions.

Nomination of Management

The Human Resources and Remuneration Committee is responsible for nominating, selecting and reviewing qualified candidates. In cooperation with the Chief Executive Officer or the Presidents, the Human Resources and Remuneration Committee is also tasked with considering such criteria 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 Oversight Committee

The Board of Directors approved the establishment of the Risk Oversight Committee on September 27, 2018. Each member who is a Bank director has a term of office in accordance with directorship term at the Bank. For member who is an executive, his/her term of office is subject to the Board of Directors' resolution. The Committee must comprise at least 3 members. As of December 31, 2019, the Committee had 9 members, comprising 5 independent directors, 1 non-executive director, 2 executive directors and 1 executive, namely:

1. Ms. Kobkarn Wattanavrangkul	Chairperson
2. Ms. Sujitpan Lamsam	Member
3. Dr. Piyasvasti Amranand	Member
4. Ms. Puntip Surathin	Member
5. Ms. Suphatee Suthumpun	Member
6. Ms. Jannisa Kuvichkul	Member
7. Mr. Predee Daochai	Member
8. Mr. Pipit Aneaknithi	Member
9. Mr. Ruangroj Poonpol	Member

The Risk Oversight Committee meets at least once each quarter. In 2019, the Committee held 4 meetings and reported all meeting minutes to the Board of Directors.

Authorities, Duties and Responsibilities of the Risk Oversight Committee

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

1. Providing advice for the Bank's Board of Directors related to the risk governance framework of the Financial Conglomerate.
2. Ensuring that the high-ranking executives and head of risk management function adhere to the risk management policies and strategies, as well as risk appetites.
3. Ensuring that the strategies for capital and liquidity management are consistent with the approved risk appetites.
4. Reviewing and examining the adequacy and effectiveness of the overall risk management policies and strategies, including the risk appetites as well as compliance with laws and regulations at least once a year or upon significant changes. Conducting consultation and exchange of opinions with the Audit Committee to assess whether the overall risk management policies and strategies cover all risk types and emerging risks, and to ensure that the overall policies and strategies of risk management and compliance with laws and regulations have been implemented efficiently and effectively.

5. Reporting to the Bank's Board of Directors on risk positions, risk management efficiency, risk culture assessments and significant matters, as well as corrective actions to address any risk policies or risk strategies compliance issues.

6. Participating in the evaluation of the head of risk management and compliance function performance.

7. Performing other duties as determined by the authorities or the Bank's Board of Directors.

Advisory Directors to the Management Committee

The Board of Directors may appoint Advisers 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 88th 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, 2019, the Committee comprised 6 members, namely:

1. Mr. Banthoon Lamsam	Chairman
2. Mr. Predee Daochai	Member
3. Ms. Kattiya Indaravijaya	Member
4. Mr. Pipit Aneaknithi	Member
5. Mr. Patchara Samalapa	Member
6. Mr. Ruangroj Poonpol	Member

The Management Committee shall hold at least one meeting a month, except when there is compelling reason or when there is no required meeting agenda or other justifiable reason. In 2019, the Management Committee held 11 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 conducting the Bank's business as designated by the Board of Directors, or under specific assignment by the Board of Directors.

2. Managing the Bank's business according to set policies and plans, and under the authorization delegated by the Board of Directors as well as the Bank's delegated operating authority, to ensure that the Bank's business management can achieve the set target.

3. Considering and approving the roles and duties of the Operating Committee and change in constituents of the Operating Committee.

4. The Management Committee Chairman or persons, assigned by the Chairman, shall report business activities undertaken by the Management Committee to the Board of Directors for acknowledgment. However, policy-related issues of the Bank, or issues likely to cause significant changes in the Bank's business, or certain issues requiring action by the Board of Directors of the Bank in compliance with laws, or the Bank's rules and regulations, or issues the Management Committee considers 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 activities require prior approval by the Board of Directors.

Meeting Attendance of the Board, Independent Directors Committee and Board Committees in 2019

(Number of Meetings)

Board Members	Board of Directors (Total 12 meetings)	Non-Executive Directors (Total 1 meeting)	Independent Directors Committee (Total 11 meetings)	Audit Committee (Total 12 meetings)	Corporate Governance Committee (Total 5 meetings)	Human Resources and Remuneration Committee (Total 9 meetings)	Risk Oversight Committee (Total 4 meetings)
Mr. Bantoon Lamsam	12/12						
Ms. Kobkarn Wattanavrangkul	12/12	1/1	11/11			9/9	4/4
Ms. Sujitpan Lamsam	11/12	1/1					3/4
Mr. Predee Daochai ⁽¹⁾	12/12						1/1
Ms. Kattiya Indaravijaya	12/12						
Mr. Pipit Aneaknithi	12/12						4/4
Mr. Patchara Samalapa ⁽²⁾	10/12						3/3
Dr. Abhijai Chandrasen	12/12	1/1				9/9	
Sqn.Ldr. Naline Paiboon, M.D.	12/12	1/1	10/11		5/5		
Mr. Saravoot Yoovidhya	12/12	1/1	11/11	11/12			
Dr. Piyasvasti Amranand	12/12	1/1	10/11	12/12			4/4
Mr. Kalin Sarasin	12/12	1/1	10/11			9/9	
Ms. Puntip Surathin	11/12	1/1	11/11	12/12			4/4
Mr. Wiboon Khusakul	12/12	1/1	10/11		4/5		
Ms. Suphatee Suthumpun	10/12	1/1	10/11	12/12			3/4
Mr. Sara Lamsam	12/12	1/1			5/5		
Mr. Chanin Donavanik	11/12	1/1	9/11		4/5		
Ms. Jannisa Kuvichkul ⁽³⁾	9/9	1/1	8/8				3/3

Remarks:

- (1) Mr. Predee Daochai was appointed a member of the Risk Oversight Committee on November 1, 2019.
- (2) Mr. Patchara Samalapa vacated office as a member of the Risk Oversight Committee on November 1, 2019.
- (3) Ms. Jannisa Kuvichkul was appointed a director on April 4, 2019 and a member of the Risk Oversight Committee on May 1, 2019.

• Number of members on the Board, Independent Directors Committee and Board Committees (As of December 31, 2019):

The Board of Directors	18 members
Independent Directors Committee	10 members
Audit Committee	4 members
Corporate Governance Committee	4 members
Human Resources and Remuneration Committee	3 members
Risk Oversight Committee	9 members

(8 Board members inclusive)

• Details of meeting attendance through teleconferencing to the Board, Independent Directors Committee and Board Committees:

The Board of Directors	Ms. Kobkarn Wattanavrangkul	1 meeting
	Ms. Sujitpan Lamsam	4 meetings
	Mr. Saravoot Yoovidhya	1 meeting
	Mr. Wiboon Khusakul	1 meeting
Non-Executive Directors	Mr. Saravoot Yoovidhya	1 meeting
Independent Directors Committee	Mr. Kalin Sarasin	2 meetings
Audit Committee	Mr. Saravoot Yoovidhya	1 meeting
Corporate Governance Committee	Mr. Sara Lamsam	1 meeting
Risk Oversight Committee	Mr. Patchara Samalapa	2 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. In 2019, the revised Vision and Core Values were approved 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 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 in accordance with the established plan 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 companies within KASIKORNBANK FINANCIAL CONGLOMERATE, 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, 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 2019, 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 2019, 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 a new director and executives and through e-Learning activities for new employees.
- 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 were disseminated to directors and employees.
- A no gift policy has been communicated to employees at KBank and companies within KASIKORNBANK FINANCIAL CONGLOMERATE.
- Meetings were held to enhance correct understanding concerning risk management and fraud prevention, internal control, practices in compliance with corporate governance principles, anti-corruption policy and regulatory requirements to companies within KASIKORNBANK FINANCIAL CONGLOMERATE.
- 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, Corporate Governance Journal and the Bank's closed circuit TV network.
- Communications were conducted on compliance with the Bank's regulations and requirements, and whistle-blowing policy, via the Bank's closed circuit TV network and electronic network.

- Operational guidelines based on “Responsibility, Transparency and Fairness” were communicated by executives for employees’ adherence in their performance, based on market conduct that serves as a foundation for sustainable growth and enabling corporate culture cultivation. The communication included (1) Responsibility: Understand requirements and regulations and treat customers fairly, based on market conduct. (2) Transparency: Disclose complete and accurate information regarding benefits, restrictive conditions, exemptions, fees, interest rates, and rights that customers should understand clearly while also presenting options for customers. (3) Fairness: Equitable treatment of all stakeholders and non-exploitation of authority or duty for one’s own benefits, while sales must not be attached to any condition.

- The CG Visit Project was implemented for secretaries to the Audit Committee, Human Resources and Remuneration Committee and Risk Oversight 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 concerning legal issues, regulations, requirements and operational procedures related to corporate governance were provided to directors, executives, department staff and employees of companies within KASIKORNBANK FINANCIAL CONGLOMERATE, while responses were given to all their inquiries.

- The Bank participated in the Anti-Corruption Day (Thailand) 2019.

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.

The Corporate Governance Unit, Office of the Corporate Secretary, has reviewed the Code of Conduct in consistence with the best practices, and launched 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.

In addition, the Bank has assigned the Compliance Department to supervise staff compliance with the Code of Conduct to assess effectiveness of operations.

In 2019, the Internal Audit Department conducted an assessment on an understanding of the Code of Conduct with executives and employees at all levels to ensure that they fully understand the intended Code of Conduct and promote sustainable business operations.

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 2019, 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 11,335,000 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 18,029,600 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 1,900,000 over the past accounting year, together with future payments of Baht 2,450,000, 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 6,429,600 over the past accounting year, together with future payment of Baht 8,980,700, 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 evaluating their own performance and other directors' performance (cross assessment) consist of 2 topics: (1) Board meetings; and (2) Responsibilities of the Board. The Board of Directors has set the criteria on performance assessment of the Board. The Corporate Governance Committee reviews the performance 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 obstacles over the past year in order to enhance their efficiency, and to consider the appropriate composition of the Board. In 2019, the Corporate Governance Committee reviewed the self-assessment form of directors and the Corporate Secretary forwarded it to every member of the Board of Directors. The summarized assessment results and recommendations were submitted to the Board of Directors for acknowledgment, including the report on the cross-performance assessment results and recommendations, submitted to individual directors. In addition, the Internal Audit Department and Office of Corporate Secretary arranged for the review of guidelines and issues concerning the performance assessment of the Board of Directors to improve efficiency of the assessment every 2 years.

The self-assessment process was also applied to the Independent Directors Committee and all Board Committees, namely Audit, Corporate Governance, Human Resources and Remuneration, and Risk Oversight. 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. The Board of Directors designated the Corporate Governance Committee to review the performance assessment form every year. In 2019, 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 performance assessments of the Board of Directors, Independent Directors Committee and all Board Committees are based on the rating scales of one point to five points or substantial improvement needed to excellent. Their average performance assessment results for 2019 were "good" to "excellent", or in other words the performance results of the Board of Directors, Independent Directors Committee and all Board Committees were in line with or above the set targets.

The Chief Executive Officer and the Presidents also undergo an annual assessment in order to compare their actual performances with the Bank's targets and the annual business plan. The Board of Directors, excluding Executive Directors, approved the performance assessment criteria, which is in alignment with the Bank's long-term business operations and strategies and communicated it to the Chief Executive Officer and the Presidents in advance. 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 informs the Board's assessment results, together with their opinion, to the Chief Executive Officer and the Presidents for acknowledgment prior to approving the annual remuneration.

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 a new director in 2019, namely Ms. Jannisa Kuvnichkul.

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, accounting and financial, investor relations 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 2019 received continued education programs on corporate governance and regulatory requirements concerning directorship via electronic network. All directors expanded their knowledge horizons by participating in training programs, attending and delivering address in seminars, or, as follows:

Board Members	Seminars/Training Programs
1. Mr. Banthoon Lamsam	<ul style="list-style-type: none"> Seminar on the "19th MFA CEO Forum", the Department of International Economic Affairs, Ministry of Foreign Affairs Seminar on "Chinese Economy in Next Decade and Impact on ASEAN", Young Thai Entrepreneurs Association Seminar on "Asia-Pacific Agri-Food Innovation Week", Singapore
2. Ms. Kobkarn Wattanavrangkul	<ul style="list-style-type: none"> "Top Executive Program on China Business Insights and Network Class 1", University of the Thai Chamber of Commerce Seminar on "Cyber Resilience for Directors of Financial Institutions", Bank of Thailand Seminar on "AustCham's Women in Leadership event: Ready to Lead: Women, Rise to the Top", Australian-Thai Chamber of Commerce
3. Ms. Sujitpan Lamsam	<ul style="list-style-type: none"> Seminar on "Cyber Resilience for Directors of Financial Institutions", Bank of Thailand Seminar on "Bangkok Sustainable Banking Forum 2019: An Industry Wake-up Call", Bank of Thailand Seminar on "Digital Transformation Workshop with Microsoft", Microsoft

	<ul style="list-style-type: none"> • Seminar on “Dreamforce Executive VIP program”, Salesforce, San Francisco, USA • Seminar on “Thailand CEO Roundtable”, McKinsey & Company
4. Mr. Predee Daochai	<ul style="list-style-type: none"> • Seminar on “Cyber Resilience for Directors of Financial Institutions”, Bank of Thailand • Seminar on “Bangkok Sustainable Banking Forum 2019: An Industry Wake-up Call”, Bank of Thailand • Seminar on “Royal Initiative Guidelines, Social Immunity - Sustainable Business Vaccine”, Prachachat Turakij Newspaper • Seminar on “Roadmap 5G Bolsters Thailand as Leader in ASEAN”, Matichon Newspaper
5. Ms. Kattiya Indaravijaya	<ul style="list-style-type: none"> • Seminar on “Global Summit of Women”, the GlobeWomen Research and Education Institute, a non-profit organization based in Washington, DC, USA • Seminar on “Essential IT for Non IT Executives”, Massachusetts Institute of Technology • Seminar on “Bangkok Sustainable Banking Forum 2019: An Industry Wake-up Call”, Bank of Thailand
6. Mr. Pipit Aneaknithi	<ul style="list-style-type: none"> • “The National Defence Course Class 61”, National Defence College • Seminar on “Cyber Resilience for Directors of Financial Institutions”, Bank of Thailand • Seminar on “Game Changer, New Game, New Future”, Prachachat Turakij Newspaper
7. Mr. Patchara Samalapa	<ul style="list-style-type: none"> • “Advance Management Program (AMP196)”, Harvard Business School • Seminar on “Google Zeitgeist 2019”, Google • Seminar on “ASEAN Business and Investment Summit (ABIS) 2019”, Thai Bankers Association • Seminar on the “2nd Indo-Pacific Business Forum”, Thai Chamber of Commerce
8. Dr. Abhijai Chandrasen	<ul style="list-style-type: none"> • Seminar on “Bangkok Sustainable Banking Forum 2019: An Industry Wake-up Call”, Bank of Thailand
9. Sqn.Ldr. Naline Paiboon, M.D.	<ul style="list-style-type: none"> • “Top Executive Program in Creative & Amazing Thai Services Class 1”, University of the Thai Chamber of Commerce • “Certificate in Senior Executive Program Class 29”, Capital Market Academy • Seminar on “Microsoft Envision Summit 2019”, Microsoft (Thailand) Ltd. • Seminar on “Bangkok Sustainable Banking Forum 2019: An Industry Wake-up Call”, Bank of Thailand
10. Mr. Saravoot Yoovidhya	<ul style="list-style-type: none"> • Seminar on “Cyber Resilience for Directors of Financial Institutions”, Bank of Thailand
11. Dr. Piyasvasti Amranand	<ul style="list-style-type: none"> • “The Executive Program of Energy Literacy for a Sustainable Future Class 13”, Thailand Energy Academy

	<ul style="list-style-type: none"> • “Expertise Building Program for Administrative Cases on Public Economic Law”, the Administrative Court of Thailand • “New Executive Development and Preparations for Higher Positions Program”, Energy Regulatory Commission
12. Mr. Kalin Sarasin	<ul style="list-style-type: none"> • Seminar on “E President Training”, Thai Chamber of Commerce and Board of Trade of Thailand • Seminar on the “37th National Chambers of Commerce” seminar, Thai Chamber of Commerce • Seminar on “ASEAN Business and Investment Summit 2019 (ABIS 2019)”, ASEAN Business Advisory Council, Ministry of Foreign Affairs, Ministry of Commerce and Joint Standing Committee on Commerce, Industry and Banking
13. Ms. Puntip Surathin	<ul style="list-style-type: none"> • Seminar on “Bangkok Sustainable Banking Forum 2019: An Industry Wake-up Call”, Bank of Thailand
14. Mr. Wiboon Khusakul	<ul style="list-style-type: none"> • Seminar on “Bangkok Sustainable Banking Forum 2019: An Industry Wake-up Call”, Bank of Thailand
15. Ms. Suphajee Suthumpun	<ul style="list-style-type: none"> • Seminar on “National Director Conference 2019:”, Thai Institute of Directors Association • Seminar on “Cyber Resilience for Directors of Financial Institutions”, Bank of Thailand • Seminar on “ASEAN Women CEOs Summit”, the ASEAN Women Entrepreneurs Network
16. Mr. Sara Lamsam	<ul style="list-style-type: none"> • “Executive Development Program”, Royal Thai Police • Seminar on “The Future of Health Insurance in Digital Age”, Thai Life Assurance Association, Thai General Insurance Association and Office of Insurance Commission • Seminar on “The Board Forum 2019”, Office of Insurance Commission
17. Mr. Chanin Donavanik	<ul style="list-style-type: none"> • Seminar on “National Director Conference 2019”, Thai Institute of Directors Association
18. Ms. Jainnisa Kuvnichkul	<ul style="list-style-type: none"> • “Director Certification Program (DCP), Class 278/2019, Thai Institute of Directors Association • Seminar on “Cyber Resilience for Directors of Financial Institutions”, Bank of Thailand

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, such as performance results under Balanced Scorecard, strategic planning, risk management and control, and leadership. 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

KBank operates our business on the foundation of a Bank of Sustainability under appropriate risk management and good corporate governance. In this regard, we strive to create a balance between the economy, society and the environment in order to offer maximum benefits to all stakeholders and meet the United Nations Sustainable Development Goals (SDGs).

In 2019, the Corporate Governance Committee proposed that the Board of Directors consider reviewing our sustainable development policy so that it is in agreement with our material topics and global sustainability trends. In so doing, a policy concerning adaptation and mitigation of the impact of climate change was incorporated into our sustainable development policy while policies on financial support to environmentally-friendly businesses and environmentally-friendly operations were made more explicit.

KBank Sustainability Framework, Goal and Policies

KBank Sustainability Framework



KBank is giving particular attention to nine United Nations Sustainable Development Goals (SDGs) as being in perfect agreement with our material topics, while providing full support for the other eight goals, to help us generate sustainable value to all stakeholders.

Goals

Sustainable Development Policy

* More details on Sustainable Development of KBank can be found in Sustainability Report 2019 on KBank's website.



Sustainable Profitability

Economic Aspect

- Business operations defined by good corporate governance practices
- Adherence to a "Customer Centricity" philosophy and effective customer responsiveness
- Efficient risk management
- Sharing of financial knowledge with the general public
- Customer data security and privacy
- Product and service enhancements via value-added innovations

Good Corporate Citizenship

Social Aspect

- Fairness of labor relations management and employee caring
- Employee development
- Promotion of occupational health and safety for employees
- Youth education development and community and social development

Zero Carbon Society

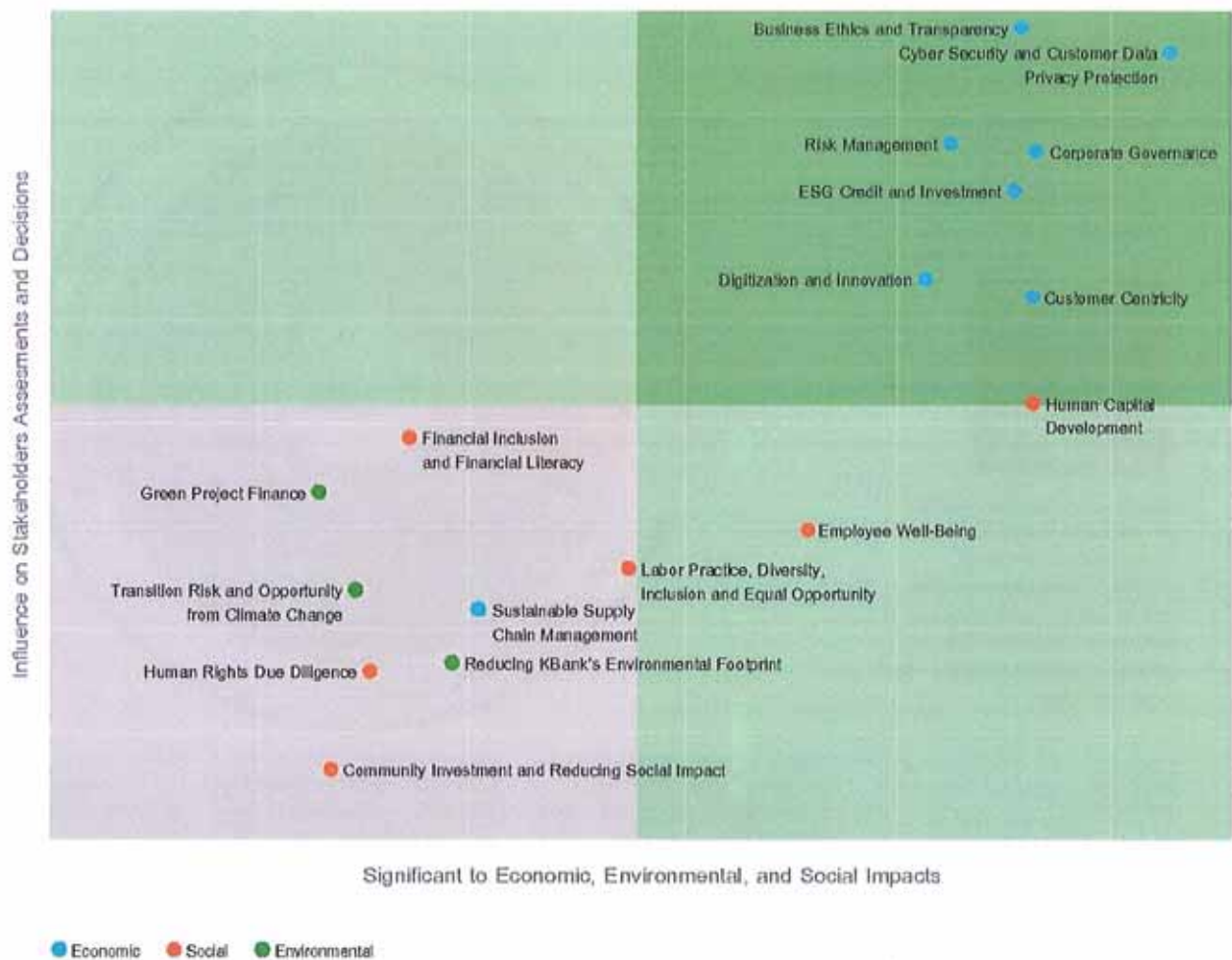
Environmental Aspect

- Adaptation and mitigation of the impact of climate change
- Environmentally friendly and reducing the environmental impacts of our own operations
- Financial support to environmentally-friendly businesses

Material Topics and Boundaries

KBank has compiled and prioritized material topics that affect the economy, society and environment and those influencing stakeholders' decisions against global sustainability standards and important issues adopted by leading global banks. We have also considered our material topics in 2018, along with present and future risks, based on the opinions of all stakeholders, including shareholders, Board of Directors, employees, customers, counterparties/business partners, competitors, creditors, regulatory agencies, communities, environment and society via participation processes such as surveys and in-depth interviews. These viewpoints were then analyzed, prioritized, concluded and then written into operational guidelines that respond to stakeholders' concerns. In 2019, KBank prioritized material topics, as follows:

Prioritization of Material Topics



Changes in Material Topics

In this report, there are 17 material topics per the GRI Standards: Core Option, compared to 20 material topics in the Sustainability Report 2018. In detail:

1. The topics of "Customer Data Security and Privacy" and "Cyber Risk Management" in the Sustainability Report 2018 were included as part of the issue concerning "Cyber Security and Customer Data Privacy Protection" in the Sustainability Report 2019.

2. The topics of “Financial Inclusion” and “Financial Literacy” in the Sustainability Report 2018 were included as part of the topic concerning “Financial Inclusion and Financial Literacy” in the Sustainability Report 2019.
3. The issue of “Impact Measurement and Valuation” in the Sustainability Report 2018 was not considered as a material topic in the Sustainability Report 2019.

In addition, KBank communicated our operations on sustainable development to all stakeholders so that they can share, exchange experience and promote sustainable development within the entire system throughout the year.

Sustainable Development in Actions

Economic Dimension

KBank’s strategies are intended to empower our customers’ life and businesses. These include our collaboration with Shopee and Lazada in extending digital loans to their sellers. Such loans can be approved in one minute via the K PLUS mobile application. We have also improved the cash withdrawal function by QR Code via K PLUS at branches and K-ATMs while continuing to offer “KBank Service” at Thailand Post, Big C Supercenter and Counterservice@7-11. Electronic letters of guarantee (e-LG) via blockchain was introduced to accommodate large businesses. In response to booming e-commerce, KBank launched MADHUB to offer complete solutions for online traders who dare to dream. We have also collaborated with the Government Savings Bank (GSB) in the White Label ATM model with the aim of enhancing convenience in using ATM service and maximizing the efficient use of financial resources of the two banks while also improving service channels to meet the needs of all customer segments.

On the international front, KBank has expanded our business network and service within the AEC+3region with the aim of becoming a leader in digital banking. In response to business expansion of our customers in ASEAN, KBank plans to expand our businesses in the People’s Republic of China, the Lao People’s Democratic Republic and the Kingdom of Cambodia while setting our sights on upgrading the representative offices in the Socialist Republic of Vietnam and the Republic of the Union of Myanmar to the status of a branch in the future. We have also upgraded our payment service via e-Wallet by adding new functions to meet the needs of customers and merchants in the Lao People’s Democratic Republic. Personal loan service via a mobile application has been launched in the Kingdom of Cambodia. Moreover, we sought industry solution and ecosystem expansion especially in target countries within CCLMVI and collaborated with our e-commerce business partner in Indonesia in a pilot project to promote Thai businesses and products in ASEAN in the future.

Social Dimension

The Board of Directors has revised our Human Rights Policy so that it covers operations of both KBank and its wholly-owned subsidiaries, as well as counterparties and joint venture, and in conformity with important international laws and standards. The revised Human Rights Policy includes the UN Guiding Principles on Business and Human Rights, Principles of Humanity and Rights of the International Labor Organization (ILO), and Principles of the United Nations Global Compact (UNGC). In addition, KBank has collaborated with communities, public and private sector agencies, and networks to undertake social operations. Among these are the program to offer financial literacy to youth via our AFTERKLASS website, the Nan Cultivation of Wisdom Project, with the aim of reforming thinking processes and learning of students and teachers in Nan province. Also there is the project to add value to organic waste via biosynthesis process in Nan province, budgetary support, in-kind donations, emergency assistance, and

the effort to promote our employees participation in the “Tham Di Tham Dai (Employee Volunteer Hours)” project and other volunteer activities, based on KBank’s “Green DNA” resolution. Regarding human resource management, KBank attaches importance to the respect of diversity and equality in terms of gender, age, education, nationality, race, color, religion, citizenship, sexual orientation and disability, beginning from employee recruitment, employee retention, employee development program, occupational safety and health, and workplace environment, to employee engagement, for the alignment with future successive employees to ensure that they can grow with the organization in the future.

Environmental Dimension

KBank’s Board of Directors has assigned the Chief Executive Officer the role of Chief Environmental Officer to lead KBank’s environmental operations and incorporated a new policy on adaptation and mitigation of the impact of climate change into the sustainable development policy of KBank. In this regard, KBank has set a long-term target to reduce greenhouse gas emissions by 20 percent (from the 2012 base) within 2020. In 2019, KBank was able to cut greenhouse gas emissions by 15.70 percent (from the 2012 base). In addition, KBank carried out a number of environment operations, such as becoming the first Thai commercial bank to achieve the status of “Carbon Neutral” for the second consecutive year, signing the agreement to establish responsible lending guidelines with other member banks of the Thai Bankers’ Association per the Bank of Thailand’s sustainable business operation guidelines, based on environmental, social and governance (ESG) criteria, encouraging the business sector to carry out environmentally friendly operations through financial support to renewable energy and energy and environmental conservation businesses, and working with communities by providing support to the “Rak Pa Nan (Care for Nan Forest)” project. These efforts, being part of our strategy to preserve and rehabilitate Nan’s forest resources, function by building cooperative networks with communities in Nan, public and private sectors, enhancing the sense of responsibility and consciousness of children and youth towards natural resource conservation, plus developing and promoting alternative career options so that people can cohabitate with the forest in a sustainable manner. KBank joined in the Nan Sandbox Project as a representative of the private sector. The project is a cooperation between the public sector, private sector, and citizens to solve the problem, to serve as a prototype for other provinces of Thailand.

11. Internal Control and Risk Management

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. The Bank's sales and services are based on Market Conduct per the established policies and regulations. Market Conduct Policy and Procedure were implemented to ensure that all staff understand related roles and responsibilities, and there are operational guidelines in place, while also having an appropriate end-to-end process that meets the regulatory requirements and customers' needs. Moreover, the Bank continued to attach importance to personal data protection. In so doing, an integrated data management was introduced, covering from data collection, access, and usage to disclosure, with the aim of ensuring that data is appropriately protected and consistent with the best practice guidelines and criteria. The Bank has also upgraded our cybersecurity on a regular basis.

The Bank shall ensure the adequacy of staff. Also, training and orientation programs are provided for skill enhancement, accurate practices, and efficient and effective performance are established in a consistence with the business structure and competition in current environment. 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 the 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 appropriately respond to emerging risks, such as cyber risk. The Internal Audit Department has steadily applied the principles of Continuous Audit, Integrated Audit and Data Analytics in its operations. In addition, preparations have been made to audit new technologies, such as blockchain, biometrics and AI/ML by developing audit guideline for those particular technologies. Internal auditors have been encouraged to acquire new knowledge and skills in areas of technology and financial innovation to brace for the digital banking age. 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. In 2019, the Internal Audit Department developed methods to assess Risk Culture, as part of the effort to improve the Bank's supervision process. An assessment on an understanding about the Code of Conduct was also conducted on executives and employees at all levels to ensure that they understand the intended Code of Conduct. 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 addition, there is an external assessment by independent auditors every 5 years.

The Internal Audit Department, which is an independent unit, has also been assigned as another whistle-blowing reporting channel. 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 is tasked with ensuring that our operations are in compliance with the regulatory requirements and regulations of KBank. It is also required to devise policies and procedures in alignment with the regulatory requirements, communicate regulatory requirements to the relevant employees, provide consultation concerning the regulatory requirements, monitor and review regulatory compliance, and report it to high-level executives, the Risk Oversight Committee or the Board of Directors. Mr. Phaisarn Vorasetsiri is the Compliance Head.

Risk Management

The Risk Oversight Committee is responsible for overseeing the overall risk management of the KASIKORNBANK FINANCIAL CONGLOMERATE, reviewing and examining the adequacy and effectiveness of policies, strategies and risk appetites. 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. Details of risk management are disclosed in the section entitled **Risk Management and Risk Factors**.

12. Related Party Transactions

SIGNIFICANT RELATED PARTY TRANSACTIONS

1. 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 2019 and 2018, are summarized, as follows:

(Unit : Million Baht)

	2019	2018
Deposits	20,144	18,097
Loans	276	162
Contingencies	1	1

2. Additional transactions occurring between the Bank, its subsidiaries, associated companies and joint venture, which are charged at market price as with other normal business or the price as stipulated in the agreement as of 31 December 2019 and 2018 are, as follows:

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

(Unit : Million Baht)

	2019			2018			Percentage of shares held (%)	Director/Co-President
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies		
Subsidiaries								
KASIKORN ASSET MANAGEMENT CO., LTD.	-	3,564	-	-	3,480	1	100	Ms. Kattiya Indaravijaya Mr. Vasin Vanichvoranun Mr. Suradech Kietthanakorn Ms. Nisanat Ouvuthipong
KASIKORN RESEARCH CENTER CO., LTD.	-	124	-	-	115	-	100	Ms. Kattiya Indaravijaya Dr. Adit Laixuthai
KASIKORN SECURITIES PCL.	-	13,210	-	-	10,674	419	99.99	Mr. Predee Daochai Mr. Krit Jitjang Mr. Thiti Tantikulanan
KASIKORN LEASING CO., LTD.	105,150	1,878	-	99,459	1,293	-	100	Mr. Pipit Aneaknithi Mr. Surat Leelataviwat Ms. Sarunya Leelarasamee Mr. Worawit Kiatthawee-anand Mr. Panya Kongkapaissal
KASIKORN FACTORY & EQUIPMENT CO., LTD.	20,141	30	667	17,887	75	1,098	100	Mr. Predee Daochai Mr. Surat Leelataviwat Mr. Tawit Thanachanan Ms. Monta Voraprasit
KASIKORN TECHNOLOGY GROUP SECRETARIAT CO., LTD.	-	85	-	-	62	-	100	Mr. Chongrak Rattanapian Ms. Hataiporn Chiemprasert
KASIKORN LABS CO., LTD.	-	40	79	-	20	74	100	Mr. Chongrak Rattanapian
KASIKORN SOFT CO., LTD.	-	517	1,690	-	285	866	100	Mr. Chongrak Rattanapian
KASIKORN PRO CO., LTD.	-	72	-	-	54	-	100	Mr. Chongrak Rattanapian

	2019			2018			Percentage of shares held (%)	Director/Co-President
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies		
KASIKORN SERVE CO., LTD.	-	178	-	-	297	385	100	Mr. Chongrak Rattanapian
KASIKORN X CO., LTD.	-	3	-	-	3	-	100	Mr. Krit Jitjang Mr. Chongrak Rattanapian
Muang Thai Group Holding Co., Ltd.	-	681	-	-	656	-	51	Ms. Sujitpan Lamsam Mr. Predee Daochai Mr. Pipit Aneaknithi Mr. Sara Lamsam Mr. Wirawat Panthawangkun Mr. Chongrak Rattanapian
KASIKORNTHAI BANK Limited	-	283	-	-	249	-	100	Mr. Photjanart Sangpruaksa Dr. Wichai Narongwanich Ms. Nutcharee Nuntivacharin Dr. Karin Boonlertvanich Ms. Sunan Siriaksorn
KASIKORNBANK (CHINA) COMPANY LIMITED	-	739	175	-	374	198	100	Mr. Pipit Aneaknithi Mr. Pattarapong Kanhasuwan Mr. Anan Lapsuksatit Ms. Nutcharee Nuntivacharin Mr. Worawit Kiatthawee-anand Mr. Vongpat Bhuncharoen Ms. Khajarin Maintaka
K-SME Venture Capital Co., Ltd.	-	74	-	-	32	-	100	Mr. Surat Leelatawivat Mr. Thawee Teerasoonformwong Mr. Worawit Kiatthawee-anand
BEACON VENTURE CAPITAL COMPANY LIMITED	-	54	-	-	346	-	100	Ms. Kattiya Indaravijaya Mr. Pipit Aneaknithi Mr. Chongrak Rattanapian Dr. Karin Boonlertvanich Mr. Chat Luangarpa Mr. Thanapong Na Ranong
KASIKORN VISION COMPANY LIMITED	-	50	-	-	507	-	100	Mr. Pattarapong Kanhasuwan Mr. Anan Lapsuksatit Dr. Karin Boonlertvanich Mr. Chat Luangarpa Ms. Siriporn Wongtriphop Mr. Supreecha Limpikanjanakowit
KASIKORN GLOBAL PAYMENT COMPANY LIMITED*	-	117	-	-	-	-	100	-
Phethai Asset Management Co., Ltd.	-	20	-	-	65	-	100	Mr. Atipat Asawachinda

	2019			2018			Percentage of shares held (%)	Director/Co-President
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies		
PROGRESS PLUS CO., LTD.	-	36	-	-	72	-	100	Dr. Pipatpong Poshyanonda Mr. Suwat Charoenvijitchai Ms. Wasann Surakit Mr. Pornchai Yongnoppakul
PROGRESS APPRAISAL CO., LTD.	-	156	-	-	100	-	100	Dr. Pipatpong Poshyanonda Mr. Suwat Charoenvijitchai
PROGRESS GUNPAI SECURITY GUARD CO., LTD.	6	407	-	6	381	-	100	Mr. Prachya Kerdkaewfah
PROGRESS MANAGEMENT CO., LTD.	-	16	-	-	22	-	100	Mr. Krit Jitjang Mr. Atipat Asawachinda
PROGRESS FACILITIES MANAGEMENT CO., LTD.	-	72	-	-	71	-	100	Dr. Pipatpong Poshyanonda Mr. Suwat Charoenvijitchai Mr. Pornchai Yongnoppakul
PROGRESS SERVICE SECURITY GUARD CO., LTD.	-	102	-	-	105	-	100	Dr. Pipatpong Poshyanonda Mr. Suwat Charoenvijitchai Mr. Pornchai Yongnoppakul
PROGRESS STORAGE CO., LTD.	-	36	-	-	41	-	100	Dr. Pipatpong Poshyanonda Mr. Suwat Charoenvijitchai
PROGRESS H R CO., LTD.	-	83	-	-	53	-	100	Mr. Kittipong Koomman Ms. Sunan Siriaksorn Ms. Hataiporn Chiemprasert
PROGRESS SERVICE SUPPORT CO., LTD.	-	199	-	-	181	-	100	Dr. Pipatpong Poshyanonda Mr. Porvarate Chetphongphan
PROGRESS COLLECTION CO., LTD.	-	52	-	-	43	-	100	Mr. Krit Jitjang Mr. Atipat Asawachinda
PROGRESS TRAINING CO., LTD.	-	18	-	-	26	-	100	Ms. Sunan Siriaksorn
KHAO KLA Venture Capital Management Co., Ltd.	-	25	-	-	24	-	100	Mr. Surat Leelataviwat
Muang Thai Life Assurance PCL.	-	1,231	341	-	1,872	537	38.25	Ms. Sujitpan Lamsam Mr. Sara Lamsam Mr. Surat Leelataviwat Mr. Pipavat Bhadranaevik
Muangthai Broker Co., Ltd.	-	15	-	-	5	-	50.98	-
MT Insure Broker Co., Ltd.	-	12	-	-	9	-	38.25	-
FUCHSIA VENTURE CAPITAL COMPANY LIMITED	-	48	-	-	19	-	38.25	Ms. Sujitpan Lamsam Mr. Sara Lamsam
AIGEN CO., LTD***	-	296	-	-	-	-	51	-
BEACON INTERFACE COMPANY LIMITED	-	4	-	-	3	-	100	-
PROGRESS MULTI INSURANCE BROKER CO.,LTD.	-	134	-	-	180	-	100	Ms. Sarunya Leelarasamee



	2019			2018			Percentage of shares held (%)	Director/Co-President
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies		
Associated Companies and Joint Venture								
Processing Center Co., Ltd.	-	56	-	-	38	-	30	Mr. Silawat Santivisat Mr. Amorn Suvachittanont
National ITMX Co., Ltd.	-	586	-	-	211	-	25.43	Mr. Predee Daochai
BCI (Thailand) Co., Ltd.**	-	147	-	-	-	-	22.17	Mr. Silawat Santivisat
Sovannaphum Life Assurance PLC	-	-	-	-	-	-	18.74	Mr. Sara Lamsam
KASIKORN LINE CO., LTD.	-	1,978	-	-	178	-	50	Mr. Patchara Samalapa Mr. Wirawat Panthawangkun

* On 2 January 2019, the Bank established a new subsidiary company under the name KASIKORN GLOBAL PAYMENT COMPANY LIMITED. The Company has Baht 200 million of authorized share capital of which Baht 120 million is paid-up, which 100% of shares are held by the Bank.

** On 24 May 2019 and 21 June 2019, the Bank has invested in BCI (THAILAND) Company Limited in the amount of Baht 118 million, in which the Bank holds 28.48% of shares. In September 2019, BCI (THAILAND) Company Limited increased its authorized share capital to other shareholders, as a result the Bank holds 22.17% of shares.

*** On 20 September 2019, the Bank established a new subsidiary company under the name AI GEN COMPANY LIMITED, of which 100% of shares are held by Muang Thai Group Holding Company Limited. The Company has Baht 5 million of authorized share capital. And on 8 November 2019, AI GEN COMPANY LIMITED, increased its authorized, issued, and paid-up share capital by Baht 295 million to fully paid-up share capital by Baht 300 million.

- 2.2 Certain subsidiaries and joint venture 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 2019 and 2018, the Bank and its related parties have rental agreements with remaining tenures amounting to Baht 43 million and Baht 53 million, respectively.
- 2.3 The Bank has entered into a 1 year Information Technology service agreement with Kasikorn Business-Technology Group and BEACON INTERFACE COMPANY LIMITED. As of 31 December 2019 and 2018, the Bank has commitment to pay total service fees amounting to Baht 1,651 million and Baht 1,445 million, respectively.

- 2.4 Revenue and expenses between the Bank and related persons or entities for the years ended 31 December 2019 and 2018 are summarized, as follows:

(Unit : Million Baht)

	<u>Consolidated</u>		<u>The Bank</u>	
	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>
<u>Subsidiaries</u>				
Revenue:				
Interest income	-	-	3,067	2,707
Dividend income	-	-	4,826	3,464
Fees income	-	-	679	4,413
Other income	-	-	9,385	6,023
Expenses:				
Interest expenses	-	-	152	145
Other expenses	-	-	7,533	6,483
<u>Associated Companies and Joint Venture</u>				
Revenue:				
Dividend income	78	115	78	115
Fees income	8	10	8	10
Other income	4	4	4	4
Expenses:				
Interest expenses	10	-	10	-
Fees expenses	10	-	10	-
Other expenses	271	247	271	247

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 2019 and 2018, are summarized as follows:

(Unit : Million Baht)

	2019			2018			Percentage of shares held (%)	Director / Co-President / Shareholder	Relationship
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies			
THE RED BULL CO., LTD.**	-	3	-	-	-	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent
									Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent
									Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent
									Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent
GIFFARINE SKYLINE UNITY CO., LTD.	-	204	-	-	157	-	80	-	Indirect holding through connected entity
							15.99	Sqn.Ldr. Nalinee Paitoon, M.D.	Independent Director
GOODSERVE CO., LTD.*	-	-	-	-	2	-	12	Ms. Saipin Phaholyothin	Independent
CRYSTAL FOOTBALL CLUB CO., LTD.*	-	-	-	-	1	-	13.85	Mr. Jirawat Supornpaibul	Director's sibling
KANABANA CO., LTD.	-	4	-	-	4	-	60	Mr. Samvoot Yoovidhya	Private Banking
							20	Ms. Ratchasuda Prathuengwong	Business Division Head
									Independent Director
CAVALLINO SERVICES CO., LTD.**	-	12	-	-	-	-	21	Mr. Chalerm Yoovidhya	Independent
CAVALLINO MOTORS COMPANY LIMITED **	-	151	19	-	-	-	21	Mr. Chalerm Yoovidhya	Director's sibling
									Independent
KTD PROPERTY DEVELOPMENT LTD.	-	25	-	-	31	-	16.66	Mr. Saravoot Yoovidhya	Independent Director
							16.66	Mr. Jiravat Yoovidhya	Independent
									Director's sibling
							16.66	Ms. Nucharee Yoovidhya	Independent
									Director's sibling
							16.66	Ms. Pranadda Yoovidhya	Independent
									Director's sibling
							16.66	Ms. Suthirat Yoovidhya	Independent
									Director's sibling
							16.66	Ms. Supreeya Yoovidhya	Independent
									Director's sibling

	2019			2018			Percentage of shares held (%)	Director / Co-President / Shareholder	Relationship
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies			
THE RED BULL BEVERAGE CO., LTD.	-	1,729	-	-	1,443	-	14.29	Ms. Pavana Langthara	Independent Director's mother
							14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling
SPONSOR BEVERAGE CO., LTD.	-	1	-	1	-	-	17	Mr. Saravoot Yoovidhya	Independent Director
KAERAI GOLF COMPANY LIMITED**	-	2	-	-	-	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling
JTB (THAILAND) LTD.	-	72	-	-	62	-	24	Mr. Chanin Donavanik	Independent Director
							23.95	Mr. Kanit Sarasin	Independent Director's sibling
CHALERMSUK RUAMPATANA CO., LTD.	-	2	-	-	2	-	35	Ms. Saipin Phaholyothin	Independent Director's sibling
CENTRAL GOLF CO., LTD.	-	3	-	-	3	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling

	2019			2018			Percentage of shares held (%)	Director / Co-President / Shareholder	Relationship
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies			
CIRCURE HERBAL MED CO., LTD.	-	13	-	-	11	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent Director's sibling
DURBELL CO., LTD.	-	210	-	-	449	-	17	Ms. Nucharee Yoovidhya	Independent Director's sibling
							17	Ms. Suthirat Yoovidhya	Independent Director's sibling
							16	Mr. Saravoot Yoovidhya	Independent Director
							16	Mr. Jiravat Yoovidhya	Independent Director's sibling
							16	Ms. Pranadda Yoovidhya	Independent Director's sibling
							16	Ms. Supreeya Yoovidhya	Independent Director's sibling
THE PENINSULA TRAVEL SERVICE CO., LTD.	3	4	3	3	4	3	12	-	Indirect holding through connected entity
TALADNOI CHAOPHRAYA VIEW PROPERTIES CO., LTD.	-	1	-	-	1	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling
TOSHIBA THAILAND CO., LTD.	-	9	-	-	5	-	10.72	Ms. Kanit Muangkrachang	Independent Director's sibling
MUANG THAI ASSET CO., LTD.**	-	5	-	-	-	-	10.58	Mr. Photipong Lamsam	Director's father
TOUR EAST (T.E.T.) LTD.	-	1	-	-	3	-	24	Mr. Chanin Donavanik	Independent Director
THAJEEN GOLF CO., LTD.	-	3	-	-	2	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent Director's sibling

	2019			2018			Percentage of shares held (%)	Director / Co-President / Shareholder	Relationship
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies			
							14.28	Ms. Nucharee Yoovidhya	Independent
							14.28	Ms. Pranadda Yoovidhya	Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent
							14.28	Ms. Supreeya Yoovidhya	Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent
							14.28	Ms. Supreeya Yoovidhya	Director's sibling
TC-BANGKOK CONDO CO., LTD.	-	9	-	-	6	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent
							14.28	Mr. Jiravat Yoovidhya	Director's mother
							14.28	Ms. Nucharee Yoovidhya	Independent
							14.28	Ms. Pranadda Yoovidhya	Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent
							14.28	Ms. Suthirat Yoovidhya	Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent
T.C. SATHORN CONDO CO., LTD.	-	2	-	-	13	-	17.85	Mr. Saravoot Yoovidhya	Director's sibling
							17.85	Mr. Jiravat Yoovidhya	Independent
							17.85	Ms. Nucharee Yoovidhya	Director's sibling
							17.85	Ms. Suthirat Yoovidhya	Independent
							17.85	Ms. Suthirat Yoovidhya	Director's sibling
							14.28	Ms. Pavana Langthara	Independent
							14.28	Ms. Pranadda Yoovidhya	Director's mother
T.G. VENDING AND SHOWCASE INDUSTRIES CO., LTD.	-	21	-	-	28	-	16.25	Mr. Saravoot Yoovidhya	Independent
							16.25	Ms. Nucharee Yoovidhya	Independent
							16.25	Ms. Suthirat Yoovidhya	Director's sibling
							15	Mr. Jiravat Yoovidhya	Independent
							15	Ms. Pranadda Yoovidhya	Director's sibling
							15	Ms. Pranadda Yoovidhya	Independent
							15	Ms. Supreeya Yoovidhya	Director's sibling
T.C. CONDO AND DEPARTMENT STORE CO., LTD.	-	4	-	-	3	-	14.28	Mr. Saravoot Yoovidhya	Independent
							14.28	Ms. Pavana Langthara	Director's mother

	2019			2018			Percentage of shares held (%)	Director / Co-President / Shareholder	Relationship
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies			
							14.28	Mr. Jiravat Yoovidhya	Independent
									Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent
									Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent
									Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent
									Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent
									Director's sibling
T.C. PINKLAO PROPERTIES CO., LTD.	-	13	-	-	7	-	15	Mr. Saravoot Yoovidhya	Independent Director
							15	Mr. Jiravat Yoovidhya	Independent
									Director's sibling
							15	Ms. Nucharee Yoovidhya	Independent
									Director's sibling
							15	Ms. Pranadda Yoovidhya	Independent
									Director's sibling
							15	Ms. Suthirat Yoovidhya	Independent
									Director's sibling
							15	Ms. Supreeya Yoovidhya	Independent
									Director's sibling
T.C. SAMUTPRAKAN CONDO CO., LTD.	-	1	-	-	1	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent
									Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent
									Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent
									Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent
									Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent
									Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent
									Director's sibling
T.C. PHARMA-CHEM.CO., LTD.	-	98	-	-	59	-	16.66	Ms. Saipin Phaholyothin	Independent
									Director's sibling
T.C. PHARMACEUTICAL INDUSTRIES CO., LTD.	-	2,733	-	-	5,060	3	16.75	Mr. Saravoot Yoovidhya	Independent Director
							16.25	Mr. Jiravat Yoovidhya	Independent
									Director's sibling
							16.25	Ms. Nucharee Yoovidhya	Independent
									Director's sibling
							16.25	Ms. Pranadda Yoovidhya	Independent
									Director's sibling
							16.25	Ms. Suthirat Yoovidhya	Independent
									Director's sibling
							16.25	Ms. Supreeya Yoovidhya	Independent
									Director's sibling

	2019			2018			Percentage of shares held (%)	Director / Co-President / Shareholder	Relationship
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies			
T.C. ROMGLAO CONDO CO., LTD.	-	6	-	-	5	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent
							14.28	Mr. Jiravat Yoovidhya	Director's mother
							14.28	Ms. Nucharee Yoovidhya	Independent
							14.28	Ms. Pranadda Yoovidhya	Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent
							14.28	Ms. Supreeya Yoovidhya	Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent
T.C. SUKHUMWIT CONDO 101 AND CONSULTANT CO., LTD.	-	30	-	-	1	-	14	Mr. Saravoot Yoovidhya	Director's sibling
TC-TRADING & LEASING CO., LTD.*	-	-	-	-	2	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent
							14.28	Mr. Jiravat Yoovidhya	Director's mother
							14.28	Ms. Nucharee Yoovidhya	Independent
							14.28	Ms. Pranadda Yoovidhya	Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent
							14.28	Ms. Suthirat Yoovidhya	Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent
TC-MYCIN CO., LTD.	-	3	-	-	2	-	14	Mr. Saravoot Yoovidhya	Director's sibling
TC-MYCIN INDUSTRIES CO., LTD.	-	17	-	-	13	-	14	Mr. Saravoot Yoovidhya	Independent Director
THANACHOT APARTMENT COMPANY LIMITED**	-	1	-	-	-	-	16.15	Mr. Tipakorn Saiphataana	Executive Vice President
NAKHONCHAI SRI GOLF CO., LTD.	-	1	-	-	1	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent
							14.28	Mr. Jiravat Yoovidhya	Director's mother
							14.28	Ms. Nucharee Yoovidhya	Independent
							14.28	Ms. Pranadda Yoovidhya	Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent
									Director's sibling

	2019			2018			Percentage of shares held (%)	Director / Co-President / Shareholder	Relationship
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies			
							14.28	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling
TOMATO JUICE PRODUCT (THAILAND) CO., LTD.	-	12	-	-	12	-	14.30	Mr. Saravoot Yoovidhya	Independent Director
							14.30	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.30	Ms. Nucharee Yoovidhya	Independent Director's sibling
							14.30	Ms. Pranadda Yoovidhya	Independent Director's sibling
							14.30	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.30	Ms. Supreeya Yoovidhya	Independent Director's sibling
							14	Ms. Pavana Langthara	Independent Director's mother
NITHI THAMRONG CO., LTD.	-	10	-	-	27	-	70.06	Ms. Supawan Lamsam	Chairman of the Board and Chief Executive Officer's sibling
							29.92	Mr. Banthoon Lamsam	Chairman of the Board and Chief Executive Officer
BANGKOK ARCHITECTURAL RESEARCH CO., LTD.	-	10	-	-	8	-	99.97	Mr. Varoot Samalapa	President's sibling
BANGBON FOOD PRODUCTION CO., LTD.	-	1	-	-	1	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling
BANGPAKONG FRUIT CO., LTD.**	-	1	-	-	-	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent Director's sibling

	2019			2018			Percentage of shares held (%)	Director / Co-President / Shareholder	Relationship
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies			
							14.28	Ms. Pranadda Yoovidhya	Independent
							14.28	Ms. Suthirat Yoovidhya	Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent
									Director's sibling
BANGPAKONG FOOD PRODUCTION CO., LTD.	-	1	-	-	1	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent
									Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent
									Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent
									Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent
									Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent
									Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent
									Director's sibling
BURAPHA GOLF PCL.	-	66	3	-	66	3	16.55	Mr. Saravoot Yoovidhya	Independent Director
							16.55	Mr. Jiravat Yoovidhya	Independent
									Director's sibling
							16.55	Ms. Nucharee Yoovidhya	Independent
									Director's sibling
							16.55	Ms. Pranadda Yoovidhya	Independent
									Director's sibling
BENJANGKAWAT CO., LTD.	-	26	-	-	26	-	78.18	Ms. Supawan Lamsam	Chairman of the Board and Chief Executive Officer's sibling
PRACHINBURI GLASS INDUSTRY CO., LTD.	-	5	-	-	8	-	49	-	Indirect holding through connected entity
PIYASIRI COMPANY LIMITED**	-	1	-	-	-	-	26.99	-	Indirect holding through connected entity
							19.33	Thanpuying Chanut Piyaoui	Independent
									Director's mother
PAED RIU FRUIT COMPANY LIMITED**	-	3	-	-	-	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent
									Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent
									Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent
									Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent
									Director's sibling

	2019			2018			Percentage of shares held (%)	Director / Co-President / Shareholder	Relationship
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies			
							14.28	Ms. Suthirat Yoovidhya	Independent
							14.28	Ms. Supreeya Yoovidhya	Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent
							14.28	Ms. Supreeya Yoovidhya	Director's sibling
PAED RIU FOOD PRODUCTION COMPANY LIMITED**	-	1	-	-	-	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent
							14.28	Mr. Jiravat Yoovidhya	Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent
							14.28	Ms. Nucharee Yoovidhya	Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent
							14.28	Ms. Nucharee Yoovidhya	Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent
THAI FRUIT PRODUCT CO., LTD.	-	15	-	-	11	-	14.28	Mr. Saravoot Yoovidhya	Independent
							14.28	Ms. Pavana Langthara	Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent
							14.28	Mr. Jiravat Yoovidhya	Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent
							14.28	Ms. Nucharee Yoovidhya	Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent
							14.28	Ms. Nucharee Yoovidhya	Director's sibling
PATALA CO., LTD.**	-	1	-	-	-	-	14.28	Ms. Nucharee Yoovidhya	Independent
							14.28	Ms. Nucharee Yoovidhya	Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent
							14.28	Ms. Nucharee Yoovidhya	Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent
							14.28	Ms. Nucharee Yoovidhya	Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent
							14.28	Ms. Nucharee Yoovidhya	Director's sibling
PITAK LAND CO., LTD.**	-	2	-	-	-	-	30.53	Mr. Saravoot Yoovidhya	Independent Director
P LANDSCAPE CO., LTD.**	32	50	-	-	-	-	-	Ms. Wannaporn Phornprapha	Director's sibling
MAHACHAI FOOD PRODUCTION COMPANY LIMITED**	-	1	-	-	-	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent
							14.28	Mr. Jiravat Yoovidhya	Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent
							14.28	Ms. Nucharee Yoovidhya	Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent
MAHACHAI FOOD PRODUCTION COMPANY LIMITED**	-	1	-	-	-	-	14.28	Ms. Nucharee Yoovidhya	Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent
							14.28	Ms. Nucharee Yoovidhya	Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent
							14.28	Ms. Nucharee Yoovidhya	Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent

	2019			2018			Percentage of shares held (%)	Director / Co-President / Shareholder	Relationship
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies			
							14.28	Ms. Suthirat Yoovidhya	Independent
							14.28	Ms. Supreeya Yoovidhya	Director's sibling
MUANG THAI INSURANCE PUBLIC COMPANY LIMITED**	-	483	-	-	-	-	20	-	Indirect holding through connected entity
							-	Ms. Nualphan Lamsam	Director's sibling
YUPONG CO., LTD.	-	10	-	-	10	-	20.13	Ms. Yupa Lamsam	Director's mother
							18.13	Mr. Sara Lamsam	Director
YUPHAYONG CO., LTD.	-	1	-	-	1	-	47.93	-	Indirect holding through connected entity
							11.99	Mr. Sara Lamsam	Director
YOU TECHNOLOGIES GROUP (THAILAND) COMPANY LIMITED**	-	12	-	-	-	-	50.99	Ms. Juthasri Kuvichkul	Independent
									Director's sibling
M&A GUARD SERVICE CO., LTD.	-	8	-	-	5	-	19.99	Mr. Kanit Sarasin	Independent
							15	Pol.Maj.Gen. Chinapat Sarasin	Director's sibling
									Independent
									Director's sibling
WABI SABI STUDIO CO., LTD.**	-	6	-	-	-	-	-	Ms. Wannaporn Phornprapha	Director's sibling
VESCO PHARMACEUTICAL CO., LTD.	-	8	1	3	1	1	25.32	Ms. Saiphin Phaholyothin	Independent
									Director's sibling
SALAYA GOLF CO., LTD.	-	1	-	-	1	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent
							14.28	Mr. Jiravat Yoovidhya	Director's mother
							14.28	Ms. Nucharee Yoovidhya	Independent
							14.28	Ms. Pranadda Yoovidhya	Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent
							14.28	Ms. Supreeya Yoovidhya	Director's sibling
									Independent
									Director's sibling
STORMBREAKER VENTURE COMPANY LIMITED**	-	8	-	-	-	-	30	Mr. Saravoot Yoovidhya	Independent Director
STILLWATER STUDIO LTD.	3	7	-	5	1	-	45	Ms. Nuttida Samalapa	President's sibling

	2019			2018			Percentage of shares held (%)	Director / Co-President / Shareholder	Relationship
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies			
SATHIRA PHATTANA CO., LTD.	-	7	-	-	1	-	15	Mr. Banthoon Lamsam	Chairman of the Board and Chief Executive Officer
SOMTHAKHOY COMPANY LIMITED**	-	1	-	-	-	-	14.29	Ms. Pavana Langthara	Independent Director's mother
							14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling
SAMUTSONGKRAM SUPERMARKET AND FOOD CENTER CO., LTD.	-	10	-	-	6	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling
SAMUTSAKORN FRUIT COMPANY LIMITED	-	1	-	-	8	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling
SAMUI DARLAND LTD.**	-	1	-	-	-	-	25.50	Mr. Chalerm Yoovidhya	Independent Director's sibling

	2019			2018			Percentage of shares held (%)	Director / Co-President / Shareholder	Relationship
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies			
SIAM WINERY HOLDING COMPANY LIMITED**	-	5	-	-	-	-	77.67	Mr. Chalerm Yoovidhya	Independent Director's sibling
BAN SANG OPENING ZOO CO., LTD.	-	10	-	-	8	-	14.31	Mr. Saravoot Yoovidhya	Independent Director
							14.31	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.31	Ms. Nucharee Yoovidhya	Independent Director's sibling
							14.31	Ms. Pranadda Yoovidhya	Independent Director's sibling
							14.31	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.31	Ms. Supreeya Yoovidhya	Independent Director's sibling
							14.31	Ms. Supreeya Yoovidhya	Independent Director's sibling
							14.11	Ms. Pavana Langthara	Independent Director's mother
SUPAPRAT LIMITED PARTNERSHIP	2	1	-	1	1	-	99.97	Ms. Supawan Lamsam	Chairman of the Board and Chief Executive Officer's sibling
SUWINTHAWONG GOLF CO., LTD.	-	1	-	-	1	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling
NHONGPLATAPHIEN GOLF COMPANY LIMITED**	-	3	-	-	-	-	14.45	Ms. Pavana Langthara	Independent Director's mother
							14.25	Mr. Saravoot Yoovidhya	Independent Director
							14.25	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.25	Ms. Nucharee Yoovidhya	Independent Director's sibling
							14.25	Ms. Pranadda Yoovidhya	Independent Director's sibling
							14.25	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.25	Ms. Supreeya Yoovidhya	Independent Director's sibling
							14.25	Ms. Supreeya Yoovidhya	Independent Director's sibling

	2019			2018			Percentage of shares held (%)	Director / Co-President / Shareholder	Relationship
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies			
NONGPHO GOLF COMPANY LIMITED**	-	1	-	-	-	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling
HAADKAEOW GOLDEN SAND CO., LTD.	-	2	1	-	7	1	11.24	Thanpuying Chanut Piyaoi	Independent Director's mother
ALUMET CO., LTD.**	436	2	42	-	-	-	20	Ms. Anchan Kuvichkul	Independent Director's mother
							15	Mr. Thanet Kuvichkul	Independent Director's father
INTER SAUCE PRODUCT CO., LTD.	-	1	-	-	1	-	14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Ms. Pavana Langthara	Independent Director's mother
							14.28	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling
AC RESORT CO., LTD.	-	4	-	-	4	-	34.66	Dr. Abhijai Chandrasen	Director and Legal Adviser
							10.66	Mr. Abhichon Chandrasen	Director and Legal Adviser's son (Sui Juris)
							10.66	Mr. Abhichoke Chandrasen	Director and Legal Adviser's son (Sui Juris)
							10.66	Mr. Abhiram Chandrasen	Director and Legal Adviser's son (Sui Juris)

	2019			2018			Percentage of shares held (%)	Director / Co-President / Shareholder	Relationship
	Loans	Deposits	Contingencies	Loans	Deposits	Contingencies			
M&A CONSULTANTS RECRUITMENT CO., LTD.	-	1	-	-	1	-	55	Mr. Kanit Sarasin	Independent Director's sibling
STR PROPERTY DEVELOPMENT CO., LTD.	-	2	-	-	74	-	99.99	Ms. Suthirat Yoovidhya	Independent Director's sibling
I C P INTERNATIONAL CO., LTD. **	474	27	2	-	-	-	55	-	Indirect holding through connected entity
HI-GEAR CO., LTD.	-	17	-	-	5	-	14.30	Ms. Pavana Langthara	Independent Director's mother
							14.28	Mr. Saravoot Yoovidhya	Independent Director
							14.28	Mr. Jiravat Yoovidhya	Independent Director's sibling
							14.28	Ms. Nucharee Yoovidhya	Independent Director's sibling
							14.28	Ms. Pranadda Yoovidhya	Independent Director's sibling
							14.28	Ms. Suthirat Yoovidhya	Independent Director's sibling
							14.28	Ms. Supreeya Yoovidhya	Independent Director's sibling

* 2019 the entity was not related to the Bank.

** 2018 the entity was not related to the Bank.

In accordance with the SEC's directive number TorJor. 79/2561, titled "Rules, Conditions and Procedures for Disclosure of Financial and Non-financial Information of Securities Issuers (No.15)", requires to disclose the related party transactions in the past 3 years, were as follows:

Location of disclosure Through the website under the investor relations section Date of disclosure
 "https://www.kasikornbank.com/en/IR/FinanInfoReports/Pages/financial-reports.aspx"