



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

KASIKORNBANK PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2021



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : KASIKORNBANK PUBLIC COMPANY LIMITED

Symbol : KBANK

Address : No. 400/22 Phahon Yothin Road, Sam Sen Nai Sub-District, Phaya Thai District

Province : Bangkok

Postcode : 10400

Business : KASIKORNBANK PCL. (KBank) conducts commercial banking, securities and other related businesses per the Financial Institutions Business Act, Securities and Exchange Act and other regulations. KBank primarily provides financial services via an extensive branch network nationwide. As of 31 December 2021, KBank service coverage remains available in all locales and is adequate to meet our customers' requirements. Currently, KBank has 839 branches and 10,911 self-service channels to help customers conduct transactions on their own. In addition, the Bank's international network now includes 17 establishments in 7 countries, with operations and services centralized at the Head Office.

Registration Number : 0107536000315

Telephone : 02-2220000

Fax (if applicable) : 02-4701144

Website : www.kasikornbank.com

Email : info@kasikornbank.com

Total Shares Sold (shares)

Common Stock : 2,369,327,593

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	160,491,111.00	154,891,271.00	163,348,945.00
Interest income – net (Thousand baht)	102,687,840.00	109,021,805.00	119,390,486.00
Non-interest income (Thousand baht)	57,803,271.00	45,869,466.00	43,958,459.00

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Interest income – net (%)	63.98	70.39	73.09
Non-interest income (%)	36.02	29.61	26.91

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	160,491,111.00	154,891,271.00	163,348,945.00
Domestic (Thousand baht)	0.00	0.00	0.00

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Domestic (%)	0.00	0.00	0.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2019	2020	2021
R&D expenses in the past 3 years	0.00	0.00	0.00

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Strategic Risk

Changes that may affect the company's business operations in the next 3-5 years (Emerging risks)	: Yes
Changes in the industry in which the company operates	: Yes
Changes in behavior or needs of customers / consumers	: Yes
Changes in government policy and the enforcement of new laws or regulations	: Yes
Changes in policies or international agreements related to business operations	: Yes
Technological advancement	: Yes
Changes in business operations of partners in the supply chain	: Yes
Reliance on major shareholders or affiliates of major shareholders or managements	: No
Reliance on large customers or few customers	: No
Reliance on large partners/distributors or few partners/distributors	: No
Damage to company image and reputation	: Yes

Operational Risk

Loss of employees in key positions	: Yes
Shortage of skilled workers	: Yes
Shortage of raw materials or productive resources	: N/A
Error, failure or lack of proper control regarding company's systems or work process	: Yes
Human error in business operations	: Yes

Product obsolescence	: N/A
Information security and cyber-attack	: Yes
Loss or damage from non-compliance of partners or counterparties	: Yes
Delays in the development of new projects	: Yes
Business operations that have no commercial results	: No
Lease agreement execution	: No
Safety, occupational health, and working environment	: Yes
Climate change and disasters	: Yes
Impact on the environment	: Yes
Impact from population structure	: No
Impact on human rights	: Yes
Corruption	: Yes

Compliance Risk

Change in laws and regulations	: Yes
Outdated laws and regulations	: Yes
Violations of laws and regulations	: Yes
Corporate Governance	: Yes

Financial Risk

Lack of proper and sufficient sources of funding	: Yes
Change in financial and investment policies of financial institutions that affect business operations	: Yes
Default on payment or exchange of goods	: Yes

Fluctuation in exchange rates, interest rates, or the inflation rate	: Yes
Fluctuation in return on assets or investment	: Yes
Unhedged loan and borrowing in a foreign currency	: Yes

Risk to Securities Holder (2.2.2)

Return from investment of securities holder	: Yes
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Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

Investment risk	: No
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Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Sustainability management policy and guideline : Yes

Company website on sustainable development : <https://www.kasikornbank.com/th/sustainable-development/policy/Pages/economic.aspx>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Company environmental policy and guideline : Yes

Company website on sustainable development – environmental aspect : https://www.kasikornbank.com/th/ir/corporategovernance/transparency/pages/environmental_and_energy_conservation_policy.aspx
(if applicable)

Results with Respect to the Environmental Aspect (3.3.2)

1. Energy management

1.1 Fuel consumption

Information on fuel consumption : No

1.2 Electricity consumption

Information on electricity consumption : Yes

	2019	2020	2021
Amount of electricity purchased (kWh)	228,646.07	213,091.98	186,564.29

2. Water management

2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	870,000.00	780,000.00	620,000.00

3. Waste management

3.1 Waste from operations

Information on waste from operations : Yes

	2019	2020	2021
Non-hazardous waste (kg)	6,329.89	5,269.98	3,835.47
Hazardous waste (kg)	720.90	581.35	1,659.14
Total (kg)	7,050.79	5,851.33	5,494.61

4. Greenhouse gas management

4.1 Greenhouse gas emissions

Information on greenhouse gas emissions : Yes

	2019	2020	2021
Scope 1 (Tons of carbon dioxide equivalents)	21,145.20	18,727.05	15,833.59
Scope 2 (Tons of carbon dioxide equivalents)	82,851.75	79,058.67	74,339.32
Scope 3 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00
Total (Tons of carbon dioxide equivalents)	103,996.95	97,785.72	90,172.91

4.2 Verification of greenhouse gas emissions

Third-party verification : Yes

Name of verifying organization : Lloyd's Register International (Thailand) Limited

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human rights policy : Yes

Company website on human rights policy (if applicable) : https://www.kasikornbank.com/th/ir/corporategovernance/transparency/pages/human_rights_policy.aspx

Results with Respect to the Social Aspect (3.4.2)

1. Information about employees

1.1 Total number of employees

	2019	2020	2021
Number of male employees (persons)	6,262	5,999	5,703
Number of female employees (persons)	14,145	13,820	13,326
Total (persons)	20,407	19,819	19,029

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	0.00	0.00	0.00

1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	45.50	42.80	37.40
Employee development and training expenses (baht)	0.00	0.00	176,325,176.40

1.4 Health, safety and work environment

Information on Safety : No

1.5 Employee retention

Information on employee retention : Yes

	2019	2020	2021
Percentage of employees who voluntarily resigned (%)	7.34	4.44	6.42

2. Information on community and society

Activities or projects organized for the community and society : Community environment development; Community engagement; Education; Quality of life, health, and sport; The disabled and the disadvantaged; Religion and culture; Community economy, employment, and occupation

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Company website on corporate governance policy : <https://www.kasikornbank.com/TH/IR/CorporateGovernance/Pages/corporate-governance.aspx>

Policy and Guideline Related to the Board of Directors (6.1.1)

1. Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

1. Establishing a Code of Conduct

Code of Conduct : Yes

2. Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	18	100.00
Number of male directors	11	61.11
Number of female directors	7	38.89
Number of executive directors	5	27.78
Number of non-executive directors	13	72.22
Number of independent directors	9	50.00

Information on the board of directors and persons with authority to control the company (7.2.2)

1. List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. KOBKARN WATTANAVRANGKUL Gender: Female Age: 61 years old Highest level of education: Bachelor's degree Major: Architecture Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	4 Apr 2018	Sustainability, Strategic Management, Risk Management, Human Resource Management, Corporate Management, Tourism & Leisure

2. Ms. SUJITPAN LAMSAM Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Original director	30 Apr 1998	Finance, Sustainability, Banking, Strategic Management, Risk Management, Corporate Management, Insurance
3. Ms. KATTIYA INDARAVIJAYA Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	1 Jan 2016	Finance, Sustainability, Corporate Social Responsibility, Banking, Accounting, Strategic Management, Risk Management, Human Resource Management, Corporate Management, Brand Management, Marketing
4. Mr. PIPIT ANEAKNITHI Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	1 Jan 2017	Finance, Sustainability, Corporate Social Responsibility, Banking, Strategic Management, Risk Management, Corporate Management, Brand Management, Marketing
5. Mr. PATCHARA SAMALAPA Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	4 Apr 2018	Fund Management, Finance, Corporate Social Responsibility, Sustainability, Strategic Management, Risk Management, Corporate Management, Brand Management, Marketing, Banking
6. Mr. KRIT JITJANG Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	24 Sep 2020	Risk Management, Corporate Management, Finance, Sustainability, Corporate Social Responsibility, Strategic Management, Data Management, Human Resource Management, Brand Management, Marketing, Banking, Governance/ Compliance

7. Dr. PIPATPONG POSHYANONDA Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Engineering Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	24 Sep 2020	Data Management, IT Management, Finance, Sustainability, Corporate Social Responsibility, Strategic Management, Risk Management, Corporate Management, Brand Management, Marketing, Banking
8. Sqn.Ldr. NALINEE PAIBOON, M.D. Gender: Female Age: 63 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	22 Aug 2012	Corporate Management, Sustainability, Corporate Social Responsibility, Strategic Management, Risk Management, Brand Management, Marketing, Governance/ Compliance
9. Mr. SARAVOOT YOOVIDHYA Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Industrial Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	2 Oct 2012	Strategic Management, Corporate Management, Audit, Sustainability, Corporate Social Responsibility, Risk Management, Marketing, Governance/ Compliance
10. Dr. PIYASVASTI AMRANAND Gender: Male Age: 68 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	3 Apr 2013	Risk Management, Audit, Data Analysis, Sustainability, Corporate Social Responsibility, Change Management
11. Mr. KALIN SARASIN Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	3 Apr 2013	Risk Management, Corporate Management, Project Management, Audit, Sustainability, Corporate Social Responsibility, Strategic Management, Human Resource Management, Marketing

12. Mr. WIBOON KHUSAKUL Gender: Male Age: 67 years old Highest level of education: Master's degree Major: International Public Policy Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	2 Apr 2015	Sustainability, Corporate Social Responsibility, Risk Management, Human Resource Management, Governance/ Compliance
13. Mrs. SUPHAJEE SUTHUMPUN Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	6 Oct 2015	Risk Management, Corporate Management, Audit, Finance, Sustainability, Corporate Social Responsibility, Strategic Management, Human Resource Management, IT Management, Brand Management, Marketing, Accounting
14. Mr. SARA LAMSAM Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	1 Jan 2016	Corporate Management, Finance, Sustainability, Corporate Social Responsibility, Strategic Management, Risk Management, Brand Management, Marketing, Governance/ Compliance, Insurance
15. Mr. CHANIN DONAVANIK Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	3 Apr 2017	Risk Management, Corporate Management, Finance, Sustainability, Corporate Social Responsibility, Strategic Management, Governance/ Compliance
16. Mrs. JAINNISA KUVINICHKUL CHAKRABANDHU NA AYUDHYA Gender: Female Age: 42 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	4 Apr 2019	Audit, Finance, Sustainability, Corporate Social Responsibility, Strategic Management, Risk Management, Marketing, Brand Management

17. Ms. CHONCHANUM SOONTHORN SARATOON	Director (Non-executive)	2 Apr 2020	Law, Sustainability, Corporate Social Responsibility, Risk Management, Governance/ Compliance
Gender: Female			
Age: 53 years old	Director type:		
Highest level of education:	Original director		
Master's degree			
Major: Law			
Thai nationality: Yes			
Residing in Thailand: Yes			
18. Mr. SUROJ LAMSAM	Director (Non-executive)	9 Apr 2021	Strategic Management, Corporate Management, Human Resource Management, Sustainability, Corporate Social Responsibility, Risk Management, Marketing, IT Management, Information & Communication Technology
Gender: Male			
Age: 56 years old	Director type: Newly appointed director to replace ex-director		
Highest level of education:			
Master's degree			
Major: Business Administration			
Thai nationality: Yes			
Residing in Thailand: Yes			

2. List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Dr. ABHIJAI CHANDRASEN	Director (Non-executive)	Date position was assumed:	Mr. SUROJ LAMSAM
Gender: Male		4 Apr 2000	Date position was assumed:
Age: 72 years old			9 Apr 2021
Highest level of education:	Director type:	Date directorship ended:	
Master's degree	Original director	9 Apr 2021	
Major: Law			
Thai nationality: Yes			
Residing in Thailand: Yes			

3. Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

1. Audit Committee

1.1 List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KALIN SARASIN Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	1 May 2020	Risk Management, Corporate Management, Project Management, Audit, Sustainability, Corporate Social Responsibility, Strategic Management, Human Resource Management, Marketing
2. Mr. SARAVOOT YOOVIDHYA Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Industrial Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	2 Apr 2015	Strategic Management, Corporate Management, Audit, Sustainability, Corporate Social Responsibility, Risk Management, Marketing, Governance/ Compliance
3. Mrs. SUPHAJEE SUTHUMPUN [1] Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	29 Oct 2015	Risk Management, Corporate Management, Audit, Finance, Sustainability, Corporate Social Responsibility, Strategic Management, Human Resource Management, IT Management, Brand Management, Marketing, Accounting
4. Mrs. JAINNISA KUVINICHKUL CHAKRABANDHU NA AYUDHYA Gender: Female Age: 42 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	1 May 2020	Audit, Finance, Sustainability, Corporate Social Responsibility, Strategic Management, Risk Management, Marketing, Brand Management

[1] A director with the accounting expertise needed to review financial statements

1.2 List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
No information			

2. Other sub-committees

2.1 Sub-committees information

Name of sub-committees	List of directors	Position
Independent Directors Committee	Mrs. KOBKARN WATTANAVRANGKUL	Chairman
	Sqn.Ldr. NALINEE PAIBOON, M.D.	Member
	Mr. SARAVOOT YOOVIDHYA	Member
	Dr. PIYASVASTI AMRANAND	Member
	Mr. KALIN SARASIN	Member
	Mr. WIBOON KHUSAKUL	Member
	Mrs. SUPHAJEE SUTHUMPUN	Member
	Mr. CHANIN DONAVANIK	Member
	Mrs. JAINNISA KUVINICHKUL	Member
	CHAKRABANDHU NA AYUDHYA	
Corporate Governance Committee	Sqn.Ldr. NALINEE PAIBOON, M.D.	Chairman
	Mr. WIBOON KHUSAKUL	Member
	Mr. SARA LAMSAM	Member
	Mr. CHANIN DONAVANIK	Member
	Ms. CHONCHANUM	Member
	SOONTHORNSARATOON	
Human Resources and Remuneration Committee	Mrs. SUPHAJEE SUTHUMPUN	Chairman
	Mr. KALIN SARASIN	Member
	Mr. WIBOON KHUSAKUL	Member
	Ms. CHONCHANUM	Member
	SOONTHORNSARATOON	Member
Risk Oversight Committee	Mr. SUROJ LAMSAM	
	Dr. PIYASVASTI AMRANAND	Chairman
	Ms. SUJITPAN LAMSAM	Member
	Mr. SARAVOOT YOOVIDHYA	Member
	Mrs. SUPHAJEE SUTHUMPUN	Member
	Mrs. JAINNISA KUVINICHKUL	Member
	CHAKRABANDHU NA	Member
	AYUDHYA	Member
	Ms. KATTIYA INDARAVIJAYA	Member
	Mr. PIPIT ANEAKNITHI	Member
	Mr. RUANGROJ POONPOL	
	Mr. KRIT JITJANG	

2.2 Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Oversight Committee
Sub-committees responsible for nomination	: Human Resources and Remuneration Committee
Sub-committees responsible for remuneration	: Human Resources and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance Committee

Executives (7.4)

List and positions of the executive (7.4.1)

1. The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Ms. KATTIYA INDARAVIJAYA Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration	CHIEF OF EXECUTIVE OFFICER	1 Jan 2016	Finance, Sustainability, Corporate Social Responsibility, Banking, Accounting, Strategic Management, Risk Management, Human Resource Management, Corporate Management, Brand Management, Marketing
2. Mr. PIPIT ANEAKNITHI Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration	PRESIDENT	1 Jan 2017	Finance, Sustainability, Corporate Social Responsibility, Banking, Strategic Management, Risk Management, Corporate Management, Brand Management, Marketing
3. Mr. PATCHARA SAMALAPA Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration	PRESIDENT	4 Apr 2018	Fund Management, Finance, Corporate Social Responsibility, Sustainability, Strategic Management, Risk Management, Corporate Management, Brand Management, Marketing, Banking
4. Mr. KRIT JITJANG Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration	PRESIDENT	24 Sep 2020	Risk Management, Corporate Management, Finance, Sustainability, Corporate Social Responsibility, Strategic Management, Data Management, Human Resource Management, Brand Management, Marketing, Banking, Governance/ Compliance

5. Dr. PIPATPONG POSHYANONDA Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Engineering Management	PRESIDENT	24 Sep 2020	Data Management, IT Management, Finance, Sustainability, Corporate Social Responsibility, Strategic Management, Risk Management, Corporate Management, Brand Management, Marketing, Banking
6. Dr. ADIT LAIXUTHAI Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Public Health Sciences	Senior Executive Vice President, Corporate Secretary	1 Oct 2015	Sustainability, Corporate Social Responsibility, Brand Management, Banking, Finance, Governance/ Compliance
7. Mr. THITI TANTIKULANAN Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Business Administration	Capital Markets Business Division Head	1 Jan 2017	Finance & Securities, Risk Management, Finance, Banking
8. Mr. JIRAWAT SUPORNPAIBUL Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration	Private Banking Group Head	1 Feb 2018	Finance & Securities, Fund Management, Risk Management, Finance, Banking
9. Mr. CHONGRAK RATTANAPIAN[1][2] Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President	1 Jan 2019	Finance, Fund Management, Risk Management, Budgeting, Banking, Accounting, Insurance
10. Mr. SILAWAT SANTIVISAT Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President	1 Jan 2019	Finance, IT Management, Data Management, Data Analysis, Banking
11. Ms. WASANA SURAKIT Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Accounting	First Senior Vice President	1 Jan 2017	Finance, Budgeting, Banking, Accounting
12. Ms. NATCHA ARGASREOG Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Business Administration	First Senior Vice President	1 Jan 2019	Finance, Budgeting, Banking, Accounting

13. Ms. KHAJARIN MAINTAKA	Senior Vice President	1 Nov 2020	Finance, Budgeting, Banking, Accounting
Gender: Female			
Age: 42 years old			
Highest level of education: Master's degree			
Major: Business Administration			
14. Ms. PRAPASRA UTTAMAVETIN	Senior Vice President	1 Nov 2020	Finance, Budgeting, Banking, Accounting
Gender: Female			
Age: 49 years old			
Highest level of education: Master's degree			
Major: Business Administration			

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Executive director and executive remuneration (7.4.2 – 7.4.3)

1. Remuneration policy for executive directors and executives

Remuneration policy for executive directors and executives : Yes

2. Remuneration

	2019	2020	2021
Total executive director and executive remuneration (baht)	340,280,803.00	335,713,360.00	275,480,352.00

3. Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

1. Employees

Number of male employees (persons) : 5703

Number of female employees (persons) : 13326

Total (persons) : 19029

2. Employee Remuneration

Total employee remuneration : 24,331,000,000.00

3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 19029

Number of employees contributing to the PVD (persons) : 18149

Percentage of employees who are members (%) : 95.38

Other Significant Information (7.6)

Other significant information

1. Assigned persons

1.1 Person assigned to take direct responsibility for accounting oversight

Person assigned to take direct
responsibility for accounting oversight : Yes

General information	Email	Telephone
1. Mr. CHONGRAK RATTANAPIAN	chongrak.r@kasikornbank.com	02-4702002-3

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Dr. ADIT LAIXUTHAI	IR@kasikornbank.com	02-4706900-1, 02-4702660-1

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Mr. SURASAK DUDSDEEMAYTHA	surasak.d@kasikornbank.com	02-4701087-9

1.4 Head of compliance unit

Head of compliance unit : Yes

General information	Email	Telephone
1. Mr. PHAISARN VORASETSIRI	phaisarn.v@kasikornbank.com	02-5626722

1.5 Head of investor relations

Head of investor relations : Yes

General information	Email	Telephone
1. Dr. ADIT LAIXUTHAI	IR@kasikornbank.com	02-4706900-1, 024702660-1

2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. KPMG PHOOMCHAI AUDIT COMPANY LIMITED	1. Mr. Charoen Phosamritlert Email: charoen@kpmg.co.th Telephone: 02-6772000 2. Ms. Sureerat Thongarunsang Email: sureerat@kpmg.co.th Telephone: 02-6772000 3. Mr. Chanchai Sakulkoedsin Email: chanchai@kpmg.co.th Telephone: 02-6772000	35,787,500.00	Details: special purpose audit engagement, legal and tax service, engagement to perform agreed-upon procedures Total service fee (baht): 19,701,700.00

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

1. List of new directors appointed in the past year

1.1 Re-elected as director

General information	Position	Date position was assumed	Experience and expertise
No information			

1.2 Newly appointed director to replace ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SUROJ LAMSAM Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 9 Apr 2021	Strategic Management, Corporate Management, Human Resource Management, Sustainability, Corporate Social Responsibility, Risk Management, Marketing, IT Management, Information & Communication Technology

1.3 Additional and newly-appointed directors

General information	Position	Date position was assumed	Experience and expertise
No information			

2. Development of directors over the past year

List of directors	Position	Participated in director development program
Mrs. KOBKARN WATTANAVRANGKUL	Chairman of the board	/
Ms. SUJITPAN LAMSAM	Vice Chairman	/
Ms. KATTIYA INDARAVIJAYA	Director	/
Mr. PIPIT ANEAKNITHI	Director	/
Mr. PATCHARA SAMALAPA	Director	/
Mr. KRIT JITJANG	Director	/
Dr. PIPATPONG POSHYANONDA	Director	/
Sqn.Ldr. NALINEE PAIBOON, M.D.	Director	/
Mr. SARAVOOT YOOVIDHYA	Director	/
Dr. PIYASVASTI AMRANAND	Director	/
Mr. KALIN SARASIN	Director	/
Mr. WIBOON KHUSAKUL	Director	/
Mrs. SUPHAJEE SUTHUMPUN	Director	/
Mr. SARA LAMSAM	Director	/
Mr. CHANIN DONAVANIK	Director	/
Mrs. JAINNISA KUVINICHKUL CHAKRABANDHU NA AYUDHYA	Director	/
Ms. CHONCHANUM SOONTHORNSARATOON	Director	/
Mr. SUROJ LAMSAM	Director	/

3. Directors' performance assessment

Method used to evaluate directors' performance	: Whole-board-of-directors assessment, Individual-director assessment (self-assessment), Individual-director assessment (cross-assessment)
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Meeting attendance and remuneration to each Board member (8.1.2)

1. Meetings involving company directors

Number of board meetings : 13

Date of AGM Meeting : 9 Apr 2021

Number of EGM meetings : 1

2. Attendance of each director

2.1 Meeting information of current directors

List of directors	Position	Board meetings	AGM meetings	EGM meetings
1. Mrs. KOBKARN WATTANAVRANGKUL	Chairman of the board	13/13	Attended the meeting	1/1
2. Ms. SUJITPAN LAMSAM	Vice Chairman	12/13	Did not attend the meeting	1/1
3. Ms. KATTIYA INDARAVIJAYA	Director	13/13	Attended the meeting	1/1
4. Mr. PIPIT ANEAKNITHI	Director	12/13	Attended the meeting	1/1
5. Mr. PATCHARA SAMALAPA	Director	12/13	Attended the meeting	1/1
6. Mr. KRIT JITJANG	Director	13/13	Attended the meeting	1/1
7. Dr. PIPATPONG POSHYANONDA	Director	13/13	Attended the meeting	1/1
8. Sqn.Ldr. NALINEE PAIBOON, M.D.	Director	13/13	Attended the meeting	1/1
9. Mr. SARAVOOT YOOVIDHYA	Director	13/13	Attended the meeting	1/1
10. Dr. PIYASVASTI AMRANAND	Director	13/13	Attended the meeting	1/1
11. Mr. KALIN SARASIN	Director	13/13	Attended the meeting	1/1

12. Mr. WIBOON KHUSAKUL	Director	13/13	Attended the meeting	1/1
13. Mrs. SUPHAJEE SUTHUMPUN	Director	12/13	Attended the meeting	1/1
14. Mr. SARA LAMSAM	Director	12/13	Attended the meeting	1/1
15. Mr. CHANIN DONAVANIK	Director	12/13	Attended the meeting	1/1
16. Mrs. JAINNISA KUVINICHKUL CHAKRABANDHU NA AYUDHYA	Director	13/13	Attended the meeting	1/1
17. Ms. CHONCHANUM SOONTHORNSARATOON	Director	13/13	Attended the meeting	1/1
18. Mr. SUROJ LAMSAM	Director	9/10	Did not attend the meeting	1/1

2.2 Meeting information of directors who resigned/vacated their position during the year

List of directors	Position	Board meetings	AGM meetings	EGM meetings
1. Dr. ABHIJAI CHANDRASEN	Director	3/3	Attended the meeting	0/0

3. Remuneration for company directors

3.1 Remuneration information for current directors

List of directors	Meeting allowance (baht)	Salary (baht)	Bonus (baht)	Other (baht)	Total (baht)
1. Mrs. KOBKARN WATTANAVRANGKUL	0.00	4,200,000.00	3,528,134.49	0.00	7,728,134.49
2. Ms. SUJITPAN LAMSAM	0.00	2,832,000.00	2,784,928.64	0.00	5,616,928.64

3. Ms. KATTIYA INDARAVIJAYA	0.00	1,800,000.00	1,856,619.11	0.00	3,656,619.11
4. Mr. PIPIT ANEAKNITHI	0.00	1,800,000.00	1,856,619.11	0.00	3,656,619.11
5. Mr. PATCHARA SAMALAPA	0.00	1,800,000.00	1,856,619.11	0.00	3,656,619.11
6. Mr. KRIT JITJANG	0.00	1,800,000.00	810,026.53	0.00	2,610,026.53
7. Dr. PIPATPONG POSHYANONDA	0.00	1,800,000.00	810,026.53	0.00	2,610,026.53
8. Sqn.Ldr. NALINEE PAIBOON, M.D.	0.00	3,240,000.00	1,856,619.11	0.00	5,096,619.11
9. Mr. SARAVOOT YOOVIDHYA	0.00	3,792,000.00	1,856,619.11	0.00	5,648,619.11
10. Dr. PIYASVASTI AMRANAND	0.00	3,240,000.00	1,856,619.11	0.00	5,096,619.11
11. Mr. KALIN SARASIN	0.00	4,152,000.00	1,856,619.11	0.00	6,008,619.11
12. Mr. WIBOON KHUSAKUL	0.00	3,396,000.00	1,856,619.11	0.00	5,252,619.11
13. Mrs. SUPHAJEE SUTHUMPUN	0.00	4,392,000.00	1,856,619.11	0.00	6,248,619.11
14. Mr. SARA LAMSAM	0.00	2,232,000.00	1,856,619.11	0.00	4,088,619.11
15. Mr. CHANIN DONAVANIK	0.00	3,072,000.00	1,856,619.11	0.00	4,928,619.11
16. Mrs. JAINNISA KUVINICHKUL CHAKRABANDHU NA AYUDHYA	0.00	3,792,000.00	1,856,619.11	0.00	5,648,619.11
17. Ms. CHONCHANUM SOONTHORNSARATO ON	0.00	5,256,000.00	1,486,411.67	0.00	6,742,411.67

18. Mr. SUROJ LAMSAM	0.00	1,674,000.00	151,879.96	0.00	1,825,879.96
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3.2 Remuneration information for directors who resigned/vacated their positions during the year

List of directors	Meeting allowance (baht)	Salary (baht)	Bonus (baht)	Other (baht)	Total (baht)
1. Dr. ABHIJAI CHANDRASEN	0.00	1,548,000.00	1,704,739.12	0.00	3,252,739.12

4. Non-monetary remuneration for the board of directors

4.1 Remuneration information for current directors

List of directors	D&O (Directors and Officers' Liability Insurance)	ESOP (Employee Stock Ownership Plan)	EJIP (Employee Joint Investment Program)
1. Mrs. KOBKARN WATTANAVRANGKUL	/	-	-
2. Ms. SUJITPAN LAMSAM	/	-	-
3. Ms. KATTIYA INDARAVIJAYA	/	-	-
4. Mr. PIPIT ANEAKNITHI	/	-	-
5. Mr. PATCHARA SAMALAPA	/	-	-
6. Mr. KRIT JITJANG	/	-	-
7. Dr. PIPATPONG POSHYANONDA	/	-	-
8. Sqn.Ldr. NALINEE PAIBOON, M.D.	/	-	-
9. Mr. SARAVOOT YOOVIDHYA	/	-	-
10. Dr. PIYASVASTI AMRANAND	/	-	-
11. Mr. KALIN SARASIN	/	-	-

12. Mr. WIBOON KHUSAKUL	/	-	-
13. Mrs. SUPHAJEE SUTHUMPUN	/	-	-
14. Mr. SARA LAMSAM	/	-	-
15. Mr. CHANIN DONAVANIK	/	-	-
16. Mrs. JAINNISA KUVINICHKUL CHAKRABANDHU NA AYUDHYA	/	-	-
17. Ms. CHONCHANUM SOONTHORNSARATOON	/	-	-
18. Mr. SUROJ LAMSAM	/	-	-

4.2 Remuneration information for directors who resigned/vacated their positions during the year

List of directors	D&O	ESOP	EJIP
	(Directors and Officers' Liability Insurance)	(Employee Stock Ownership Plan)	(Employee Joint Investment Program)
1. Dr. ABHIJAI CHANDRASEN	/	-	-

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

1. Audit committee meetings

Number of Audit committee meetings (times) : 12

2. Audit committee meeting attendance

2.1 Meeting information of current audit committee members

List of directors	Position	Audit Committee meetings
1. Mr. KALIN SARASIN	Chairman of the audit committee	12/12
2. Mr. SARAVOOT YOOVIDHYA	Audit committee	12/12
3. Mrs. SUPHAJEE SUTHUMPUN	Audit committee	12/12
4. Mrs. JAINNISA KUVINICKUL CHAKRABANDHU NA AYUDHYA	Audit committee	12/12

2.2 Meeting information of audit committee members who resigned/vacated their position during the year

List of directors	Position	Audit Committee meetings
No information		

Statement of Financial Position

Statement of Financial Position

Assets

(Unit : Thousand baht)	2019	2020	2021
Cash	61,384,882.00	61,962,028.00	59,971,933.00
Interbank And Money Market Items - Net	385,940,044.00	417,419,545.00	420,493,772.00
Financial Assets Measured At Fair Value Through Profit Or Loss	-	46,666,317.00	63,499,563.00
Investments - Net	774,640,434.00	775,738,968.00	1,030,533,667.00
Loans To Customers And Accrued Interest Receivables - Net	1,879,907,006.00	2,121,700,105.00	2,293,639,598.00
Properties Foreclosed - Net	24,988,217.00	28,034,547.00	42,313,680.00
Other Assets - Net	38,580,488.00	43,562,742.00	45,523,985.00
Total Assets	3,293,888,989.00	3,658,797,759.00	4,103,398,520.00

Liabilities

(Unit : Thousand baht)	2019	2020	2021
Deposits	2,072,048,888.00	2,344,998,490.00	2,598,629,803.00
Interbank And Money Market Items	81,628,362.00	87,797,449.00	186,449,469.00
Financial Liabilities Measured At Fair Value Through Profit Or Loss	-	286,816.00	1,613,857.00
Debts Issued And Borrowings	81,824,302.00	69,389,789.00	103,885,868.00
Other Liabilities	75,849,966.00	77,677,367.00	69,448,949.00
Total Liabilities	2,840,174,270.00	3,167,511,710.00	3,566,723,500.00

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	23,932,602.00	23,693,276.00	23,693,276.00
Premium (Discount) On Share Capital	18,103,110.00	18,103,110.00	18,103,110.00
Retained Earnings (Deficits)	342,085,179.00	362,104,745.00	395,813,308.00
Other Components Of Equity	22,236,724.00	35,768,499.00	39,104,016.00
Equity Attributable To Owners Of The Parent	406,357,615.00	439,669,630.00	476,713,710.00
Total Equity	453,714,719.00	491,286,049.00	536,675,020.00

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Net Interest Income	102,687,840.00	109,021,805.00	119,390,486.00
Net Fees And Service Income	36,740,186.00	33,004,350.00	35,316,385.00
Gains (Losses) From Financial Instruments At Fair Value Through Profit Or Loss	8,361,986.00	8,119,419.00	5,539,225.00
Gains (Losses) From Investments	8,412,377.00	1,308,312.00	817,188.00
Dividend Income	2,816,764.00	2,384,312.00	3,309,622.00
Other Operating Expenses	72,729,246.00	69,996,611.00	71,043,866.00
(Reversal Of) Expected Credit Losses	34,011,648.00	43,547,841.00	40,332,238.00
Profit (Loss) From Operating Before Income Tax Expense	53,750,217.00	41,346,819.00	51,972,841.00
Income Tax Expense	10,309,253.00	7,656,326.00	9,728,519.00
Net Profit (Loss) For The Period	43,440,964.00	33,690,493.00	42,244,322.00
Net Profit (Loss) Attributable To : Owners Of The Parent	38,726,742.00	29,487,117.00	38,052,722.00
Basic Earnings (Loss) Per Share (Baht/Share)	16.18000	12.42000	15.77000

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
(Reversal Of) Expected Credit Losses	33,693,567.00	47,999,498.00	44,529,711.00
Net Cash From (Used In) Operating Activities	102,214,226.00	85,736,303.00	241,746,798.00
Net Cash From Investing Activities			
Payment For Purchase Of Fixed Assets	(6,216,909.00)	(10,234,120.00)	(5,427,173.00)
Net Cash From (Used In) Investing Activities	(111,462,867.00)	(70,589,972.00)	(251,224,379.00)
Net Cash From Financing Activities			
Dividend Paid	(10,794,507.00)	(11,125,223.00)	(7,574,732.00)
Net Cash From (Used In) Financing Activities	3,900,048.00	(14,566,156.00)	7,481,660.00

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	-	-	-
Cash flow liquidity ratio (times)	-	-	-
Liquid asset ratio (%)	-	-	-

Profitability

	2019	2020	2021
Net interest income to loans (%)	9.90	7.10	8.60
Gross profit margin (%)	77.14	81.96	84.06
Net profit margin (%)	-	-	-
Net profit margin (%)	24.10	19.00	23.30
Cost to income ratio (%)	45.32	45.19	43.49
Interest income to average performing assets (%)	3.31	3.27	3.21
Net interest margin (%)	2.95	3.05	3.05
Interest receive rate (%)	4.18	3.82	3.64
Cost of funds (%)	1.23	0.78	0.59
Return on investment (ROI) (%)	4.17	2.88	2.45
Return on equity (ROE) (Average) (%)	9.90	7.10	8.60

Financial Policy

	2019	2020	2021
Loans to borrowing (%)	92.02	91.97	88.78
Loans to deposits (%)	96.62	95.73	93.20
Total debts to total equity (times)	6.99	7.20	7.48
Deposits to total liabilities ratio (%)	72.95	74.03	72.86
Dividend per shares (baht/share)	5.00	2.50	3.25
Dividend payout ratio (%)	-	-	-
Dividend yield (%)	-	-	-

Asset Quality

	2019	2020	2021
Provision expense to loans (or Credit cost) (%)	6.24	-	-
Allowance for doubtful accounts to non-performing loans ratio (%)	148.60	149.19	159.08
Non-performing loan to total loans ratio (%)	3.65	3.93	3.76
Accrued interest receivable to loans (%)	0.14	0.50	0.69
Non-performing loans to total loans (%)	1.30	0.32	0.51
Capital adequacy ratio - Tier 1 (%)	16.19	16.13	16.49
Capital adequacy ratio (%)	19.62	18.80	18.77
Expected credit loss (ECL) (%)	1.74	2.05	1.73
Gross Non-performing loans (NPL) to total loans (%)	4.20	4.50	4.30
Net Non-performing loans (NPL) to total loans (%)	-	-	-
Risk weighted asset (million baht)	2,210,881.00	2,404,276.00	2,630,858.00

Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	0.05	0.04	0.04
Return on asset (ROA) (Average) (%)	1.20	0.85	0.98
Net interest income to average total assets ratio (%)	3.18	3.14	3.08
Non-interest income to average total assets ratio (%)	-	-	-

Other Ratio

	2019	2020	2021
Liquidity Coverage Ratio (%)	183.00	164.00	182.00
Net Stable Funding Ratio (%)	139.00	136.00	144.00