

Sustainability Report 2020





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Vision

To attain business growth along with the success of clients and society.

Mission

To provide resources to clients properly, adequately, and proficiently through services beyond expectation and like none other.

Principles

Winning Attitude,
Grit,
Community,
and Market





Message from the Board of Directors

(102-14)



2020 was a year of significant change for Kiatnakin Phatra Financial Group after the merger in 2012. In the third quarter, we changed the names of companies in the Group, including the bank, securities company, and asset management company to 'Kiatnakin Phatra' to reiterate our strength as a strong and seamless financial solution, whether in commercial banking or the capital market business. However, we remain committed to operating to achieve sustainable development under the environmental, social, and governance (ESG) principles while considering the interest of stakeholders in order to become an organization that "attains business growth along with the success of clients and society," as defined in our vision.

Under the challenge of the COVID-19 pandemic in 2020, which has caused economic and social disruption across the world, drastically changed the way people live in the new normal, and accelerated digital transformation, the Group prepared to respond to changes and adjusted its management approach and operating practices to enable business to continue efficiently without interruption while maintaining its competitiveness. Still, we did not neglect our stakeholders, be it employees, customers, suppliers, shareholders/investors, or communities and society. We have supported the government and regulator's measures, including debt payment deferment, relaxation of repayment terms, and a soft loan scheme in hopes of being a part of the social and economic recovery efforts and to help every sector in the country overcome the crisis together.

Economic and Governance Dimension

The Group continues to develop and improve innovative financial products and services to fit with digital behavior and the lifestyle of customers. Last year, we launched the “KKP Start Saving” account through the TrueMoney Wallet application and a credit history and a real-time credit score checking service via the KKP e-Banking application for the first time in Thailand.

The Group is committed to operating under the principles of corporate governance and business ethics. We have reviewed and revised the bank's corporate governance policy annually to guide organizational practices and raise our governance standards to international levels. We also attach importance to responsible lending and investment in line with the bank of Thailand's Sustainable Banking Guidelines. In 2020, we introduced KKP SET50 ESG, a financial product that is designed with ESG factors in mind. Moreover, we offered loans to eco-friendly projects, such as a solar power plant project, a green building project, and an electric vehicle hire purchase project.

Environmental Dimension

The Group is aware of environmental problems that are becoming more serious has thus strived to improve our operations to become environmentally friendly. For example, we have developed innovative systems and e-services to reduce transaction paper consumption and fuel consumption for traveling to branches. Moreover, we have promoted efficient use of resources and energy conservation within the organization through various activities such as switching to LED bulbs to save energy, using eco-friendly papers, and reducing the use of plastic bottles. Our headquarters is currently being transformed into a green building in conformity with the LEED standards, and it is scheduled for completion in 2022.

Social Dimension

The Group takes fair customer services, cyber security, and customer confidentiality seriously while promoting equal access to financial products and services for every customer, especially those who lack access to sources of funds such as farmers, self-employed people, and public transportation operators. At the same time, we strive to enhance financial literacy for customers/consumers, employees, youth/students, and communities to enable them to properly manage their money, build saving discipline, and develop investment skills, which are key to achieving long-term financial stability and a better quality of life.

In addition, the Group cares about people who are affected by the COVID-19 pandemic and has thus implemented various projects to support the work of medical workers and mitigate the social and economic impact of COVID-19. For example, we initiated the KKGEN Protect Our Heroes project to provide COVID-19 insurance policies to medical personnel, made financial contributions to help hospitals buy medical equipment, hired communities in remote areas to produce cloth masks, gave out survival bags to communities, and carried out a volunteer activity to teach employees to make cloth masks to share with housekeepers and security guards.

Due to our commitment to operating under the sustainable development framework in all dimensions, the bank was selected by the Stock Exchange of Thailand to receive the Thailand Sustainability Investment – THSI 2020 and by the Thaipat Institute to be one of the ESG 100 in 2020 for outstanding environmental, social, and governance performance, both for the sixth consecutive year. The bank also received the excellent corporate governance scoring (five logos) in 2020 from the Thai Institute of Directors and the ASEAN Asset Class Award 2019 from the ASEAN CG Scorecard organized by the ASEAN Capital Markets Forum (ACMF) and Asian



(102-14)

Development Bank (ADB). These awards and honors are our pride and drive us to continue to develop and improve our sustainability operations.

Moving Toward a Sustainable Financial Institution

2021 marks the 50th year that Kiatnakin Phatra Financial Group has operated our business alongside the Thai people as a responsible financial service provider. We will remain committed to operating with social and environmental responsibility under the principles of good governance and consider the impact on stakeholders in accordance with the sustainable banking guidelines.

We will continue to provide fair financial services and develop business innovations to increase operational efficiency and deliver a better customer experience. We will develop our organization to become a great place to work that promotes access to financial products and services for all customers, and provides financial literacy to society at large to reduce household debt and enhance financial quality of life for the Thai people. We believe that these efforts will not only create shared value between the organization, stakeholders, and society, but also promote a stronger economy and society and long-term growth, which are key to helping the Thai people to achieve sustainable livelihoods.

Mr. Supol Wattanavekin
Chairman of the Board of Directors

Mr. Banyong Pongpanich
Chairman of the Executive Committee

About This Report



Kiatnakin Phatra Financial Group⁽¹⁰²⁻¹⁾ has published a sustainability report every year to communicate our commitments, operation approaches, and sustainability performances encompassing economic, social, and environmental dimensions to stakeholders of the organization. The reporting boundary of the information disclosed in this Sustainability Report is limited to within Kiatnakin Phatra Bank Public Company Limited⁽¹⁰²⁻¹⁾ only. The Kiatnakin Phatra Financial Group Sustainability Report 2020⁽¹⁰²⁻⁵²⁾ covers the reporting period from 1 January to 31 December 2020.⁽¹⁰²⁻⁵⁰⁾ This report has been

prepared in accordance with the GRI Standards: Core option,^(102-48, 102-49, 102-54) developed by the Global Reporting Initiative, while Sustainability Report 2019 (the previous edition), covering the reporting period from 1 January to 31 December 2019,⁽¹⁰²⁻⁵¹⁾ was prepared in accordance with the reporting principles of the Stock Exchange of Thailand (SET). As a result, there were limitations in gathering and compiling sustainability information from the entire Financial Group to fulfill the GRI Standards and no significant changes in the material aspects and boundaries in Sustainability Report 2020.⁽¹⁰²⁻⁴⁹⁾



This Sustainability Report covers material aspects that reflect the organization's operational context and impacts of business activities that are of concern to stakeholders, including positive, negative, direct, and indirect impacts to ensure complete disclosure and maximum benefits for stakeholders. The content of this

report has been certified and approved for dissemination to shareholders and the public by the Board of Directors at Meeting No. 1/2564 held on 28 January 2021. At present, the Bank has no policy to seek external assurance for the report. ⁽¹⁰²⁻⁵⁶⁾

Significant Changes in 2020 ⁽¹⁰²⁻¹⁰⁾

In 2012, Kiatnakin Bank Public Company Limited and Phatra Capital Public Company Limited merged to form Kiatnakin Phatra Financial Group (the "Financial Group") to provide commercial banking and capital market services to The Group's customers. To reflect

our unified financial services, in the third quarter of 2020, we changed the names and logos of the companies affiliated with The Group. Important changes with respect to the Bank are as follows:

	Before	Changed to
Company name	Kiatnakin Bank Public Company Limited	Kiatnakin Phatra Bank Public Company Limited
Corporate logo		
Website	www.kiatnakin.co.th	www.kkpfg.com
Head office address	500 Amarin Tower, Ploenchit Road, Lumpini, Pathumwan, Bangkok 10330	209 KKP Tower, Sukhumvit 21 (Asoke), Khlong Toey Nua, Wattana, Bangkok 10110

These changes will not in any way affect the transactions of customers holding bank account books, loan accounts, securities accounts, fund accounts, and other documents issued by the companies in The Group.

However, suppliers and relevant entities will need to make necessary information changes in documents such as tax invoices, receipts, and withholding tax certificates.

Contact point for questions regarding the report ⁽¹⁰²⁻⁵³⁾

Corporate Sustainability Development Team
The office of Corporate Communication and Marketing
Kiatnakin Phatra Bank Public Company Limited
209 KKP Tower, 7th Floor, Sukhumvit 21 (Asoke)
Khlong Toey Nua, Wattana, Bangkok 10110
Tel: 0 2495 1037
E-mail address: corporate@kkpfg.com

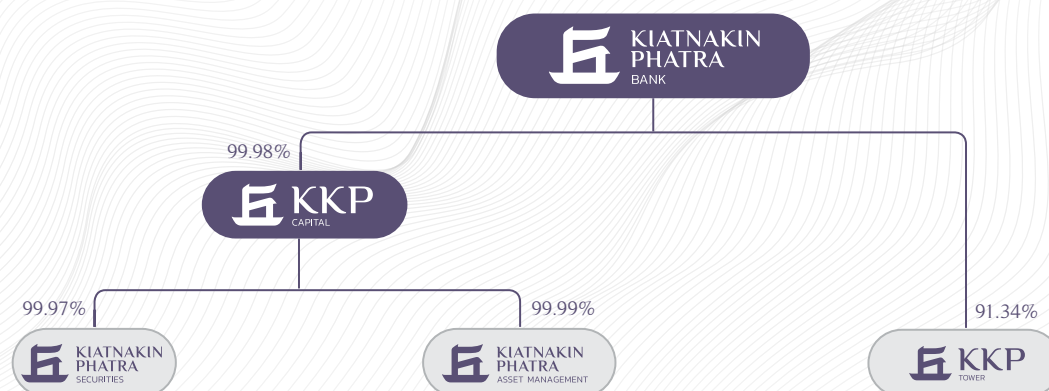
This Sustainability Report is available in an electronic version and can be downloaded from www.kkpfg.com ►
Investor Relations ► Publications ►
Sustainability Report



About the Kiatnakin Phatra Financial Group

(102-16)

Business Structure of Kiatnakin Phatra Financial Group ⁽¹⁰²⁻⁴⁵⁾

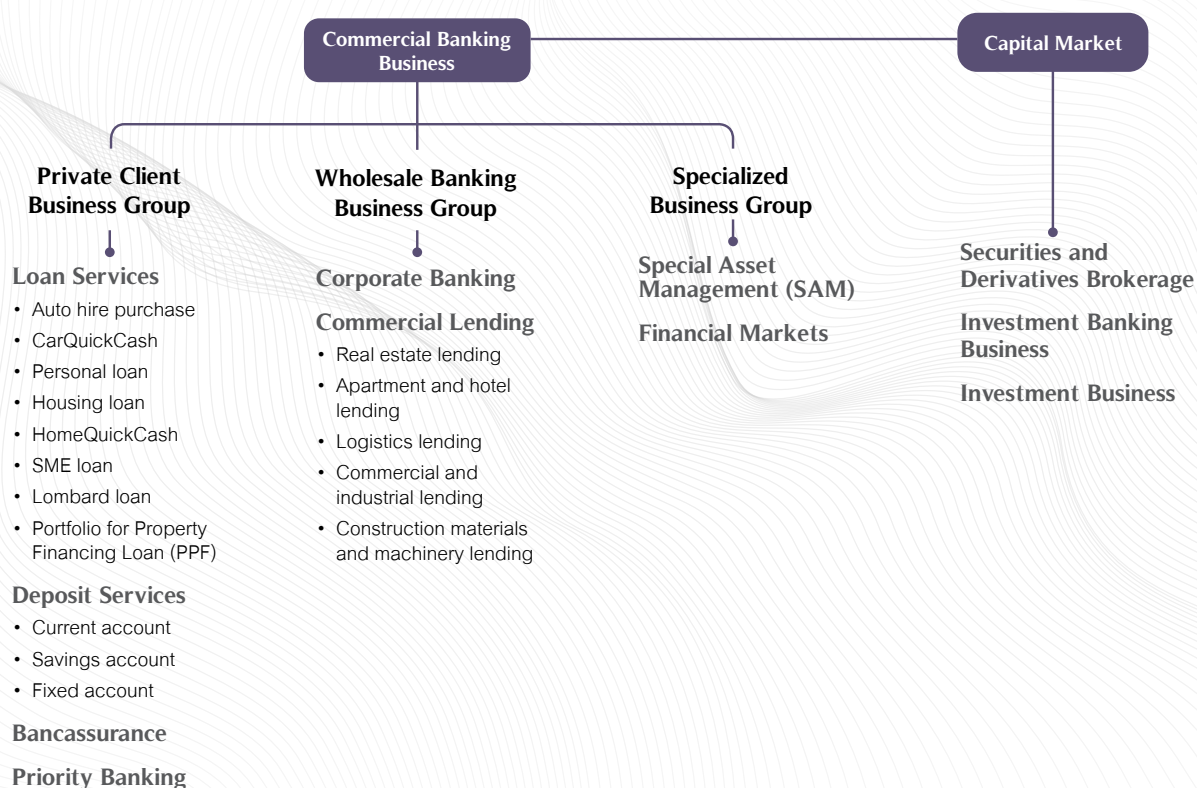


General Information

Company Name ^(102-1, 102-5) Kiatnakin Phatra Bank Public Company Limited

Nature of Business ⁽¹⁰²⁻²⁾ Commercial banking business and capital market business

Businesses of Kiatnakin Phatra Bank ^(102-6, 102-7)





Type of Company ⁽¹⁰²⁻⁵⁾	Publicly listed company on the Stock Exchange of Thailand
Location of Operations ⁽¹⁰²⁻⁴⁾	Thailand
Location of Head Office ⁽¹⁰²⁻³⁾	209 KKP Tower, Sukhumvit 21 (Asoke), Khlong Toey Nua, Wattana, Bangkok 10110
Company Registration No.	0107536000986
Tel./ Fax.	0 2165 5555/ 0 2256 9933
Website	www.kkpfg.com

Scale of the Organization⁽¹⁰²⁻⁷⁾

Information as of 31 December 2020⁽¹⁰²⁻⁷⁾



Total assets
354,468
million baht



Total liabilities
308,776
million baht



Total shareholders' equity
45,692
million baht

Number of Bank Branches⁽¹⁰²⁻⁶⁾

64 branches

Northern Thailand
6 branches

Northeastern Thailand
6 branches

Central
Thailand
5 branches

Eastern Thailand
7 branches

Bangkok Metropolitan
Region
34 branches

Southern Thailand
6 branches

Information on Employees and Other Workers of Kiatnakin Phatra Bank⁽¹⁰²⁻⁷⁾



Number of Employees ⁽¹⁰²⁻⁷⁾

3,761 employees

Number of Employees by Employment Type ⁽¹⁰²⁻⁸⁾

Gender	Year	Full-Time Employees	Contract Employees	Total
Male	2018	1,698	26	1,724
	2019	1,570	15	1,585
	2020	1,445	13	1,458
Female	2018	2,526	48	2,574
	2019	2,472	11	2,483
	2020	2,297	6	2,303

Number of Employees by Area of Workplace ⁽¹⁰²⁻⁸⁾

Gender	Year	Head Office	Bangkok Metropolitan Region	Other Provinces
Male	2018	948	217	559
	2019	922	182	481
	2020	885	133	440
Female	2018	1,638	368	568
	2019	1,652	323	508
	2020	1,613	230	460

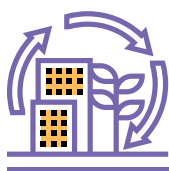
Number of Student Interns

2018	2019	2020
32	24	Internships were canceled because of the COVID-19 pandemic.

Membership of Associations ⁽¹⁰²⁻¹³⁾

The Group is a member of the following organizations and partnership networks, which are established for economic and social purposes and provide operational guidelines and standards for financial institutions and sustainable development.

- Thai Listed Companies Association
- Thai Bankers' Association and Clubs under the Thai Bankers' Association
- Thai Private Sector Collective Action Coalition Against Corruption (CAC)
- Thai Investors Association
- Thai Chamber of Commerce
- Society for Worldwide Interbank Financial Telecommunication (Thailand) Association
- Thai Hire-Purchase Association
- The Valuers Association of Thailand
- Association of Used Car
- CSR Club, Thai Listed Companies Association (now Thailand Responsible Business Network)
- Compliance Club, Association of Thai Securities Companies
- Custodian Club



KKP Sustainable Development

The Group places emphasis on sustainable business operation under its vision “to attain business growth along with the success of clients and society” while contributing to both society and the nation. Its business practices take into consideration environmental, social and governance

(ESG) issues and stakeholders’ expectations, while aiming to generate good returns for shareholders and build a long-term corporate growth in line with the concept of “sustainable banking”.



Economic and Governance Aspects

Goal

To be an organization that provides sustainable returns on investment.

Performance Guidance for Sustainability

Promote a corporate governance culture, internal control and audit systems, and strong risk management in all organizational levels. Support all forms of anti-corruption and provide effective, fair and non-discriminatory channels for receiving information/complaints.



Environmental Aspect

To be an environmentally responsible organization.

Conduct business with environmental responsibility and adopt responsible lending and investment practices, including operating in compliance with the environmental laws, assessing environmental risks and impacts in operational processes, promoting environmentally friendly products/services and encouraging efficient use of resources.



Social Aspect

To be an organization of choice for both employees and clients and recognized in society.

Promote the wellbeing and career advancement of employees. Improve the wellbeing and quality of life of people in society by promoting financial literacy and access to essential financial services, designing products/services that benefit and meet the needs of clients and strictly protecting client data security and privacy.

Sustainability Operations Structure

The Group strives to drive and integrate sustainable development into the organization's operations in a concrete manner and upholds the spirit of operating with environmental, social, and governance (ESG) concerns in line with the UN Sustainable Development Goals (SDGs). We are committed to our responsibility to stakeholders while creating good return on investment and building long-term, stable growth. We have set up the Corporate Sustainability Development Team under the Office of Corporate Communication and Marketing to develop sustainability planning and implementation frameworks and carry out sustainable development activities. The team also plays a role in compelling relevant internal

units to implement plans, following up on the results of implementation, and collecting information to prepare reports and disclose to the public while the Board of Directors is responsible for approving and supervising operations to ensure that the goals are achieved. The Corporate Sustainability Development Team reports to the Board of Directors on an annual basis.

For the year 2020, the Bank prepared its first sustainability report in accordance with the Global Reporting Initiative (GRI) Framework. Such report covers 27 material sustainability aspects, linking its sustainability performance to the United Nations Sustainable Development Goals (SDGs).





Stakeholder Engagement




(102-40, 102-42, 102-43, 102-44)

The Group places importance on stakeholder engagement as a basis for accurately and thoroughly determining material sustainability issues based on their priorities and necessities. It has also established written guidelines for stakeholder treatment in the Corporate Governance Policy and Corporate Social Responsibility Policy.

The Group divides its stakeholders into eight groups, dividing into internal stakeholders, namely employees, and external stakeholders which are shareholders/

investors, regulatory agencies, clients, business partners, competitors, creditors and communities/society, using the guidelines of the SET. ⁽¹⁰²⁻⁴²⁾ Relevant internal units engage with stakeholders through CSR-in-process activities, such as meetings, seminars, clients' opinion/satisfaction surveys and employee engagement surveys to obtain the information needed to determine appropriate actions in response to concerns and expectations of each stakeholder, as follows:



Stakeholder Groups (102-40)	Communication Channels (102-43)	Frequency of Engagement (102-43)	Interests and Expectations (102-44)	The Group's Engagement Approach (102-43)
 Shareholders/ Investors	<ul style="list-style-type: none"> Annual general meeting of shareholders. Analyst meeting. Meetings to provide information to shareholders, investors, and the public, both individually and in groups. Disclosure of information through the SET portal of the Stock Exchange of Thailand. Inquiries to Investor Relations and Company Secretary. Annual report. Annual registration statement (Form 56-1). Sustainability report. Company website. 	<p>Once a year</p> <p>Once a year</p> <p>Regularly</p> <p>Regularly</p> <p>Regularly</p> <p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Regularly</p>	<ul style="list-style-type: none"> Appropriate return on investment and dividend. Stable operating results and sustainable growth. Transparent and fair operations under a corporate governance framework. Effective risk management. Obtain relevant and material information on the corporation on a timely and equitable basis. 	<ul style="list-style-type: none"> Operate in accordance with the corporate governance policy. Produce good operating results under a sound and prudent risk management program. Disclose accurate information to shareholders in a transparent, accountable, and timely manner. Appropriately arrange for a shareholder meeting; facilitate the exercise of shareholders' rights to participate and vote in a shareholder meeting; furnish shareholders with sufficient and timely information; allow shareholders to submit questions in advance of a general meeting; to place items on the agenda of a general meeting, and to nominate the members of the Board; allow shareholders to ask questions/ provide comments and suggestions in a shareholder meeting; record questions and answers and report them in the meeting minutes.
 Regulators	<ul style="list-style-type: none"> Discussion meeting between management and regulators. Audits required by regulators. Form 56-1. Reporting information to the Stock Exchange of Thailand. Submission of reports as required by the law. 	<p>As required by regulators</p> <p>As required by regulators</p> <p>Annually</p> <p>Regularly</p> <p>As required by regulators</p>	<ul style="list-style-type: none"> Operate in compliance with relevant laws and regulations. Operate with good corporate governance, transparency, and responsibility toward society and the environment. 	<ul style="list-style-type: none"> Develop business policies and practices in accordance with applicable laws and regulations. Set up a supervisory unit to coordinate with regulators and internal units within the corporation. Furnish resources and information to support the inspection process of regulators.
 Customers	<ul style="list-style-type: none"> Meetings with individual customers. Comments, suggestions, and complaints through such channels as KKP Contact Center, KKP Biz Contact Center, Customer Care Center, and bank officers or representatives. Training and seminars for customers and the public. Public relations through websites, social media, etc. Product/ service data sheets. Economic reviews. Investment advice. 	<p>Regularly</p> <p>Regularly</p> <p>Regularly</p> <p>Regularly</p> <p>Regularly</p> <p>Regularly</p> <p>Regularly</p> <p>Regularly</p>	<ul style="list-style-type: none"> Financial products/ services at reasonable prices and full and accurate product/ service information. Products/ services that meet the needs of customers. Convenient and fast access to products/ services. Quality services. Appropriate and timely financial information and investment advice. Customer confidentiality and privacy protection. Duly receive interest and refund payments. Stable online service system, able to provide fast, uninterrupted, and safe services. Listen to problems and take corrective and remedial actions when problems arise. Equal access to services. 	<ul style="list-style-type: none"> Develop products/ services and access channels to meet the varying customer needs and lifestyles. Disclose product/ service information accurately and fully. Continuously develop employee capabilities, including financial knowledge and service excellence. Organize training and seminars to provide understanding of finance, investment, financial discipline, and cybersecurity. Conduct a customer satisfaction survey on a regular basis and use the survey results to improve performance. Set up channels to receive comments, suggestions, and complaints, and a responsible unit to handle problems for customers when complaints arise. Communicate confidentiality, privacy, and personal data security policies to ensure strict compliance by every employee. Appropriate and effective cyber risk management.

Stakeholder Groups
(102-40)



Suppliers and Outsourcers

Communication Channels
(102-43)

- Meetings with suppliers.
- Brainstorming to develop new products, innovations, or work practices.
- Relationship-building activities.
- Supplier visit and comment and complaint channels.
- MOUs between suppliers and the Bank prior to transactions.
- Listening to problems and difficulties in order to improve, and regularly communicating with suppliers.
- Participation in marketing activities with suppliers, both internal and external activities.

Frequency of Engagement
(102-43)

- Regularly
- Regularly
- Regularly
- Regularly
- Every supplier
- Regularly
- Regularly

Interests and Expectations
(102-44)

- Fair and transparent selection of suppliers.
- Fair and equitable treatment of suppliers.
- Compliance with contract terms and conditions.
- Maintaining long-term relationships.
- Fair prices, no corruption in procurement.

The Group's Engagement Approach
(102-43)

- Conduct business with suppliers in accordance with policies and contract terms and conditions.
- Furnish accurate and clear information to suppliers in an equitable manner.
- Communicate anti-corruption policy to suppliers.
- Set up channels to receive suggestions and complaints from suppliers.
- Determine the roles, duties, service terms and conditions for suppliers to comply with.



Employees

- New employee orientation.
- Training for employees at all levels.
- Internal communication within the organization.
- Employee engagement survey.
- Complaint channels.
- Communication from management to employees.
- Employee engagement activities.

- Monthly
- Regularly
- Regularly
- Once every two years
- Regularly
- Regularly
- Regularly

- Appropriate and fair remuneration, benefits, and welfare.
- Career advancement promotion.
- Skills and knowledge development opportunities.
- Occupational health and safety.
- Appropriate workplace and equipment.
- Listening to employee opinions.
- Work-life balance.
- Fair and non-discriminatory treatment.

- Properly manage remuneration and benefits.
- Treat employees fairly and provide opportunities for employees at all levels to grow in their careers.
- Improve welfare structure to be able to meet the needs of employees.
- Provide training courses to improve knowledge and skills of employees.
- Improve work environment to occupational health and safety standards.
- Conduct an employee engagement survey and assessment on a regular basis.
- Set up complaint channels and a responsible unit to solve problems.
- Organize projects to promote a healthy work-life balance and to strengthen unity within the corporation.



Competitors

- Meetings to share ideas and cooperation projects.

- Conduct business and compete with honesty, transparency, and fairness.
- Build a competitive advantage from superior performance, not from unethical and illegal conduct.

- Establish policies and measures against unfair competition.
- Allow customers to choose freely when they want to switch to another service provider.



Stakeholder Groups (102-40)



Creditors



Communities/ Society

Communication Channels (102-43)	Frequency of Engagement (102-43)	Interests and Expectations (102-44)	The Group's Engagement Approach (102-43)
<ul style="list-style-type: none"> Receive suggestions and complaints through Call Center, relationship manager (RM), Treasury Operations Department, or the registrar listed in the prospectus. Relationship-building activities and providing knowledge in various forms on a regular basis. 	<p>Regularly</p> <ul style="list-style-type: none"> 5 financial literacy activities for communities, youth, students, and university personnel. 4 activities to teach employees to make cloth masks to share during the COVID-19 pandemic. 2 blood donation activities. 	<ul style="list-style-type: none"> On-time interest payments and principal repayments. Disclosure of information and communication on a regular and equitable basis. 	<ul style="list-style-type: none"> Interest payments and principal repayments must be duly and carefully made through the operating system and verified by the responsible officer every time. Provide stakeholders with accurate and full information required by regulators on an equitable basis, in strict compliance with the guidelines set by BOT, SEC, SET, and ThaiBMA.
<ul style="list-style-type: none"> Community participation in social activities. Community relations activities through employee volunteer programs. 	<p>Regularly</p> <ul style="list-style-type: none"> Community relations activities through employee volunteer programs. 5 financial literacy activities for communities, youth, students, and university personnel. 4 activities to teach employees to make cloth masks to share during the COVID-19 pandemic. 2 blood donation activities. 	<ul style="list-style-type: none"> Operate with good corporate governance and social and environmental responsibility. Promoting the wellbeing and quality of life of communities. Providing financial literacy to help communities make financial plans efficiently and to choose financial products/ services that meet their needs and ability to repay. 	<ul style="list-style-type: none"> Operate with good corporate governance and social and environmental responsibility. Participate in social development through campaigns to provide financial discipline knowledge to communities, students, and the disadvantaged in order to promote quality of life and the country's strong economic system. Encourage employees to apply their skills and expertise in social development by becoming a speaker to provide financial discipline knowledge. Financially support social, community, religious, and environmental development activities on a regular basis.



Defining Material Aspects and Boundaries

(102-46, 102-47)

In 2020, the Bank implemented the Principles for defining report content described in the GRI Standards in order to define material sustainability aspects and boundaries for developing its strategic plan, setting

an operational framework within the organization, and reporting the organization's economic, environmental, and social impacts, corresponding to stakeholder expectations and interests.

Materiality Assessment Process



1. Identification

- Gather relevant sustainability topics by studying sustainability impacts related to the organization's business activities, compared with issues deemed important within the same industry and in the context of global sustainability and changes, Dow Jones Sustainability Indices (DJSI), and the sustainability disclosure standards relevant to the banking industry set by the Sustainability Accounting Standards Board (SASB).
- Identify material aspects through a workshop involving executives and section chiefs acting as representatives of different stakeholder groups, which include shareholders/ investors, regulators, customers, suppliers, employees, competitors, creditors, and communities/ society.



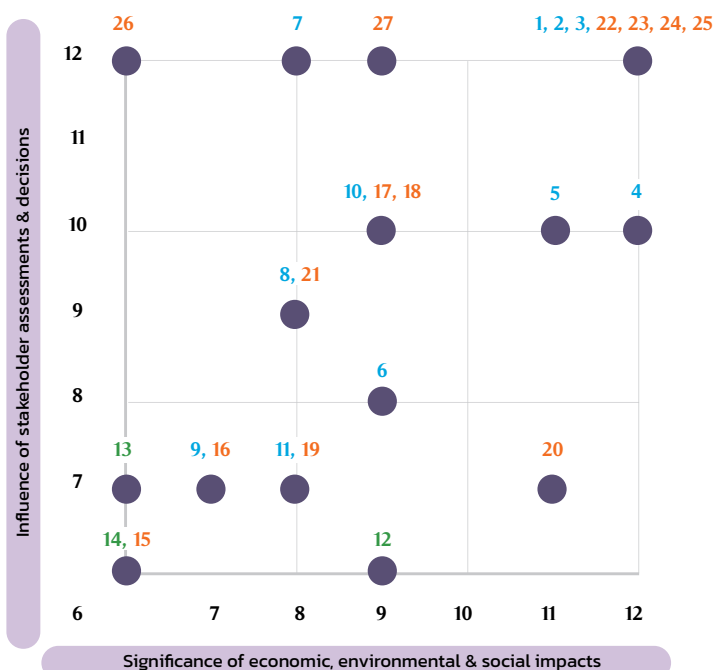
2. Prioritization

- Prioritize the identified aspects that are important to the Bank's business activities and of interest to stakeholders. Material aspects are divided into low, medium, and high levels of priority along two axes, as follows:
X-axis: Sustainability aspects important to the organization
Y-axis: Sustainability aspects important to stakeholders



3. Validation

- Submit material aspects to senior executives of the Bank for validation to ensure that all relevant topics important to stakeholders and their impacts have been covered. These material aspects will serve as a guidance for sustainability operations planning and sustainability reporting. The aspects material to the organization's sustainability operations and their boundaries can be identified as follows:



Economic and Governance Dimension

1. Anti-Corruption
2. Anti-Crime Policy and Measures
3. Socioeconomic Compliance
4. Systemic Risk Management
5. Product Design and Lifestyle Management
6. Environmental and Social Impacts of Investments, Products and Services
7. Controversial Issues, Dilemmas in Lending and Financing
8. Product Portfolio
9. Green Finance
10. Economic Performance
11. Innovation and Digitalization

Environmental Dimension

12. Effluents and Waste
13. Energy
14. Supplier Environmental Assessment

Social Dimension

15. Supplier Social Assessment
16. Human Rights Assessment
17. Training and Education
18. Talent Attraction and Retention
19. Employment and Employment Practices
20. Labor Management and Relations
21. Occupational Health and Safety
22. Marketing and Labeling
23. Financial Consumer Protection
24. Data Security
25. Customer Privacy
26. Financial Consumer Protection
27. Financial Literacy



4. Review

- To achieve the sustainability goals, the Bank has set in place a process for reviewing sustainability topics and content, as well as their levels of priority, and for receiving stakeholder feedback, which will be used to determine the direction of the organization's sustainability operations and to improve the report content for the next reporting cycle.



Results of the Assessment of Material Aspects and Reporting Boundaries

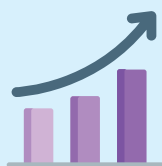
(102-46)

Material Aspects ⁽¹⁰²⁻⁴⁷⁾	Impact Boundaries ⁽¹⁰²⁻⁴⁶⁾									Topics in the Report
	Within the Organization	Outside of the Organization								
	Kiatnakin Phatra Bank	Shareholders/ Investors	Regulators	Customers	Suppliers	Employees	Competitors	Creditors	Communities/ Society	
Economic and Governance Dimension										
Anti-corruption	✓	✓	✓	✓	✓	✓		✓	✓	Corporate Governance and Business Ethics
Anti-Crime Policy and Measures	✓		✓	✓		✓			✓	
Socioeconomic Compliance	✓		✓	✓					✓	
Systemic Risk Management	✓	✓	✓	✓	✓	✓	✓	✓		Risk and Crisis Management
Product Design and Lifecycle Management	✓		✓	✓					✓	Responsible Lending and Investing
Environmental and Social Impacts of Investments, Products, and Services	✓		✓	✓					✓	
Controversial Issues, Dilemma in Lending and Financing	✓		✓	✓					✓	
Product Portfolio	✓		✓	✓					✓	
Green Finance	✓		✓	✓					✓	
Economic Performance	✓	✓	✓	✓	✓	✓		✓		Economic Impacts
Innovation & Digitalization	✓			✓						Innovation and Degitalization

Material Aspects ⁽¹⁰²⁻⁴⁷⁾	Impact Boundaries ⁽¹⁰²⁻⁴⁶⁾									Topics in the Report
	Within the Organization	Outside of the Organization								
	Kiatnakin Phatra Bank	Shareholders/ Investors	Regulators	Customers	Suppliers	Employees	Competitors	Creditors	Communities/ Society	
Environmental Dimension										
Effluents and Waste	✓									Environmental Dimension
Energy	✓									
Supplier Environmental Assessment	✓				✓					Supply Chain Management
Social Dimension										
Supplier Social Assessment	✓				✓					Supply Chain Management
Human Rights Assessment	✓			✓	✓	✓				Human Rights
Training and Education	✓					✓				Human Resource Management
Talent Attraction and Retention	✓					✓				
Employment and Employment Practices	✓					✓				
Labor Management and Relations	✓					✓				
Occupational Health and Safety	✓					✓				Occupational Health and Safety
Marketing and Labeling	✓		✓	✓						Delivering Excellent Customer experience
Financial Consumer Protection	✓		✓	✓						
Data Security	✓	✓	✓	✓	✓					
Customer Privacy	✓		✓	✓						
Access and Affordability	✓		✓	✓					✓	Promotion of Access to Financial Services
Financial literacy	✓		✓	✓		✓			✓	Financial Literacy



Performance Highlights in 2020



Economic and Governance Dimension

- Economic value retained amounted to **9,356 million baht**
- **More than 1,000,000 transactions** made through KKP e-Banking, **valued at over 11,896 million baht** (transactions up from 2019 by 164.42% and value up by 57.06%).
- Launched “KKP Start Saving” account service through the TrueMoney Wallet application for the first time in Thailand.
- Launched a real-time credit history and credit score checking service via the KKP e-Banking application for the first time in Thailand.
- Launched KKP SET50 ESG.
- Value of loans supporting environmentally friendly businesses amounted to **2,175 million baht**



Environmental Dimension

- **20.5% non-renewable fuel consumption reduction** compared to the year 2019
- **10.48% water consumption reduction** compared to the year 2019
- Emission (Scope 1 and Scope 2) of **6,111.35 tons of carbon dioxide**, equivalent to a reduction of 6.75% compared to the year 2019



Social Dimension

Customer Care

- Customer satisfaction for branch services was **96.25%** (higher than the 90% target).

Business Partner Care

- New car dealers' satisfaction was **95.53%** (higher than the 90% target).
- Used car dealers' satisfaction was **94.44%** (higher than the 90% target).

Employee Care

- Employee engagement score was **72%** (from a full score of 100).
- **Average** employee training hours were **19.01 hours/ person/ year** (increased by 2.9 hours/ person/ year from the year 2019).

Communities and Society

- Provided financial literacy to **more than 35,600 people** (customers, employees, communities, and the disadvantaged).
- **2,440** employee **volunteer hours**

Economic and Governance Dimension





Corporate Governance and Business Ethics

Corporate governance (102-18)

The Board of Directors believes that good corporate governance will enable the Bank and companies in The Group to have an efficient, transparent, accountable, and fair management system. The ethical and social responsibility framework will enhance credibility and increase competitiveness, creating long-term stability and a strong foundation for The Group.⁽¹⁰³⁻¹⁾ Therefore, it is the duty of the Board of Directors, executives, and every employee of The Group to comply with the principles and practices set forth in the Corporate Governance Policy for the benefit of the Bank, The Group, shareholders, customers, stakeholders, communities, and society at large.

The Bank has disclosed information about its Corporate Governance Policy on the website (www.kiatnakinphatra.com) and has communicated and disseminated the policy through its Compliance Data Connect to ensure that employees and executives are informed about the policy and comply strictly with it in their operations.⁽¹⁰³⁻²⁾

Kiatnakin Phatra Bank Principles of Corporate Governance

The Board of Directors is aware of the responsibility toward stakeholders and is therefore committed to operating in accordance with the principles of corporate governance. It has established the Bank's Corporate Governance Policy in writing, which is presented in five categories as follows:

Category 1: Rights of Shareholders

Category 2: Equitable Treatment of Shareholders

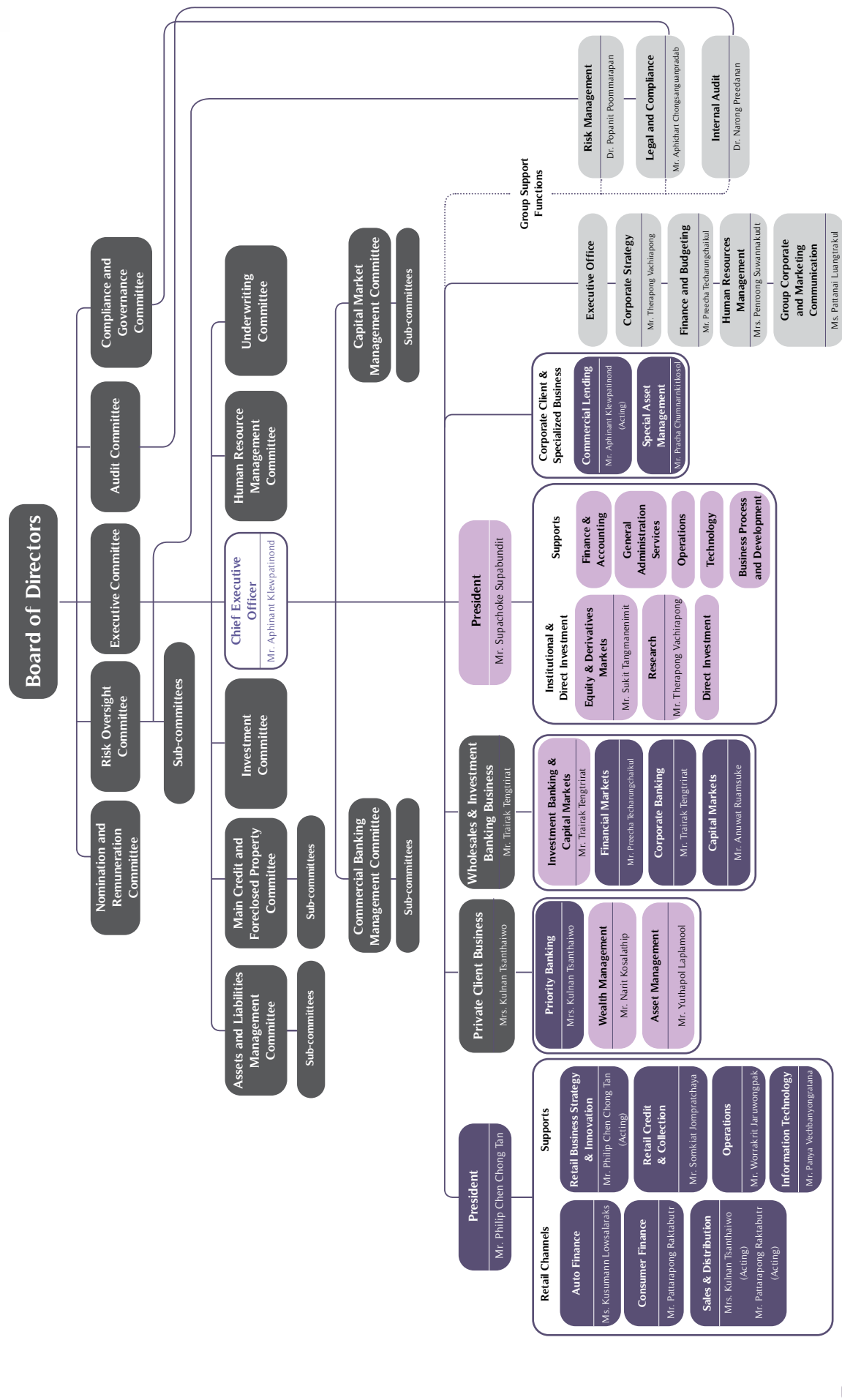
Category 3: Roles Toward Stakeholders

Category 4: Information Disclosure and Transparency

Category 5: Responsibilities of the Board of Directors

The Board of Directors reviews and revises the Bank's Corporate Governance Policy on a regular basis, which serves as guidelines for practice and raises the corporate governance standards of The Group to be comparable to international standards. The latest revision of the policy was approved by the Board of Directors Meeting No. 12/2563 on 12 November 2020 to ensure consistency with current operations and relevant regulations.

For more information about corporate governance compliance, please see our **Annual Registration Statement/Annual Report 2020 (Form 56-1 One Report), Part 2 Corporate Governance.**⁽¹⁰³⁻²⁾

Governance Structure⁽¹⁰²⁻¹⁸⁾



Internal Control

The Group places importance on corporate governance principles and requires that its executives and employees comply with the following guidelines:

- Promote, support, and create access to internal control to build a good relationship between executives and employees and promote understanding of their roles and duties through corporate communication activities endorsed by senior management.

- Promote and encourage all organizational units to develop their own self-governance and internal control processes in accordance with COSO Enterprise Risk Management. ⁽¹⁰³⁻²⁾

For more information about internal control, please see our **Annual Registration Statement/ Annual Report 2020 Form 56-1 One Report**), **Part 2 Corporate Governance, 9.1 Internal Controls.** ⁽¹⁰³⁻²⁾

Business Ethics

The Board of Directors approved the review and revision of The Group's Guidelines for Business Conduct in 2017 to ensure consistency with the Banking Industry Code of Conduct pursuant to the Memorandum of Understanding and Agenda for Cooperation to Develop "Commercial Bank Code of Conduct Toward Sustainable Economic Development." This will serve as a standard for the banking industry in conducting business in an honest and ethical manner and in assuring customers that they will receive fair services and accurate product information before making a decision to use a service. The revision also aimed to ensure that the Business Ethics is in line with the Securities and Exchange Act and Business Ethics for Capital Market Operators. The revised Business Ethics applies to all organizational units of the Bank and companies in The Group, effective from 15 September 2017 onwards.

The Group has defined key principles in the Guidelines for Business Conduct as follows:

1. Conflict of interest
2. Self-dealing
3. Duty of confidentiality
4. Market conduct

5. Treating others with respect and honor
6. Protecting The Group's data and assets
7. Written and electronic communication
8. Legal compliance
9. Promoting compliance with the Business Ethics

The guidelines will be reviewed regularly or whenever there are significant changes caused by internal or external factors to be submitted to the Board of Directors or designated committee for approval.

Interested persons can read the full version of Kiatnakin Phatra Financial Group's Guidelines for Business Conduct on our website <https://ir-th.kkpfpg.com/misc/cg/20200825-kkp-businessconduct-th.pdf>.

Monitoring Compliance with Business Ethics

The Group considers that compliance with the Business Ethics is a duty of directors, executives, and all employees, who are required to monitor situations that may conflict with the business conduct standards of The Group. They are also expected to report illegal and unethical behavior. Employees and other stakeholders can communicate with the Bank by sending electronic mail to the Independent Director directly, as indicated on

the Bank's website <https://bank.kkpfpg.com/th/Complaint-Form> or contact the Call Center via phone or online form on the Bank's website. Communication can also be done by fax, postal mail, and in person.

Furthermore, the Bank's employees can contact the Chairman of the Board, Chief Executive Officer, President, or Chief Governance Officer directly to report information or complaints about illegal or unethical acts, suspicions of corruption, or misconduct of employees in the organization. The Bank has a mechanism to protect whistle-blowers and informants and will keep their information, complaints, and evidence confidential. Such information will be known only by the assigned and related persons. The complainant can also opt to file a complaint confidentially and anonymously. (For more information, see the topic **Whistleblowing and Complaint Reporting**, pages 34 - 35).

The Group has set procedures for following up on complaint handling and investigations, and for imposing fair and non-discriminatory disciplinary actions against employees who do not comply with laws and rules. Furthermore, compliance with the Business Ethics is monitored, evaluated, and audited regularly by the Legal and Compliance Department and Internal Audit Office. The audit results will be reported to the Compliance and Governance Committee and Audit Committee.

In-house Training on Business Ethics

The Group offers an e-learning course on Business Ethics, which is compulsory for new employees. The Board of Directors, senior executives, and employees at all levels are required to review their knowledge and understanding annually and to take a test with a required pass score of 100% in order to maintain performance standards.

Socioeconomic Compliance ^(103-1, 103-2)

Kiatnakin Phatra Financial Group places importance on compliance with laws and regulations of regulators to promote operations under good corporate governance. This is an important basis on which to achieve stable, sustainable, and transparent business conduct with consideration for stakeholders such as shareholders, customers, and depositors. Moreover, The Group strives to build a strong compliance culture, considers potential risks from the organization's activities, and conducts business that is fair to consumers, which will help support sustainable economic and social growth. ⁽¹⁰³⁻¹⁾ The Group has the following guidelines for legal compliance:

Management Approach to Ensure Legal Compliance ⁽¹⁰³⁻²⁾

- Put in place the Compliance Policy approved by the Compliance and Governance Committee (CG Committee) as The Group's core policy to provide guidelines for regulatory compliance and compliance culture building.
- Establish the Compliance and Governance Committee (CG Committee) to supervise the organization's compliance with laws, rules, regulations, standards, and practices required by government authorities. It also ensures corporate governance implementation to enable the organization to operate within the framework of applicable laws and regulations.
- Set up the Compliance Unit under the Legal and Compliance Department to be in charge of supervising relevant units in the organization to ensure compliance with laws, rules, regulations, standards, and practices required by government authorities. It also provides compliance consulting



services to relevant units and compliance monitoring services to enable the organization to operate within the framework of applicable laws and regulations.

- Adopt the Compliance Charter, which defines the scope of rights, roles, duties, and responsibilities in relation to regulatory compliance as follows:
 - Prepare the Annual Compliance Report and Annual Compliance Plan.
 - Summarize and provide information on any legal and regulatory changes or re-enforcements or laws and regulations related to new products and transactions to directors, executives, and relevant employees to ensure compliance.
 - Provide advice and suggestions on legal and regulatory compliance and identify compliance risks in relation to a new product or business launch process and operational change to the Bank's internal units and companies in The Group. Assess the suitability of processes and practices related to compliance with the laws and rules of government authorities and rules set by The Group.
 - Provide training and communication to educate employees about relevant laws and rules on a regular basis.
 - Conduct compliance testing to randomly review compliance with governmental rules, directives, regulations, and work manuals, including recommending ways to improve, and following up on improvements.
 - Report non-compliance to the Compliance and Governance Committee and relevant senior management of the Bank and companies in The Group. Monitor the performance of relevant units as suggested by government authorities and regulators and, when an unlawful conduct

with serious consequences is found, immediately report to the Board of Directors and relevant senior management.

- Set up a database of external and internal laws and regulations to serve as a body of knowledge and compliance tool to help manage and control compliance risks.
- Coordinate and cooperate with relevant government authorities and regulators. Explain, communicate, train, educate, advise, supervise, and follow-up to ensure that relevant units within the organization properly comply with legal requirements.

Socioeconomic Compliance ⁽¹⁰³⁻²⁾

The operations of financial institutions are required to comply strictly with regulators and a range of applicable laws. The socioeconomic law is one such important law as it is directly related to customers of The Group and is connected to the economy and society at large.

An example of significant socioeconomic compliance in 2020 is the market conduct management as per the Notification of the Bank of Thailand. The Market Conduct Policy has been put in place to govern practices within the Bank in nine work systems as follows:

1. Corporate culture and roles and responsibilities of the Board of Directors and senior management

The Bank has appointed the Chief Executive Officer to be in charge of ensuring fair and effective customer services. A responsible person or unit is assigned to oversee services in different systems to make sure customers are provided with fair services and personnel and equipment are sufficient for business volume and efficient operation. Moreover, a responsible person is assigned to supervise and monitor operation, report to the management in charge regularly and

report material issues to the Board of Directors, and continuously develop employee capability.

2. Product development and client segmentation

The Bank has developed products that suit the needs, financial abilities, and comprehension of different customer segments, employees' ability to sell, and work system requirements. It also controls the quality of sales to ensure that customers receive products that are fair in terms of both price and sales conditions.

3. Remuneration scheme

The Bank takes the quality of services into account in determining remuneration rates and punishment measures for employees involved in providing services to customers, as well as executives overseeing them to ensure delivery of fair services.

4. Sales process

The Bank has developed a sales process to provide customers with complete information needed to make informed decisions and to ensure that they receive products and services that meet their needs, financial abilities, and comprehension. The process involves pre-sales/ service preparation, work system availability, selecting employees with knowledge and understanding of the products offered, and sales tools, such as sales sheets containing complete product information, benefits, and precautions. A customer analysis and segmentation is conducted and the Know Your Customer checks are performed to offer products and provide information and cautions appropriate for each customer group. Moreover, post-sales information is provided to inform customers when there are changes in product or service terms and conditions.

5. Communication and training

The Bank provides training for and communicates

with employees at all levels involved in customer services to promote awareness of the importance of fair services and to ensure that employees are equipped with adequate knowledge and the ability to properly deliver fair customer services.

6. Data privacy

The Bank has put measures in place to protect customer privacy and keep customer information safe and secure to prevent unauthorized access, use, changes, modification, disclosure, and loss of personal data. Customers have the right to choose whether they consent to disclosing their information for the purposes of sales promotions or public relations, and whatever decision they make will not affect their rights to use products. Notwithstanding, the Bank must obtain customer consent to disclose their information for marketing purposes.

7. Problem and complaint handling

The Bank has set up a unit to receive complaints from customers directly and complaint channels that align with customer behaviors. Customers are also informed of these channels and procedures for reporting problems or complaints. A system has been set up to monitor the progress of complaint handling to ensure that complaints are dealt with according to the guidelines and within the required timeframe. There is also a system to check the quality of complaint handling and measures to resolve problems and remedy or compensate customers.

8. Three Lines of defense

The Bank has set up an operational control and audit process and assigned a responsible person or unit to support the monitoring and audit process according to the three lines of defense model, as follows:



The first line of defense consists of internal control and day-to-day operation audit.

The second line of defense is a compliance oversight function to check whether operations comply with the required rules and also includes risk management.

The third line of defense is auditing to assess the adequacy of various measures.

9. Operation and business continuity

The Bank has an operating system, systemic risk management, and business continuity and contingency plans to ensure that customer orders or wishes will be handled in a proper and timely manner and that customers will receive uninterrupted and fair services. The business contingency plan covers important procedures to ensure business continuity without affecting customer transactions.

In 2020, the Bank had no issues with non-compliance with laws and regulations in the social and economic area. ^(103-3, 419-1)

Compliance with Measures of Regulators to Assist Socially and Economically Affected Customers ⁽¹⁰³⁻²⁾

In addition to strictly complying with applicable laws, the Bank has also complied with the guidelines and measures set by regulators to provide assistance to socially and economically affected customers in various situations. For example:

- Compliance with the Bank of Thailand Circular Letter No. Thor Por Thor. Phor Nor Sor. (23) Wor. 276/2563 Re: Guidelines for Providing Assistance to Debtors Affected by Thailand's Economic Situations.

- Compliance with the Bank of Thailand Circular Letter No. Thor Por Thor. Phor Nor Sor. (01) Wor. 380/2563 Re: Measures to Provide Additional Assistance to Debtors during the COVID-19 Pandemic.
- Compliance with the Bank of Thailand Notification No. Sor Kor Sor 1.3/2563 Re: Debt Payment Deferral for Enterprises Affected by the COVID-19 Pandemic.

The Bank has provided debt payment deferral procedures and measures to help lessen suffering so that customers can get through difficult times. For more information, see the topic **Action taken during the COVID-19 Pandemic Caring for Customers**, pages 120 - 121.

Anti-Corruption

Corruption is a serious problem that obstructs the economic and social development of the country. The Group is committed to conducting business with honesty and transparency by upholding the Principles of Corporate Governance, Business Ethics, and the spirit of anti-corruption. We are aware that corruption is a serious matter as it will affect stakeholder trust and credibility toward the organization and may cause the business value to decrease in the future. ⁽¹⁰³⁻¹⁾

Policy and Measures Against Fraud and Corruption ⁽¹⁰³⁻²⁾

The Bank and Financial Group have put the Anti-Corruption Policy in place to prohibit employees from bribing and giving gifts or money to any persons, government officials, or companies in order to gain an improper business advantage or to influence business operations. This includes all forms of money-giving, whether legal or not. However, giving money or gifts

(including entertainment) to officers, directors, and employees of, or persons associated with, governmental or government-controlled organizations, when it is unavoidable to do so, must follow the Bank's rules and regulations. For example, employees are prohibited from demanding or accepting corruption for their own benefit or the benefit of their families, friends, and acquaintances, and the Bank will not cooperate in or support any activities that are illegal, associated with corruption, or dangerous to society and national security.

Joining a Network Against Fraud and Corruption ⁽¹⁰³⁻²⁾

The Bank and companies in The Group have signed a declaration of intent to join the Thai Private Sector Collective Action Against Corruption (CAC), ⁽¹⁰²⁻¹³⁾ which is endorsed by the government and Office of the National Anti-Corruption Commission and have been certified as members of the CAC with a membership renewal every three years. The Bank was certified for its second membership renewal on 31 December 2020.

To express a strong determination to fight against all forms of corruption, to ensure transparency in operations, and to promote good governance in accordance with the principle of Thai Private Sector Collective Action Against Corruption (CAC), the Bank and other members of the Thai Bankers' Association have issued a declaration of intent in the No Gift Policy, which is in line with the policy implemented by the Bank and companies in The Group since 2015.

The Bank conducts an assessment of risks associated with anti-corruption once every three years. In 2020, the Bank conducted an anti-corruption risk assessment at 122 units within the organization (100%) that had a likelihood of corruption, and found corruption risk 42 units (34%)

Communication about Anti-Corruption Policy and Procedures ⁽²⁰⁵⁻²⁾

Internal Communication

The Group has communicated its Anti-Corruption Policy and related regulations and explained the roles and duties of employees in reporting corrupt activities. It has also provided protection for whistle-blowers and will not demote, punish, or negatively treat employees who refuse to engage in corruption even if such a refusal will cause The Group to lose business opportunities. Communication with directors, executives, and employees is done through such channels as internal communication emails to employees of the Bank and companies in The Group and e-learning training on the Anti-Corruption Policy for all executives and employees. Employees are required to review their anti-corruption knowledge and understanding annually and to take a test with a required pass score of 100% in order to ensure that they have a good understanding of the Anti-Corruption Policy.

Total Number of Employees Received Training on Anti-Corruption in 2020 ^(103-3, 205-2)

Employees	Number of Employees Received Training	%
Existing employees	3,721	100
New employees (starting after 1 January 2020)	122	100



External Communication

The Group takes communicating anti-corruption policy and procedures seriously and has communicated this issue to the public and stakeholders through various channels such as the Bank's website, annual report, and sustainability report. Furthermore, we have sent a letter of intent to inform our customers about the Bank's services based on corporate governance and anti-corruption principles. We have also informed every supplier/ contractor of the Bank's Anti-Corruption Policy by including the Bank's intention on anti-corruption in the contract or procurement agreement between the Bank and the supplier/ contracting party, with a statement requiring them to comply with Thailand's anti-corruption law.

In addition, during the New Year, The Group expressed its intention to provide services based on corporate governance and anti-corruption principles to stakeholders by sending e-cards to suppliers/ customers and posting on the public relations webpages of the Bank and Financial Group to wish everyone a happy New Year and request that their corporation refrain from giving gifts during the New Year festival or on other occasions to directors, executives, and employees of companies in The Group. We also communicated the procedures when receiving gifts from suppliers/ customers as part of the Gift Policy to our directors, executives, and employees to be adhered to.



Anti-Crime Policy and Measures ^(103-1, 103-2)

At present, financial institutions have developed a wide variety of financial products and service channels to facilitate consumers, including face-to-face and non-face-to-face channels. Moreover, innovative technologies like financial technology or FinTech have been increasingly applied to financial services to help consumers access financial services easily and make transactions conveniently. At the same time, these channels and technologies create potential loopholes for criminals or lawbreakers to commit financial crimes such as money laundering, allowing them to move money or assets obtained illegally into the financial institution system through various forms of financial transactions more easily. It is therefore an important duty of financial institutions to set in place effective measures and procedures to prevent and manage such risk in line with the requirements of applicable laws enforced by relevant authorities. ⁽¹⁰³⁻¹⁾

For this reason, Kiatnakin Phatra Financial Group has implemented the following measures to prevent financial crimes. ⁽¹⁰³⁻²⁾

Compliance with the law on anti-money laundering and counter-terrorism and proliferation of weapon of mass destruction financing (AML/ CTPF)

- Developed the Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing Policy that is in line with the law to be used as the core policy for companies in The Group. The policy has been approved by the Board of Directors or Chief Executive Officer for all companies in The Group to comply with. The Money Laundering Compliance Department is assigned to provide advice and

supervise to ensure that relevant units within the organization comply with the policy and legal requirements.

- Conducted an assessment of AML/ CTPF risks within the organization to understand potential risks associated with threats and vulnerabilities in areas of money laundering and terrorism and proliferation of weapon of mass destruction financing and their consequences or impacts. Risk mitigation measures have been put in place to guide actions to mitigate risks within the organization.
- Performed the Know Your Customer or KYC checks and customer due diligence (CDD) before entering into a business relationship or transactions with customers. Managed AML/ CTPF risks continuously by monitoring and auditing transactions of every customer, as well as regularly reviewing customer information to ensure that it is up-to-date until the relationship with customers is ended.
- Implemented the information technology system and AML/ CTPF database by checking customer data against the list of money laundering high risk individuals and businesses and the list of designated persons involved in terrorism and proliferation of weapons of mass destruction in order to screen customers and refuse transactions with high-risk individuals.
- Reported cash transactions, asset transactions, electronic money transfers, payment transactions, and suspicious transactions to the Anti-Money Laundering Office as required by law.

- Maintained AML/ CTPF data as required by law by retaining customer identity and customer due diligence information for 10 years after ending relationships with customers and retaining transaction data for five years after the transaction date.
- Conducted an AML/ CTPF internal audit at least once a year and reported the audit results to the relevant committee or senior management.
- Screened personnel and provide AML/ CTPF training. Employees selected to work within the organization must not be involved in money laundering, terrorism, and proliferation of weapons of mass destruction. All new employees must receive AML/ CTPF training prior to employment and the existing employees must complete the training to review their AML/ CTPF knowledge at least once a year.

Measures to prevent criminals from opening bank accounts

- Placed a warning sign stating, "Getting hired to open bank accounts is a crime" on the account opening service counter at every bank branch to warn customers against committing the crime.
- The account opening officer must check the identity of applicant against the national ID card and verify the information on the national ID card against the database of the Department of Provincial Administration (DOPA) to ensure that it is correct, authentic, and up-to-date before opening accounts for customers.
- Performed KYC/ CDD thoroughly and rigorously, specially the information about occupation, objective of account opening, income, and source of funds for account opening.



- Communicated the procedural directive and provided training to employees involved in the account opening process, as well as supervising to ensure that the procedures are complied with strictly.

Auditing financial transactions as ordered by competent authorities

- such as the Anti-Money Laundering Office, Office of the National Anti-Corruption Commission, Office of the Narcotics Control Board, Department of Special Investigation (DSI), Court of Justice, Royal Thai Police, and police station to support investigations and report the results of suspicious financial transaction audits to competent authorities.

In 2020, The Group communicated and provided training on anti-crime policies, directives, and guidelines to employees and executives within the organization as follows:

Communication and Training about AML/ CTPF Policy and Law ⁽¹⁰³⁻³⁾

Employees	Total Number of Employees Received Communication/ Training	%
Existing employees	3,721	100
New employees (starting after 1 January 2020)	122	100

Communication and Training about Measures to Prevent Criminals from Opening Bank Accounts ⁽¹⁰³⁻³⁾

Unit	Total Number of Employees Received Communication/ Training	%
Bank Branches	510	100
Priority Banking	84	100
Customer Relationship Operations	7	100
Operations	2	100

Communication and Training about Procedures for Transaction Audit as Ordered by Government Authorities ⁽¹⁰³⁻³⁾

Unit	Total Number of Employees Received Communication/ Training	%
Branch Substitute Management and Operations	7	100

Whistleblowing and Complaint Reporting (103-3)

The Bank has set up channels for reporting information or complaints concerning unlawful acts, non-compliance, unethical behavior, suspicious or corrupt activities, and misconduct of employees in the organization, as well as customer service and human rights violations, the accuracy of financial reports, and defective internal control systems. Employees and other stakeholders can contact the Bank by sending email to the Independent Director or through the Customer Care Center. Furthermore, the Bank's employees can contact the Chairman of the Board, Chief Executive Officer, President, or Chief Governance Officer directly to report information or complaints about misconduct.

The Bank has a mechanism to protect whistle-blowers and informants who act in good faith and will not treat employees, workers, or any other persons hired by the Bank unfairly due to such whistleblowing. The Bank will keep the information of whistle-blowers, complaints, and evidence confidential. Such information will be known only by the assigned and related persons or will only be disclosed if required by law. In addition, complainants can choose to file complaints confidentially. Notwithstanding the foregoing, the Bank will handle the matter according to the complaint handling procedures, investigation regulations, and disciplinary procedures set by the Bank.

(103-2)

Contact Channels

Kiatnakin Phatra Bank Public Company Limited Head Office

209 KKP Tower, Sukhumvit 21 (Asoke), Khlong Toey Nua, Wattana, Bangkok 10110



KKP Contact Center (Individual Customers)

0 2165 5555

KK Biz Contact Center (Business Customers)

0 2165 5599

Customer Care Center

0 2495 1550



Social Media Channels

Website : www.kkpfg.com

Facebook : www.facebook.com/kiatnakinlive

YouTube : www.youtube.com/kiatnakinlive

LINE : <https://line.me/kkplive>

Twitter : <https://twitter.com/KiatnakinBank>



Investor Relations investor_relations@kkpfg.com

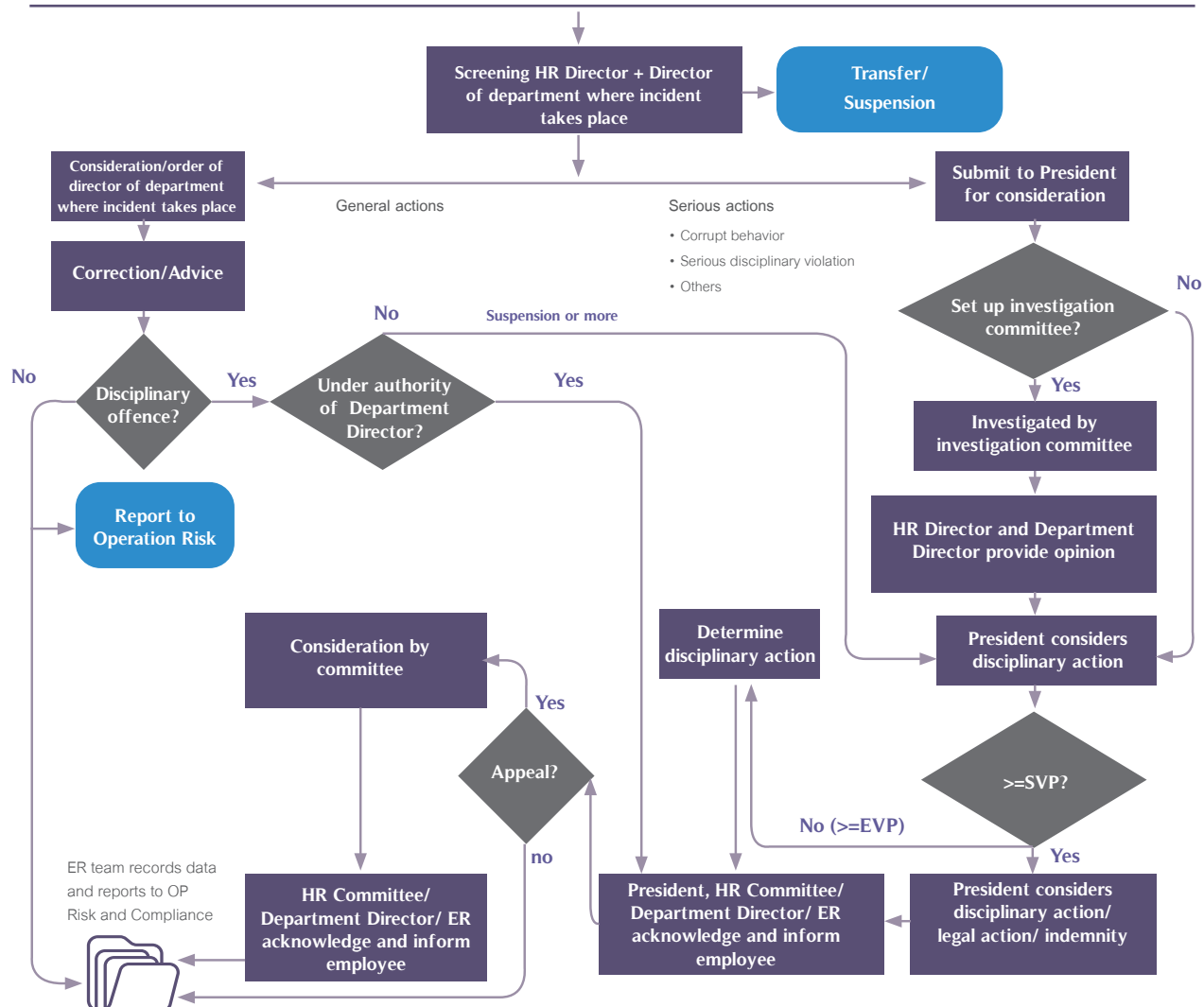
Independent Director independent_director@kkpfg.com

Company Secretary corporate_secretary@kkpfg.com



Filing complaints against employees through letters

from customers, suppliers, and employees; reports: Operation Risk; Audit Department/ Contact Center/
Customer Care Center





Risk and Crisis Management

Systemic Risk Management ^(102-12, 102-15)

The Group attaches great importance to effective risk management and balancing business growth and risk-appropriate return to maximize shareholder value under uncertainty that could lead to risks or opportunities. We have developed the Risk Management Policy in accordance with the Enterprise Risk Management (ERM) framework. ⁽¹⁰²⁻¹²⁾ Our risk management system is appropriate and adequate for the volume and complexity of transactions, capable of effectively managing and controlling key risks including credit risk, market risk, liquidity risk, strategic risk, reputation risk, operational risk, and IT risk within the risk appetite and in line with the policies and strategies of The Group and rules of the Bank of Thailand. ^(103-1, 103-2)

The Board of Directors requires every unit of the Bank and of companies in The Group to comply with the Risk Management Policy. It has established the Risk Oversight Committee to manage the risks of the Bank and companies in The Group to meet the defined objectives smoothly and effectively. The risk management function of the bank is independent from the business function and is responsible for expressing independent opinions regarding business risks and keeping the risks within the risk appetite. The board has also assigned units, individuals, or representatives to oversee the central risk management of the companies in The Group to ensure strict compliance with relevant policies, as shown in the risk governance structure below. ⁽¹⁰³⁻²⁾

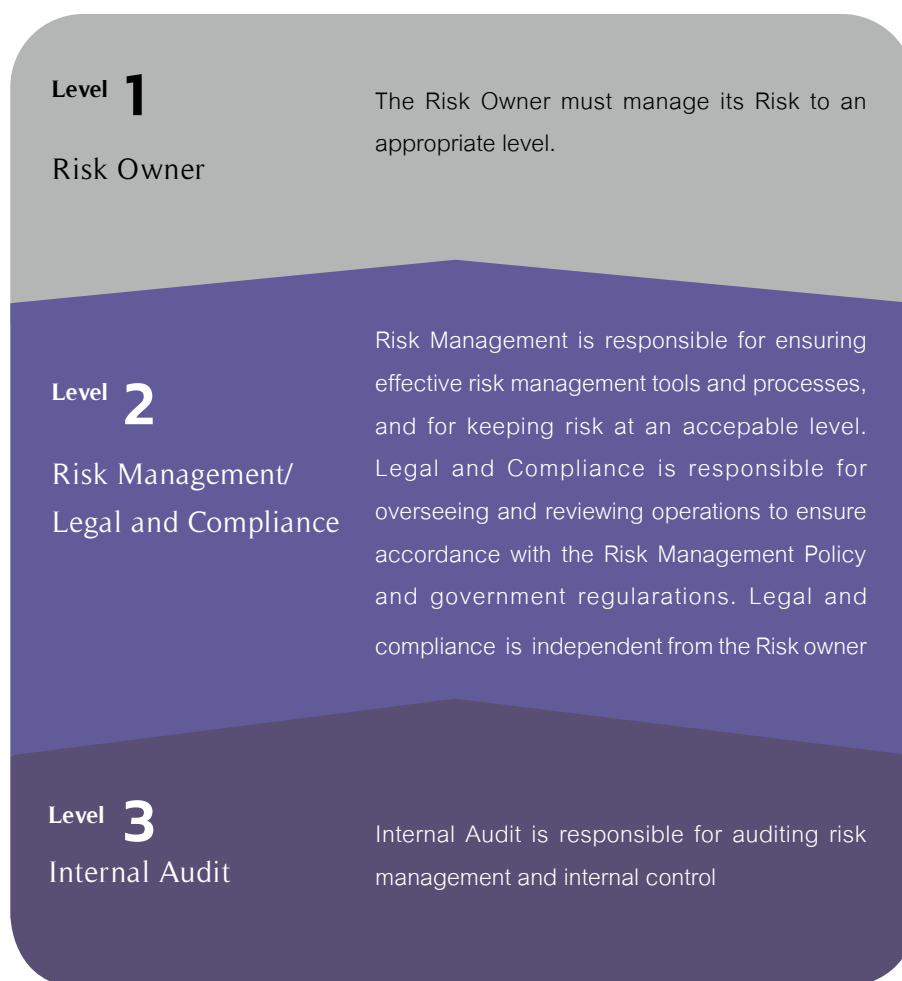




Risk Management Principles ⁽¹⁰³⁻²⁾

The Group has developed a risk governance and management structure based on the “three levels of risk

control” model to ensure that its risk control system is appropriate and effective.



In addition, the risk management function is responsible for preparing a risk report for the Bank and companies in The Group to submit to the Risk Oversight Committee on a monthly basis, and to the Board of Directors on a quarterly basis. The Group has also assessed key risks that may impact its business, including:

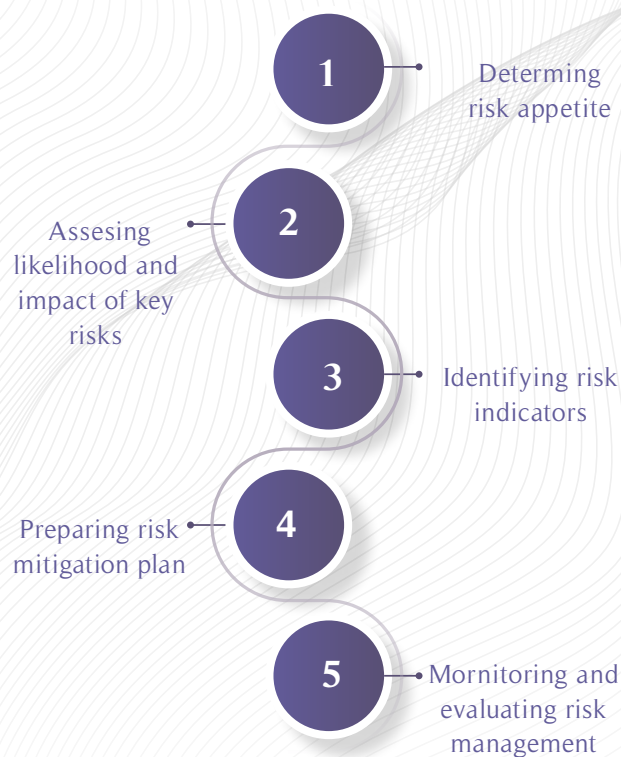
- 1) Strategic risk
- 2) Credit risk
- 3) Market risk
- 4) Liquidity risk

- 5) Operational risk
- 6) Reputation risk
- 7) IT risk

Every time a new product is released or significant change occurs, the relevant unit must conduct an analysis of social and/or environmental risks associated with such a product or change. Moreover, the policies, rules, and regulations related to risk management are reviewed at least once a year or whenever there are significant changes to reflect changing business circumstances.

Emerging Risk Assessment ⁽¹⁰³⁻²⁾

The risk management function conducts an emerging risk assessment on an annual basis or whenever there are significant changes. The risks are assessed for their possible impacts on business operations in the next three to five years due to changes in economic factors, geopolitical problems, regulatory changes, and climate changes such as drought and flooding. When a high risk is found, the risk owner will prepare a risk mitigation and monitoring plan and implement it to reduce the risk to an acceptable level. Other identified risks will be monitored on a regular basis. The risk management function has put in place a **systematic risk management process** as follows:



Significant Risk Management Activities in 2020 ⁽¹⁰³⁻³⁾

In 2020, The Group developed new risk management practices and tools to enhance its risk management capability, including the application of existing management tools and the development of new tools, preparation of internal systems to accommodate changes such as the systems and rules planned for implementation by the Bank of Thailand, development of new products to support financial marketing, and formulating and improving rules, measures, and processes.

In addition to developing new risk management practices and tools, The Group implemented activities that were initiated in the previous year to support risk management, including:

1. Taking part, together with the business function, in risk management in the development/improvement of products, services, and work processes.
2. Providing risk management training and education for personnel of the Bank and companies in The Group to improve their knowledge and understanding of risk management and promote risk awareness in order to build a strong risk management culture in the organization.
3. Developing a risk management process to assess capital adequacy in line with the Internal Capital Adequacy Assessment Process (ICAAP) set out in the Basel Accord on Banking Supervision. The



process covers all significant risks of The Group and three assessments of capital adequacy, including capital adequacy for future business expansions, capital adequacy for current risks, and capital adequacy for damages during crisis.

In 2020, The Group focused on developing risk assessment tools, including:

- The NCB score (acquisition score) for new car hire purchase loans, used car loans, CarQuickCash (CQC), and personal loans, both term and revolving loans.
- We also developed customer risk categorization for phone collection and CHAID to be used as a tool for collecting personal and auto hire purchase

loan debts from both customers approved and not approved for debt deferrals. Moreover, The Group put measures in place to help retail debtors with a repayment arrangement that meets their ability to repay during the COVID-19 pandemic.

- We also decreased the sale at a loss of seized vehicles to reduce loss during vehicle price fluctuation.

The Bank reviews every risk model quarterly to ensure effective and accurate risk management. It also continues to promote participation in risk management and business functions to manage risks and to develop risk management tools and/ or processes to reflect the potential risks that The Group may face in the future.

Example of Enterprise Risk Management ⁽¹⁰²⁻¹²⁾

New Product Launches and Process Changes ^(102-11, 103-2)

The Group must ensure that the risk management process is appropriate for new products that are planned for the market, or for changes to existing products and work processes. The process should cover the analysis of operational risk and its potential impacts, as well as approaches to assessing, controlling, monitoring, and reporting such risk in order to manage the risk within the risk appetite in a timely manner and in line with the current Operational Risk Management Policy of the Bank and new product launch rules for each company in The Group.

In every new product development and process change, the business unit and project owner must work with the supporting unit, risk management, internal audit, and operational supervisory coordinators, as well as the Corporate Sustainability Development Team to analyze risks, potential impacts, and compliance with relevant

laws and tax laws, as well as the impact of suppliers on The Group and environmental and social impacts. They must work together to conduct a feasibility study, risk assessment, and risk mitigation planning, as well as developing products, services, or processes according to the plan, testing before putting them on the market or into practice, and implementing the risk mitigation plan in order to manage risks at an acceptable level, in a timely manner, and in line with the ERM Policy of The Group. Once the new product has been approved by the New Product and Process Review Sub-committee, further business plans can be implemented to ensure that every product or work process of The Group is at an acceptable risk level and will not cause negative impacts on society or the environment at a level that cannot be remedied.

Fostering Risk Culture ⁽¹⁰³⁻²⁾

The Group has promoted risk culture across the organization, resulting in better cooperation between different business units and risk management function in assessing risks from the first stage of a project, as exemplified by the Bank's new product launches and process change discussed in the topic of "Example of Enterprise Risk Management."

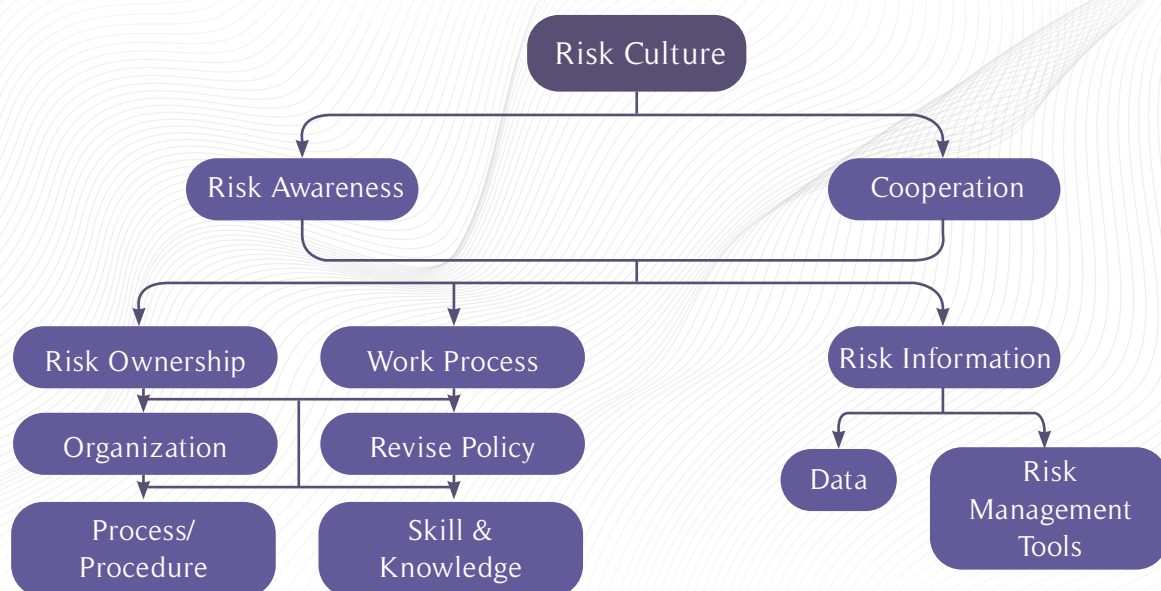
In addition, to foster risk management awareness, which will serve as a foundation for enhancing business performance to achieve sustainable growth, The Group promotes the following activities:

1. Senior management stresses the importance of risks regularly.
2. Management provides a good example for managing risks.
3. Knowledge and understanding of the principles, methods, reasons, and implementation of

risk management are promoted. Prevent any misconception that risk may not occur and offer training to employees to improve their understanding and their ability to manage risks at an appropriate level in order to maximize benefits for the business.

4. Clearly and appropriately define risk management roles and responsibilities.
5. Develop an organizational structure to facilitate efficient risk management.
6. Control and manage risks strictly within the risk appetite.
7. Act or make decisions regarding risks in a transparent manner.
8. Exercise a good risk management attitude and practice in employee recruitment, appraisal, and position change.
9. Identify appropriate risk indicators for risk owners.

Strategic Direction & Invitatives





In-house Risk and Risk Management Training ⁽¹⁰³⁻²⁾

The Bank has educated the Board of Directors, senior management, and employees of the Bank and Financial Group on the topic of risk management regularly, for example:

Training Topic	Participant	Frequency of Training
Executive Talk on Risk Management	Board of Directors	Once a year
	Executive Committee	
Risk Management and Control	Audit Committee	Once every quarter
Introduction to Risk Management	Employees at all levels	Once every quarter
General Risk Management	Employees at all levels	Once a year
Credit Risk Management		
Market Risk Management		
Operational Risk Management		
Liquidity and Banking Interest Rate Risk Management		
Risk Awareness and Common Risk Management	New employees	Once a year

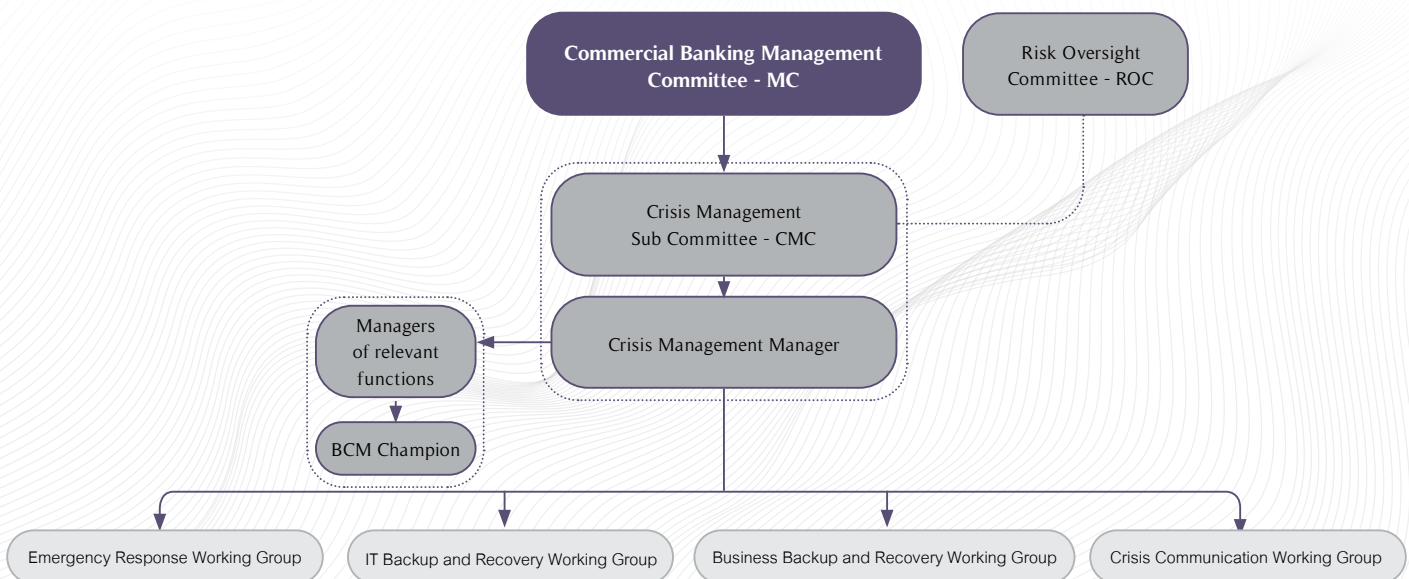


Crisis Management (103-2)

The Bank recognizes the importance of crisis management to ensure that the business continuity management systems of the Bank and Financial Group are effective and appropriate for the current situations. In the event that the normal operations of the Bank and companies in The Group are interrupted, the critical business functions must be able to operate continuously or resume operations in a timely fashion in accordance with the guidelines set by the Bank of Thailand. The

bank has continuously improved its management and established a continuity management structure from the management to working group levels in order to increase the efficiency of the continuity management plan's implementation.

The Bank has established the Crisis Management Sub-committee and BCM Working Groups in areas related to business continuity management, as shown in the management structure below.



It has also determined the BCM Phases to help business functions operate continuously or resume

operations in a timely fashion when a disaster or interruption occurs.



The Bank conducts a risk and threat assessment and reviews the Crisis Management Plan and IT Disaster Recovery Plan at the bank level and the Business Continuity Plan at the division level on an annual basis or whenever there are significant changes in order to ensure uninterrupted and efficient operations. Because the risk of computer crime in its various forms has increased in recent years, the Bank has set up a unit to specifically monitor cyber threats. It has also studied and considered various aspects of risks in developing the IT Disaster Recovery Plan: Cyber-Attack, which has already been approved by the Board of Directors and tested within the Bank in collaboration with the Bank of Thailand.

Furthermore, to promote employee awareness and preparedness for emergencies, the Bank has tested its Crisis Management Plan on a regular basis to ensure that relevant units and employees understand and are prepared for their roles and responsibilities in the event of an emergency. The Plan is tested in two key areas: service and work systems continuity management, including a call tree communication test, and fire evacuation drill.

Moreover, the Bank works together with outsourcers and relevant agencies including regulatory authorities, repayment agencies, and clearing and settlement agencies to build operational readiness for emergencies. It has participated in an emergency plan test with these agencies on an annual basis.





Responsible Lending and Investing

(102-12, 103-1, 103-2)

The Group is aware of the important role of financial institutions in contributing to the economic growth of the country through financial allocation, as well as financially supporting consumers and the business sector, which in turn creates employment, jobs, and a better quality of life. At the same time, we also pay attention to social and environmental impacts that may occur as a result of those activities. Therefore, The Group has collaborated

with the Bank of Thailand, Thai Bankers' Association, and members of the Thai Bankers' Association to implement the Sustainable Banking Guidelines, which focus on responsible and ESG-integrated lending and investing. We have also worked together with various organizations to promote responsible lending in the banking sector in a concrete manner. ⁽¹⁰³⁻¹⁾

Responsible and ESG-Integrated Lending Guidelines ^(103-2, former FS1)

The Core Credit Policy should be under the Business Policy

The Core Credit Policy requires the person involved in the credit approval process to have knowledge and understanding of and comply with credit rules and processes, the banking operational manual, relevant regulations, and agreements in a loan contract. This is to ensure that the credit approval process conforms to the financial institution standards, regulations of the Bank of Thailand and Anti-Money Laundering Office (AMLO), and environmental laws of other governmental bodies including the Town Planning Act B.E. 2522, the Building Control Act B.E. 2522, and the National Environmental Quality Promotion and Conservation Act B.E. 2535.

Furthermore, the Bank has identified high-risk or especially cautious transactions and prohibited transactions. It also has a clearly defined policy to not grant loans for illegal activities, to not grant loans that are against the rules of the Bank of Thailand, to not grant loans to legal entities/ individuals listed in the UN Sanction List and Thailand List, and to not grant loans to legal entities/individuals prohibited from making transactions by the Anti-Money Laundering Office (AMLO). The Bank has also followed the "Know Your Customer (KYC)" and "Customer Due Diligence (CDD)" procedures to make sure that it is not involved in supporting any unlawful activities or creating negative impacts on society and the environment.

Set the business lending rules for the real estate sector that reflect environmental care

The real estate sector loan is an important loan, accounting for 52% of the Bank's total business loan portfolio (data as of 31 December 2019). The Bank has set the loan approval rule requiring the borrower of both horizontal and vertical real estate loans to submit a copy of a letter of environmental impact assessment (EIA) approval (where EIA is required by law) and a copy of the construction permit or a copy of the receipt of letter of construction intent in case of applying by a special method as per Section 39 bis of the Building Control Act B.E. 2522 to ensure that the real estate project has measures to prevent negative environmental impacts that may arise from the project and to use natural resources efficiently.

Lending to major shareholders and related lending

In addition to standard lending procedures, governance rules must be complied with. It is prohibited to grant loans or invest, incur contingent liabilities, or conduct transactions similar to granting loans to a major shareholder or related company in the amount that, at the end of the day, exceeds five percent of the Bank's

capital funds or 25% of the total liabilities of that major shareholder or related company, whichever is lower, and the amount loaned must be approved unanimously by the Board of Directors. Moreover, Directors or persons with management authority who have material interest in the lending are prohibited from participating in the approval of such loans.

In case of connected transactions, the Bank must comply with the Notification of the Capital Market Supervisory Board No. Tor Jor. 21/2551 on Rules for Conducting Connected Transactions, as amended, as well as the rules set by the Stock Exchange of Thailand.

Preventing conflicts of interest in loan approval

Loan approval must be in accordance with the relevant credit policies and rules set by the Bank. If the loan application does not meet the credit rules, consider it with extra care and caution and provide reasons for approval that include the risk and the need to accept such risk. To prevent a conflict of interest in loan approval, there should be adequate checks and balances in place. The Bank is required to delegate approval authority to at least two or more persons who are independent of each other or in the form of a credit committee.

Cooperation with Other Organizations to Promote Responsible Lending

Cooperation with DEG in the Environment and Social Management System (ESMS) ⁽¹⁰²⁻¹²⁾

The Bank has collaborated with Deutsche Investitions- und Entwicklungsgesellschaft mbH (DEG) in the Environment & Social Management System Project (ESMS) to develop the environmental and social management system within the Bank. DEG has provided an ESMS advisory team to assist in developing and improving a policy, manual, and E&S risk management

procedures, as well as training for employees to learn about compliance with the policy to promote the implementation of the ESMS process.

In addition, DEG has also provided a special credit line for the Bank to lend to SMEs in Thailand. This will allow SMEs who play an important role in driving the country's economy access to funding sources equally, which will help SMEs to grow strongly and sustainably.



Cooperation in the campaign “SME One Account”

The Bank, in collaboration with the Revenue Department, has signed the memorandum of understanding to support the “SME One Account” scheme to promote preparing accounts and financial statements accurately that reflect a true picture of the business to SME entrepreneurs. To enable SME entrepreneurs to access sources of funding more easily and to become a force that drives the country’s economy, the Bank has launched the “KKP SME One Account” campaign and the SME Loan Package with low interest starting at 5% per year, which comes with four benefits: 1) helping businesses to reduce costs with no transfer fees or payments through KK Biz

e-Banking, 2) helping businesses to grow deposits with **KK Smart Corporate Saving**, 3) helping businesses to set up a single account through a free seminar, and 4) helping business owners and employees access special interest rate loans.



Green Financing ^(103-2, 103-3, former FS1)

Green Loan ^(FS8)

To support the government policy to promote energy conservation and renewable energy to help drive a low-carbon economy and reduce greenhouse gas emissions and to mitigate climate change impacts in line with the Sustainable Development Goals, in 2020, the Bank provided green loans to two projects, totaling 2,175 million baht.

- One of these project is **the solar power plant project** with the total capacity of 12 MW to generate power for three government agencies and agricultural cooperatives. The project was initiated by the Bangchak Group and is located in Ang Thong and Ayutthaya provinces. The loan made by the Bank to the project amounts to 500 million baht out of the total project investment value of 590 million baht.
- The other project is **the KKP Tower Improvement Project**, which is where The Group’s headquarters is located, and has the investment value of 1,675 million baht.

Alternative Fuel Vehicle Loans ^(FS8)

The Bank takes environmental issues very seriously, especially the air pollution problem. At present, PM 2.5 pollution directly affects public health and is not without economic and social consequences. As a car loan service provider, the Bank has supported the development of alternative fuel vehicles to help reduce air pollution, particularly electric vehicles (EV) such as plug-in hybrid electric vehicles (PHEV) and battery electric vehicles (BEV). It has cooperated with electric car manufacturers to help customers buy or own electric vehicles through its financial products that fully meet customer needs.

ESG Financial Products

KKP SET50 ESG

Investment management is another service in which The Group has solid expertise and lengthy experience. In 2020, The Group launched KKP SET50 ESG, which is a fund that invests in securities listed on the Stock Exchange of Thailand, no less than 80% of the Fund's net assets in a given fiscal year. The Fund focuses on investment in stocks of listed companies in the Stock Exchange of Thailand, which is a component of the SET50 Index. The stocks to be invested in are selected based on the criteria set by the management company, such as fundamental factor criteria and environmental, social, and governance criteria. It is best for investors who want to diversify their investments among stocks in the SET50 Index and can take stock investment risks.



KKP SET50 ESG
กองทุนหุ้น SET50 ที่ใส่ใจความยั่งยืนของสังคม
สิ่งแวดล้อม และธรรมาภิบาล
เปิดขายหน่วยลงทุนปิดตัวไป ตั้งแต่วันที่ 13 ส.ค. 63 เป็นต้นไป
เงื่อนไขเป็นไปตามที่ บลจ.กียานาคินหลักทรัพย์ กำหนด

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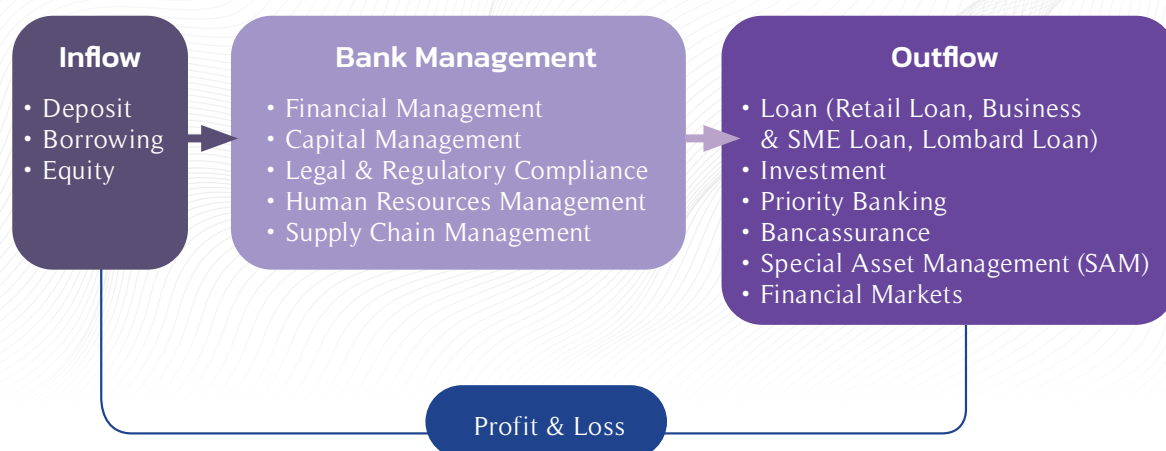


Supply Chain Management

Value Chain Management ⁽¹⁰²⁻⁹⁾

The Bank uses its capital to operate a lending business, including auto hire purchase loans, retail loans, business loans, SME loans, and corporate loans, as well as engaging in the asset management business, financial market business, wealth management business, and

capital market business. As a result, its income comes from interests and fees from products and services of the Bank, the Group companies and its business partners such as mutual funds, non-life and life insurances which are offered through the Bank's channels.



Supplier/ Outsourcer Management

Suppliers and outsourcers are stakeholders who play a key role in driving business continuity and are a part of our sustainable success. Supply chain management is therefore extremely crucial to achieve effective cost management. It also helps to reduce/prevent reputation risks that may arise directly or indirectly from activities of the Bank, suppliers, and outsourcers and enables

the Bank to deliver the best products and services to customers. ⁽¹⁰³⁻¹⁾

The Group manages its supply chain by adhering to the principles of corporate governance and Business Ethics that take into account economic, social, and environmental impacts. Relevant management guidelines include:

- The Bank sets the minimum qualifications of outsourcers to serve as guidelines for appropriately selecting outsourcers and the hiring process.

Before making a new contract or reviewing an old one, it is necessary to consider reputation, history of misconduct complaints or prosecutions, corporate culture, and service policies of the outsourcer in addition to its technical competence, expertise, and work experience. Qualifications for outsourcers are listed in the Know Your Supplier (KYS) Form (e.g., being certified for environmental standards) in order to avoid conducting business with outsourcers who pose a high risk for the Bank's CSR practices. Moreover, the Bank has assessed and controlled risks arising from outsourcer selection and regularly monitored the performance of outsourcers to ensure that they comply strictly with applicable laws and regulations.⁽¹⁰³⁻²⁾

- The Bank sets forth procurement rules in the **Anti-Corruption Policy** to minimize risks that may arise from procurement process. The Bank has set procurement regulations and procedures to ensure that the selection of vendors, contractors, and consultants is in the best interest of the Bank and carried out in a transparent, honest, fair, non-discriminatory, and accountable manner, while strictly prohibiting employees from obtaining any benefits from the applicants. The Bank will inform the vendors, contractors, and consultants procured by the Bank of its Anti-Corruption Policy by including the Bank's policy on anti-corruption in the contract or procurement agreement between the Bank and the contracting party, with a statement requiring the contracting party to comply with Thai law regarding corruption prevention and the Anti-Corruption Policy set by the Bank.⁽¹⁰³⁻²⁾

Fair Supplier/ Outsourcer Selection and Assessment Process

STEP 1

- Preliminary supplier/ outsourcer selection based on The Group's criteria.
- Quality and price assessment that emphasizes transparency, fair and equal competition, and accountability.

STEP 2

- Designate a representative from a project owner to select a supplier/ outsourcer and inspect work for acceptance together with the procurement team.

STEP 3

- Evaluate a supplier/ outsourcer after work delivery using the Supplier/ Outsourcer Evaluation Form.

STEP 4

- Provide channels to allow suppliers/ outsourcers to file complaints and a fair investigation and problem-solving process.



The procurement system must take into account social and environmental factors ^(103-1, 103-2)

The Bank takes socially responsible practices very seriously to reduce negative impacts and create positive impacts from its core business activities. It also strives to encourage suppliers and outsourcers directly involved in the Bank's operations within the supply chain to uphold the Corporate Social Responsibility Policy to better manage the overall social and environmental impacts within the organization and supply chain. For this reason, the Bank has selected suppliers or outsourcers who have appropriate management approaches that take social and environmental impacts into account to ensure the highest quality delivery of financial products and services to our customers. ⁽¹⁰³⁻¹⁾

The Bank has developed the Outsourcer Evaluation Form, which covers the evaluation of product/ service

quality, price, delivery time, team readiness, and attentiveness. It also includes evaluating social and environmental responsibility issues, such as reputation, social recognition, negative news associated with social and environmental responsibility, worker care, child or forced labor, selection of environmentally friendly materials, and workplace environment. The Bank will consider important environmental standards of outsourcers, such as ISO14001, Green Label, and environmentally friendly and non-toxic chemical standards. In addition, the Bank has put an outsourcer follow-up process in place to ensure that the procurement is in line with the Bank's guidelines, as well as benefiting the organization and reducing social and environmental impacts in a sustainable way. ⁽¹⁰³⁻²⁾



Economic Impacts

The Group is committed to achieving strong business growth and continuously creating value added to business while managing risks effectively and under corporate governance to generate returns to shareholders. At the

same time, we strive to meet our social responsibilities toward stakeholders and are always prepared to adapt to the rapidly changing business environment in order to grow sustainably and deliver value to society at large. ⁽¹⁰³⁻¹⁾

Business Operations and Corporate Strategies ⁽¹⁰³⁻²⁾

At present, The Group has divided its business into two segments: commercial banking and capital markets. Personnel in both segments work closely together in

synergy to achieve the common goal of developing business in three core areas, including:

1

Credit Business

Focusing on retail customers and SMEs; systematic, fast, and efficient process; development of sales channels to reach customers including alternative sales channels such as online channels; and collaboration with business partners under appropriate risk management to continually maintain credit quality to meet required standards.

2

Private Banking

Private banking is a service provided to high-net-worth customers, focusing on creating returns and diversified investment options. It relies on effective use of shared customer base between commercial banking and capital markets and the expertise of capital markets in wealth management to grow wealth under continuous portfolio management. It also develops new products and services and provides financial services domestically and internationally to maintain leadership in the wealth management business.

3

Investment Banking

Investment banking is a service in which many units in commercial banking and capital markets collaborate to provide more comprehensive financial products, increase opportunities to create profits, balance revenue, and maintain market share.



To enhance competitiveness to achieve our vision and mission, The Group has defined its **Business Strategy** focusing on conducting businesses in which we have expertise and a competitive edge. We develop innovative financial and investment products to meet customers' needs and work in synergy to expand our business in order to fully enhance our business operation capacity.

Furthermore, The Group has planned to develop diverse service channels to enhance service efficiency and better respond to the different needs of consumers. We also strive to improve our performance in all aspects, including the operational system, risk management, and internal audit and control, while developing human resources, strengthening the information management system, and promoting corporate culture, which are key to strong and stable business growth.

Organization Development The Group recognizes the importance of effective corporate principles to be upheld by every employee in order to drive the organization toward the common goal and enable it to succeed, compete, and sustain, as well as benefiting stakeholders. We have defined four corporate principles: Winning Attitude, Grit, Community, and Market.

Post-Employment Benefits The Group has established the Kiatnakin Registered Provident Fund to encourage employees to make an investment plan that suits their age group and to give them investment options with the risk levels that they can accept. Employees can change their contribution rate twice a year, up to 5 - 15 % of their salary and can change to the investment plan of their choice. In 2020, The Group paid 231,141,899 baht from the provident fund to 550 employees leaving employment (of which 181,159,167 baht were paid to 520

employees of the Bank). In addition, health care education and financial literacy were provided to employees to promote quality of life after retirement. The Group also extended group life and health insurance coverage for another year for retired employees and provided budget to support a retirement party within the company to give money gifts to employees to purchase savings funds. ⁽²⁰¹⁻³⁾

KKP
เติมสุข ก่อนเกษียณ

อยากมีชีวิตหลังเกษียณแบบคลุ่ๆ ตาม lifestyle ที่คุณเลือกได้ มาวางแผนเกษียณไปพร้อมกัน

พบกับ
 ● รศ.นพ.ปัญญา ไข่มุก
กรรมการผู้จัดการอาวุโส กองทุนส่งเสริมการออมสุขภาพ (asa)
มาฝึกทำแผนด้านสุขภาพกายและใจ

● คุณแอน (กตติวีณัน) และ คุณจอย (สุภาวดี)
วิทยากรด้านการเงิน
และเป็นการวางแผนทางการเงิน ให้พร้อมรับกับชีวิตหลังเกษียณ

พิเศษ สำหรับผู้เข้าร่วมกิจกรรม จะได้รับสิทธิ์
เข้าร่วม **Exclusive one on one**
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วันศุกร์ที่ 6 พฤศจิกายน 2563
เวลา 09.00 น. - 16.00 น.
ณ ห้องประชุม ศ.ดร.ประสาด หลีกภัย ชั้น 2
คณะสังคมศาสตร์ มหาวิทยาลัยศรีนครินทรวิโรฒ

ลงทะเบียนเข้าร่วมกิจกรรม ผ่าน QR Code

ตั้งแต่วันนี้ - 30 ตุลาคม 2563

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Economic Performance in 2020 (103-3, 201-1)

Direct Economic Value Generated and Distributed	Consolidated Financial Statements (million baht)	Separate Financial Statements for the Bank (million baht)
Direct Economic Value Generated		
Revenues	26,138	24,217
Direct Economic Value Distributed		
Operating costs	4,494	4,332
Employee wages and benefits	5,664	4,119
Payments to providers of capital	6,810	6,852
Payments to government	1,837	1,453
Community investments	8.8	8.8
Economic value retained	9,229	9,356

* Revenues include net operating income, excluding interest expenses.

** Operating costs exclude employee expenses, taxes, charitable donations, and money given to benefit public causes and for educational projects.

*** Employee wages and benefits include salary, wages, overtime pay, bonus, contributions paid by the Bank, welfare, and benefits such as group accident and health insurance and annual health check-up.

**** Payments to providers of capital mean dividends paid to shareholders and interest expenses.

***** Payments to government include direct and indirect taxes such as corporate income tax, property tax, VAT, and specific business tax.

***** Community investments include charitable donations and money given to benefit public causes and for educational projects from Kiatnakin Phatra Bank and the Kiatnakin Phatra Foundation.

Tax Practices

Compliance with legal regulations is one of the key fundamentals of the Bank's business operations. The Bank is committed to complying with all legal requirements properly and does not promote, support, or allow tax evasion. It encourages its employees, temporary workers, suppliers, and people with business relationships with the Bank to be aware of the importance of legal compliance through corporate values and Business Ethics.

The Bank has laid down the rules for tax practices in several related policies.

Tax Ethics

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The Bank has laid down the rules for tax practices in several related policies.



- **Guidelines for Business Conduct** The Group actively promotes compliance with laws and regulations related to its business. Complying with both the provisions and the spirit of the law forms a basis of The Group's Business Ethics.
- **Cooperation in Investigation** The Group has a policy to cooperate with investigations and regulatory officers. Every employee must cooperate with regulators in any investigation related to The Group's operations and also with the Internal Audit of The Group.
- **Information Collection and Disclosure** The Group requires bookkeeping and the keeping of financial records and other information to be performed with honesty and accuracy in order to enable responsible business decisions and to provide accurate information about The Group's performance to shareholders and relevant regulators. If any employee attempts to improperly influence or mislead the auditor, that employee will be deemed to have violated the law and The Group's policy. The Group has a duty to fully comply with information disclosure regulations and to report financial and other information with honesty in order to reflect its financial status, operating results, and cashflow.
- **Anti-Corruption Policy** The Group has put in place the internal control system covering finance, accounting, record keeping, and other processes related to anti-corruption, and ensured that the internal audit control and system are appropriate and effective.
- **Corporate Social Responsibility Policy** The Group supports the use of business knowledge and expertise, such as management, systematization, and laws, to benefit society and public charity

work. It has allocated a budget to contribute to appropriate social and charitable programs which are not limited to projects and activities that offer tax benefits.

Tax Structure and Tax Payment

The Bank makes all tax payments correctly and fully in a timely manner. It will not use the tax structure to eliminate or reduce tax obligations through complicated planning or processes and will not take advantage of tax loopholes or use tax laws in a way that does not comply with their principles and intents for both domestic and international transactions.

The Bank has disclosed tax information and practices to ensure transparency in tax management. The tax policy is a part of The Group's accounting policy, which requires financial transactions and taxes to be sufficiently disclosed to government agencies and the public. Income and deferred taxes will be disclosed in the annual report under the annual financial statements, which are certified by the Chairman of the Board, Chief Executive Officer, President, and certified public accountant.

Use of Tax incentives

The Bank effectively uses tax incentives in accordance with their legal purposes for maximum benefits in line with the country's tax structure and tax policy.

Transfer Pricing

Related transactions must comply with The Group's terms and conditions and pay interest and service fees as if they were transactions conducted with other customers of the same risk level. An arm's length price will be determined for the compensation, service fee, and interest. In considering the relationship between

businesses or parties related to the Bank, the Bank will focus on the content of relationships rather than legal formats.

Tax Control

The Bank's tax control framework requires the Bank to establish guidelines for employee practices, including a tax risk analysis. The Bank has continuously improved its tax data system in order to collect, audit, and submit information to authorities. In addition, a tax control review is part of financial performance auditing conducted by an auditor.

The Bank has set up a structure for internal tax operations by separating the duties of the tax control unit from those of the tax reporting unit. Both units are required to work together to ensure that tax reporting to government agencies and the public is done correctly, properly, and fully. The tax control unit must work with other units and provide advice about tax principles as required by the law to enable other units to perform their tax duties properly, including determining a tax obligation of a new product, international tax payment, development of a work system to enhance operational efficiency, and following up on government tax policies and laws, from drafting to public hearing and promulgation, in order to analyze their impacts on business operations and prepare for changes in both principles and operations, as well as effective use of tax incentives.

The tax reporting unit is responsible for collecting data from other units to prepare a complete and accurate tax report within the time frame required by the law. The Bank has also regularly monitored tax remittance information, such as comparing financial and remittance information to ensure they are reasonable and consistent with its business operations.

In addition to setting the rules for tax practice, the Bank has published a product manual and work procedure manual for planning, determining methods of operation and functions, and assessing relevant risks and tax laws in order to effectively control and manage potential risks. The product manual and work procedure manual must be approved by management of the Bank. If legal interpretation of tax issues is needed, The Group will procure a service from a qualified tax advisor to ensure transparency and correctly comply with the tax law.

The Bank has closely monitored tax news in order to develop a proactive action plan and assess the risks arising from changes in tax policies imposed by government agencies, such as the VAT rate change and cancellation or exemption of certain taxes. Furthermore, it is currently developing the e-tax invoice, e-receipt, and e-payment systems in accordance with the Revenue Department's policy and digital economy policy that focuses on the use of information technology in economic and social activities and processes. The Bank has also educated its employees to ensure proper tax functions.

The Bank provides tax training on an annual basis to enhance employees' knowledge, allowing them to keep up with the ever-changing tax laws and carry out tax duties correctly.

Relationship with Government Agencies

The Bank maintains a good relationship with government tax agencies by providing active cooperation and creative tax law consultation, as well as fully disclosing information in order to receive guidance and efficiently perform tax duties.



Innovation and Digitalization

(103-1, 103-2)

Rapid technological changes, coupled with the recent adoption of social distancing measures to prevent the spread of COVID-19, have caused customer use of financial services to become more digital. Businesses need to adapt to keep up with the competition by developing innovations and applying new technologies to create products/services in response to these changes, as well as enhancing operational efficiency and competitiveness, which is in line with the Bank's goal to deliver the best digital experiences to consumers. ⁽¹⁰³⁻¹⁾

Therefore, the Bank strives to develop business innovations that are useful for stakeholders, which is also part of the Bank's Corporate Social Responsibility Policy and is key to achieving the Bank's mission, "To provide resources to clients properly, adequately, and proficiently through services beyond expectation and like none other." The Bank has set the following guidelines ⁽¹⁰³⁻²⁾:

- Promote values and corporate cultures that encourage employees to be creative, which is a prerequisite for continuous development of business innovations within the organization.
- Promote the development of innovations that will create value for business, economy, society, and the environment by allowing internal and external stakeholders to participate in the development process.

- Promote the application of the developed innovations in business practices that align with the Bank's sustainable growth strategy.
- Incorporate innovations into performance, business goals, and the Thai way of life to achieve a balanced economic and social value.
- Listen to comments and feedback from stakeholders about the impact of the application of the innovations developed.

Channels Development Department and Retail Business Strategy and Innovation Group are the main groups responsible for developing and inventing electronic services and innovations for the Bank's customers. Moreover, the Bank has promoted a culture of innovation and creativity by opening up the opportunity for every function to participate in the development and improvement of high-performance work systems and other business innovations in accordance with the rules for product launches and process change. The Bank's employee development approach requires every team leader and department head to attend the Business Process Improvement in Practice and Introduction to Productivity Improvement courses to help them become an important mechanism in creating innovation in the work process.

Innovation and Digitalization in 2020 ⁽¹⁰³⁻²⁾

In 2020, the Bank developed innovations and digital functions, as well as improving the efficiency of

the existing innovations. Outstanding examples of these innovations and technologies include:

KKP e-Banking

The Bank developed KKP e-Banking, an online self-service banking system that enables customers to make transactions through a website and mobile application on both iOS and Android. It also has a plan to develop/improve web-based and mobile application-based services on a regular basis to meet customer needs, both in terms of user experience, service, and product offering, to allow customers to access sources of funds anytime and anywhere.

In 2020, the Bank developed a mobile application to better respond to customer needs and to be able to support the following functions:

- Financial transactions such as money transfer, bill payment, QR code payment, KKP PromptPay, mutual fund trading/ switching, and e-Donation.
- Non-financial transactions such as product/service presentation, service application, and personal information change.

In addition to convenience and speed, the Bank attaches great importance to transaction safety according to the standards set by the Bank of Thailand. Customers can change their passwords at any time to prevent the risk of unauthorized access.

Line@ Kiatnakin Phatra, Line@ KKP

The Bank developed the Add-on Line Official feature to provide more convenience to customers through Line Official. Customers can now send documents to the Bank via Line to conduct transactions, such as a copy of their national ID card, a copy of their house registration, bank statement, salary slip, and income certificate, instead of sending them via email, fax, or postal service. After a customer has added Line Official and completed identity

authentication, the system will automatically inform the customer of all the Bank's products they have. Then, the customer can choose to conduct a transaction related to the product and can send their documents to the Bank via Line@. This will provide customers with more convenient and faster services, as well as saving customers the document delivery fee.



KKP Start Saving Account via TrueMoney Wallet Application



The Bank believes in the concept of Banking as a Service (BaaS), that banking services should be executed on any suitable platforms to achieve virtual banking and to meet the lifestyle in the new normal. Therefore, the Bank cooperated with TrueMoney, a leading e-payment service provider in Southeast Asia, to help customers open a “KKP Start Saving” account via the TrueMoney Wallet Application for the first time in Thailand, with a deposit interest rate of 1.55% per year. This account has four advantages: 1) It is easy to open an account at anytime and anywhere, no documents required, 2) Customers can withdraw, deposit, and transfer money to and from the bank account via TrueMoney Wallet an unlimited number of times for free, 3) Customers can check their account balance with cumulative interest or check their transaction history in real time, and 4) It is safe to use as it meets the standards set by the Bank of Thailand, with the e-KYC system that requires both national ID card and face scan checks. This service hopes to allow more Thai people to access financial services, especially to promote micro-saving discipline among the new generation customers to increase their financial liquidity and build wealth for the future.

In addition, this project is an example of a corporate culture that encourages employees to participate in the development of business innovations to benefit the organization. The Bank organized an activity, “Sharing Ideas to Develop KKP Start Saving Account Together” to invite colleagues to suggest ideas through an online questionnaire to further develop products that can truly meet customer lifestyles in the digital age.



เชิญชวนเพื่อนๆ KKP ที่เปิดบัญชี KKP Start Saving แล้ว
ร่วมแบ่งปันไอเดียเพื่อพัฒนาบัญชีเงินฝาก KKP Start Saving ไปด้วยกัน

สามารถสแกน QR CODE เข้าร่วมตอบแบบสอบถาม
ออนไลน์ตั้งแต่วันนี้ ถึง 6 พ.ย 63



Opening Accounts with a Biometric System

The Bank developed the account opening service system with national Digital ID (NDID) authentication under the Regulatory Sandbox established by the Bank of Thailand. This service helps improve data security to international standards, reduces authentication error, and protects customers from identity theft, while delivering convenience and speed. The Bank has carefully managed information security, including putting in place measures for data storage, security, use, and disclosure.

Customers are required to agree to the service terms and condition before using the service.

The Bank will take a photo of a customer's face and compare the photo against the photo on the national ID card using the facial recognition technology that has been tested under the Bank of Thailand's Regulatory Sandbox. Therefore, customers can be assured about identity security. In addition, the photo taken can be used as an authenticator for cross-bank identity authentication.

Checking Credit History and Credit Score via KKP e-Banking Application

The Bank, in collaboration with the National Credit Bureau and National Digital ID Co., Ltd. (NDID), provides a credit history and credit score checking service via the KKP e-Banking application in real-time for the first time in Thailand. This service aims to facilitate the Bank's customers in checking their credit information via a mobile application instantly. Compared to other channels of the National Credit Bureau that take seven days to receive the credit report, this service is more convenient with less processing time and documents. With its NDID authentication structure, this service is also extremely safe and has no impact on data privacy.

Moreover, easy and safe access to credit information in real time helps the Bank to determine appropriate loan interest rates based on credit scores. For example, a



borrower with good credit will receive a lower interest rate. Therefore, not only does this service help reduce financial costs, it also helps customers build financial discipline to maintain a good credit score.



Request Authentication through KKP e-Banking

The Bank developed the Request Authentication Service through the KKP e-Banking application to enable customers to personally approve/confirm transactions through a mobile application instead of traveling to a bank branch or using a face-to-face service provided by a bank staff. This application of technology increases

service efficiency and is in line with the current COVID-19 situation. Customers can approve/ confirm both financial and non-financial transactions via Request Authentication, such as transferring a matured fixed deposit to a savings or current account and changing the customer's address information and mobile phone number.

KK Magic Mirror

Digital infrastructure is important for all industries in Thailand. The Bank used its strengths in financial planning and investment consulting to develop KK Magic Mirror to benefit society in the area of financial planning and to promote access to financial experts. This service aims to help the Thai people to become more aware and familiar with technologies in their daily life, which will prepare them to step into the digital age effectively.

KK Magic Mirror is the first financial advisory service through an interactive LED screen in Thailand. It is distinct from other financial tools in that it is designed to talk to users as if they were communicating with a real human. It is a friendly and accessible service, able to meet the lifestyle of customers in the digital age while maintaining human interaction feature. KK Magic Mirror will ask the customer to obtain information to design a savings program that is suitable for the customer. It is

also equipped with a VDO Call to allow the customer to talk to our expert staff directly to inquire about or request financial advice of special interest.

KK Magic Mirror was launched in March 2018 in five pilot areas, including Kiatnakin Bank's Asoke Branch, Siam Paragon, K Village, Seacon Square Srinakarin, and CP Tower 1 Silom. The service has been very well-received. In 2020, the Bank made a system improvement to enable BOT to act as a virtual human financial advisor to provide advice to and interact with customers in a friendly manner. In addition, a series of questions were added to the financial planning test to better cover consumer needs in five areas, including planning for your first million, planning to grow your wealth, retirement planning, tax planning, and planning for home loan or refinancing.

SuccessFactors Application on Mobile



New Employee System SuccessFactors
แอปพลิเคชันใหม่บนมือถือ ที่ช่วยให้ชีวิตง่ายขึ้น
เข้าถึงได้ทุกที่ ทุกเวลา ครอบคลุมในที่เดียว

เปิดตัวระบบพร้อมฟังก์ชันใหม่ 1 ค.ค. นี้

- อยากลา...อยู่ที่ไหนเมื่อไหร่ก็ได้**
 - บันทึกการลา ยกเลิกการลา กำหนดลางานล่วงหน้า
 - ดูตารางการลาของเพื่อนร่วมงานที่มีส่วนเกี่ยวข้องกับ
- อยากค้นหา...ข้อมูลพนักงานก็มีให้**
 - Org chart ใหม่ที่ชัดเจนสำหรับผู้บริหาร
 - ค้นหาข้อมูลเพื่อนพนักงานได้ง่ายขึ้น ชื่อจริง นามสกุล หรือชื่อเล่น
ทั้งภาษาไทยและภาษาอังกฤษ
- อยากอัปเดต...ข้อมูลส่วนตัว ก็ทำได้ง่ายๆ**
 - แก้ไขข้อมูลส่วนตัว ครอบครัว หรือผู้ติดต่อฉุกเฉิน
 - อัปเดตข้อมูลรายการผลประโยชน์, % เงินสะสมกองทุนสำรองเลี้ยงชีพ,
เลขที่บัญชีเงินออม
- อยากขอ...Request ต่างๆ ก็ทำได้ครบในระบบเดียว**
 - เปิดสวัสดิการเงินช่วยเหลือ, กู้ยืมเงินสวัสดิการ, ยืม Uniform, เลื่อนระบบ ฯลฯ
 - การตรวจสอบสถานะการอนุมัติทำได้ง่าย

ดาวน์โหลดเลย SuccessFactors
Application on Mobile สำหรับเพื่อนฯ ทุกคน

ติดตามฟังก์ชันใหม่ที่จะตามมาอีก...เร็วๆนี้

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KIATNAKIN PHATRA

The Bank strives to create a better experience for its employees and make their lives easier and more convenient so that they are happy and ready to perform efficiently for the sustainable growth of the organization. It developed the SuccessFactors Application to allow employees to search information and make transactions on mobile phones at any time and anywhere. The application covers holistic human resource management functions, such as:

- **Leave:** Employees can not only record/ cancel leaves on their mobile phones but can also view their leave information and the leave schedules of members of their teams.
- **Working Time:** Employees can view their clock in - out records.
- **Employee Data Search:** Search organization chart and information about colleagues within The Group by entering first name, last name, or nickname in either Thai or English.
- **Information Update:** For example, editing address information, family information, emergency contact, tax deduction information, payroll number, and provident fund contribution rate.
- **Make a request and check approval status:** For example, allowance disbursement, welfare loan borrowing, selecting a club to join, and requesting benefits, overtime pay, or holiday pay.
- **Data Search for Personnel Management Purposes:** Supervisors can view information about their subordinates in real time, including work history before/after employment at The Group,



remaining leave days, annual targets, training, and career development. This function may be used in the selection of applicants to participate

in the Bank's activities and engagement with the selected applicants to give them a positive experience.

Service Performance Results ⁽¹⁰³⁻³⁾

KKP e-Banking	2019	2020	Increased By
Number of KKP e-Banking Users	25,657 users	37,049 users	44.36%
Number of KKP e-Banking Transactions	405,524 transactions	1,072,273 transactions	164.42%
Value of KKP e-Banking Transactions	7,574,583,634.68 Baht	11,896,486,414.02 Baht	57.06%

Line@ Kiatnakin Phatra	2020
Number of Line@ Kiatnakin Phatra Users	44,562 (register 575 users)
Number of Line@ Kiatnakin Phatra Transactions	542 service requests
Value of Line@ Kiatnakin Phatra Transactions	N/A

Line@ KKPLOAN	2020
Number of Line@ KKPLOAN Users	98,966 (register 32 users)
Number of Line@ KKPLOAN Transactions	48 service requests
Value of Line@ KKPLOAN Transactions	N/A

Note: Line@ started to allow customers to send documents for transactions in 2020.

Environmental Dimension





Environmental Management

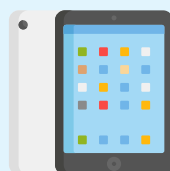
(103-1, 103-2)

Environmental problems are becoming more serious as a result of economic expansion. Increased demand for resources has led to several environmental impacts, such as overflowing waste, air pollution, and sudden weather changes, causing global warming, droughts, and floods. Tackling and solving these environmental impacts cannot

be done by anyone alone, but requires cooperation from all sectors in order to achieve sustainable results. The Group recognizes the importance of environmental problems and has strived to develop and improve eco-friendly business operations and implemented various energy conservation measures,^(103-1, 103-2) such as:



Providing services such as communication and transaction alerts through electronic channels to reduce transaction papers and fuel consumption needed for customers to travel to branches.



Improving the committee meeting system and presenting information through tablets to reduce paper consumption within the organization.



Using electronic channels to report information, assess performance, and conduct an employee satisfaction survey.



Implementing waste and pollution reduction projects, such as no longer giving out plastic bottled water in meeting rooms to reduce plastic waste, using eco-friendly papers, choosing eco-friendly toners, and using mercury and lead-free paints.



Implementing energy efficiency projects, such as switching to LED bulbs and transforming the headquarters into a green building in conformity with the LEED standards by 2021, which will improve the quality of life of about 4,000 employees of The Group.



Energy Management

(103-2, 103-3, 302-1, 302-3)

At present, the Bank mainly uses electric power and fuel energy for the head office building, bank branches, servers, and cars. In 2020, the Bank consumed electricity

and fuel up to 56,844,891.20 megajoules, down from 2019 by 6,502,901.56 megajoules or 10.27%.

Amount of Energy Consumed by the Organization ^(103-3, 302-1)

Energy Consumption within the Organization	Amount of Energy Consumed			
	2017	2018	2019	2020
Amount of Energy Consumed (unit: megajoules)				
Electric power	38,966,209.20	31,236,498.00	30,117,686.40	30,428,420.00
Amount of Non-Renewable Fuel Consumed (unit: megajoules)				
Benzene**	37,210,909.45	38,374,676.57	30,850,423.92	24,353,987.30
Diesel***	3,377,645.43	3,596,271.78	2,379,682.44	2,062,483.90
Total Amount of Non-Renewable Fuel Consumed	40,588,554.88	41,970,948.34	33,230,106.36	26,416,471.20
Total Energy Consumption within the Organization	79,554,764.08	73,207,446.34	63,347,792.76	56,844,891.20

Notes: * Electricity consumption data is obtained from electricity usage records and electricity bills from the Electricity Authority.

** Benzene used as fuel for company vehicles includes 95 ULG, E20, E85, GASOHOL 91, GASOHOL 95, and Premium G95.

*** Diesel used as fuel for company vehicles includes DIESEL, DIESEL PLUS, DIESEL B10, DIESEL B7, Premium Diesel, Premium Diesel B7, and SUPREME + DIESEL.

In 2020, the Bank consumed non-renewable fuels up to 26,416,471.20 megajoules, down from 2019 by 6,813,645.16 megajoules or 20.5% and representing greenhouse gas emissions of 1,886,035.21 kilograms of carbon dioxide equivalent, down from 2019 by

20.47%. In addition, the use of gasohol promotes greater utilization of agricultural crops and raises crop prices, which in turn helps improve the quality of life of Thai farmers.



Greenhouse Gas Emissions from Fuel and Electricity Consumption

Fuel Type/ Electric power	2017	2018	2019	2020
Fuel (unit: liter)				
Benzene	2,644,598.72	2,727,308.26	2,192,555.70	1,730,850.57
Diesel	254,139.53	270,589.33	179,051.17	155,184.64
Total GHG emissions from fuel consumption	2,898,738.25	2,997,897.59	2,371,606.87	1,886,035.21
Increased/ decreased by (%)	-	3.42	(20.89)	(20.47)
Electric power (unit: kWh)				
Electric power	5,410,891.11	4,337,534.82	4,182,175.40	4,225,324.21
Increased/ decreased by (%)	-	(19.84)	(3.58)	1.03

Direct (Scope 1) and Indirect (Scope 2) Greenhouse Gas Emissions

GHG Emissions	kgCO ₂ eq			
	2017	2018	2019	2020
Emissions (by source)				
Direct GHG Emissions (Scope 1) (from fuel consumption)	2,898,738.25	2,997,897.59	2,371,606.87	1,886,035.21
Indirect GHG Emissions (Scope 2) (from electricity consumption)	5,410,891.11	4,337,534.82	4,182,175.40	4,225,324.21

Note: Greenhouse gas emissions from fuel and electricity consumption within the organization are quantified by multiplying the amount of fuel and electricity consumed within the organization by the emission factors that provided by the Thailand Greenhouse Gas Management Organization (Public Organization).

Energy Intensity within the Organization ⁽³⁰²⁻³⁾ and Greenhouse Gas Emissions Intensity

Energy intensity within the organization	2020
Energy intensity ratio	0.0023
GHG emissions intensity ratio	0.00025

From the energy consumption data above, it was found that in 2020, the Bank's energy consumption decreased from 2019 by 10.27% as a result of energy efficiency activities implemented by the Bank.

In 2020, the Bank was able to reduce 20.47% of direct greenhouse gas emissions (Scope 1) from

fuel combustion in company vehicles. However, its indirect greenhouse gas emissions (Scope 2) from the consumption of purchased electricity increased by 1.03%. This is because of the COVID-19 situation in 2020, which caused the Bank to adjust its operational format within the organization as employees were asked to work from home to reduce the spread of the virus. As a result, travel volume reduced but electricity consumption in the server system increased to accommodate work from home arrangements. From the energy intensity ratio within the organization and greenhouse gas emissions intensity ratio in 2020, it was found that the Bank consumed 0.0023 megajoules of energy and emitted 0.00025 kgCO₂ eq of greenhouse gases per one baht of the Bank's revenue.

In addition, The Group has implemented the following projects to reduce energy consumption:

Switching to LED bulbs

The Group has installed control devices and sensors to control the proper functioning of the lighting system in each area and switched 8,010 indoor lighting bulbs to LED bulbs to reduce power consumption. We also adjusted the lighting on-off times in the parking lots and restrooms of the head office building.

Achieve the LEED green building standard by 2021

The Group has undertaken the KKP Tower Improvement Project, which is scheduled for completion in 2022. The goal of this project is to achieve the gold level of green building certification or Leadership in Energy and Environmental Design (LEED) standard. The standard requires that the development must meet the needs of the present without compromising the ability of future generations to meet their own needs. It covers various environmental aspects such as:

- Electrical equipment and devices that use less electric power or use electrical power efficiently.
- Equipment that uses less water or uses water efficiently.
- Materials for building improvement, including those used in construction and architectural works, that meet high standards of pollution control or are safe for building uses. Use materials that can reduce the power consumption of air conditioners, such as insulated glass units (IGUs).
- Take into consideration the health of the building users and promote employee efficiency.
- Reduce waste and pollution from the building.

The project will improve the quality of life of 4,000 employees of The Group when it is completed.

Air conditioning system management

The new 109 air conditioners installed in the KKP Tower since 2016 use a refrigerant that has zero ozone depletion potential (ODP) and the lowest global warming potential (GWP). The selected R-407 refrigerant can reduce greenhouse gas emissions by approximately

70% compared to the old air conditioners that used R-22 refrigerant.

The Group has also adjusted the temperature of air conditioners on every building floor and zone to 25°C, which reduces power consumption by up to 37,060 units per year or the electricity bill by up to 145,181 baht per year. Air ducts are cleaned twice a year and air conditioners are cleaned once a month instead of once every three months to reduce the remaining dust and maintain the cooling efficiency of the air conditioning system.

Switching from benzene to gasohol

The Bank adopted a policy requiring 314 of its vehicles that can support gasohol 91, gasohol 95, E20, and E85 to switch to these types of fuel in 2012 to reduce hydrocarbon and carbon monoxide emissions into the atmosphere by 20 - 25% (based on the assessment of the Department of Energy Business, Ministry of Energy) when compared with the use of benzene of the same amount.

60 Earth Hour 2020

KKP Tower, The Group's head office building, participated in the global 60 Earth Hour Campaign to reduce global warming on 28 March 2020. The activity to turn off electric lights for one hour between 20:30 and 21:30 in order to reduce global warming was organized by the Bangkok Metropolitan Administration in collaboration with the Metropolitan Electricity Authority and Electricity Generating Authority of Thailand. In this year, the campaign activity in the KKP Tower was able to reduce 102 kilowatts of electricity consumption.



Effluents and Waste Management

(103-2)

Build a photocopying room with a ventilation system to reduce pollution for employees

The Bank has built a photocopying room and installed a ventilation system in the area where large volumes of documents are printed in order to reduce ozone gas, toner particles, and UV light that cause cancer, danger to the respiratory and nervous systems, allergies, eye irritation, headaches, and fetal anomalies.

Use eco-friendly toners to print all office documents

The Bank only uses toners with environmental certification marks, such as a green label, to print office documents. This type of toner is free from amine, which causes respiratory irritations, the toxic effects of heavy metals such as mercury, lead, chromium, and cadmium, and carcinogens.

Use eco-friendly papers

Papers used to print office documents are produced in accordance with the SCG Eco Value standard or equivalent, which guarantees an environmentally friendly production process.

Use mercury and lead-free paints

Mercury and lead-free water-based paints were used in two new branches throughout the country. Not only can they reduce pollution, they are also good for the health of both employees and visitors to the branch.

Provide shuttle service for employees and communities in the Asoke area between the BTS Asoke Station and KKP Tower (13 hours/ day with an average of 200 passengers/ day)

Since 2008, The Group has provided a shuttle service for employees and the general public between the BTS Asoke Station and KKP Tower, Monday-Friday from 07.00 to 20.00, to facilitate approximately 200 customers, employees, and commuters per day traveling from the BTS station to the Bank's head office. This service helps reduce 25% of carbon monoxide emissions from fuel combustion when compared to using personal vehicles to travel the same route.

New Year's gifts for customers made from green materials

The Group has chosen New Year's gifts made of green materials for customers. They are a desktop calendar and diary, made from earth-friendly paper and printed with soy ink instead of dangerous chemicals. The gifts are thus safe and do not harm the environment.

Value added waste sorting

The Group has implemented a plastic bottle waste sorting program together with KKP CSR agents and housekeepers at the head office building. The program was able to collect 2,256.50 kilograms of waste plastic bottles from KKP Tower for recycling.

Promote e-services

The Group has developed fast, safe, robust, and user-friendly e-services to meet diverse consumer needs. We have promoted the use of e-services to replace traditional branch services, in line with the policy to use

innovation to fight against global warming by reducing fuel consumption for traveling to branches and transaction papers.

Paper Consumption Reduction Project

The Group is aware that natural resources are used to produce paper, and that paper consumption increases waste. We have, therefore, strived to reduce paper consumption in business processes such as:

Electronic communications with customers

The Group has started using electronic methods such as email and SMS to send news, information, and transaction notifications to customers. We have also set up a system to allow customers to view transaction history and statements via e-services and encouraged customers to apply for e-services to reduce paper consumption.

Photocopying paper reduction program

The Bank introduced a multifunction device (MFD) for use in the office since 2016. This device enables laser printing, photocopying, scanning, and faxing in one machine, and is able to set up automatic two-sided printing. Together with the SCG eco paper or equivalent, this device reduces paper consumption by 30%.

Use of digital information retrieval system in committee meetings

The Bank has canceled the traditional paper-based filing system in committee meetings, including the Major

Loan and Foreclosed Property Committee, General Loan and Foreclosed Property Committee, Level-2 Fund Screening Committee, and Nomination and Remuneration Committee, and has uploaded digital files onto tablets for committee members instead. This has reduced paper consumption in committee meetings by an average of 300,000 sheets per year since 2013.

The production of one ton of paper requires 17 trees, 1,000 kW per hour, 300 liters of fuel oil, 100 tons of clean water, and 5 kg of chlorine.

Digital human resource processes

Since 2019, the Bank has improved the HR work processes to use digital, instead of paper-based, data. For example, it has canceled paper-based interview documents and uploaded resumes and interview evaluation results of applicants onto tablets. It also used email to send annual salary adjustment and bonus payment notifications and conducted an employee training satisfaction survey digitally. This improvement was able to reduce paper consumption by up to 115,200 sheets or 230 reams per year and to reduce the use of toner, which may cause health problems to employees.



Water Supply Management

(103-2)

The Group recognizes the importance of environmental conservation in KKP Tower, which is our head office building. We have improved the entire wastewater treatment system to increase its efficiency. Before discharging wastewater into BMA public sewers, it is treated in a combined biological treatment system, which is an aerobic system that combines activated sludge and fixed film or biodisc processes. This system uses a Bi-Act SDO aerator in connection with an air blower to control air flow under water to bring wastewater trapped in aeration cells from the bottom to the surface of the aerated pond, which enables a more efficient wastewater treatment than using a conventional activated sludge system alone. It is also energy efficient and can treat wastewater to below the levels required by law. Moreover, The Group has conducted an inspection and measurement of wastewater on a monthly basis.

Water Consumption and Water Supply Management

(103-3, 306-1)

Total Volume of Planned Water Discharges (cubic meter)			
2017	2018	2019	2020
91,374	72,969	74,053	66,285

Notes:

- Water is not reused or recycled.
- Discharge destination: BMA sewers.
- Effluent quality standards (as set by the Pollution Control Department): Control Building Category A.
- Treatment approach/ method: Combined biological treatment system.

In 2020, the Bank consumed 66,285 cubic meters of water, down from 2019 by 7,768 cubic meters or 10.48%, as a result of implementing the water system efficiency improvement policy. The work from home arrangements for certain group of employees during the COVID-19 epidemic also contributed to this decrease in water consumption. In 2020, the Bank had no water management impacts and no significant spills of effluents and wastes. ⁽³⁰⁶⁻³⁾

Social Dimension





Human Rights

(103-1, 103-2, former FS1)

Today, human rights are a matter of national and international concern and something that the business sector needs to pay close attention to in order to minimize direct and indirect impacts of human rights from its operations. Therefore, the Group, as a provider of financial services and a part of the business sector,

is a key mechanism for effectively driving human rights operations across the business sector. We strive to improve human rights practices within the organization and operate with care to prevent risks that may affect our stakeholders. ⁽¹⁰³⁻¹⁾

Approach to Fair Treatment of Employees and Respect for Human Rights ⁽¹⁰³⁻²⁾

The Group respects human rights in accordance with the United Nation Guiding Principles on Business and Human Rights and complies with human rights laws. It takes steps to prevent and avoid human rights violations against stakeholders, we respect human values and basic rights, and treat others equitably.

The Group has defined respect for human rights guidelines in the **Corporate Governance Policy** under Chapter 3: Roles of Stakeholders, in the **Guidelines for Business Conduct** under Treating Others with Respect and Dignity, and in the **Corporate Social Responsibility Policy** under Article 4: Respect for Human Rights. These guidelines encompass respect for human rights within the organization e.g., fair treatment for employees, and respect for the rights of people outside the organization, e.g., customers and consumers, shareholders, and business partners.

The Group has set the guidelines for treatment and responsibility toward employees, which are applied to organizational practices, starting from the recruitment process. All job applicants are protected against discrimination on the basis of their race, nationality, religion, gender, age, disability, and sexual orientation and any form of illegal discrimination practices. Moreover, we provide equal employment opportunities to every candidate **who meets the job qualifications**. In the **employment process**, the Group ensures that the corporate governance is in place and carefully makes operational plans to avoid problems that may violate the rights of employees, communities, and society, including:

- Providing appropriate remuneration and welfare that are consistent with employee performance and the value of the work performed, equal between men and women, and comparable to those offered by other companies in the same industry in the country

- Set up a human resource management system to appoint, transfer, reward, and punish employees fairly based on their knowledge, ability, and suitability.
- Respecting the rights and privacy of all employees. Only collecting employee personal information as needed and keep it confidential.
- Managing and treat employees fairly, equitably, politely, and with dignity. Providing opportunities for employees at all levels. Building and promoting a positive work culture and environment and fostering behaviors that align with corporate principles.
- Providing training to develop employee knowledge, skills, and capabilities regularly.
- Properly managing occupational health and safety to ensure that the work environment is safe at all time. Providing healthcare welfare, annual health check-ups, and accident and health insurance for employees.

With respect to customers and consumers, the Group adheres to responsible business practices - including complete, accurate, and truthful disclosure of product information - fair customer services, and protecting the confidentiality of customer data. Moreover, we have

measured customer satisfaction and used comments/ complaints about products and services to improve customer satisfaction and trust. For more information, please see the topic **"Delivering an Excellent Customer Experience,"** pages 92 - 101.

With respect to shareholders, the Group treats all suppliers equitably and discloses information transparently, fairly, and equitably and ensures that all shareholders, both major and minor, are treated equally and their fundamental rights are protected.

With respect to supplier/ outsourced services, the Group treats all suppliers and outsourcers equitably and fairly, prepare suitable contract formats, and complies with the agreements and conditions strictly, transparently, sincere, and accountably. Moreover, it has set up a system to protect the confidential information of suppliers from being disclosed or used illegally.

In addition, the Group has established channels to receiving complaints and suggestions/ comments regarding human rights from employees, customers, and consumers. All complaints are handled and followed up on properly, and appropriate remedial actions are taken. For more information, please see the topic **"Whistleblowing and Complaint Reporting,"** pages 34 - 35.

Employment of People with Disabilities

Believing in equal opportunity and social equality, the Group has cooperated with the Thai Bankers' Association on the "Quality of Life Improvement for People with Disabilities" project since 2017. This project aims to contract or subcontract services from people with disabilities to work with the Thai Red Cross Society

and Social Innovation Foundation. As of the end of 2020, the Group contracted the services of 45 people with disabilities through this project, enabling them to have a proper job not far from their homes. In addition, we have employed two full-time employees with disabilities to work as a telephone operator and staff on the Corporate Sustainability Development Team.



Human Resource Management

(103-1, 103-2)

Kiatnakin Phatra Financial Group strongly believes that human resources are key to driving the organization toward sustainable growth and success. Employees are not only our closest partners, but also members of our organization. As the Group strives to constantly develop and prepare for competition and sustainable growth, our human resource policy and vision are extremely important for driving our strategies to achieve the business goals.

We recruit and select qualified candidates who share our principles and values to join the company and strengthen our workforce. We continue to develop our employees to enable them to have the skills and knowledge needed to perform their duties effectively, produce desired results, and deliver the best services and products to customers. In addition to developing and strengthen corporate cultures of sharing and creativity, building pride in the workplace, and promoting employee engagement, the bank and Financial Group treat all employees fairly, equally, and with respect for their dignity and rights.

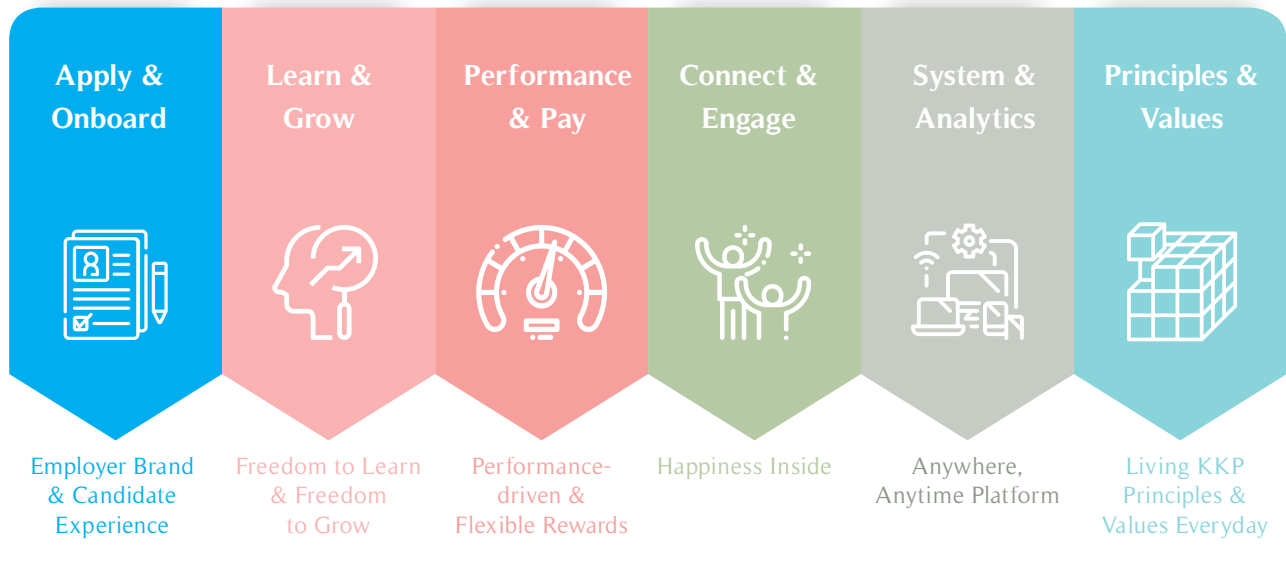
Our human resource management policy encompasses career management to give every employee the opportunities to further their career in their current roles or toward higher positions, a people assessment that is transparent and fair to employees at all levels, and performance management to build commitment in the workplace to ensure the delivery of quality customer services, and to foster a relationship and mutual understanding between supervisors and subordinates. The Group also provides appropriate

employee compensation and benefits, an important component of human resource management that is consistent with the business operating results. To support career path and employee development, the Group helps all employees, from practitioner to senior management levels, develop and receive training to enhance their skills and knowledge as well as fostering a positive attitude at work. We also manage safety, occupational health, and the work environment to ensure that employees are safe, comfortable, and healthy at work. Thus, it can be seen that we have a holistic approach to employee wellbeing, carried out through various human resource management mechanisms and programs to retain employees in the organization.

The Group encourages employees to apply corporate principles: Winning Attitude, Grit, Community, and Market, in performing their duties and working with other units within the organization. We also promote a corporate culture and value in which employees work together to produce success in the best interest of customers, the organization, and society to become a competitive, outstanding, and sustainable organization.

The Group has implemented human resource management under the Three-Year Business Plan (2019 - 2021) to achieve the vision of “A Great Place to Work” through programs and activities aimed at creating positive employee and candidate experiences. The Three-Year Business Plan was designed to align with the employee journey in six areas, including:

6 HR STRATEGIES to REACH A VISION OF “GREAT PLACE TO WORK”



Employment, Talent Attraction, and Employee Retention (103-2)

In recruiting and selecting personnel, the Group uses new technologies to reach target candidates through different channels and to build a candidate pipeline to efficiently attract and recruit talent in response to the organization's hiring needs and competition in the labor market. The Recruitment Department aims to create a positive employee experience to support the Group's recruitment needs and strategy through employer branding to help attract the right candidates using different channels, such as LinkedIn, Line@KKPCareer, and Workventure. In addition to improving the recruitment process to make a good impression on job applicants, we have developed sourcing channels to make the employee brand memorable and to better recruit directly targeted talent. Furthermore, the Group has developed

recruitment tools to support a behavioral-based interview to evaluate whether a candidate's qualifications, skills, and experiences fit the job position and align with the corporate principles. We have also improved interviewers to help them better understand their roles and the importance of recruiting qualified candidates, as well as promoting positive attitude, ethics, and creativity for employees to drive the Group toward sustainable growth.

When the Group plans to expand business and needs additional workforce, the Recruitment Department, which plays an important role in supporting the plan and recruiting suitable candidates that align with the corporate principles, will expedite the recruitment process to meet the organization's needs and to enable business to grow as planned. Also, when there is a need to fill a vacancy due to employee resignation, the Recruitment Department will expedite the process to recruit a candidate to fill the vacant position to avoid impact on business operations.



Career Connect Program (103-2, 103-3)

The Group gives employees the opportunity to transfer to a different job within the organization or to the same job at a different location that suits their expertise and interests to help them grow in a job that matches their skills and abilities. Not only does a work transfer motivate self-improvement and help employees gain wider and broader experience, it will also encourage supervisors to create an environment that promotes career advancement for their subordinates. From 2018 to 2020, more than 500 interested employees applied to join the program.



ขั้นตอนการสมัคร Career Connect



1. พนักงานสมัคร Career Connect



2. HR พิจารณา คุณสมบัติเบื้องต้น



3. ถ้าคุณสมบัติผ่าน พนักงานแจ้ง หัวหน้างาน ปัจจุบันทราบ



4. พนักงานเข้ารับการสัมภาษณ์



5. HR แจ้งผลการสัมภาษณ์



6. พนักงานโอนย้าย



ศูนย์บริการพนักงาน
02 495 1544 กด 1



ศึกษาข้อมูลเพิ่มเติมได้ที่
ประกาศ, Q&A

ตำแหน่งที่เปิดรับสมัคร



Number and Rate of Kiatnakin Phatra Bank's New Employee Hires (103-3, 401-1)

New Employee Hires	2018		2019		2020*	
	Number	%	Number	%	Number	%
New Employee Hires by Gender						
Male	403	9.38	150	3.69	19	0.47
Female	554	12.89	350	8.60	46	1.14
New Employee Hires by Age Group						
< 30 years old	260	6.05	164	4.03	12	0.30
30 - 50 years old	686	15.96	333	8.19	53	1.31
> 50 years old	11	0.26	3	0.07	0	0.00
New Employee Hires by Region						
Head Office	640	14.89	431	10.59	56	1.39
Northern Thailand	45	1.05	11	0.27	0	0.00
Northeastern Thailand	113	2.63	14	0.34	2	0.05
Central Thailand	107	2.49	34	0.84	6	0.15
Southern Thailand	52	1.21	10	0.25	1	0.02
Total	957	22.27	500	12.29	65	1.61

Notes: Percentage compared to the total number of employees (at the end of the reporting period).

Total number of employees in 2018 = 4,298 (as of 31 December 2018).

Total number of employees in 2019 = 4,068 (as of 31 December 2019).

Total number of employees in 2020 = 3,761 (as of 31 December 2020).

Number and Rate of Kiatnakin Phatra Bank's Employee Turnover (103-3, 401-1)

Employee Turnover	2018		2019		2020*	
	Number	%	Number	%	Number	%
Employee Turnover by Gender						
Male	251	5.84	247	6.07	153	4.1
Female	363	8.45	364	8.95	237	6.3
Employee Turnover by Age Group						
< 30 years old	176	4.09	163	4.01	72	1.9
30 - 50 years old	430	10.00	440	10.82	296	7.9
> 50 years old	8	0.19	8	0.20	22	0.6
Employee Turnover by Region						
Head Office	N/A	N/A	N/A	N/A	243	6.5
Northern Thailand	N/A	N/A	N/A	N/A	34	0.9
Northeastern Thailand	N/A	N/A	N/A	N/A	48	1.3
Central Thailand	N/A	N/A	N/A	N/A	39	1.0
Southern Thailand	N/A	N/A	N/A	N/A	26	0.7
Total	N/A	N/A	N/A	N/A	390	10.4

Notes: Percentage compared to the total number of employees (at the end of the reporting period).

Total number of employees in 2018 = 4,298 (as of 31 December 2018).

Total number of employees in 2019 = 4,068 (as of 31 December 2019).

Total number of employees in 2020 = 3,761 (as of 31 December 2020).



Employee Benefits ⁽⁴⁰¹⁻²⁾

The Group recognizes the importance of employees as valuable resources in driving the organization towards its goals and directions. We have thus provided a variety of benefits to our employees to ensure that they have a good quality of life, are happy, and have good morale at work.

Employee benefits are provided equitably based on the nature of work, position, and role of employees. They include basic benefits as required by law and other incremental benefits provided in response to specific needs and situations.

Rights/ Benefits/ Welfare	Full-Time Employees	Contract Employees
Insurance, such as life insurance, accident insurance, total permanent disability insurance, and all-risks insurance	Yes	Yes
Medical expenses (employees) and medical treatment in the organization's healthcare facilities	Yes	Yes
Medical expenses (spouses and children)	Voluntary	-
Provident fund contribution	Yes	Yes
Severance pay or pension	Yes	Yes
Overtime pay and holiday pay	Yes	Yes
Travel expenses for work within the country and abroad	Yes	Yes
Dependent tuition assistance in the event of employee's death	Yes	-
Allowances such as childbirth allowance, ordination allowance, and disaster recovery allowance	Yes	Yes
Welfare loans such as housing loan, car/ motorcycle loan, and personal loan	Yes	-
Leaves such as sick leave, personal leave, vacation leave, birthday leave, prolonged sick leave, meditation leave, and parental Leave (male and female employees)	Yes	Yes

Notes: Contract employees are entitled to basic rights as required by law and other incremental benefits to provide financial security and stability for employees, such as provident fund contribution, life insurance, accident insurance, and total permanent disability insurance. However, contract employees are not entitled to certain benefits, such as childbirth allowance, ordination allowance, prolonged sick leave, and meditation leave because they are on short-term employment with a high turnover rate.

KIATNAKIN PHATRA
FINANCIAL GROUP

สิทธิพิเศษ
สำหรับพนักงาน KKP

รถกู้เงินด่วน
คาร์คิกแคช

ดอกเบี้ยพิเศษ
เริ่มต้น **3.18%** ต่อปี*

สอบถามโทร. 1544 กด 2 กด 2

รายละเอียดสมัครสินเชื่อ

- ใช้สิทธิได้ตั้งแต่วันนี้ - 30 ก.ย. 63
- สงวนสิทธิ์เฉพาะรถยนต์ที่ปลอดภาระและรถยนต์ที่ผ่อนชำระอยู่กับธนาคารเท่านั้น
- อายุรถไม่เกิน 10 ปี และไม่ใช่รถสาธารณะหรือรถตู้
- เฉพาะแบบโอนเล่มทะเบียนเท่านั้น
- เพื่อนำใบพิจารณาอนุมัติสินเชื่อเป็นไปตามที่ธนาคารกำหนด

KIATNAKIN PHATRA
FINANCIAL GROUP

เตรียมร่างกายให้พร้อม
ตรวจสอบสุขภาพประจำปี
และฉีดวัคซีนป้องกันไข้หวัดใหญ่
ปี 2563

ตรวจสอบสุขภาพประจำปี

สำหรับ
พนักงาน
เริ่มงานก่อน
1 มกราคม 2563

21 สิงหาคม 2563 เวลา 07.00 - 12.00 น.
อาคาร ซีซี บีวี่ ห้างประชานิคม 6

24 - 28 สิงหาคม 2563 เวลา 07.00 - 13.00 น.
อาคาร เทคที ทาวเวอร์ บริเวณ ฮิน G

1 กันยายน - 31 ตุลาคม 2563 ณ โรงพยาบาลที่กำหนด
พนักงานสาขาและพนักงานที่ปฏิบัติงาน ณ สถานที่อื่นๆ ที่ประกาศ

ฉีดวัคซีนป้องกันไข้หวัดใหญ่ 4 สายพันธุ์
สำหรับพนักงานประจำ (ไม่คิดค่าใช้จ่าย ตามความสมัครใจ)

- 1 พนักงานสามารถฉีดวัคซีนในเวลาและสถานที่ได้เกี่ยวกับการตรวจสุขภาพประจำปี
หรือโรงพยาบาลตรวจร่างกายตามกำหนด
- 2 ครอบครัวพนักงาน หรือพนักงานสัญญาจ้างอื่นๆ ชำระค่าใช้จ่ายเอง
 - กรุงเทพฯ : ฉีดวัคซีนราคาพิเศษ เย็นละ 370 บาท ตามวันและเวลาเข้าตรวจเองครั้ง 2 อาทิตย์
และราคาเต็มจะ 420 บาท ณ โรงพยาบาลทุกที่ 1 เท่านั้น
 - ต่างจังหวัด : ฉีดวัคซีนได้ ณ โรงพยาบาลตามกำหนด ตามราคาของโรงพยาบาลอื่นๆ

หมายเหตุ

- หากไม่สะดวกตรวจสุขภาพและฉีดวัคซีน ตามวันและเวลาดังกล่าวข้างต้น สามารถเข้าตรวจได้ทีละคน 1 หรือ 2 คนต่อวัน ตามกำหนด ตั้งแต่ 1 กันยายน - 31 ตุลาคม 2563
- ตรวจสอบรายชื่อและโรงพยาบาลสำหรับฉีดตรวจสุขภาพและฉีดวัคซีน คลิก

Moreover, the Group attaches importance to work-life balance and the lifestyle of employees. We provide sabbatical leave to employees who have worked at the organization for five years or more. Eligible employees

are entitled to a month of unpaid time off every five years, during which they can pursue their interests or self development to improve their creativity and recharge.



Parental Leave (103-3, 401-3)

Leave Information	Male (person)	Female (person)
Number of employees that were entitled to parental leave.	1,425	2,262
Number of employees that took parental leave.	31	65
Number of employees that returned to work after parental leave ended.	31	65
Number of employees that returned to work after parental leave ended that were still employed one year after their return to work.	43	46
Return to work and retention rates of employees that took parental leave (%).	81.13	79.31
Return to work and retention rates of employees after parental leave ended.	N/A	N/A

Note: Data compiled from the internal leave management system.

From the information above, it was found that in 2019 (information as of 31 December 2020), the bank had 58 female employees who took parental leave,

46 of which, or 79.31%, were still employed one year after their return to work.

Labor Relations Management (103-1, 103-2, 402-1)

The Group has managed labor relations to improve or promote a good relationship between management and employees in line with corporate governance and principles. We create trust, enthusiasm about work, and cooperation in the organization by caring for every employee equally, listening to or sharing different ideas, providing employee development opportunities, implementing employee engagement, properly managing the work environment and benefits, promoting happiness inside the organization, and maintaining a healthy work-life balance.

The Group has set a minimum notice period regarding operational changes that could substantially affect employees, such as job rotation, transfer, and dismissal, as well as providing them with channels to file complaints or bargain. The minimum number of days' notice provided to employees is 30 days to ensure that employees have sufficient time to adapt to the changes. Moreover, the bank has set up channels to allow employees to file complaints or negotiate when they are not satisfied with or receive an unfair job transfer or change notices. In 2020, the bank received no such complaints. ⁽⁴⁰²⁻¹⁾

Employee Engagement Survey ⁽¹⁰³⁻³⁾

The Group has outsourced employee engagement surveys in order to obtain unbiased information and

protect the privacy of respondents.

Survey Results	2016 (Full score = 10)	2018 (Full score = 10)	2020 (Full score = 100)
Level of employee engagement	8.72	8.89	72
Percentage of employees that participated in the survey	93.29	93.83	98

Notes: 1. Employee engagement survey is conducted once every two years.
2. In 2020, employee engagement survey was conducted by KINCENTRIC using different survey methods and tools, as well as different analysis methods, from the previous years.

The Group is committed to maintaining the level of employee engagement and improving the quality of factors affecting such engagement. We have used the survey results and comments received from employees to determine guidelines for building and maintaining employee engagement in various areas, including diverse

and inclusive welfare loans and improving evaluation process efficiency to ensure the performance goals at all levels are consistent and jointly agreed on by employees and superiors, as well as career and employee development.

Happiness Inside ⁽¹⁰³⁻²⁾

The Group strives to promote a happy work environment, believing that happiness at work and a healthy work-life balance will help employees perform more efficiency and productively. Happy employees are also more engaged and ready to grow together with the organization. We have thus endeavored to promote employee health and wellness in four areas: financial, social, physical, and mental health. In 2020, we organized the following projects/activities for employees.

- Communicated news and information about health care, such as advice on how to protect oneself from COVID-19, through the bank's electronic system.

- Provided tools, equipment, and systems to support work from home or remote work.
- Set up channels to provide consultation for employees to help them manage stress and other problems, such as the "KKP Hotline Happyline" program in which employees suffering from stress and anxiety can talk and consult with psychiatrists and psychologists online through the OOCA application 24/7 free of charge. All information will be kept confidential.
- Activities to assist employees facing financial problems or debts, such as providing advice and guidance about debt recovery/ restructuring and teaching employees how to do personal bookkeeping for financial planning.



In addition, during the COVID-19 situation, we put measures in place to care for our employees and to financially assist those who were affected. For more information, see the topic **Action taken during the COVID-19 Pandemic: Caring for Employees**, pages 119 - 120.

KIATNAKIN PHATRA
FINANCIAL GROUP

“เคยมี...เครียดหรือมีปัญหา แต่ไม่รู้จะปรึกษาใคร”
พบ KKP สายด่วน สุขใจ 😊

#KPPstrong2gether
เพราะห่วงใย จึงใส่ใจ
#เราจะผ่านวิกฤตครั้งนี้ไปด้วยกัน

ทางเลือกใหม่ที่เพื่อนๆสามารถพูดคุย
และปรึกษาแบบออนไลน์กับผู้เชี่ยวชาญจิตแพทย์
และนักจิตวิทยาผ่าน แอปพลิเคชัน **ooca**

ปัญหาในที่ทำงาน
 เครียดเรื่องเงิน
 นอยด์โควิด
 WFH ปรับตัวไม่ทัน
 ปัญหาในการเลือก
 หงุดหงิดอารมณ์แปรปรวน

การปรึกษาจิตแพทย์ไม่ใช่เรื่องแปลก โดยเฉพาะในยุคโควิดนี้ด้วย
พร้อมโหลดแอปพลิเคชัน เร็วๆนี้

ปรึกษาฟรี 24 ชั่วโมง
 คุยได้ทุกเรื่องที่มีปัญหา
 คุยที่ไหนก็ได้ เมื่อไหร่ก็ได้
 บันทึกลงได้ ข้อมูลเป็นความลับ

สอบถามข้อมูลเพิ่มเติม กรุณาติดต่อ
โทร 02 495 1544 ต่อ 1

by
Happiness Inside

ติดตามข่าวสารและกิจกรรมและร่วมกิจกรรมได้ทุกที่ ทุกเวลา
f KPP Happiness Inside
 ooca@supplifeinside

Complaint/ Grievance Handling

The Group listens to opinions, suggestions, complaints, grievances, and collective bargaining agreements from employees through various channels, such as customer relations, supervisors, letters, and social media.

- Developed complaint handling procedures that are transparent, fair, and accountable.
- Set up a committee or representative to review information in an impartial manner.
- When determining a disciplinary action, the determiner should be independent of the investigation team and allows the employee to appeal the decision in compliance with the Labor Protection Act or better law.
- In 2020, there were no employee complaints.

Employee Development (103-1, 103-2)

Changes in technologies, industries, behaviors, and customer needs influence the way of doing business, which in turn affects how we work to meet customer expectations. Therefore, it is important for the organization to develop and improve the skills, knowledge, and attitudes of employees and executives to help them adapt to changes. The Group attaches great importance to developing employees at all levels, from practitioner to senior management levels, to enhance their knowledge and capability and prepare them for changes in the industry.

In addition, the recent COVID-19 pandemic is a crucial factor in speeding up the digital transformation process in the industry sector, including the financial and banking industry. As a result, companies need to adjust their approach to employee development to reflect changes in the new normal.

The Group has developed employee knowledge and skills in various areas to suit the nature of their jobs and daily life through a variety of programs and tools designed to effectively meet the objectives of the employee development plan, including:



Self-Learning Through Digital Mediums:

This self-learning platform called "TAXILA" enables employees to study on their own time, anywhere from their computers or smart phones. All digital learning content is uploaded onto this platform in the e-learning, micro learning, and VDO formats.



Classroom Learning:

This learning model aims to allow employees to practice their skills and enable feedback and sharing of ideas between lecturers and students and among students in a classroom setting.

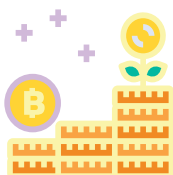


Sharing of Experiences:

This provides a shortcut to learning by inviting speakers in various fields of expertise to share their personal experiences, which will allow employees learn from and apply them in their own lives.



The diverse and comprehensive body of knowledge designed by the Group and provided through KKP Academy covers the following areas:



Wealth School

is a source of wealth business knowledge, including financial and investment product knowledge, work processes, and skills needed to deliver services to this group of customers.



Investment Banking School

is a source of knowledge about corporate fundraising, money market business, and investment.



Leadership School

is a tool for leadership development. It will provide continuous learning in areas essential to developing leaders, from practitioners to senior management in the organization.

The Group has set the Three-Year KKP Academy Development Plan (2019 - 2021) to collect learning resources and skills in commercial banking and capital market businesses. When the project is completed, employees will have a complete learning resource and can easily access knowledge through the Bank's digital platform.



ปฏิทินการอบรม
ประจำไตรมาสที่ 2 ปี 2563



คลิกดูรายละเอียด
ปฏิทินการอบรม Q2 2563

Recommended !!



...มีหลักสูตรดีๆ ให้เลือกอีกมาก ค้นหาคำหลักสูตรที่ “ใช่” สำหรับคุณ หน้าที่ต่อไป...

Training Hours of Employees (103-3, 404-1)

	Gender		Level		Overall
	Male	Female	Practitioner	Management	
2018	38,080	72,082	84,625	25,536	110,162
2019	35,208	58,011	68,029	25,191	93,220
2020	25,229.35	52,452.005	59,718.26	17,963.09	77,681.35

In 2020, the Bank set a target for 50% of employees to receive a minimum of six hours of training. At the end of 2019, this target was achieved, with employees receiving average hours of training of 19.01 hours per year or

2.72 days per person or equivalent to two courses per year, which was within the standard of human resource development in the industrial sector.

พบกับ...
GUEST SPEAKER
FORUM 2020
“Leadership in a crisis
How to lead through a crisis”
30 กรกฎาคม 63
เวลา 14.00 - 16.00 น.
คุณบรรจง พงษ์พานิช
ประธานกรรมการบริหาร
กลุ่มธุรกิจการเงินเกียรตินาคินภัทร

KIATNAKIN PHATRA
FINANCIAL GROUP
หลักสูตรใหม่ บน TAXILA
ประจำเดือน กุมภาพันธ์ 2563
เรา Merge กันเถอะ...
เขาเลย!! แล้ว Merge คืออะไรหรอ?
“ทำไมหลายบริษัทต้องควบรวมกิจการ?
แล้วเรานับกับเขาอย่างไรถึงธุรกิจนี้บ้าง?”
มาทำตอบได้ในหลักสูตร online
Mergers and Acquisitions
M&A Advisory

รูปแบบการเข้าร่วมกิจกรรม Virtual Classroom ทาง MS Team
เปิดรับสมัครแล้วที่ SF0052
TAXILA
สอบถามข้อมูลเพิ่มเติมได้ที่ ศูนย์บริการพนักงาน โทร 02 495 1544 no 1
ติดตามข่าวสารพนักงานและร่วมกิจกรรมได้ทุกที่ ทุกเวลา
f HOP Happiness Inside @KIPHappinessinside

Forum 2020 Journey Q3
OPEN
คุณบรรจง พงษ์พานิช
Leadership in a crisis
How to lead through a crisis
SF0052
30 กรกฎาคม 63
OPEN
July
ดร.สุภาวดี ชวนะชัย
ผู้เชี่ยวชาญด้านจิตวิทยา
และโค้ชด้านภาวะผู้นำ
COVID-19
SF0053
10 กรกฎาคม 63
Aug
ดร.ทศพร นาคะ
The Standard's Story
SF0054
7 สิงหาคม 63
Sep
ดร.ณัฐพร จิตต์น้อย
CEO AcComm Group
Leading in Time
of Change
SF0055
11 สิงหาคม 63
OPEN
ดร.ณัฐพร จิตต์น้อย
CEO LEADERSHIP (THAILAND) COMPANY LIMITED
Steps for an Effective
Change Management
SF0056
27 สิงหาคม 63

Access to Employee Development (103-3)

	Class Room/Virtual Class Room	e-Learning	Overall
Percentage of employees that accessed development	96	71	98

Note: * As percentage of the total number of employees.



Programs for Upgrading Employee Skills (103-3, 404-2)

Training Topic	Objectives	Number of Participants	Employee Level		
			Practitioner	Management	Licensed
General Courses					
Introduction to Financial Institutions Laws	To understand relevant laws and regulators governing the businesses of the Group.	50	✓	✓	✓
Management Skills Courses					
Performance Management & Coping with Feedback	To be aware of the importance and benefits of feedback from supervisors.	25	✓		
Problem Solving and Decision Making	To be able to apply problem-solving and decision-making tools in real situations.	25	✓		
High Impact Decision Making	To understand and be able to apply different decision-making techniques to solve problems efficiently.	25		✓	
High Impact Negotiation	To understand strategies and be able to conduct negotiations effectively to the satisfaction of both parties.	16		✓	
High Impact Presentation	To be able to communicate to achieve the goals of the presentation, build credibility, and persuade the audience into making a decision.	16		✓	
Managing Change	To understand the change management process and be able to apply it to produce results.	20		✓	
Technical Skills Courses					
Non-Life Insurance Broker License Renewal 1, 2, and 3	To review knowledge and understanding about the life insurance business and related products.	50			✓
Securities Investment Consultant License Renewal	To review knowledge and understanding about instruments, such as equity instrument, debt instrument, and fund.	80			✓

Notes: * Practitioner level means practitioners to senior managers.

** Management level means assistant directors of departments or higher.

Employee Performance Evaluation (103-2, 404-3)

The Bank conducts an employee performance evaluation fairly within a flexible framework and under the principles of collaboration and self development. It uses a performance evaluation system called “SuccessFactors” to empower employees and managers, along with the PMS process and facilitate conversation and meaningful feedback to enable the involvement of employees of all levels in goal setting, as well as promoting behavior that aligns with corporate principles and collaboration to achieve the defined goals and plans.

The annual performance evaluation process starts from the determination of performance goals to align with the overall goals and objectives of the organization, function, department, and individual employee levels. The goal setting covers three areas: individual goals, collaboration goals, and self-development goals. The evaluation is divided into two rounds: the mid-year performance evaluation and monitoring (January-June) and the year-end performance evaluation (January-December). Employees will conduct a self-assessment and then immediate superiors evaluate employee

performance against the defined goals and behaviors that align with corporate principles, with an emphasis on feedback between employees and superiors to improve continuous performance management. In the year-end evaluation, a department or function-level performance calibration will be conducted to ensure that the overall evaluation results are fair and complete in accordance with the performance evaluation guidelines set by the Bank. Employees must acknowledge the evaluation results in the system. If employees disagree with the evaluation results, they must provide the reason for their disagreement so that Human Resource Management can use the information provided to track problems related to the performance evaluation system and process. The results of performance evaluation will be used in remuneration and human resources management, such as salary adjustment and annual bonus payment. They also provide an important mechanism to maintain performance standards and feedback to employees to develop and improve their capabilities for career advancement.

Number of the Bank's Employees That Were Evaluated on Their Performance in the SuccessFactors System

(103-3, 403-3)

Gender		Level		Overall	%
Male	Female	Practitioner	Management		
1,426	2,267	3,096	597	3,693	98.19

Notes: Practitioner level means practitioners to senior managers.

Management level means assistant directors of departments or higher.



Occupational Health and Safety

The Group cares about its employees as if they were family members. We ensure that our employees are provided with a safe and healthy workplace and

appropriate tools and equipment that enable employees to perform effectively and have a happy work life. ⁽¹⁰³⁻¹⁾

Workplace Safety Management ⁽¹⁰³⁻²⁾

The Group ensures that the working environment is safe and appropriate in accordance with international standards to prevent incidents or accidents that may affect employees, as well as customers and outsiders visiting the workplace. We have established the Safety, Occupational Health, and Work Environment Committee and provided employees with appropriate and safe equipment and a safe working environment in accordance with the Ministerial Regulation on Safety, Occupational Health, and Work Environment Standards, including office chairs that can be adjusted according to users' physical needs and the height of the desk with the ergonomic

arrangement and LED bulbs with sufficient light dispersion for the work environment as required by law. In addition to monitoring workplace air quality and cleaning air conditioners regularly, we have communicated news and information about health and occupational health to employees through the Bank's electronic system and provided them with protective equipment such as dust masks, first aid rooms and services, and emergency rescue equipment. ⁽⁴⁰³⁻³⁾

Furthermore, we have provided occupational health and safety training for relevant units as follows: ⁽⁴⁰³⁻⁵⁾

Course	Unit Receiving Training	Frequency of Training	Number of Participants
Advanced Fire Fighting	KKP Tower Co., Ltd.	1	4
First Aid	KKP Tower Co., Ltd.	1	1
Basic CPR (Cardiopulmonary Resuscitation)	KKP Tower Co., Ltd.	1	4
Executive-Level Safety Officer	KKP Tower Co., Ltd.	1	4

The Group has also put an emergency management plan in place and provided training for employees to prevent accidents, such as annual fire and evacuation drills.

To ensure that employees are in good health to reduce safety and occupational health risks, the Group has provided employees with annual health check-up programs that are appropriate for different age groups, vaccination against four strains of influenza, and alternative welfare health insurance plans. We have also set up sports clubs, such as the running club, table tennis club, and bicycle club, each of which organizes health promotion activities that suit its members' interests. A corporate sports event is organized annually (in 2020, this

event was canceled due to the COVID-19 pandemic), and when the head office building improvement is completed in 2022, employees will have a fitness room to exercise as well. ⁽⁴⁰³⁻⁶⁾

The Group also pays attention to dangers that may arise from the intrusion of malicious persons, thefts, terrorism, and protests. We have put in place security measures, requiring visitors to register before entering the workplace, assigning security officers to be on duty at every office and bank branch, and installing CCTV cameras and intrusion alarm systems. Moreover, we have developed an emergency response plan to serve as a guideline for the BCM Working Group, employees, customers, and visitors. ⁽⁴⁰³⁻⁷⁾

Establishment of the Welfare Committee and Safety and Occupational Health Committee

The Group encourages employee representatives to serve on the Welfare Committee and Safety and Occupational Health Committee to voice or share their opinions and give advice or suggestions to help management manage and improve employee welfare benefits to better meet employee needs. They also ensure that workplace hygiene and safety are provided to effectively prevent dangerous occurrences, accidents, and illnesses in the course of work. These Committees hold a meeting regularly or at least once a quarter to supervise, review, or offer advice on welfare, safety, and occupational health.

Number of Employees Covered by the Welfare Committee and Safety and Occupational Health Committee ^(103-3, 102-41, 403-8)

Employees controlled or covered by Kiatnakin Phatra Bank	Number	%
Full-Time Employees	3,742	99.50
Contract Employees	19	0.5

Note: The Bank has two types of employees: full-time employees and annual contract employees. All employees (or 100%) are covered by the occupational health and safety management system.



Occupational Health and Safety Information (103-3, 403-9)

Occupational Health and Safety Information	Unit	2020
Injury Rate (IR)	Number of employees per 200,000 hours of work	0.00
Lost Time Injury Rate (LTIR)	Number of employees per 200,000 hours of work	0.00
Lost Day Injury Rate (LDIR)	Number of lost days per 200,000 hours of work	0.00
Occupational Disease Rate (ODR)	Number of employees per 200,000 hours of work	0.00



Delivering Excellent Customer Experience (103-1, 103-2)

The Group is facing challenges from rapidly changing customer behavior and technology in the digital age. As a result, we need to adapt to these changes by developing diverse products and services to meet customer needs and making them more accessible through smartphones and other online systems.

Customers are also expecting the Group to present information and deliver products/ services correctly and honestly while protecting customer confidentiality and privacy. We thus strive to comply with the principles of

financial consumer protection to provide fair services, give customers full and correct information to enable them to make informed decisions, and prevent the violation of customer privacy due to employee or operating system error. Moreover, we have set up channels to receive comments, suggestions, and complaints and provided effective remedial actions, as well as conducting a customer satisfaction survey to improve our performance efficiency, which helps promote our long-term competitiveness.

Financial Consumer Protection

Respecting Basic Consumer Rights (103-2, 417-1)

The Group complies with the Consumer Protection Act B.E. 2522, and amended by the Consumer Protection Act (No. 2) B.E. 2541, which sets forth the following five basic consumer rights to be protected by law:

1. The right to be informed means customers have the right to receive a correct and sufficient description of the quality of products or services, to receive truthful and appropriate advertising and labeling, and to be given the facts about products or services needed to make intelligent and informed choices.
2. The right to choose means customers have the right to select from a range of products or services offered on their own, free from external influences.
3. The right to safety means customers have the right to receive products or services that are safe, meet quality standards, and cause no harm to health, life, and property if they are used properly or as instructed.
4. The right to fair terms means the right to receive fair, reasonable, and just terms from product or service providers.
5. The right to redress means being protected and receiving compensation for any violation of the rights under Clauses 1, 2, 3, and 4 above.



Market Conduct

The Bank has set the Market Conduct Policy to govern organizational practices within the Bank as per the Notification of the Bank of Thailand on Market Conduct.

This policy aims to:

1. Assure customers that the Bank is committed to fair and sincere services, and does not seek to gain advantage.
2. Ensure that customers receive advice that matches their needs, financial abilities, and comprehension and receive clear, complete, and sufficient information to make informed decision before, during, and after sales and to allow comparison of information with other providers.
3. Provide customers with fair products and services in terms of price and conditions that meet customer needs and expectations, as well as protecting customer information and assets from being misused.
4. Enable customers to conduct transactions after sales conveniently.

5. Ensure that customers understand their rights and obligations related to use of financial services.

For more information compliance with the Notification of the Bank of Thailand on Market Conduct, see the topic **Socioeconomic Compliance**, pages 27 - 29.

The Bank places great emphasis on product development and client segmentation, sales processes, customer data management, problem solving, and complaint handling. We strive to provide financial products and services at a fair price and terms through employees who are knowledgeable about products and respect customer rights and privacy. Customers are provided with correct, complete, and sufficient information to allow for informed decision-making about products and services that meet their needs, such as information about interest rates on deposits and loans and effective rate repayment. The Bank requires all products and services to comply strictly with the aforementioned principles. ⁽⁴¹⁷⁻¹⁾

Cyber Security and Personal Data Protection^(103-1, 103-2)

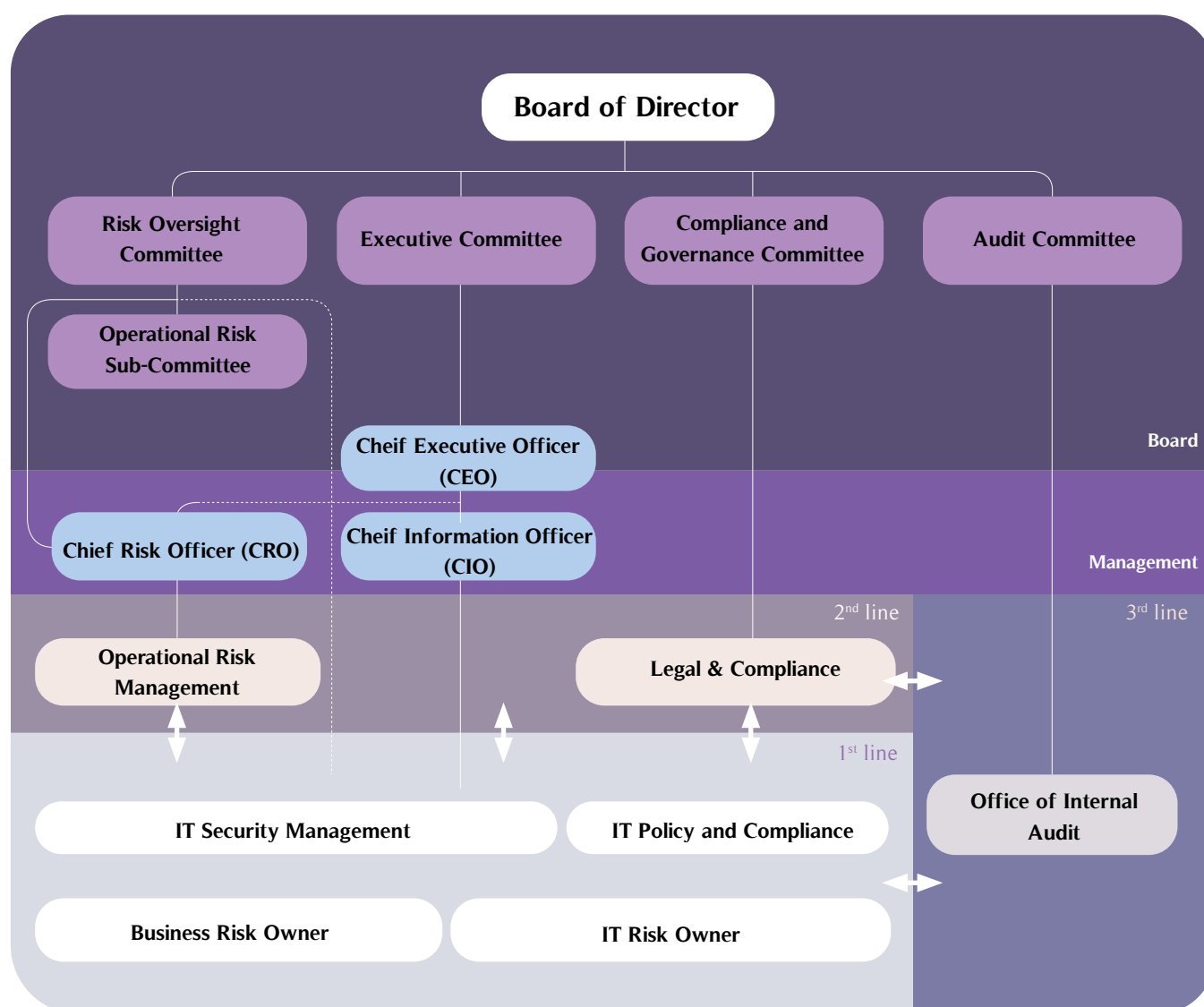
Today's businesses are driven by modern technologies. Electronic data storage technology is of great benefit in terms of convenience, speed, and cost reduction, allowing companies to gain a competitive advantage. However, it must be used and controlled with care and caution to avoid risks regarding protection of information rights, customer privacy, and cyber theft, which can severely affect and damage companies and customers, either directly and indirectly, including company image, credibility, and reliability.

Disruptive technology provides an opportunity for financial institutions as is evident from FinTech innovation that propels commercial banks to develop more diverse and convenient financial products and services in response to the changing economic environment and lifestyles. FinTech also helps reduce operating costs, opens up more business opportunities, and creates competitive advantages. For example, PromptPay is becoming increasingly appealing to consumers because it fulfills their expectations of speed and convenience.

Using FinTech products and services inevitably requires access to customer personal information. To build customer trust and confidence, the Bank has thus developed and implemented data security measures in line with the rules and standards set by the Bank of Thailand. These measures cover system design and testing, complaint reporting and handling, and remedies to protect the interests of customers and prevent personal data risks, such as privacy violation and cyber threats, which could cause damages to both customers and the organization, either directly or indirectly.

Information Technology Security Management Structure ⁽¹⁰³⁻²⁾

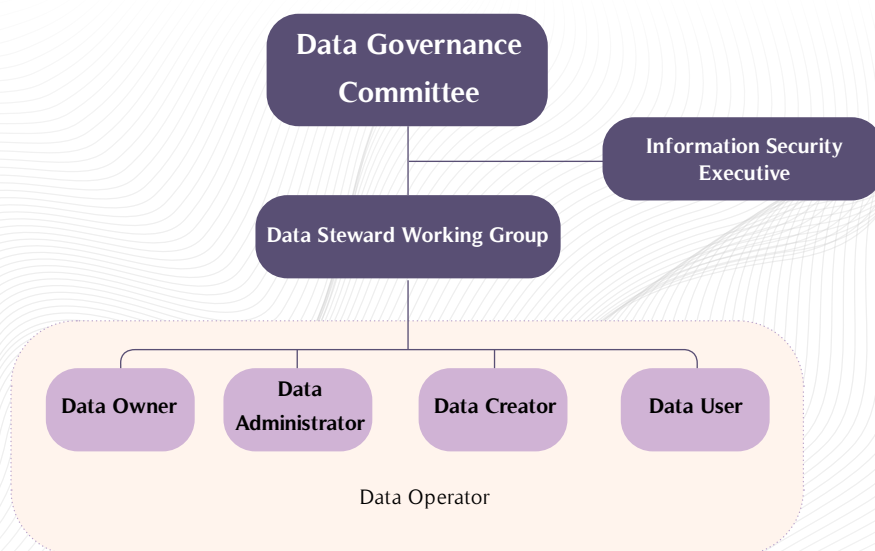
Recognizing the importance of cyber risk management, the Bank has aligned its organizational structure and the roles and responsibilities of committees involved in information technology risk management with the principle of Three Lines of Defense, divided into (1) IT operations, (2) IT risk management, and (3) IT audit, which can check and balance each other.



Information Governance Structure

As its important strategic asset, the Bank has governed to ensure quality and reliable information and driven the use of this information according to its policies. The information governance structure is divided into three levels: Data Governance Committee, Data Steward Working Group, and Data Operators. The goals of information governance are to:

- Ensure quality, reliable, complete, correct, and up to date information.
- Promote and support the proper use of information and sharing of information within the Bank.
- Protect information confidentiality and personal privacy.
- Define the roles, responsibilities, and information decision-making processes.



Information System Security and Personal Data Protection Policy ⁽¹⁰³⁻²⁾

The Group formulated the Information Technology Policy to serve as a framework for IT operations and management in accordance with international standards and practices, such as COBIT, ISO20000, ITIL, and ISO27001. Every employee must comply strictly with this policy in order to increase the capacity and the timely support of the Bank's business activities to enhance the information system stability, and to maintain the information system security. To ensure that the policy is up to date and applicable, it is reviewed at least once a year or whenever there are significant changes to the risks of the Group.

The Group has established the guidelines for protecting personal information and customer information disclosure. Moreover, the Code of Business Conduct has also set forth the guidelines for customer information confidentiality and safety to prohibit profiteering from customers' personal information. We will not disclose customer information, unless consented is obtained from customers or required by the law, such as disclosing information to a government agency.

Information System Security and Personal Data Protection Operations

The Bank takes personal data protection and information system security seriously. It has set up a unit to ensure a secure information system that is able to support operational stability, to protect the Bank and its customers, and to properly prevent threats to information security according to risk levels. It has also implemented appropriate personal data protection measures and

methods in accordance with the Bank's information technology policy, including:

- Communicating security news and information to employees through the Bank's electronic media and organizing e-training on the topic of "IT Security Awareness". Executives and employees at all levels are required to take this



training course and review their knowledge and understanding on a yearly basis.

- Setting the rights and restrictions of employees at different levels for accessing personal data. Maintaining data access records for a period required by law.
- Reviewing and assessing key information security risks at least once a year.
- Prioritizing information and providing appropriate measures to protect important personal data, and information sensitive to public sentiment, beliefs, peace, and morals, or information that may damage or affect the rights and freedoms of data owners, including health and religious information.
- Developing an IT contingency plan to ensure that in the event of cyber threats that disrupt systems or operations, critical business functions are able to operate continuously or resume operations in a timely fashion.
- Organizing training on personal data protection under the Personal Data Protection Act B.E. 2562 for all employees so that they understand and take personal data operations seriously and to ensure that personal data is collected, used, and disclosed with care in compliance with the law.
- Developing a cyber-threat monitoring manual to serve as a guideline for relevant IT officers.
- Organizing a banking sector cyber security incident response workshop and training once a year for the Bank's management who are responsible for IT security, such as the IT Group and Business and Technology Policy Compliance.
- Setting up complaint channels.

เตือนภัย Ransomware ภัยคุกคามที่เปลี่ยนไป

Ransomware หรือมัลแวร์เรียกค่าไถ่ จากเดิมที่รู้จักกันดีว่าภัยคุกคามชนิดนี้จะเข้ารหัสข้อมูลสำคัญในเครื่องคอมพิวเตอร์ของผู้ใช้งาน ทำให้ผู้ใช้งานไม่สามารถเปิดใช้งานข้อมูลและสูญเสียข้อมูลเหล่านั้นได้ ดังนั้นแหล่งข้อมูลหลายแห่งได้แนะนำให้ผู้ใช้งานต้องสำรองข้อมูลไว้อย่างสม่ำเสมอ เมื่อเกิดภัยคุกคามนี้ก็สามารถกู้คืนข้อมูลได้

เนื่องจากปัจจุบันข้อมูลมีความสำคัญมากขึ้น ทำให้แนวโน้มเป้าหมายของมัลแวร์เรียกค่าไถ่ในปัจจุบันเปลี่ยนแปลงไป เริ่มตั้งแต่ช่วงปลายปี 2562 ซึ่งแฮกเกอร์ไม่เพียงแต่ใช้มัลแวร์เรียกค่าไถ่ทำการเข้ารหัสข้อมูลแล้ว แต่แฮกเกอร์ยังทำการขโมยข้อมูลที่จะเปิดเผยข้อมูลเหล่านั้นอีกด้วย ทำให้ผู้ใช้งานที่มีข้อมูลสำคัญทั้งส่วนตัวและขององค์กรมีความเสี่ยงที่ข้อมูลเหล่านี้จะถูกเปิดเผยได้ ส่งผลให้ความเสียหายนั้นทวีความรุนแรงมากยิ่งขึ้น ตัวอย่างของมัลแวร์เรียกค่าไถ่ เช่น Maze Ransomware ที่มีตัวสร้างความเสียหายให้กับหน่วยงานในประเทศไทยมาแล้ว

ดังนั้นแนวทางการป้องกันมัลแวร์เรียกค่าไถ่ การสำรองข้อมูลอย่างเดียวไม่เพียงพอ แต่ต้องป้องกันก่อนที่มัลแวร์เรียกค่าไถ่จะเข้าสู่เครื่องคอมพิวเตอร์ ดังนี้

1. สำรองข้อมูลอยู่เสมอ โดยเฉพาะข้อมูลที่อยู่ในระบบสำคัญต่างๆ
2. ติดตั้งโปรแกรมป้องกันมัลแวร์ อัปเดต และสังเกตอาการอยู่เสมอ
3. ติดตั้งแพตช์ความปลอดภัยให้ทั่วถึง ของระบบปฏิบัติการและซอฟต์แวร์ที่ใช้งานอยู่เสมอ
4. หลีกเลี่ยงการดาวน์โหลดข้อมูล โปรแกรม หรือไฟล์ต่างๆ ของบุคคลที่ไม่รู้จักเนื่องจากไฟล์เหล่านั้นอาจจะฝังมัลแวร์เรียกค่าไถ่มาด้วย
5. ไม่เปิดไฟล์แนบจากอีเมลที่น่าสงสัย หากผู้ส่งเป็นคนรู้จัก ควรสอบถามไปยังผู้ส่งก่อนว่าได้ส่งมาให้จริงหรือไม่ ก่อนที่จะเปิดอ่านไฟล์แนบนั้น
6. ไม่เข้าเว็บไซต์ที่ไม่เหมาะสม เช่น เว็บลามกอนาจาร เว็บการพนัน หรือเว็บโซเชียลเกมเกอร์ เป็นต้น



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Data Security Complaint Recording and Following-up System ⁽¹⁰³⁻²⁾

The Bank has set up the KKP Contact Center to receive data security complaints from customers and the public and to coordinate with the IT Department to address the complaints through the data security complaint recording and following-up system. (For more information, see the topic **Whistleblowing and Complaint Reporting**, pages 34 - 35.)

Comment, Suggestion, and Complaint Management

To improve service quality, the Bank has set up various channels to receive complaints related to products and services to protect consumers. Moreover, it has developed guidelines to solve problems, handle complaints, and provide remedies. The Customer Relations Department is responsible for coordinating problem solving and following up on remedial actions to ensure fairness. When customers report their dissatisfaction with services, the Bank will contact them for

further information to improve. The Bank has also audited service quality and analyzed the causes of problems to improve the quality and efficiency of products and services. It has followed up on problem-solving progress and reported results to the Board of Directors and senior management on a monthly basis. (For more information, please see the topic **Whistleblowing and Complaint Reporting**, pages 34 - 35).

Complaint Handling Performance

Percentage of Complaints Received Through Different Channels



KKP
Contact Center
78%



KK Biz
Contact Center
0%



Customer
Care Center
0%

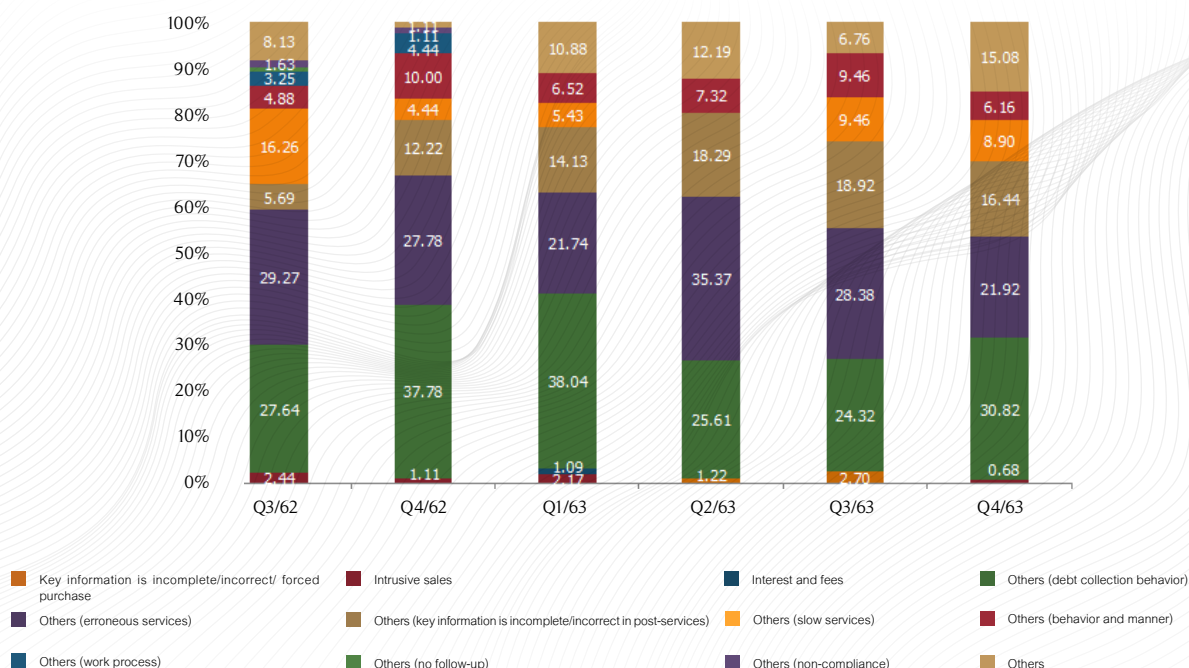


Social and
online media
11%



Others
11%

Complaints Received in 2020 (103-3, 417-2, 417-3)

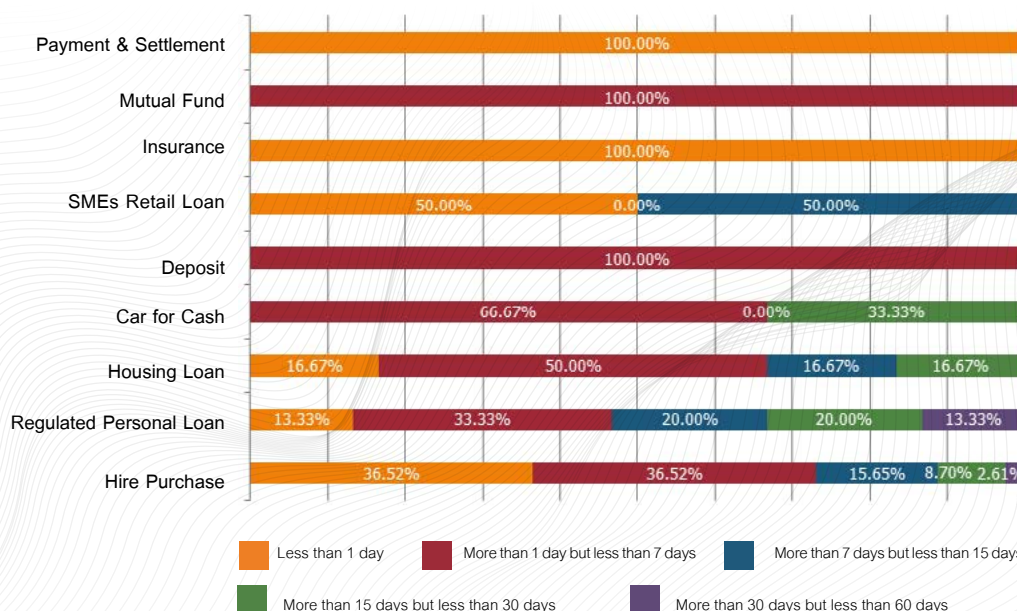


Note: - Complaints are recorded using the Customer Service Management System.

- No complaints concerning leaks, thefts, or losses of customer data and breaches of customer privacy were found. (103-3, 418-1)



Percentage of Complaints That Were Settled Broken Down by Days Needed to



Customer Satisfaction Assessment

The Group is determined to develop excellent products and services for customers and has, therefore, placed importance on customer satisfaction while striving

to contribute to society. We have conducted a customer and supplier satisfaction survey every year to improve services and develop business.

Customer Satisfaction in Branch Services

	2017	2018	2019	2020 Target	2020 Result
Customer satisfaction in branch services (%)	94.68	94.98	94.99	90.00	96.25

Note: Satisfaction assessment uses a call survey method.

The satisfaction assessment results are used to identify KPIs for branches across the country. The Bank has also put a range of systems in place to control the standard of employee performance, such as:

- **CCTV** cameras at branches to ensure proper customer services, including clothing, manners, and readiness.
- **A call-back system** to contact customers from the head office after they have conducted transactions to ensure that they received appropriate and fair services that were in their best interests. The call-back results will be used to train personnel in providing sales services more efficiently.

- **Spy call** is a phone call from the head office to ask branch officers about their knowledge of products and services and important sales processes that they should know about. This will ensure that officers are capable of providing information to customers correctly, allowing customers to make an informed decision when buying products or services so that their needs are truly met.

In 2021, the Bank plans to raise branch service standards in terms of greeting customers before and after services, enthusiasm in customer service, good manners in customer service, customer wait time management, and providing accurate product and service information for customers in order to impress and deliver the highest satisfaction to customers.

Car Dealer Satisfaction Assessment

	2017	2018	2019	2020	
				Target	Result
Used Car Dealer Satisfaction (%)	4.74	95.95	95.96	90.00	94.44
	(Full score = 5)				
New Car Dealer Satisfaction (%)	N/A	95.80	96.08	90.00	95.53

Note: Satisfaction assessment uses a call survey method (except the used car dealer satisfaction survey in 2017, which used an online survey method through Google).

The satisfaction survey results are used to identify KPIs for auto hire purchase officers across the country. In 2021, the Bank plans to raise service standards of auto hire purchase officers in terms of greeting customers before and after services, assisting and being attentive

toward customers, good manners, punch in and out on time, and knowledge of auto hire purchase service in order to impress and provide the highest satisfaction to suppliers.



KKP & STECO SMEs Clinic



The Bank has paid close attention to SME customers during the economic slowdown and COVID-19 pandemic that severely impacted this group of businesses. We found that in addition to financial assistance measures, these customers needed the business management knowledge necessary to turn their businesses around in this challenging situation. As a result, the Bank signed an MOU with the Center for Strategy and Enterprise Competitiveness (STECO), King Mongkut's University of Technology Thonburi in the "KKP & STECO SMEs Clinic Project" to help the Bank's SME customers obtain

in-depth knowledge on business management both in theory and in practice, including strategic management, logistics management, and innovation management from expert faculty members of King Mongkut's University of Technology Thonburi. Customers will also receive advice on how to improve competitiveness through strategic adjustment, boosting efficiency, reducing costs, and furthering business efforts, which could help SME customers recover and develop their businesses toward sustainable growth.



Promotion of Access to Financial Services (103-1, 103-2)

The Group provides equal opportunities for people of all social groups, especially the low-income group, the disadvantaged, people living in remote areas, and the elderly, to access financial services that meet their needs, lifestyle, and ability to repay. We have developed a wide range of financial products and increased channels to allow customers to access financial services more conveniently. The Group has organized campaigns to

promote financial literacy to enable the Thai people to develop financial management skills that suit their needs. These campaigns will help them build financial stability, improve quality of life, promote employment, and create jobs to drive sustainable economic growth in the country. In 2020, we implemented the following activities to promote access to financial services.

Access to Financial Services for Individual Customers (103-2, FS7)

Hire Purchase for New and Used Cars

A hire purchase is a loan for customers who want to buy a car, motorcycle, commercial vehicle, or truck from a new or used car dealer or directly from the owner, without paying in full. It is offered to people in all honest professions and lawful businesses. The loan provides opportunities for customers to access sources of funds to buy vehicles for their daily commute or for use in business undertakings.

In 2020, the Bank provided hire purchase loans to 119,261 customers (contracts), with the total monetary value of 51,140 million baht, up from 2019 by 26 % (new cars/ used cars/ CarQuickCash).



สินเชื่อเช่าซื้อรถยนต์ใหม่
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สินเชื่อเช่าซื้อรถยนต์ ราคารถเริ่มต้น 1 ล้านบาท

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Personal Loans for Farmers and the Self-Employed

Although farmers are the backbone of the country, their income is low and unstable as their livelihoods depend on weather conditions. Floods and droughts undermine farm yields, contributing to their lack of liquidity to meet daily needs. People who are self-employed are also in a unique situation as they lack access to a formal financial system. The Bank is aware of these problems and therefore offers personal loans for its existing auto hire purchase customers who are farmers and self-employed to allow them to access funding sources to enhance their liquidity. This loan scheme will also help farmers to pay for agricultural expenses such as fertilizers, land rents, and crop seeds. The Bank will charge interest at a rate prescribed by the law. Once the customer is approved for auto hire purchase, the Bank will inform them about this loan scheme. If the customer has financial discipline and a good repayment history that meets the criteria, the loan will be offered.

Group Accident Insurance for Auto Hire Purchase Customers

The Bank knows that people in all occupations have risks and wants to give its customers accident protection against unforeseen risks. It has thus offered its auto hire purchase customers a range of group accident insurance plans to meet their specific needs. The strength of this loan scheme is that it has no occupational restrictions, which allows people in all careers access to protection. In the case of an unexpected event, the customer's family will receive indemnity to help reduce debt burden.

KKP e-Savings Account

This service allows customers in all careers across the country, even in provinces where the Bank's branch is not available, to open a savings account with a high interest rate through the KKP Mobile Application 24/7 without having to travel to a branch.

เงินฝากที่ใช้ Gen ใหม่ก็โดน ด้วยบัญชี KKP SAVVY เปิดง่ายแค่ Swipe เจ็บใจไม่จุจิก

- รับดอกเบี้ยสูงเหมือนเงินฝากประจำ
- เปิดง่ายไม่ต้องไปสาขา แค่เปิดบัญชีออนไลน์ผ่าน KKP MOBILE Application
- เปิดบัญชีเท่าไรก็ได้ ไม่มีขั้นต่ำ ไม่ต้องใช้เอกสารในการเปิดบัญชี
- ไม่ต้องพกสมุดบัญชี เพื่อทำธุรกรรม

*อัตราดอกเบี้ยและเงื่อนไขเป็นไปตามที่ธนาคารประกาศกำหนด

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KIATNAKIN PHATRA BANK

Basic Banking Account

A basic banking account is a bank account that aims to provide access to basic financial services for grassroots people in accordance with the Bank of Thailand and Thai Bankers' Association's policies. Individuals aged 65 years and over or holders of state welfare cards are eligible for this basic banking account. The account can be used to deposit, withdraw, and transfer funds, and make payments similar to a typical savings account. No minimum amount is required to open the account. Account owners can use a debit card service with no initial and annual fees and will be exempt from account maintenance fees.

KK Cash Deposit @Post Office

This service allows customers to make a cash deposit at over 1,400 Thailand post offices across the country using just their account number and account name. Once the deposit is completed, the money will be

deposited to the account instantly, as if it was being done at a branch counter. This service is intended to facilitate people who live in remote areas.

Performance Results in 2020 ⁽¹⁰³⁻³⁾

Hire Purchase for New and Used Cars	105,868 loans	46,479 million baht
Personal Loans for Farmers and Self-Employed	373 loans	58,784 million baht
KKP e-Savings Account	20,275 service users	532 million baht
Basic Banking Account	8 service users	0.07 million baht

In addition, we also offer digital banking services, including **KK e-Banking** and **KKP Start Saving Account through the TrueMoney Wallet Application**, to facilitate transactions from anywhere and at anytime. (For more information, see the topic **Innovation and Digitalization** in 2020, pages 57 - 63). Furthermore, we have put debt

deferment measures in place to help individual and business customers who are affected by the COVID-19 pandemic. (For more information, see the topic **Action taken during the COVID-19 Pandemic: Caring for Customers**, pages 120 - 121).

Access to Financial Services for Career Support ^(103-2, FS7)

Hire Purchase for Public Transport Vehicles

As the Bank recognizes the importance of public transport in driving the country's economy, its hire purchase for public transport vehicles aims to increase opportunities for public transport operators, like taxi drivers, to access sources of funds. The Bank has developed this financial product with fair and competitive interest rates to meet the needs of public transport operators and to make it easier for them to own a car.

Performance Results in 2020 ⁽¹⁰³⁻³⁾

	No. of Loans	Value (Million baht)
Hire Purchase for Public Transport Cars	296	255

In addition, we also offer an **auto loan scheme for people affected by the COVID-19 pandemic**. (For more information, see the topic **Action taken during the COVID-19 Pandemic: Caring for Customers**, page 121).



Financial Literacy

(103-1, 103-2)

Today, household debt is a major problem in the country. Thailand's average household debt has risen at the rate of 7% per year, while the average savings rate increases by only 3% per year. These figures reflect the lack of savings discipline and personal money management knowledge among Thai people. More than 50 % of Thai people do not have enough money for life after retirement due to the lack of effective financial planning. As a result, the Bank and Group, as a financial service provider, have placed emphasis on raising the level of responsible financial services in line with the

guidelines set by the Bank of Thailand. We strive to provide financial literacy to our customers and society in hopes of developing financial management skills and promoting saving discipline. Moreover, we want to give the public opportunities to access financial literacy content that suits their lifestyle and can be applied in their daily life to choose the right financial services, manage and reduce debt, and make effective savings, investment, and retirement plans. In 2020, the Bank and Group organized the following financial literacy activities for customers, employees, and communities.

Financial Literacy through the Group's Media (103-2)



KKP Advice Center

is a website that gathers education content about finance and investments to provide financial management knowledge, articles written by financial experts, useful advice, and financial planning quizzes to help people achieve their goals. In addition, it also provides articles, infographics, and videos about lifestyle and health care under the concept of being "Healthy & Wealthy" Those interested can access the content at <https://advicecenter.kkpfg.com>.



Facebook:
Kiatnakin Phatra

provides educational information related to finance and investment. This include articles, interviews, video clips, vocabulary, and financial, investment, financial planning, and credit knowledge quizzes to help customers and those interested improve their knowledge.



Line@
Kiatnakin Phatra

is a channel that provides financial literacy and investment knowledge and answers to financial planning inquiries via the Line application. Customers interested in the services can "add a friend" to receive advice directly from our investment experts.

Line@KKP Loan

is a channel that provides knowledge and information about SME loans, home loans, personal loans, cash cards, car loans, currency exchange products and services through Line. Customers interested in the services can "add a friend" to receive advice directly from financial experts.

Optimise



is a journal published every three months to provide financial knowledge, economic and investment analyses by experts, new product/service information, and lifestyle stories for customers. To read the journal, please visit <http://optimise.kkpf.com>.



Blockdit: Kiatnakin Phatra gathers investment-related content, articles, podcasts, and videos. It is a channel that provides in-depth economic, financial, and investment knowledge, information, and advice.

YouTube:
Kiatnakin Phatra

is a collection of video clips about finance, investment, and credit knowledge to allow customers and those interested to apply them in their financial planning.



Performance Results in 2020 (103-3)

Number of KKP Advice Center website visits	702,596 times
Number of financial literacy articles on KKP Advice Center website	121 articles
Number of views of financial literacy articles on KKP Advice Center website	54,329 times
Number of financial literacy articles on Blockdit: Kiatnakin Phatra	113 articles
Number of views of financial literacy articles on Blockdit: Kiatnakin Phatra	169,500 times
Number of financial literacy clips on YouTube	26 clips
Number of views of financial literacy clips on YouTube	20,917 times

Financial Literacy Activities (103-2, 103-3)

The Group is determined to utilize its and its employees' expertise in financial management to help society by teaching financial literacy to customers, employees, communities, students, and disadvantaged people to enable them to select the right financial

products and services, reduce debts, make financial plans, improve quality of life, and prepare for a happy retirement. Our financial literacy activities and content are designed to suit the interests and lifestyle of different target groups.



Financial Literacy for Communities and Society ^(former FS16)

Topic	Target Group	Objectives	Training Channel	Number of Participants
Financial Discipline Training for Educational Institutions	Students from 25 schools and one university	To provide financial management knowledge and understanding to prepare young people for the future world of work.	One classroom training session and one workshop training session	393
	Personnel from one organization	To provide financial management knowledge and understanding to prepare participants for retirement.	One workshop training session	41
Financial Discipline Training for Communities	Members of the Cooperative Service for Development, Duang Prateep Foundation	To educate and build awareness about proper financial management.	One workshop training session	283

In-house Financial Literacy Activities ^(former FS16)

Topic	Target Group	Objectives	Training Channel	Number of Participants
Improving Financial Health (compulsory course for all employees)	Employees at all levels	To promote knowledge and understanding of personal financial management and planning methods to enable participants to apply them to their financial behavior.	Online training (Self Learning)	3,924
Financial and Investment Planning (voluntary course)	Employees at all levels	To provide knowledge about financial and investment planning, such as basic investment, portfolio management, return and risk, retirement planning, and tax planning.	The Group's Taxila platform and the Stock Exchange of Thailand's online training channel	5,592

In addition, the Group also organized the “Getting Out of Debt While Saving” project to provide in-depth consultation to employees who have financial difficulties. Advice is given by volunteer mentors with financial

expertise to help participating employees reduce debt, improve saving discipline, and build financial health. This project offers two classes a year, each class is five months long.

Performance Results in 2020 ⁽¹⁰³⁻³⁾

	Class 1 (Feb - Jul 2020)	Class 2 (Sep 2020 - Feb 2021)
Number of Participating Employees	30	30
Amount of Debt Reduced	3,340,300 baht	Pending result
Amount of Savings Increased	150,948 baht	Pending result
Number of Volunteer Mentors	15	28

Financial Literacy Activities for Individual Customers (103-2, 103-3, former FS16)

The Group organized the Portfolio Makeover Campaign to provide advice on how to improve an investment portfolio to increase options and opportunities to create better returns to interested investors.

The campaign also provided advice for investors who are experiencing losses or lower than expected returns due to the COVID-19 situation.

Topic	Target Group	Objectives	Training Channel	Number of Participants
Portfolio Makeover Campaign	General investors	To provide advice on how to improve investment portfolio.	Individual in-depth advice	83
Investment Seminar	Wealth Management Wealth/ Edge/ PRIORITY Clients	To provide information on economic and investment trends for investment adjustment.	Two classrooms and three online training classes	3,129
Financial Planning Seminar for Retail Customers	Customers who bought investment units through the Bank	To provide financial planning knowledge to interested people to increase options and opportunities to create profits.	Two online training classes	44
Finance and Investment Seminar for the General public	General public	To provide financial and investment planning knowledge to allow participants to apply it in their daily life.	One classroom and one online training classes	345
Group Seminar for Corporate Clients	Employees in customer's company	To provide financial planning knowledge to help participants to understand the benefits and necessity of financial planning.	One classroom and one online training classes	40

Financial Literacy Activities for Business Customers

Topic	Target Group	Objectives	Training Channel	Number of Participants
Business Management Seminar	SME customers and the general public	To provide business management knowledge that can be applied in participant's own operations.	15 online training session and two classroom training session	16,568
KKP Focus Forum	Business customers and the general public	To provide financial management and planning knowledge to allow participants to apply them in their daily life.		1,431



Financial Literacy Activities in Collaboration with Partners (103-2, 103-3, former FS16)



Financial Discipline Program

The Financial Discipline Program is a collaborative initiative between the Federation of Business and Professional Women's Associations of Thailand under the Royal Patronage of H.M. the Queen and five partners, including the Ministry of Social Development and Human Security, the Stock Exchange of Thailand, Thai Chamber of Commerce, Thai Bankers' Association, and National Council for Child and Youth Development under the Royal Patronage of H.R.H. Princess Maha Chakri Sirindhorn. The program has been carried out for five consecutive years since 2016 to promote financial discipline in society. The Bank has taken part in the program as a representative of the CSR Club Thai Bankers' Association to build financial discipline among employees of the partner organizations through qualified speakers by way of mentoring. The

program fosters awareness of basic financial knowledge, financial planning for retirement, unnecessary expense and debt reduction, and proper investments in order to help the participants and their family members have good financial health and to communicate the knowledge to others.

Performance Results (103-3)

2016 - 2020		
Number of participating companies	144	companies
Number of mentors produced	1,208	people
Number of employees trained	3,492	people
Amount of debt reduced	40,665,338	baht
Amount of savings increased	26,159,524	baht
Communicating knowledge to family members and other employees	238,192	people



Train the Trainer Season 3

Initiated in 2018, this project is a collaboration between the Bank, the Thai Bankers' Association, and 10 other commercial banks. It aims to teach financial literacy to students in more than 30 universities nationwide through learning through gaming activities in order to build financial literacy for young people and promote a better quality of life thanks to strong financial health. Kiatnakin Phatra Bank and ICBC Bank have jointly served as a speaker and mentor to teach financial management to students of Srinakharinwirot University Prasarnmit. In 2020, we adapted to the new normal by providing game-based virtual training designed to meet the needs of the target group.

Performance Results ⁽¹⁰³⁻³⁾

	2018 - 2020	2020
Number of volunteer employees participating in the project	132	29
Number of times that volunteer employees taught students	13	2
Number of students taught by volunteer employees	2,421	252





Community Engagement

Kiatnakin Phatra Bank has been committed to social and community development since it was established in 1971 and has continued that commitment for 49 years until 2020 under the aspiration of Mr. Kiat Wattanavekin, the Bank's founder, that **"Wherever Kiatnakin operates its business, it must take part in the development of that community. When a business is successful, it must help others"**. The Bank established the **Kiatnakin Phatra Foundation** and consolidated all previous and ongoing social and community development projects under the CSR after process framework of **"People Development for National Development with Kiatnakin Phatra Project"** in 2005. After the merger of Kiatnakin Phatra Bank and Phatra Capital Public Company Limited in 2012, the scope of the People Development for National Development

with Kiatnakin Phatra Project expanded to include other social projects from Phatra Capital to improve the quality of life of the Thai people while conducting business with responsibility to meet stakeholder expectations.

The CSR after-process is a joint effort between the Group and the Kiatnakin Phatra Foundation to use the skills and expertise of their employees and budget to benefit society. It focuses on cooperation with partners and networks that have expertise in different areas, believing that synergy from multiple parties will greatly increase the efficiency and effectiveness of the project's activities to benefit communities and society more sustainably. At the same time, this will help boost the relationship between the Groups and the community sector, as well as promoting our image and reputation.

Operating Framework for the People Development for National Development with Kiatnakin Phatra Project

People Development for National Development with Kiatnakin Phatra Project

A joint effort between Kiatnakin Phatra Group and Kiatnakin Phatra Foundation

Four Core Pillars

Education Support and Financial Discipline

- Scholarship support in collaboration with Kiatruammitr Foundation (Education).
- Supporting Duang Prateep Foundation in Savings Promotion Project. Financial Literacy and Discipline Project.

Ethics and Social Immunity

- Supporting the Young Buddhists Association of Thailand under the Royal Patronage in Mind Development for Wisdom and Peace Program.
- Supporting Buddhadasa Indapanno Archives.

Relief and Charitable Contribution

- Supporting the Thai Red Cross Society in blood, eye, and organ donation.
- Disaster relief.

Community Environment Development

- Supporting Srinakharinwirot University Prasarnmit in Asoke Community Engagement Project.
- Supporting Big Trees Project.

Performance Results



**Charitable donations
and financial support
for social activities**
8.8 million baht



Employee volunteers
670 people



Volunteer hours
2,440 hours



People Development for National Development with Kiatnakin Phatra Project Activities in 2020

In 2020, the People Development for National Development with Kiatnakin Phatra Project continued to focus on financial literacy and financial discipline building, along with the promotion of ethics and social immunity. We believe that having good financial literacy and financial discipline will serve as the foundation of everyone's future success while ethics and social immunity help to ensure the proper application of knowledge and wealth in a way that benefits society. The project also developed a community environment to promote sustainable quality of life in communities and build good relationships between employees and local residents.

The Group is concerned about people in the society and wants to stay by their side to help communities and society in times of difficulties. In the recent COVID-19 situation, which affects people nationwide, the Group has provided resources to support medical and hospital personnel who are the front line in combating COVID-19. We have also assisted communities, children, and disadvantaged people facing difficulties in hopes that everyone in Thai society will be able to overcome this crisis together with no one left behind.



Education Support and Financial Discipline

Kiatnakin Phatra Bank Scholarships in Collaboration with the Kiatruammitr Foundation (Education) (49th Consecutive Year)

The Group gave 236 scholarships, as well as educational equipment, for students who maintain good grades from 25 primary and secondary schools across the country. The scholarships will help these students to continue their education, allowing them to pursue careers of their choices in the future. Volunteer speakers from the Bank also provided financial literacy through game-based activities to instill financial discipline for scholarship recipients that will help them build a stable life in the future.



Computers for Kids in Remote Areas

The Group gave 100 used computers to Ban Sang Paen School in Yasothon and Ban Nong Phai Benjamitra School, Ku Suan Taeng Phitthaya School, and Wat Ban Bao Noi School in Buriram. This gift of computers will help give students in rural areas access to information and technology and make learning and development more sustainable.

Financial Discipline Building

For more information, see the topic **Financial Literacy**, pages 105 - 110.

Ethics and Social Immunity

Financial Support for the Buddhadasa Indapanno Archives (8th Consecutive Year)

The Group has provided financial support for the operations and activities of the Buddhadasa Indapanno Archives since 2013. In 2020, group activities could not be held due to COVID-19. Instead, the Buddhadasa Indapanno Archives adapted to online activities, including an online birth month alms-giving, online mind care clinic and gilanaadhamma program by volunteer monks from the Gilanaadhamma Group, and the women's prayer activity.



Relief and Charitable Contribution

COVID-19 Relief for Communities and Society

For more information, see the topic **Action taken during the COVID-19 Pandemic: Caring for Communities and Society**, pages 122 - 125.

Blood, Eye, and Organ Donation Project (12th Consecutive Year)

To support charity works that benefit society, the Group and Kiatnakin Phatra Foundation, together with the National Blood Center, the Thai Red Cross Society and Srinakharinwirot University Prasarnmit, have organized a blood donation project on a quarterly basis since 2009.

In 2020, because of COVID-19, this project was held twice, in June and September. A total of 122,400 ml of blood was collected from 306 donors, which could help 918 patients.



In addition, the Group joined with the Thai Red Cross Eye Bank and Thai Red Cross Society Organ Donation Center to organize the “Gifts for Good” activity to invite the general public to donate eyes or organs. There was a total of 57 donors.



KIATNAKIN PHATRA
FINANCIAL GROUP

Sook โซเซียล เทศกาลให้และการแบ่งปัน
ประจำปี 2563



“ปฏิทินเก่าเราขอ”

เชิญชวนเพื่อนร่วมบริจาคปฏิทินเก่า ปฏิทินตั้งโต๊ะ, ปฏิทินแขวนผนัง
เพื่อนำไปทำเป็นบัตรคำอักษรเบรลล์ สื่อการเรียนการสอนให้กับเด็กตาบอด

6-10 ม.ค. 63

จุดรับบริจาค

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- สาขา รวบรวมและจัดส่งที่ ศูนย์นวัตกรรมฯ ศศิวัด

สอบถามเพิ่มเติมได้ที่
ศูนย์นวัตกรรมฯ (โทร) 02 495 1752

ติดตามข่าวสารพนักงานและร่วมกิจกรรมได้ทุกที่ ทุกเวลา

f KNP Happiness Inside L KNP Happiness Inside

Old Calendar Donation (5th Consecutive Year)

Recognizing the value of renewable resources to generate maximum benefits, the Group organized an activity to invite people to donate old calendars to give to the Educational Technology for the Blind Center under the Foundation for the Blind in Thailand under the Royal Patronage of H.M. the Queen. These calendars will be used to produce braille media for visually impaired people.

Community Environment Development

Asoke Community Engagement Project

The Group collaborated with Srinakharinwirot University Prasarnmit in the “Asoke Community Engagement Project” to organize the “70th Anniversary SWU Run for Asoke Unity” on 23 February 2020 to raise money to improve the landscape in the Asoke Montri area. This project is the beginning of a public-private-people partnership to develop a beautiful and safe model road in community. Moreover, part of the money raised will be used to establish a scholarship fund for students who have good grades but lack funds. More than 3,500 runners participated in this event. Later in 2020, the Asoke Model Project, an integrated development for holistic health management was initiated. This three-year project



(2021 - 2023) aims to promote and build healthy urban spaces and create a healthy space development model. Planned activities include running, urban environmental management, waste management, footpath safety management, and green frontage activity.

Supporting the Management of the “Big Trees Care” by the Big Trees Project

The Group provides financial support to the Big Trees Project to manage a model project to care for big trees and promote environmental preservation through arborist and large tree care training. Part of the support is also used to produce education media to instill environmental preservation awareness in society. In 2020, the following activities were organized:



- Organizing a video and motion graphic production workshop for the environmental network of the Big Trees Project. Producing three education video clips: 1) How to assess tree risks and use tree inventory software from Treeplotter.com, 2) Tree root care and restoration, and 3) How to properly care for and trim large trees. These clips were disseminated through mass media and social media of the Big Trees Project and its partners. They have reached 3,335 views.
- Providing training on care for big trees, including data collection and tree health examination for 395 officials in Rattanakosin Island, Chiang Mai, and Nakhon Si Thammarat.

Financial support for the wastewater treatment system improvement in the Young Buddhists Association of Thailand under the Royal Patronage

The Group provided financial support of five million baht to the Young Buddhists Association of Thailand under the Royal Patronage to improve the wastewater treatment system in the Siri Krinchai Building, the Association's oldest building that has been in use for over 25 years.

The money was used to improve the wastewater treatment system, kitchen, and fire protection system to be able to efficiently accommodate 45,000 Dharma practitioners per year. The improvement was implemented over a period of two years, from 2019 to 2020, and is now complete.



Special Report:

Action taken during the COVID-19 Pandemic

The spread of COVID-19 has seriously affected businesses and industries worldwide, and the Group is no exception. Fortunately, we were prepared to deal with this situation by quickly putting in place the guidelines to adapt and mitigate impacts and an effective business continuity plan. Our impact mitigation guidelines cover all stakeholder groups, including employees, customers,

suppliers, shareholders, and communities and society at large, to build long-term trust and maintain a good relationship with stakeholders. We also supported measures of the government and regulators to help the country recover the economy and overcome this crisis in a sustainable manner.

KIATNAKIN PHATRA
FINANCIAL GROUP

แนวปฏิบัติ
'ไม่ประมาท การ์ดอย่าตก'
หลังทิ้งล็อกดาวน์ช่วง พ.ค. 63
เป็นต้นไป

ขอให้พนักงานปฏิบัติตามมาตรการด้านสุขอนามัยของกระทรวงสาธารณสุข
อย่างเคร่งครัด และพนักงานสามารถกลับเข้าปฏิบัติงานในสำนักงาน
ได้ตามความจำเป็น โดยความเห็นชอบของประธานสายงาน

พนักงานกลับเข้าทำงานในสำนักงาน

- สวมหน้ากากอนามัยตลอดเวลา หากมีความเสี่ยงต่อการติดเชื้อ อาจใช้ผ้าปิดจมูก
- เว้นระยะห่าง (Physical Distancing) 1-2 เมตร โดยหลีกเลี่ยงการรวมตัวกัน
- สวมหน้ากากอนามัยตลอดเวลา
- ใช้ทิชชูอย่างสะอาด

พนักงาน Work From Home (WFH)

- ปฏิบัติงานตามหน้าที่ที่ได้รับมอบหมาย
- จัดทำรายงานประจำวัน
- ไม่พบปะกับผู้อื่นโดยไม่จำเป็น
- ไม่ออกนอกพื้นที่โดยไม่จำเป็น
- เว้นระยะห่าง (Physical Distancing) 1-2 เมตร

แนวปฏิบัติทั่วไป

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- งดเว้นการไปสถานที่แออัด
- งดกิจกรรมหรือไปสถานที่แออัด / สถานที่แออัด
- หากพบผู้ป่วยหรือผู้ติดเชื้อในครอบครัว
- หากมีอาการป่วย ให้ไปพบแพทย์ และแจ้งหัวหน้างาน และ HRBP ทราบ
- ติดตามสถานการณ์อย่างใกล้ชิด

#เราจะผ่านวิกฤตการณ์นี้ไปด้วยกัน

Timely Response to the COVID-19 Pandemic

The Group has regularly monitored news and information about the spread of COVID-19 from government agencies and is constantly prepared for business continuity plan implementation. In addition to reviewing the **Business Continuity Plan in the Event of Serious Communicable Diseases** to reflect changes, we have set up various working groups and a war room to analyze situations, formulate policies, and decide the next courses of action in line with the guidelines set by the Bank of Thailand and Ministry of Public Health.

The Group analyzes impacts in four key areas: 1) personnel, 2) premises, 3) information system and work process, and 4) people related to its business operations. We have set various measures to respond quickly to the spread of COVID-19 as follows:

- Dividing employees into Teams A and B to work in separate locations and arranging for employees to work from home.
- Updating the call tree in all units.
- Preparing the BCP sites to be ready to activate anytime.

- Identifying key critical staff to support business volume when they are needed.
- Establishing social distancing measures in all areas of the office and prohibiting outsiders from entering the office's operational areas.
- Regularly communicating COVID-19 prevention measures so that employees and other stakeholders are informed and comply with them.

Organizational Crisis Management Process

The Group has established the COVID-19 Emergency Response Team, consisting of representatives from Operations, IT, Corporate Communication, Human Resources, and supporting units. This team is in charge of responding to situations and making effective decisions quickly. The Board of Directors and management closely monitor the situations and progress of action plan implementation, as well as providing support for the team to operate smoothly and in a timely manner.

The Group has managed resources and adapted in response to the situations as follows:

- Putting COVID-19 prevention and control measures in place, including using other alternative channels such as teleconference and VDO call instead of face-to-face meetings with suppliers and visitors. Employees are also asked to refrain from traveling abroad. If employees have a family member or anybody close to them traveling abroad or interacting with an infected person or at risk of infection such as working as a flight attendant, doctor, nurse, or medical staff, they must fill out a form to report the information to prevent potential risks.

- When it is found that employees or personnel are at risk of being infected with COVID-19, even if they are not a first contact, the Bank will arrange for these employees or personnel to get tested for COVID-19 at no cost to them. This is to ensure that all employees and personnel are safe. To date, no employees or personnel have been found to be infected with COVID-19.
- In areas of occupational health and safety, the Group has furnished sufficient personal protective equipment in office buildings, such as face masks, hand sanitizers, and disinfection equipment. We have also ensured a hygienic workspace and environment, carried out big cleaning, and put in place measures to screen visitors (office and branch buildings). This include setting up a body temperature monitor at the building entrance, arranging a screening point for persons with a body temperature over 37.5 °C, installing a clear partition at the service counter, frequently cleaning and disinfecting high-touch surfaces, spraying disinfectants in buildings, installing signs to communicate building and elevator

safety practices, limiting the number of elevator passengers, practicing social distancing at work, and making work from home arrangements. We have also coordinated responses to emergencies with hospitals and related government agencies.



- The Group has arranged temporary accommodation near the office for employees and prepared the BCP sites to be ready to activate at any time to ensure business continuity.
- In areas of information technology, the Group has prepared equipment and systems to allow employees to work remotely and used teleconference to reduce risks.
- In areas of transportation, the Group has adjusted transportation routes and times and contracted additional suppliers to ensure efficient transportation and distribution of products.
- In areas of customer services, the Group has encouraged customers to use services via online channels to reduce face-to-face contact, promote hygienic practices, and build safety confidence.

In addition, we have reviewed operating costs and investment plans to reflect changing situations, as well as recommending good practices to employees and communicating with customers, suppliers, and other stakeholders on a regular basis.

Impact Mitigation and Caring for Stakeholders

Not only did the COVID-19 pandemic affect businesses, it has also impacted stakeholders, including our employees, customers, suppliers, shareholders/ investors, and communities. The Group has set guidelines to mitigate impacts or to turn this situation into an opportunity to benefit stakeholders, build long-term trust, and demonstrate the spirit of good citizenship.

1. Caring for Employees

- Care for employee health and provide adequate PPEs to employees.
- Enable flexible work by dividing employees into teams, arranging work from home, practicing social distancing, and preparing equipment and technologies to allow for work from home arrangements.

- Provide measures to financially assist employees affected by COVID-19, such as debt payment deferment up to six months.
- Regularly communicate with employees and conduct an online survey on “How does your organization support and care for you during the COVID-19 crisis?” to listen to employee opinions and improve workplace support. Effectively managed workplace safety and hygiene.
- Regularly provide advice on how to protect yourself and family from COVID-19 through communication channels such as email and employee line group.
- Promote employee development online during work from home, such as the online training course, “WFH: How to work from home to get job done” to allow employees to learn at their own pace anywhere.



- Help employees to relieve stress caused by work from home, encourage other colleagues, and foster employee relationships through the “KKP Energize Encourage” activity in which employees could send messages of encouragement to the KKP Hero team and share photos/video clips. Moreover, we have introduced the “KKP Hotline Happyline” in which employees suffering from stress and anxiety could talk and consult with



psychiatrists and psychologists online through the OOCA application free of charge.

- The Group has not reduced employee wages or laid off any employees due to COVID-19.

2. Caring for Customers

- Provide low-interest loans and debt payment deferral to help operators who are directly or indirectly affected by COVID-19, especially SMEs, which are an important driver of economy and a major source of employment, in response to the Bank of Thailand's policy to prevent a lack of liquidity in the business sector and minimize the impact on employment in the country.
- Provide debt payment deferment and/or debt restructuring measures for personal loan, cash card, home loan, SME loan, and auto hire purchase customers who are directly and indirectly affected by COVID-19 to enable them



to get through this crisis in response to the Bank of Thailand's policy. The Bank has also reduced late payment fines and/or other fees.

- The Bank joined the DR BIZ Program, which is a collaboration of the Bank of Thailand, Thai Bankers' Association, Association of International Banks, and Government Financial Institutions Association. The program aims to assist business debtors who are affected by the COVID-19 pandemic and borrow from multi-creditors to lessen their debt burdens and recover their business through relief measures, such as debt payment deferment, payment reduction, and relaxation of repayment terms. The Bank has also offered new loans to debtors who have a clearly-defined business plan and good repayment history.



- The Bank initiated the Auto Loan Program for Customers Affected by COVID-19 with credit terms that are appropriate to customer liquidity under the responsible lending framework. It also has measures to lessen financial burdens in times of economic and employment uncertainty. Auto hire purchase customers can sell their cars to the Bank's partners at the market price that satisfies both parties. If the selling price is insufficient to settle the debt, the Bank may offer a discount, which is not considered as a debt restructuring and does not negatively affect credit history.

However, in offering interest and debt discounts, the Bank takes into account the loss that may incur from selling a seized car in normal times and the impact of seized cars overflowing the market.

- Communicate program information and ways to join programs through the Bank's communication channels to reach all groups of customers.
- Facilitate retail credit customers who want to join programs to allow them to register on the Bank's website or via QR code, including sending a registration link to customers via SMS.
- Add an automated voice message to inform customers calling the Call Center about program registration channels so that they do not have to wait to ask the call center staff.
- Assign call center staff to coordinate with relevant units to quickly resolve problems and call customers back to report results.



- Publicize to encourage customers to use services through the Bank's digital platforms, such as the mobile application and internet banking instead of branch services to reduce the risk of COVID-19 infection, or call center services to avoid waiting in queue due to a large volume of incoming calls.

3. Caring for Suppliers

- All units with duties to contact vendors, suppliers, and outsources have adjusted their operation plans to enable the Group and suppliers to conduct business together smoothly and properly.
- Check and process payments to suppliers promptly to allow them to run their business without interruption.

4. Caring for Shareholders and Investors

- Regularly communicate the organization's situations and COVID-19 response measures, as well as setting up channels to provide information to shareholders and investors.
- Postpone the shareholders meeting during the peak of the pandemic and hold it when the government measures are relaxed instead. In organizing the meeting, occupational health safety and social distancing are emphasized in line with government rules.

5. Caring for Communities and Society

Support for Hospitals and Medical Personnel

- **Financial Support for Medical Personnel in Collaboration with the Thai Bankers' Association and Member Banks** This 50-million-baht fund was given to support medical personnel in combating COVID-19 at five medical institutions: 1) Chulalongkorn Hospital, 2) Siriraj Hospital, 3) Ramathibodi Hospital, 4) Rajavithi Hospital, and 5) Bamrasnaradura Infectious Diseases Institute and the Thai Red Cross Society.

- **KKGEN PROTECT OUR HEROES** This project is a collaboration with Generali Thailand Group to provide COVID-19 insurance coverages to medical personnel working in five public hospitals to fight against COVID-19. These hospitals include 1) Nakornping Hospital Chiang Mai, 2) Srinagarind Hospital Khon Kaen, 3) Vachira Phuket Hospital, 4) Songklanagarind Hospital, Songkhla, and 5) Police General Hospital. A total of 8,000 insurance policies valued at 1,600 million baht were given, which covered a period of four months from 1 May to 31 August 2020.
- **Contribution to the Fund to Purchase Medical Equipment for 14 Public Hospitals** Contributed a total of 850,000 baht to the fund given to 14 public hospitals in Bangkok and other provinces. Four hospitals in Bangkok are 1) Lersin Hospital, 2) Rajavithi Hospital, 3) Nopparat Rajathane Hospital, and 4) Prasat Neurological Institute, and 10 hospitals in other provinces include 1) Central Chest Institute Nonthaburi, 2) Chonburi Hospital, 3) Nakhon Pathom Hospital, 4) Krathum Baen Hospital Samut Sakhon, 5) Phra Chom Klao Hospital Phetchaburi, 6) Maharaj Nakhon Si Thammarat Hospital, 7) San Sai Hospital Chiang Mai, 8) Nakornping Hospital Chiang Mai, 9) Srinagarind Hospital Khon Kaen, and 10) Vachira Phuket Hospital. This is also our





way to express gratitude and encouragement to medical personnel who make sacrifices fighting against COVID-19.

- **Medical Equipment for Hospitals** This is a collaboration with the Big Trees Project to provide personal protective equipment (PPE) valued at 125,000 baht, including face masks and disinfection kiosks, for hospitals in four regions. This equipment is to support medical work and increase the safety of medical workers who are in close contact with patients during the COVID-19 pandemic. They also help reduce infectious waste since the PPE can be washed and reused up to 20 times.



Support for Communities, Disadvantaged People, and Youth

- **Contribution to the “Healthful Food for Kids” Project** Contributed one million baht to the Equitable Education Fund to mitigate malnutrition problems among poor children due to postponement of school opening during the COVID-19 pandemic.
- **Support for Job Creation in Remote Areas** This project hired Nong Bua Daeng Handicraft Community, a community enterprise comprised of young, old, and disabled people from 11 villages in the Nong Bua Daeng District and Kaset Sombun District, Chaiyaphum Province, to produce 5,500 face masks from organic cotton

and natural dyes. These masks were given to employees of the organization and its network, communities, and contributors to society during the COVID-19 pandemic.



- **Survival Bags for Communities** The Group collaborated with the Young Buddhists Association of Thailand under the Royal Patronage to give 2,100 survival bags to communities and people in Phasi Charoen District and with the Cooperative Service for Development, Duang Prateep Foundation and to give 300 survival bags to the cooperative's members in Khlong Toey Community to mitigate the impacts of COVID-19.



Supporting Employees to Take Part in Volunteer Activities

#SOOK Jai D.I.Y. Masks This activity invited speakers from the Occupational Promotion Division, Social Development Department to teach employees to make cloth masks for their families and to share with others to alleviate the shortage of face masks. It also helped save money and reduce waste from disposable masks. A total of 108 employees participated in this activity and they also shared the cloth masks with security guards and housekeepers in the office building to protect against COVID-19.





Promoting Knowledge and Self-Protection in the COVID-19 Situation

Beating COVID-19 with Knowledge The Group collaborated with Openbooks Publisher to publish the book, “Beating COVID-19 with Knowledge” to educate people about COVID-19, including the symptoms, risk factors, self-protection, treatment methods, and response measures taken by other countries. The book is available for the general public and can be downloaded for free at <http://media.kiatnakin.co.th/document/2020/Mar/Beating%20COVID%E2%80%9319.pdf>.

Business Recovery Planning after the COVID-19 Pandemic

The Group is still keeping watch for a new wave of outbreak that may affect the overall economy and our operations. We have held meeting of representatives from every department to summarize lessons learned and important issues needed to be addressed to support the review and improvement of preparedness and action plans to be able to respond to future incidents more efficiently. Based on our past experience dealing with COVID-19, the Group has set the following guidelines for new normal practices:

- Work from home policy.
- Occupational health and safety measures, including safe work environment and adequate personal protective equipment, as well as social distancing practices to prevent risks.
- A focus on developing new normal customer service technologies that still meet customer needs.
- IT readiness to support new normal work practices.

Awards and Rating 2020



“A” Rating

Credit rating A with stable outlook by TRIS Rating Company Limited



SMEs Excellence Awards 2020 (Gold Award)

The Bank received the Gold Award for its excellent customer management toward sustainable growth and development from the SMEs Excellence Awards 2020, organized by the Thailand Management Association (TMA) and Sasin Graduate Institute of Business Administration of Chulalongkorn University.



Thailand Sustainability Investment 2020

One of 124 listed companies selected by the SET to receive the Thailand Sustainability Investment 2020 for the sixth consecutive year due to efforts to develop good corporate governance, responsibilities to the environment and society and business management under corporate governance (Environment, Social and Governance/ ESG) in order to uphold sustainable growth and build trust for all stakeholders

Rated “Excellent” in CG scoring

Rated “Excellent” in CG scoring from the Corporate Governance Report of Thai Listed Companies in 2020 and received five logos from the IOD

ASEAN Asset Class Award 2019

One of 135 listed companies in ASEAN awarded ASEAN Asset Class 2019 from the ASEAN CG Scorecard assessment in 2019 which was supported by ASEAN Capital Markets Forum (ACMF) and Asian Development Bank (ADB)

Certificate of ESG100 company

One of the 100 listed companies selected by ThaiPat Institute's ESG Rating Unit to be on the list of ESG100 in the year 2020 for the sixth consecutive year due to outstanding sustainability performance in ESG aspects



Sustainability Disclosure Award 2020




Obtained the Sustainability Disclosure Recognition Award from ThaiPat Institute in the State of Corporate Sustainability in 2020 due to the determination in the disclosure of sustainable business information which is beneficial to all stakeholders and for the long-term organizational sustainable development




























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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	94					
	103-2 The management approach and its components	94-97					
	103-3 Evaluation of the management approach	98					
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	98					
Socioeconomic Compliance							
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	26					
	103-2 The management approach and its components	26-29					
	103-3 Evaluation of the management approach	29					
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	29					
Product Portfolio							
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	45					
	103-2 The management approach and its components	45, 47, 73					
	103-3 Evaluation of the management approach	47, 104					

GRI Standard	Disclosure	Page number (s) And/ or URL (s)			Omission		Relation to SDGs
		Sustainability Report	Form 56-1 One Report	Identified Omission (s)	Reason (s) for Omission (s)	Explanation for Omission (s)	
Financial Sector (FS) - Specific Information Disclosure of Financial Sector according to GRI	Policies with specific environmental and social components applied to business lines (former FS1)	45-47, 73					
	FS7 Monetary value of products and services designed to deliver a specific social benefit for each business down by purpose	102-104					
	FS8 Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	47					
Financial literacy							
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	105					
	103-2 The management approach and its components	105-110					
	103-3 Evaluation of the management approach	106-110					
Financial Sector (FS) - Specific Information Disclosure of Financial Sector according to GRI	Initiatives to enhance financial literacy by type of beneficiary (former FS16)	107-109					
Access and Affordability							
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	102					
	103-2 The management approach and its components	102-104					
	103-3 Evaluation of the management approach	104					
Data Security							
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	94					
	103-2 The management approach and its components	94-97					
	103-3 Evaluation of the management approach	98					
Financial Consumer Protection							
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	92					
	103-2 The management approach and its components	92-93					
	103-3 Evaluation of the management approach	98					



Reader's Questionnaire

Which of the following describes your relationship with the Kiatnakin Phatra Bank?

- | | |
|---|--|
| <input type="radio"/> Shareholder/ Investor | <input type="radio"/> Customer/ Service User |
| <input type="radio"/> Supplier/ Business Partner | <input type="radio"/> Employee of Kiatnakin Phatra Financial Group |
| <input type="radio"/> Regulator | <input type="radio"/> Local Community |
| <input type="radio"/> SD/ CSR Supervisor | <input type="radio"/> Government Agency/ Educational Institution |
| <input type="radio"/> Mass Media | <input type="radio"/> General Public |
| <input type="radio"/> Others (please specify) | |



What is your objective of reading the report?

- ☐ To acknowledge and understand the Bank's business operations
- ☐ To find useful information to support investment decision-making
- ☐ For educational/research purposes
- ☐ To know about the bank's CSR activities that benefit society and the environment
- ☐ Others (please specify)

Where did you obtain the report?

- ☐ Annual general meeting of shareholders
- ☐ Website of the Bank/ the Group
- ☐ Head office/ Bank branch
- ☐ Other (please specify).....

How Satisfied are you with this Sustainability Report 2020?

- | | | | |
|--|----------------------------|------------------------------|---------------------------|
| • Understanding of the Bank's sustainability performance | <input type="radio"/> High | <input type="radio"/> Medium | <input type="radio"/> Low |
| • Defining Material Aspects | <input type="radio"/> High | <input type="radio"/> Medium | <input type="radio"/> Low |
| • Interesting content | <input type="radio"/> High | <input type="radio"/> Medium | <input type="radio"/> Low |
| • Easy of understanding | <input type="radio"/> High | <input type="radio"/> Medium | <input type="radio"/> Low |
| • Attractive Report design | <input type="radio"/> High | <input type="radio"/> Medium | <input type="radio"/> Low |
| • Overall satisfaction of the report | <input type="radio"/> High | <input type="radio"/> Medium | <input type="radio"/> Low |

Does this report fully address the material sustainability issues that interest you?

- ☐ Yes
- ☐ No (please specify the issues you think we should add)

After reading the report, what are your thoughts about the Bank?

- | | | | |
|---|----------------------------|------------------------------|---------------------------|
| • Trustworthy corporate governance | <input type="radio"/> High | <input type="radio"/> Medium | <input type="radio"/> Low |
| • Operating business with social responsibility | <input type="radio"/> High | <input type="radio"/> Medium | <input type="radio"/> Low |
| • Want to use the service/ become a customer | <input type="radio"/> High | <input type="radio"/> Medium | <input type="radio"/> Low |

Comments/ suggestions to improve the sustainability report (please specify)

.....

Additional comments/ suggestions (please specify)

.....

Thank you for your kind cooperation. All your opinions are very important for our sustainable development and the improvement of our sustainability report.

លុបចោល

[illegible]

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លេខ: S.W.(M). មាស្រ 2020-01101 ឬអាចស្វែងរកបាន



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