



Building a Sustainable Future Through  
**DIGITAL  
TRANSFORMATION**

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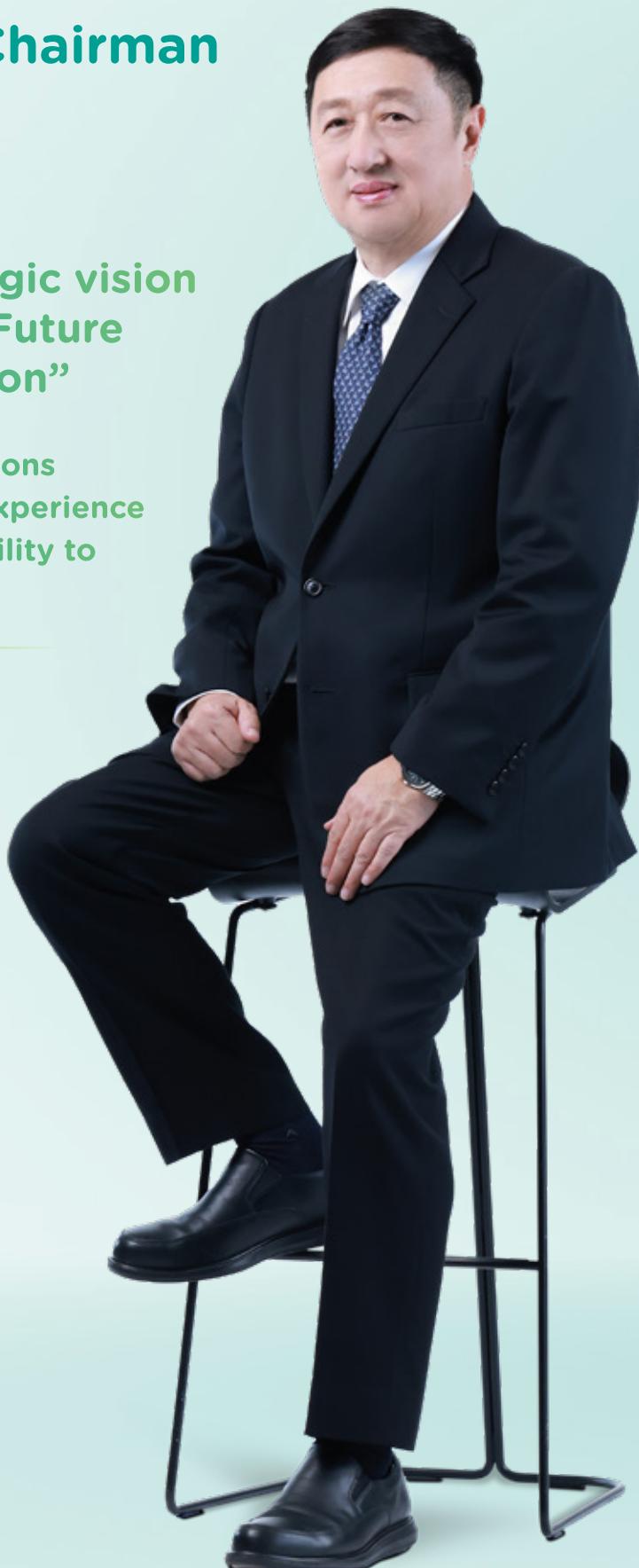
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## Message from the Chairman



**KTC embraces the strategic vision  
“Building a Sustainable Future  
Through Digital Innovation”**

**with cutting-edge financial solutions  
that are crafted to elevate user experience  
while upholding social responsibility to  
drive sustainable growth.**



At KTC, sustainability development serves as the foundation of our long-term value creation, guiding us toward a future where economic prosperity, social advancement, and environmental responsibility converge and flourish.

Throughout 2024, amidst numerous challenges, we have remained steadfast in our commitment to sustainable development, in support of the United Nations Sustainable Development Goals, through our strategic framework of “Better Products and Services”, “Better Quality of Life”, and “Better Climate”, which have enabled us to integrate sustainability principles across our entire organization while leveraging technological innovation to enhance financial inclusivity, security and environmental stewardship. With oversight from the Board of Directors and management insights, this approach ensures that KTC’s operations achieve optimal efficiency and deliver equitable value to all stakeholders.

Our achievements in 2024 demonstrate the effectiveness of this integrated approach. In advancing our economic sustainability pillar, we have successfully aligned our digital transformation initiatives with Thailand’s evolving financial technology landscape. A key achievement was the launch of the Apply Online Service, a self-registration service that streamlines product applications through an electronic form, which materially enhances KTC members’ ability to access financial services seamlessly and securely. Socially, we are committed to promoting financial inclusion through products and services, such as KTC P BERM Car for Cash, which provides crucial financial access to underserved individuals and small business owners. Moreover, we offered financial literacy programs and implemented targeted debt relief initiatives that are aligned with the debtors’ repayment capabilities, including long-term debt rehabilitation program, persistent debt relief program, and measures for flood-affected customers. These initiatives help alleviate financial

burdens, foster financial responsibilities, and empower debtors to manage their debts effectively, which contributes to the sustainable long-term resolution of household debt issues. Our environmental stewardship has progressed through systematic reductions in our operational carbon footprint, achieved through optimized resource management across our value chain.

These efforts have earned prestigious recognition from both domestic and international institutions. KTC maintained its AAA rating in the SET ESG Ratings and continued its membership in the FTSE4Good Index Series. Notably, we secured our position in the S&P Global Sustainability Yearbook 2025 under the Diversified Financial Services and Capital Markets industry sector for the second consecutive year. Another significant achievement was our recognition as the first Asia-Pacific financial institution to achieve certification for the Payment Card Industry Data Security Standard Version 3.2.1 by the British Standards Institution. This prestigious credential not only validates our leadership in data security but also reinforces our commitment to protecting customer information at the highest standards. These awards affirm our dedication to responsible business practices and inspire us to continue creating shared value for all stakeholders.

As we advance toward 2025, KTC embraces the strategic vision “Building a Sustainable Future Through Digital Innovation” with cutting-edge financial solutions that are crafted to elevate user experience while upholding social responsibility to drive sustainable growth. This vision would not be achievable without the continued trust and support of our stakeholders, whose partnership has been instrumental in our sustainability journey. Together, we are building an organization that not only strives for operational excellence but also contributes meaningfully to a more sustainable and prosperous future.



**(Mr. Prasong Poontaneat)**  
Chairman of the Board of Directors  
Krungthai Card Public Company Limited

## Performance Highlight

### Economic Dimension



#### The Total Number of Customers using KTC Mobile

**2,268,440** Users  
accounting as **91%** of the total customer base equating to **4%** growth from the end of year 2023

#### Net Promoter Score (NPS) of **64** from credit card holders

#### Portfolio Breakdown

Credit Card : Personal Loan : Leasing  
**66.5% : 31.6% : 1.9%**

#### Net Profit

• Separate  
**7,522** Million Baht

• Consolidated  
**7,437** Million Baht

**Total Loan to Customers and Accrued Interest Receivables**  
**111,162** Million Baht

**Total KTC Members**  
**3.488** Million Account

## Social Dimension



### Average Training Hours

**81.12** Hours/Person/Year

### Employee Engagement Level

**75%**

### Total Number of Employees

**1,840** Persons

- Female **1,221** Persons
- Male **619** Persons

### Zero Accident

Diverse, easy and nationwide channels to access financial products and services.



## Environmental Dimension



**19.20%**

Reduction of GHG Scope 1  
emissions intensity  
(Baseline year 2022)

**17.17%**

Reduction of energy  
consumption intensity  
(Baseline year 2022)

Total of

**142,794** kg  
Waste diverted from  
disposal

**7.91%**

Reduction of GHG Scope 2  
emissions intensity  
(Baseline year 2022)

## Prestigious Awards and Recognition

In 2024, KTC received various awards and recognitions that affirms the Company's performance excellence in environmental, social and governance dimensions as follows.



**MSCI ESG Ratings of BBB**

**Member of S&P Global Sustainability Yearbook 2025**  
for the second consecutive year since the S&P Global Sustainability Yearbook 2024



**FTSE4Good**

**Member of the FTSE4Good Index Series**  
for the fourth consecutive year since 2021



**“AAA” rating in the SET ESG Ratings and included**  
in the SETESG Index since 2020



**Member of the ESG100**  
for the ninth consecutive years since 2016 by Thaipat Institute



Granted the renewal of member of the Thai Private Sector Collective Action against Corruption (CAC) from 2016 - present



**“Excellent” rating in Corporate Governance Report of Thai Listed Companies**  
For the ninth consecutive years since 2016



**The Payment Card Industry Data Security Standard - PCI DSS Version 3.2.1 (Acquiring Service) Certification**  
by the British Standards Institution (BSI)



**ISO/IEC 27001:2013 Information Security Management Systems and ISO/IEC 27701:2019 Privacy Information Management Systems Certifications**  
by the British Standards Institution (BSI)



**Product Innovation Awards 2024**  
by editors of Business+ magazine and experts from the College of Management Mahidol University



**100% Rating from the 2024 Annual General Shareholders' Meeting Quality Survey**

**Good Citizen, Save Earth Award**  
by the Sub-Committee on Morality and Ethics and the Working Group of Good Citizen, Save Earth, under the Senate Committee on Religion, Morality, Ethics, Arts, and Culture.



**Financial Industry Solution Innovation Award**  
at the Huawei Cloud Gala 2024



**Product/Service Excellence Award 2024**  
by the Thailand Management Association (TMA) in collaboration with the Sasin Graduate Institute of Business Administration at Chulalongkorn University



**NEWS Compass® Global Awards - Distinguished Achievement in Coaching and Mentoring**  
by AcComm Group and NEWS® Navigation

## About This Report

In today's rapidly evolving world where climate change intensifies, social injustice prevails, resources become scarcer, and consumer demands for eco-friendly practices grow, Krungthai Card Public Company Limited ("KTC" or the "Company") is aware that sustainable development is at the forefront of its stakeholders' interests. Therefore, the Company continuously publishes annual sustainability reports to communicate its corporate sustainability strategy, management approach, initiatives, and performances across environmental, social, and governance issues that are material to KTC's business operations and stakeholders.

This Sustainability Report 2024 has been prepared in accordance with the GRI Standards for the period 1<sup>st</sup> January 2024 to 31<sup>st</sup> December 2024, in line with the Company's financial reporting interval. Furthermore, the report intends to communicate the Company's progress in support of the Sustainable Development Goals (SDGs) and discloses information per Task Force on Climate-related Financial Disclosures (TCFD). The publication date of this Sustainability Report 2024 is as prescribed on the Company's website: <https://www.ktc.co.th/en/sustainability-development/sustainability-report>

The reporting boundary incorporates the operating results of KTC. Following the financial control approach, this Sustainability Report 2024 covers sustainability disclosures of 99.37% against the total revenue reported in the consolidated financial statement.

## External Assurance

The Sustainability Report 2024 is independently verified by LRQA (Thailand) Limited to determine whether such reported data are produced in line with the assurance criteria and disclosed accurate information relevant to GRI Standards for the following selected indicators:

- GRI 302-1: Energy consumption within the organization
- GRI 302-2: Energy consumption outside of the organization
- GRI 302-3: Energy Intensity
- GRI 303-3: Water withdrawal
- GRI 303-4: Water discharge
- GRI 303-5: Water consumption
- GRI 305-1: Direct (Scope 1) GHG emissions
- GRI 305-2: Energy Indirect (Scope 2) GHG emissions
- GRI 305-3: Other indirect (Scope 3) GHG emissions
  - Category 1: Purchased goods and services
  - Category 3: Fuel-and energy-related activities
  - Category 5: Waste generated in operations
  - Category 6: Business travel
  - Category 7: Employee commuting
- GRI 305-4: GHG emission intensity
- GRI 306-3: Waste generated
- GRI 306-4: Waste diverted from disposal
- GRI 306-5: Waste directed to disposal
- GRI 403-9: Work-related injuries and absenteeism rate
- GRI 404-1: Average hours of training per year per employee

## Contact Information

For questions, feedback, or further information regarding this report, please contact

### Sustainability Unit

Krungthai Card Public Company Limited  
591 United Business Centre II, 14<sup>th</sup> Floor,  
Sukhumvit 33 Road, North Klongton,  
Wattana, Bangkok 10110, Thailand  
Phone: 02 828 5369, 02 828 5582  
Website: <https://www.ktc.co.th/en/sustainability-development/contact>  
Email: [sdktc@ktc.co.th](mailto:sdktc@ktc.co.th)

## KTC At a Glance

Krungthai Card Public Company Limited (the “Company” or “KTC”) operates a credit card business as its main business, including credit card-related business, merchant acquiring business, payment service, as well as a personal loan business that includes personal loan business under supervision, auto title loan, occupational retail lending business under supervision, e-money business, and hire purchase and leasing business to support the Company’s business operations to create sustainable long-term returns. The Company operates in the non-bank financial institution industry sector.

### Vision

KTC is a membership company in payment and retail lending business with emphasis on being a trusted organization with sustainable growth.

### Mission



### Core Value



## KTC Business Nature



### Credit Card Business

The credit card business consists of two components: card issuing and merchant acquiring businesses. The card issuing business ranges from recruiting prospective credit card customers, approving a credit limit for cardholders, regulating credit card spending, receiving debt payment, and pursuing debts. As for merchant acquiring business, it is a business that deals with merchants that accept credit card payment for goods and services. In the process, the Company selects and installs card swipe machines and/ or set up a payment gateway system at stores so that it can oversee credit card acceptance for payment of goods and services by cardholders.



### Personal Loan Business

The Company operates personal loan business since 2003 which offers unsecured loan under two types of services including KTC Cash, a multi-purpose loan that was launched in 2003, and KTC PROUD Cash Card, a multi-purpose loan that was first launched in 2006 as a ready credit and later rebranded as a revolving loan in 2014.



### Auto Title Loan Business – KTC P BERM Car for Cash

Car registration loan business, KTC P BERM Car for Cash is a type of loan with car registration as collateral. There are three main products: car title loans, motorcycle title loans, and big bike title loans. These types of loans are installment loans and revolving loans through KTC P BERM cash card to provide convenience for customers to withdraw the credit limit anytime, anywhere. Besides, customers can use KTC P BERM cash cards to buy products at stores.



### MAAI BY KTC Business

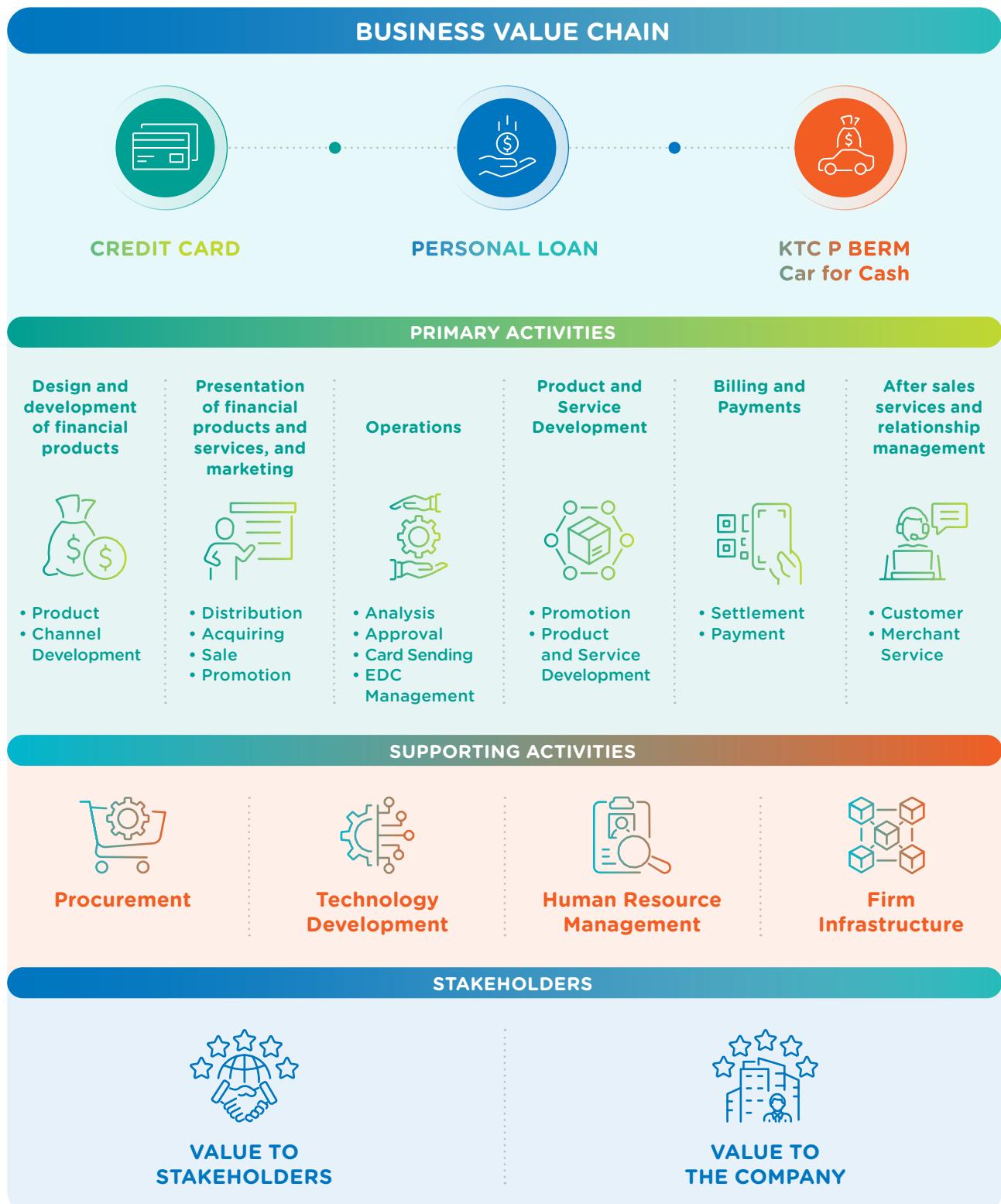
It is an expansion of expertise in managing reward points for KTC credit card members. MAAI BY KTC operates a business of providing management services for loyalty programs with business partners (B2B) who wish to build relationships with their member customer bases and need tools to enhance the potential of Digital CRM in retaining old customer bases and increasing good relationships with customers as well as expanding into new customer bases.

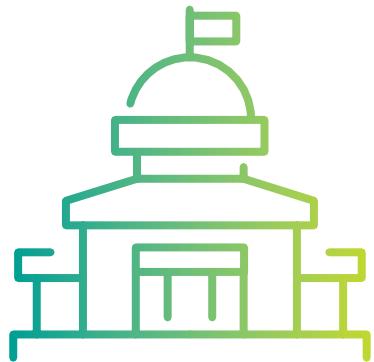


### Business by Subsidiaries

- **KTB Leasing Company Limited** engages in Hire Purchase and Financial Lease services.
- **KTC Nano Company Limited** offers personal loans to freelancers or individuals with irregular income such as mom-and-pop store owners, traders, any typical registered merchants, or regular employees with monthly salaries less than Baht 15,000. Key purpose of getting loans must be occupationally related such as to expand businesses, or to relieve burdens from informal debts.
- **KTC Prepaid Company Limited** operates e-Payment services, such as acquiring services, bill payment services, and money transfer services via electronic channels.

## KTC Value Chain





# SUSTAINABILITY GOVERNANCE AND STRATEGY

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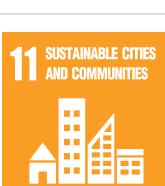
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Cooperation  
for Sustainable  
Development

## Sustainability Governance

At KTC, sustainability is deeply embedded in the Company's business operations and integrated across every stage of the value chain. KTC is committed to aligning strategic initiatives with stakeholders' interests while adhering to global sustainability standards, including the United Nations Sustainable Development Goals (UN SDGs). This commitment underscores the Company's dedication to fostering long-term value creation, addressing key environmental, social, and governance challenges, and driving sustainable growth that benefits all stakeholders.

| Sustainable Development Goals   | Focus Area  |
|---|---|
| <b>1 NO POVERTY</b><br>                        | KTC is committed to fostering inclusive access to economic resources, financial products, and fair access services across society.  |
| <b>3 GOOD HEALTH AND WELL-BEING</b><br>      | KTC promotes the well-being, health, and safety of its employees through comprehensive health and safety initiatives. The Company also promotes equal access to healthcare for the broader community.   |
| <b>4 QUALITY EDUCATION</b><br>               | KTC supports inclusive and equitable access to quality education and learning opportunities in society.   |
| <b>5 GENDER EQUALITY</b><br>                 | KTC emphasizes on gender equality and eliminating discrimination across the value chain.  |
| <b>7 AFFORDABLE AND CLEAN ENERGY</b><br>     | KTC supports societal access to affordable, reliable, sustainable, and clean energy sources. Furthermore, KTC integrates green initiatives into business operations to reduce fossil fuel consumption.  |
| <b>8 DECENT WORK AND ECONOMIC GROWTH</b><br> | KTC is committed to fostering sustainable economic growth by implementing development-focused policies, job creation initiatives, career advancement programs, promoting safe and secure work environments, and initiatives aimed at upskilling, reskilling, and enhancing knowledge. |

| Sustainable Development Goals   | Focus Area   |
|---|--|
| <br><b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE   | <p>KTC strengthens competitiveness by advancing corporate technological capabilities and developing innovative solutions to ensure broader and more efficient access to financial products and services.</p>   |
| <br><b>10</b> REDUCED INEQUALITIES                     | <p>KTC is dedicated to respecting the human rights of every individual and consistently applies rigorous human resource procedures to ensure inclusive opportunities and equitable compensation and benefits across the entire value chain.</p>  |
| <br><b>11</b> SUSTAINABLE CITIES AND COMMUNITIES       | <p>KTC is committed to sustainable urban development by minimizing its environmental footprint. This includes efforts to reduce water consumption, improve waste management practices, and minimize the environmental impact of its operations to foster sustainable cities that are community-friendly.</p> |
| <br><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION  | <p>KTC is committed to promoting sustainable resource consumption throughout the value chain while actively working to reduce waste generation.</p>  |
| <br><b>13</b> CLIMATE ACTION                         | <p>KTC is committed to addressing climate change challenges by integrating risk considerations into business operations. The Company is dedicated to raising awareness and taking proactive measures to mitigate climate change and its impacts.</p>   |
| <br><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS | <p>KTC abides by robust policies and guidelines to promote inclusiveness and prevent societal conflicts.</p>   |

## Sustainability Development Structure



- Making decisions for the best interests of the Company and the stakeholders by approving the operating framework, policies, missions, and vision
- Delegating, overseeing, and monitoring corporate sustainability performances
- Appointing the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee to oversee sustainability development implementation

- Supervising and offering recommendations on corporate sustainability development, acknowledging sustainability performances on a bi-annual basis, and endorsing the sustainability report

- Steering the organization towards sustainable growth by integrating sustainability commitments into strategic directions and business operations
- Overseeing and ensuring that sustainability metrics are achieved

- Embedding sustainability development principles throughout the organization
- Guiding the Sustainability Working Group, and ensuring integration of efforts to manage sustainability-related impacts and achieve sustainability metrics that were set forth by the Company

- The Sustainability Working Group comprises representatives from all departments to foster collaborative efforts in driving sustainability initiatives
- Ensuring effective implementation, operation, and monitoring of sustainability metrics
- Responsible for studying national and international sustainability-related frameworks, facilitating cross-department discussions, and enhancing internal communications to raise awareness and understanding of sustainability

# Materiality Assessment

KTC conducts an annual materiality assessment to evaluate sustainability issues related to the Company's business, covering environmental, social, and governance dimensions. The materiality assessment is performed based on the principle of Double Materiality of the European Union's Corporate Sustainability Reporting Directive (CSRD) in accordance with the European Sustainability Reporting Standards and the Global Reporting Initiative (GRI) Standards 2021.

## Materiality Assessment Process



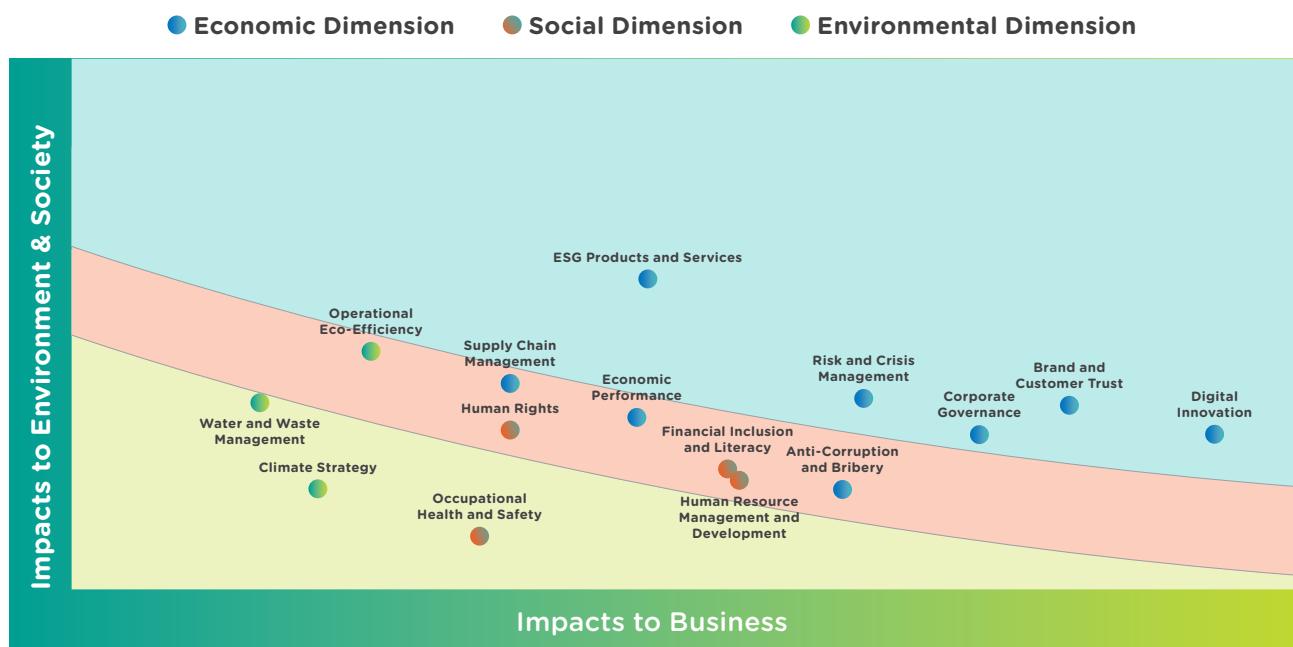
## Materiality Issues



### Remark

- <sup>(1)</sup> Issues increased by one materiality level compared to the materiality assessment 2023
- <sup>(2)</sup> Issues decreased by one materiality level compared to the materiality assessment 2023
- <sup>(3)</sup> Previously included under Human Resource Management and Development in the Materiality Assessment 2023, this issue has been designated as a standalone issue in the Materiality Assessment 2024.

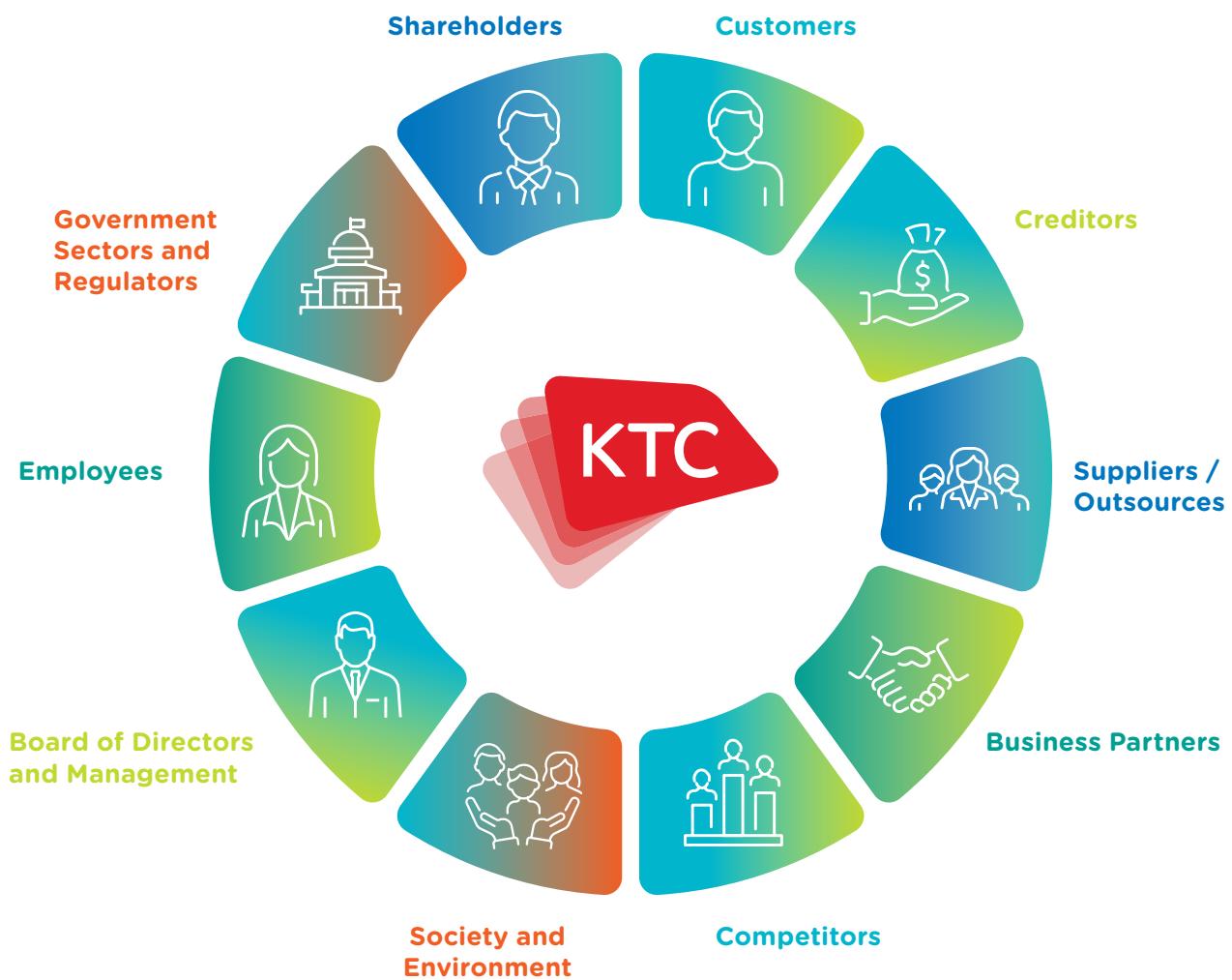
## Material Issues Prioritization



## Stakeholder Engagement

The Company values its stakeholders' diverse perspectives and contributions, recognizing that their engagement is essential to business success and sustainable growth.

In 2024, the Company evaluated and engaged actively with 10 key stakeholder groups.



Recognizing the importance of understanding and responding to stakeholder needs, KTC actively engages with stakeholders through diverse activities and channels. With empathy and a genuine commitment to addressing their concerns, the Company ensures that stakeholder feedback is consistently heard and acted upon.



## Shareholders

### Interests and Expectations of KTC

- Upholds strong corporate governance and effective risk management to drive sustainable business growth, demonstrating resilience to unforeseen circumstances
- Success in business performance that leads to favorable returns such as dividends or capital gains
- Equitable and fair treatment of all shareholders
- Discloses accurate information to the public through a transparent, timely, equitable, and fair process
- Establishes appropriate communication channels for the shareholders to communicate, inquire, and receive responses from the Company

### KTC Response and Engagement Approach

- Implementing appropriate work procedures, internal controls, risk management, and a Business Continuity Plan for potential unexpected incidents
- Ensuring sustainable business performance for continuous dividend allocation
- Participating in policy and governance briefing sessions about Krungthai Bank's governance criteria and compliance with relevant requirements. This involves the Company preparing and submitting associated reports and undergoing audits by the head office audit department of Krungthai Bank
- Complying with law and regulations and building a corporate culture that upholds robust corporate governance principles
- Providing various communication methods, including:
  - Hosting an annual and extraordinary general meeting of shareholders
  - Disclosing financial statements and management's discussion and analysis (MD&A), quarterly and annually through the SETLink system (on [www.set.or.th/en](http://www.set.or.th/en)) and on KTC's webpage: [www.ktc.co.th/en/investor-relations/publications-webcast/investorkits](http://www.ktc.co.th/en/investor-relations/publications-webcast/investorkits)
  - Organizing Opportunity Day and Analyst Briefing quarterly
  - Continuously accommodating requests for in-person meetings at the Company's office or via online platforms
  - Engaging in roadshows and conferences to disclose information domestically and internationally
  - Providing other channels for inquiries by the Investor Relations department, including telephone, email at [irktc@ktc.co.th](mailto:irktc@ktc.co.th) or [www.ktc.co.th/en/investor-relations/contact](http://www.ktc.co.th/en/investor-relations/contact)

## Customers



### Interests and Expectations of KTC

- Offers financial products and services that are tailored to customer needs and addresses their feedback per the market conduct and responsible lending principles
- Provides accurate and thorough information about financial products and services to ensure clarity and avoid misconceptions
- Prompt response and resolutions to customer inquiries and concerns
- Protection of customer data privacy
- Provides products and services that are ready-for-use, convenient, and secure
- Provides financial literacy initiatives

### KTC Response and Engagement Approach

- Developing innovative financial products and services that offer various benefits to serve the diverse needs of customers from various segments
- Maintaining consistent and positive relationships with merchant members
- Conducting customer satisfaction surveys to evaluate the Net Promoter Scores
- Conducting regular training for sales agents to improve their knowledge and sales skills in line with the market conduct and responsible lending principles
- Conducting brand health monitoring through customer group interviews
- Conducting random phone surveys, or mystery shopping, to evaluate whether the sales practices are accurate and comprehensive
- Offering various channels for customers to provide feedback on the Company's financial products and services and establishing a well-defined grievance mechanism
- Establishing policies, frameworks, and measures that address information security, cybersecurity, and personal data protection
- Organizing training sessions, seminars, or financial literacy sessions

## Creditors

### Interests and Expectations of KTC

- Adherence to contractual agreements as well as the terms and conditions
- For KTC to promptly pay full amounts, including interest and the principal, as per the agreed terms
- Provides accurate, complete, and timely information about the Company's operational results and other important details, if any
- Ensures bondholders are kept informed and engaged in the Company's activities

### KTC Response and Engagement Approach

- Abiding by the contracts or terms and conditions with honesty, transparency, and verifiability
- Ensuring full and punctual payment of interest and principal
- Providing accurate, comprehensive and timely financial reports, operational results, capital management information, and other disclosures following SEC regulations
- Providing various communication methods with creditors, including:
  - Phone calls, emails, and in-person meetings to share information, address inquiries, and receive feedback from creditors
  - Disclosing financial statements, MD&A, and other essential company information, including quarterly and annual communication of debt-to-equity ratios
  - Arranging activities to consistently enhance relationships, including preparation of quarterly documents to update bondholders on various initiatives
- Informing of upcoming quarterly activities in advance, allowing bondholders to consider participation ahead of time; ensuring the activities captivate bondholders' interests to foster long-term engagement



## Suppliers / Outsourcing

### Interests and Expectations of KTC

- Conducts transparent, fair, and verifiable procurement that aligns with the established criteria for acquiring goods or services from suppliers
- Ensures that payments for procured goods and services are conducted in adherence to contractual terms
- Maintains fair contractual terms and compensation arrangements to avoid potential exploitation
- Facilitates knowledge sharing and provides assistance to help suppliers achieve sustainable mutual growth

### KTC Response and Engagement Approach

- Requiring suppliers to acknowledge and adhere to the Supplier Code of Conduct and Confidentiality Agreement
- Establishing robust procurement policies and processes, including the consideration of ESG factors in supplier selection and evaluation
- Following a payment cycle upon the completion of goods or service procurement and receiving invoices or supporting documents to the accounting department, as outlined below:
  - Within 2 weeks for suppliers or service providers using Krungthai Bank account for payment processing
  - Within 3 weeks for suppliers or service providers using other banks for payment processing
 In 2024, the Company successfully adhered to its designated payment cycle. The average payment timeframe, categorized by supplier or service providers' bank accounts, was as follows:
  - 12 days for suppliers or service providers using Krungthai Bank account
  - 18 days for suppliers or service providers using other banks
- Adhering to service agreements, and actively building positive relationships with the suppliers regularly
- Engaging with Krungthai Bank, companies under Krungthai Bank, or other suppliers to present and share relevant information in the context of service and sales, including extending collaborative market opportunities
- Receiving and addressing feedback and concerns at site visits, meetings, and training sessions

## Business Partners



### Interests and Expectations of KTC

- Collaborates in business operations aligned with the Company's corporate governance principles
- Drives sales growth and explores expanded opportunities for joint marketing initiatives

### KTC Response and Engagement Approach

- Establishing agreements to delineate collaboration frameworks with business partners
- Organizing meetings and orchestrating activities to foster sustainable collaboration in marketing, boost sales, and cultivate joint marketing opportunities
- Providing various communication approaches with business partners, including:
  - Conducting collaborative sessions for diverse marketing projects, encompassing the innovation of new products and the conceptualization of marketing promotion initiatives
  - Consistent communication for inquiries, discussions, idea exchange, and feedback acquisition to comprehend the comprehensive market landscape and the behavior of the target customer group
  - Facilitating meetings, seminars, and collaborative efforts aimed at rectifying, enhancing, and collectively finding solutions



## Competitors

### Interests and Expectations of KTC

- Engages in business, competes with transparency, and fairness, avoids slander, harassment, or distortion of factors, and collectively adheres to ethical competition frameworks
- Shares information for mutual benefits

### KTC Response and Engagement Approach

- Establishing fair competition without harm, harassment, or distortion of facts
- Participating in meetings with associations to exchange business opinions
- Facilitating meetings for discussions, exchanging ideas, and collaboration according to various agendas through clubs or associations



## Society and Environment

### Interests and Expectations of KTC

- Conducts business while considering the society and environment, and manages potential social and environmental impacts from operations
- Provides products and services that foster equal access to financial products and services per their needs and strengthens financial literacy capabilities
- Establishes channels for receiving feedback from the community and effective grievance mechanism to address potential concerns

### KTC Response and Engagement Approach

- Integrating environmental, social, and governance factors into business operations and product and service development
- Initiating various corporate philanthropic activities to empower communities' quality of living
- Continuously raising employees' awareness about environmental stewardship to foster efficient resource management
- Organizing financial literacy campaigns through both on-site seminars and online sources
- Having in place channels and mechanism for receiving and addressing complaints, feedback, and suggestions



## Board of Directors and Management

### Interests and Expectations of KTC

- For the Company to follow the directions and guidelines set forth by the Board of Directors and management
- Consistent business growth and operational successes
- To receive comprehensive and adequate information in a timely manner
- Aligning understanding of business scope, policies, relevant laws, and operational plans among the Board of Directors and management
- For the Company to ensure that the Board of Directors composition reflects appropriate diversity and skill sets and experiences for driving organization success
- To continuously enhance the knowledge and skills of the Board of Directors and the management on related regulations and as per charter
- For performance evaluation results to be transparently communicated and compensation rates to be judiciously determined based on roles and responsibilities

### KTC Response and Engagement Approach

- Consistently operating business with transparency and adhering to corporate governance principles
- Reviewing and approving the Company's vision, mission, and strategies, both short-term and long-term, along with key policies, while maintaining vigilant oversight of their implementation
- Conducting monthly Board of Directors and committee meetings to be informed of business-related information, with the flexibility to convene additional urgent sessions, if necessary
- Facilitating seminars and training courses tailored to enhance the skills and knowledge of the Board of Directors and crafting the board skill matrix
- Organizing orientation program for new Board of Directors members and management about business scope and operations, industry benchmarks, legal responsibilities of the board, and various corporate policies
- Defining criteria for performance assessment and incentive compensation of the Board of Directors and management that are fair and align with the Company's overall business performance
- Transparently disclosing the Board of Directors' performance evaluation result and committing to ongoing development and improvement of the Company's performance and operations

## Employees



### Interests and Expectations of KTC

- Employees are interested in acquainting themselves about the Company, the Board of Directors, management and understanding diverse policies and operational guidelines
- Having the rights to express needs, share opinions, provide feedback, and raise complaints through various channels
- Offers competitive welfare where employees can raise related issues or needs
- To be able to acknowledge the results of performance evaluations for continuous development and improvement
- Employees are empowered to plan their career paths and professional development plans
- For the Company to provide training programs that enhance employees' knowledge, skills, and competency suitable for their job responsibilities and on other subjects in line with global trends
- For the Company to ensure a secure work environment and organize activities that foster physical and mental well-being

### KTC Response and Engagement Approach

- Organizing orientation program for all new employees about directors and management, the Company's business overview, corporate policies, rules, and requirements
- Disseminating news and updates about the Company via email, KTC UNITE internal platform, social media, Townhall meetings and CEO Live Talks
- Having in place grievance channels through designated emails for employees to raise concerns, accompanied by a robust grievance mechanism process
- Conducting annual employee engagement survey by third-party, where results are used for further improvements
- Surveying benefits with an external human resource consulting firm to gather data for comparison with the employee benefits provided by the Company
- Conducting performance assessment by evaluating the achievement of corporate key performance indicators (KPIs) and individual KPIs
- Supporting employees in formulating development and career growth objectives
- Fostering a corporate learning culture with designated employee development plans where employees can freely choose the training courses based on their interests
- Adhering to human rights principles and guidelines, and managing diversity without discrimination based on gender, sexual orientation, religion, or race, and being in compliance with labor laws
- Arranging employee engagement activities and promoting physical and mental well-being of employees through various activities
- Providing suitable work environments and conducting assessments to ensure compliance with standards



## Government Sectors and Regulators

### Interests and Expectations of KTC

- Ensures legal compliance within business operations and promotes transparency across the organization
- Supports government initiatives

### KTC Response and Engagement Approach

- Strictly abiding by legal requirements and regulations set by regulators
- Improving operations in response to audit findings to ensure compliance
- Participating in meetings to be aware of policy governance guidelines and to ensure compliance
- Subjecting to audits by regulators and compiling and submitting reports to regulators
- Initiating various debt relief programs

# Sustainability Strategy

To reinforce KTC's vision as "KTC is a membership company in payment and retail lending business with emphasis on being a trusted organization with sustainable growth", the Company strives to build value and sustainability throughout its operations while creating tangible outcomes across the entire organization. Therefore, KTC integrates a sustainability strategy into its business directions to generate long-term value for all stakeholders. This strategy is founded on three pillars: Better Products and Services, Better Quality of Life, and Better Climate. By aligning business goals with environmental and social responsibility, KTC aims to create a positive and lasting impact on society and the planet.



KTC

## KTC VISION

"KTC is a membership company in payment and retail lending business with emphasis on being a trusted organization with sustainable growth."

**PURPOSE:** To provide better financial products and services to enhance quality of life for all Thais

**STRATEGIC INTENT:** Leveraging sustainability to power positive impact and business growth

### BETTER PRODUCTS AND SERVICES



Operating innovatively and responsibly to unleash financial resilience in accordance with the laws and corporate values

### BETTER QUALITY OF LIFE



Providing inclusive financial solutions and investing in talents that empower equitable communities

### BETTER CLIMATE



Exploiting financial solutions and environmental stewardship to support decarbonization

- Digital Innovation
- ESG Products and Services
- Brand and Customer Trust
- Economic Performance

- Financial Inclusion and Literacy
- Human Resource Management and Development
- Human Rights
- Occupational Health and Safety

- Operational Eco-Efficiency
- Water and Waste Management
- Climate Strategy

## VALUE CREATION DRIVERS

- Corporate Governance
- Risk and Crisis Management
- Supply Chain Management
- Anti-Corruption and Bribery

KTC's strategic commitment is to leverage sustainability to drive positive impacts and business advancement while considering social, governance, and environmental priorities, concentrating on measurable outcomes, and performing operations in alignment with nationally and globally accepted standards and principles. Long-term sustainability goals and performance indicators were established to promote tangible sustainable practices throughout the organization.

## Sustainability Target and Performance

| Topic   | Target  | 2029 Target | 2024 Target | 2024 Performance         | SDGs  |
|---|---|-------------|-------------|--------------------------|---|
|  <b>Corporate Governance</b>         | <ul style="list-style-type: none"> <li>Corporate Governance Report score by Thai Institute of Directors</li> </ul>  | 90          | 90          | 111                      |    |
|  <b>Anti-Corruption and Bribery</b>  | <ul style="list-style-type: none"> <li>Member of Thai Private Sector Collective Action Against Corruption</li> </ul>  | Certified   | Certified   | Certified                |    |
|   | <ul style="list-style-type: none"> <li>Total percentage of employees that were trained and assessed on corporate governance, anti-corruption, and Code of Conduct</li> </ul>                      | 100%        | 100%        | 100%                     |   |
|  <b>Risk &amp; Crisis Management</b> | <ul style="list-style-type: none"> <li>Risk management is conducted with consideration of environmental, social, and governance (ESG) factors, in alignment with regulatory guidelines</li> </ul> | Yes         | Yes         | Yes                      |    |
|   | <ul style="list-style-type: none"> <li>Percentage of compliance with regulatory requirements</li> </ul>   | 100%        | 100%        | 100%                     |   |
|   | <ul style="list-style-type: none"> <li>Total percentage of employees and non-executive directors trained on risk management</li> </ul>  | 100%        | 100%        | 100%                     |   |
|  <b>Brand and Customer Trust</b>   | <ul style="list-style-type: none"> <li>Net promoter score of credit card customer satisfaction survey</li> </ul>  | 78          | 63          | 64                       |  |
|   | <ul style="list-style-type: none"> <li>Net promoter score of customer satisfaction survey for KTC TOUCH services</li> </ul>   | 99          | 99          | 99.2                     |   |
|  <b>ESG Products and Services</b>  | <ul style="list-style-type: none"> <li>Percentage growth in number of users of ESG products, services and privileges</li> </ul>   | 10%         | 10%         | 46%                      |  |
|  <b>Supply Chain Management</b>    | <ul style="list-style-type: none"> <li>Percentage of green procurement accounts to total procurement</li> </ul>   | 35%         | 19%         | 36%                      |  |
|  <b>Digital Innovation</b>         | <ul style="list-style-type: none"> <li>Percentage of KTC Mobile users to total number of customers</li> </ul>   | 91%         | 88%         | 91%                      |  |
|   | <ul style="list-style-type: none"> <li>Percentage of employees underwent data security/cybersecurity awareness e-Learning training</li> </ul>   | 100%        | 100%        | 100%                     |   |
|   | <ul style="list-style-type: none"> <li>ISO/IEC 27001:2022 Information Security Management System and ISO/IEC 27701:2019 Privacy Information Management certifications</li> </ul>                  | Certified   | Certified   | Certified <sup>(1)</sup> |   |
|   | <ul style="list-style-type: none"> <li>Number of approved customers applied via Krungthai NEXT</li> </ul>   | 38,800      | 25,000      | 25,581                   |   |
|   | <ul style="list-style-type: none"> <li>Number of approved customers applying via Apply Online Service</li> </ul>  | 14,000      | 3,600       | 3,873                    |   |

Remark

- <sup>(1)</sup> In 2024, the Company was certified with ISO/IEC 27001:2013 Information Security Management System, starting 2025 onwards – the Company will comply with ISO/IEC 27001:2022 version.

| Topic   | Target  | 2029 Target | 2024 Target | 2024 Performance           | SDGs  |
|---|---|-------------|-------------|----------------------------|---|
|  <b>Financial Inclusion and Literacy</b>       | <ul style="list-style-type: none"> <li>Number of underserved people attending financial literacy campaigns</li> </ul>             | 100         | 100         | 217                        |    |
|  <b>Human Rights</b>                           | <ul style="list-style-type: none"> <li>Number of reported human rights violation cases</li> </ul>                                 | 0           | 0           | 0                          |    |
|  <b>Occupational Health and Safety</b>         | <ul style="list-style-type: none"> <li>Absentee rate as percentage of total days scheduled</li> </ul>                             | ≤2.5%       | ≤2.5%       | 2.1%                       |    |
|   | <ul style="list-style-type: none"> <li>Zero accident</li> </ul>   | 0           | 0           | 0                          |   |
|  <b>Human Resources Management Development</b> | <ul style="list-style-type: none"> <li>Employee engagement score</li> </ul>   | 77          | 72          | 75                         |    |
|   | <ul style="list-style-type: none"> <li>Average hours per FTE of training and development</li> </ul>                               | 82          | 77          | 81.12                      |   |
|   | <ul style="list-style-type: none"> <li>Percentage of female in top management position</li> </ul>                                 | ≥50%        | ≥50%        | 76.47%                     |   |
|  <b>Climate Strategy</b>                     | <ul style="list-style-type: none"> <li>Percent reduction of greenhouse gas emissions (scope 1) intensity<sup>(1)</sup></li> </ul> | 3%          | 3%          | 19% Decrease in intensity  |  |
|   | <ul style="list-style-type: none"> <li>Percent reduction of greenhouse gas emissions (scope 2) intensity<sup>(1)</sup></li> </ul> | 1.5%        | 0.5%        | 8% Decrease in intensity   |   |
|  <b>Operational Eco-Efficiency</b>           | <ul style="list-style-type: none"> <li>Percent reduction of electricity consumption intensity<sup>(1)</sup></li> </ul>            | 1.5%        | 0.5%        | 8% Decrease in intensity   |  |
|   | <ul style="list-style-type: none"> <li>Percent reduction of fuel consumption intensity<sup>(1)</sup></li> </ul>                   | 4%          | 2%          | 33% Decrease in intensity  |   |
|  <b>Water and Waste Management</b>           | <ul style="list-style-type: none"> <li>Percent reduction of water usage intensity<sup>(1)</sup></li> </ul>                        | 0.2%        | 0.2%        | 1.5% Increase in intensity |  |
|   | <ul style="list-style-type: none"> <li>Percent reduction of waste disposal intensity<sup>(1)</sup></li> </ul>                     | 2.5%        | 1%          | 35% Increase in intensity  |   |
|   | <ul style="list-style-type: none"> <li>Recycling rate of underqualified plastic credit cards</li> </ul>                           | 100%        | 100%        | 100%                       |   |

**Remark**

- <sup>(1)</sup> Intensity measured as performance per FTE and compared against 2022 baseline.
- Given the impacts of COVID-19, 2022 serves as a representative base year for setting environmental targets, as business operations had resumed normal operations.
- The Company has recently completed office renovations at Thai Summit Building, during which additional pantry rooms were introduced as a facility for employees.

## Cooperation for Sustainable Development

KTC is dedicated to fostering sustainable growth by contributing to and collaborating with various associations and organizations. This collaboration facilitates the exchange of valuable experiences and insights to collectively drive sustainable development across industries and the country, and improve the economic, social, and environmental dimensions. These associations and organizations demonstrate the potential to strengthen and support public policies and requirements. Nevertheless, the Company did not contribute to political campaigns, political organizations, lobbyists or lobbying organizations, and other tax-exempt groups.

### Organization Contributions

Unit: Baht

| Type   | Total Amount Paid |           |           |           |
|--|-------------------|-----------|-----------|-----------|
|  | 2021              | 2022      | 2023      | 2024      |
| Lobbying, interest representation or similar                                 | 0                 | 0         | 0         | 0         |
| Local, regional or national political campaigns / organizations / candidates | 0                 | 0         | 0         | 0         |
| Trade associations   | 2,241,562         | 1,627,933 | 1,663,668 | 1,424,459 |
| Others   | 0                 | 0         | 0         | 0         |
| Total contributions and other spending                                       | 2,241,562         | 1,627,933 | 1,663,668 | 1,424,459 |
| Data Coverage (%)  | 100%              | 100%      | 100%      | 100%      |

## Contributions to Major Issues or Topics

The major issues or topics related to policy influence activities that KTC contributed in 2024 were as follows.

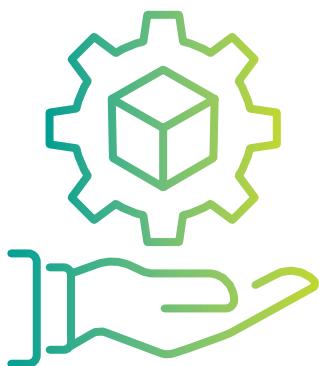
| Issue or Topic   | Corporate Position | Description of Position / Engagement   | Total Spending in 2024 (Baht) |
|--|--------------------|--|-------------------------------|
| Development of policies or guidelines to be implemented by all members of the trade associations for the promotion of economic and social welfare of Thailand. | Support            | The Company is a proud member of several associations and organizations with which the Company shares experiences, expresses opinions, or makes suggestions that are useful for the development of policies or guidelines to be implemented by all members for the promotion of economic and social welfare.   | 1,350,431                     |
| Promotion of knowledge sharing and collaboration among members to foster and enhance the hire-purchase business in Thailand.                                   | Support            | KTC is a member of the Thai Hire - Purchase Association. The association is the center of cooperation between hire purchase companies, where it provides training for members to strengthen knowledge and relevant information about hire purchase business. The Company can attend these trainings and seminars, share associated experiences, and receive solutions to various problems related to its hire purchase business. | 74,028                        |

## Largest Contributions and Expenditures

The top three expenditures that KTC contributed in 2024 were as follows.

| Name   | Description   | Total Spending in 2024 (Baht) |
|--|---|-------------------------------|
| Thailand Development Research Institute (TDRI) | <p>The Thailand Development Research Institute was established as a public policy research institute in 1984. Its legal form is that of a private non-profit foundation. It provides technical analysis (mostly but not entirely in economic areas) to various public and private sector agencies to help formulate policies to support long-term economic and social development in Thailand.</p>  | 900,411                       |
| The Stock Exchange of Thailand (SET)           | <p>The Stock Exchange of Thailand was incorporated under the Securities Exchange of Thailand Act, B.E. 2517 (1974) to uphold a vital role in mobilizing capital to support the nation's economic and industrial development. As defined in the Securities and Exchange Act of 1992, SET's primary roles are as follows.</p> <ol style="list-style-type: none"> <li>1. To serve as the center for the trading of listed securities, and to provide systems needed to facilitate securities trading.</li> <li>2. To conduct any business relating to securities trading, such as clearing house, securities depository, securities registrar, and similar activities.</li> <li>3. To undertake any other business approved by the SEC.</li> </ol>   | 282,285                       |
| The Thai Bankers' Association                  | <p>The Thai Bankers' Association was officially established and registered in 1967 with the following main objectives:</p> <ol style="list-style-type: none"> <li>1. Building readiness and cooperation in finance and banking among the members.</li> <li>2. Cooperating and coordinating with the government sector and major private economic organizations to enhance the country's economy and finance.</li> <li>3. Supporting the government's future policies on financial freedom to establish Thailand as a financial center in the ASEAN region.</li> </ol> <p>Since its establishment, the Thai Bankers' Association has represented the Bank of Thailand, the Ministry of Finance, the Ministry of Commerce, and other governmental organizations in negotiations to formulate and implement important economic and financial policies.</p> | 84,785                        |

In addition, the Company contributed to other associations, such as the Thai Institute of Directors, The Association of Domestic Travel, the Thai Listed Companies Association, Thai Chamber of Commerce, Thailand Management Association, The Federation of Thai Industries, etc.



# ECONOMIC DIMENSION

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**34**

Corporate  
Governance

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**40**

Anti-Corruption  
and Bribery

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**52**

Risk and Crisis  
Management

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**62**

Supply Chain  
Management

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**69**

Digital  
Innovation

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**83**

Brand and  
Customer Trust

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**90**

ESG Products  
and Services

## Corporate Governance

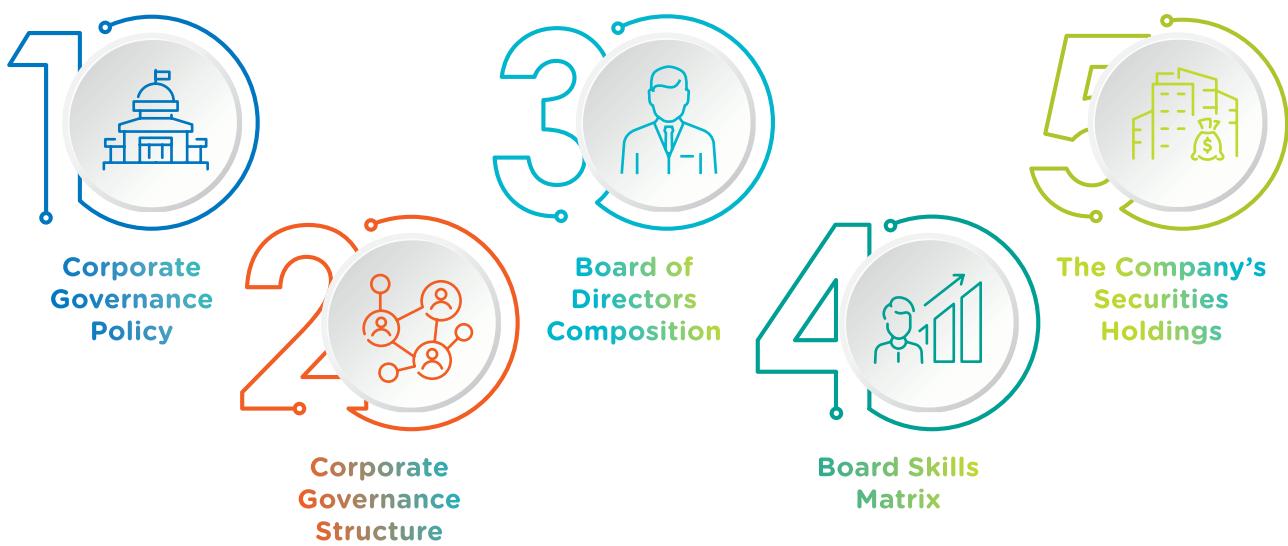
### Challenges and Opportunities

Corporate governance is the cornerstone of sustainable growth and the long-term success of any organization. A robust corporate governance framework and process ensure adherence with the core corporate governance principles, including integrity, fairness, transparency, responsibility, and accountability of a business, which are key elements that build upon the confidence of stakeholders. Furthermore, effective governance mitigates the risks of relevant regulatory, operational, and reputational setbacks that could undermine trust or cause potential adverse implications for stakeholders. By embedding good corporate governance at every level of the organization, the Company aims to create a solid foundation for long-term value creation and responsible growth to ensure that the business remains resilient, trusted, and aligned with sustainable development principles.

### Key Achievement

- KTC received the “Excellence” award, with 111 score, from the Corporate Governance Report of Thai Listed Companies for the 9<sup>th</sup> consecutive year

The Company ensures effective management of corporate governance through the following approach.



### Corporate Governance Policy

KTC complies with the principle of good corporate governance as guided by regulators such as the Stock Exchange of Thailand (SET) and the Office of the Securities and Exchange Commission (SEC). The Corporate Governance Policy was developed as guidance for the Board of Directors, management and employees at all levels to uphold transparent, fair, and accountable business conduct. The Board of Directors reviews the policy on an annual basis to ensure alignment with relevant laws, rules, and regulations set forth by authorities and appropriateness to the business context.

For additional information, please refer to <https://www.ktc.co.th/en/sustainability-operations/economic-dimension/corporate-governance> under the Corporate Governance Policy.



## Corporate Governance Structure

As of 31 December 2024, the Company's corporate governance structure is a one-tier management system comprising of the Board of Directors and two committees namely, the Nomination and Remuneration Committee and the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee.



### Remark

- The Board of Directors Meeting No. 1/2025 held on 17<sup>th</sup> January 2025 approved to change the name of the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee to the Audit, Corporate Governance, and Sustainability Committee.



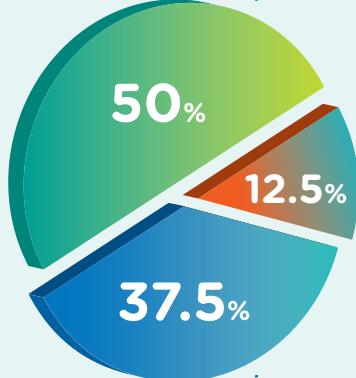
## Board of Directors Composition

The Board of Directors is composed of eight members, including three non-executive directors, one executive director, and four independent directors. The Company stipulates a target share of independent directors on the Board of at least one-third of the total board size and no less than three people. The chairperson of the Board is a non-executive and independent director and not the same person as the Chief Executive Officer (CEO). The Company nominates and appoints individual board members annually at the annual general meeting by KTC's criteria and guidance per the Corporate Governance Policy.

For additional information about the Board of Directors independence statement, please refer to Form 56-1 One Report 2024 under "Corporate Governance Policy" topic.

### Total Board Size

#### and Independence (% of total board size)



Male **4 persons**  
(50%)

Independent Director and  
Non-Executive Directors  
**4 persons**

Female **1 person**  
(12.5%)

Executive Director  
**1 person**

Male **1 person**  
(12.5%)

Female **2 persons**  
(25.0%)

Non-Executive Director  
**3 persons**

### Board Average Tenure



Average tenure  
of board members  
**4.4 years**

### Board Gender Diversity (% of total board size)

Male  
**5 persons**  
62.5%

Female  
**3 persons**  
37.5%

### Board Meeting Attendance



Average board meeting attendance of  
**98.44%**

Required minimum attendance of board meeting  
attendance is at least 75% of all board meetings.

## Board of Director Mandates

Board of Director member should hold mandate in no more than five other listed companies on the Stock Exchange of Thailand to ensure the organization's effectiveness in line with good corporate governance principles.

| Name   | Number of Other Mandates |
|--|--------------------------|
| <b>Independent Director and Non-Executive Director</b> |                          |
| Mr. Prasong Poontaneat                                 | 1                        |
| Mr. Praphaisith Tankeyura                              | 2                        |
| Mr. Natapong Vanarat                                   | -                        |
| Mr. Somchai Kuvijitsuwan                               | 4                        |
| <b>Non-Executive Director</b>                          |                          |
| Mrs. Praralee Ratanaprasartporn                        | 2                        |
| Mr. Rathian Srimongkol                                 | 3                        |
| Ms. Kornkanok Fuengfung                                | 1                        |
| <b>Executive Director</b>                              |                          |
| Mrs. Pittaya Vorapanyasakul                            | -                        |

Additionally, the Board of Directors upholds transparent and equitable criteria for nomination and appointment of the CEO. The nominee should possess suitable qualifications, management knowledge, skills, and experience in the credit card business, the finance or banking sector, a financial institution, or other business related to the credit card business. Additionally, the nominee must have an overarching vision and management philosophy suited to the Company's businesses.

Furthermore, CEO performance evaluation is conducted annually to determine compensation, taking into account various key performance indicators that are defined based on annual business strategies and goals. This includes sustainability-related metrics. As a result, performance or achievement of material environmental, social, and governance issues is also linked to and considered for the evaluation outcome.



## Board Skills Matrix

Upon board nomination process, the nominee must uphold specific qualification requirements and not possess forbidden characteristics per the guidelines of the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission (SEC), or other concerned authorities. The nominee is selected transparently, possessing suitable knowledge, skills, and experience as required by the Company regardless of sex, gender, race, nationality, or religion, where proportion, number, and diversity are considered appropriate in each division. The Board of Directors established a Board Skills Matrix that encompasses knowledge, skills, expertise, and experience to be used as a tool in assessing the qualifications of current board members and for future board member recruitment to enhance corporate governance and ensure the achievement of business strategies as outlined below.

| Director's Name                                 | Direct Experience | Accounting-Auditor | Finance/Treasury | Marketing/PR/Advertising | Other Accounting | Human Resource | Information Technology | Legal    | Management | Strategy | Risk Management | Others                                  |
|---|-------------------|--------------------|------------------|--------------------------|------------------|----------------|------------------------|----------|------------|----------|-----------------|---|
| Independent Director and Non-Executive Director | ✓                 | ✓                  | ✓                | ✓                        | ✓                |                | ✓                      | ✓        | ✓          | ✓        |                 |   |
|   | ✓                 | ✓                  | ✓                | ✓                        | ✓                |                |                        | ✓        | ✓          | ✓        |                 | • Banking                               |
|   |                   | ✓                  |                  | ✓                        | ✓                | ✓              |                        | ✓        | ✓          | ✓        |                 | • Energy & Utilities                    |
|   |                   |                    |                  |                          | ✓                |                | ✓                      | ✓        | ✓          | ✓        |                 |   |
| Non-Executive Director                          | ✓                 | ✓                  | ✓                |                          | ✓                | ✓              | ✓                      | ✓        | ✓          | ✓        |                 | • Payment System                        |
|   | ✓                 |                    | ✓                | ✓                        | ✓                | ✓              | ✓                      | ✓        | ✓          | ✓        |                 | • Sustainability<br>• Medical treatment |
|   | ✓                 | ✓                  | ✓                |                          | ✓                | ✓              | ✓                      | ✓        | ✓          | ✓        |                 |   |
| Executive Director                              | ✓                 |                    |                  | ✓                        |                  | ✓              |                        | ✓        | ✓          | ✓        |                 |   |
| <b>Total</b>                                    | <b>6</b>          | <b>2</b>           | <b>6</b>         | <b>4</b>                 | <b>6</b>         | <b>8</b>       | <b>4</b>               | <b>2</b> | <b>8</b>   | <b>8</b> | <b>8</b>        |   |



## The Company's Securities Holdings

### Share Ownership (Shareholding of the Company)

The Company does not forbid any director, management, or employee from trading or owning shares issued. Individuals involved in buying, selling, or transferring shares issued by the Company shall abide by relevant SEC notifications or corporate announcements.

### Government Ownership

As a major shareholder of the Company, Krungthai Bank's voting rights accounted for 49.29% of the total number of voting rights as of 31 December 2024. Moreover, the Company did not offer a golden share offering to major shareholders or the government.

For additional information about the Company's shareholding structure, please refer to Form 56-1 One Report 2024.

### Voting Rights

The Company stipulates that an equal voting right shall be granted to each common share<sup>(1)</sup> under the one share, one vote principle, with no limitation on voting rights. A resolution is passed if a majority of votes cast is in favor, unless stated otherwise in the articles of association or set forth otherwise in the relevant law.

In 2024, voting rights of the Company are as follows:

|                             | Votes per Share | Amount of Shares | Voting Power<br>(Votes per share x<br>Amount of Share) |
|-----------------------------|-----------------|------------------|--|
| No vote <sup>(2), (3)</sup> | 0               | 109,229,007      | 0  |
| One vote                    | 1               | 2,469,105,063    | 2,469,105,063  |
| Total                       | 1               | 2,578,334,070    | 2,469,105,063  |

#### Remark

- <sup>(1)</sup> The Company does not have preferred shares
- <sup>(2)</sup> Exclude treasury shares with no voting rights
- <sup>(3)</sup> Thai NVDR Co., Ltd. belongs to a class of shareholders ineligible to cast vote in shareholder meeting. As at 31 December 2024, Thai NVDR held 4.24% of total shares outstanding.

# Anti-Corruption and Bribery

## Challenges and Opportunities

KTC is committed to the highest standards of integrity and ethical conduct. The Company is aware that misconduct can impact its relationships with internal and external stakeholders. Corruption and bribery present substantial risks, including legal exposure, financial penalties, reputational damage, and the erosion of stakeholder trust. Conversely, by adhering to strict ethical guidelines and implementing a robust anti-corruption program – the Company can ensure a transparent and auditable business that reinforces the confidence of employees, customers, partners, and other relevant stakeholders. The Company's dedication to preventing corruption and bribery is an essential fundamental component of KTC's sustainability strategy that enables transparent, accountable, and responsible business operations.

## Key Achievements

- Certified Member of the Thai Private Sector Collective Action Against Corruption (CAC) since 2013
- 100% the Board of Directors, management and employees surpassed training and assessment on Corporate Governance Policy, Code of Conduct, and Anti-Corruption Policy
- Sent invitation letters to 209 suppliers to seek cooperation in becoming CAC members, complying with the Supplier Code of Conduct, and communicate the Corporate Governance Policy and Anti-Corruption Policy

The Company ensures effective management of anti-corruption and bribery through the following approach.





## Anti-Corruption Policy

The Board of Directors has established the Anti-Corruption Policy, which is incorporated as part of the Corporate Governance Policy, as well as anti-corruption measures with the objectives to refrain the Board of Directors, management and employees of the Company and its subsidiaries from engaging or accepting any forms of corruption for the benefits of their own, friends, or acquaintances or exploiting responsibilities. To ensure that management and employees at all levels can perform their roles with integrity, the Policy stipulates roles and responsibilities, guidelines and penalties in the event of corruption, as well as a designated mechanism and channels for whistleblowing or complaints reporting.

As a member of the CAC, the Company operates the following measures:

### 1. Annual Review of the Anti-Corruption Policy and Measures

Reviews the Anti-Corruption Policy and measures, which are incorporated as part of the Company's Corporate Governance Policy, on an annual basis to ensure that the Board of Directors and management are aware of the importance of anti-corruption and fosters a corporate culture accordingly. The Company disseminates the Anti-Corruption Policy and measures to all employees via KTC UNITE and through various internal learning materials. In addition, this information is disclosed to all stakeholders through the Company's website ([www.ktc.co.th](http://www.ktc.co.th)).

### 2. Evaluation of Risk Controls in Work Processes

All the business units must conduct an annual risk control self-assessment (RCSA) for all work processes, covering corruption-related risks. The assessment evaluates the likelihood and severity of the impact, determines the risk levels, and identifies measures to control, respond, and manage associated risks. In the event where risk assessment outcome indicates operations associated with potential corruption including bribery risks, the Company has a procedure to manage the impacts comprehensively. The Company presents the assessment results to the Risk Management Committee (RMC) and subsequently to Krungthai Bank annually.

In 2024, the RCSA results from business units identified potential corruption risks associated with 24 work processes. However, no incidents occurred to date, and preventive measures have been implemented.

### 3. Establishment of Procedures to Prevent Corruption

Establishes standard operating procedures, along with various guidelines per the anti-corruption measures per the CAC and the RCSA results, so that the management and employees can abide by as follows:

- Defines the responsibilities of the Board of Directors, Audit, Environmental, Social Responsibilities, and Corporate Governance Committee, President & Chief Executive Officer, management, and relevant departments as a framework for performing duties related to anti-corruption efforts. The compliance business unit serves as the central point of contact, as assigned by the Board of Directors, to provide advice, clarify concerns, or guide employees on whistleblowing and corruption-related complaints.
- Establishes standard procurement procedures to ensure the Company's procurement process is transparent, with no direct or indirect involvement with corruption.

- Defines anti-corruption and develops guidelines for the following:
  1. Corruption
  2. Bribery
  3. Gifts and Entertainment
  4. Political Support
  5. Donation and Charitable
  6. Accommodating Fee
  7. Conflict of Interest
  8. Government Officer
- Enforces compliance with the Anti-Money Laundering (AML) law issued by the Anti-Money Laundering Office across all business units, reinforcing its commitment to supporting the government's anti-corruption initiatives.
- Establishes operating manuals regarding expense reimbursement, document filing, and business record keeping to ensure accuracy and auditability per Financial Reporting standards.

#### **4. Establishment of Incident Reporting Channel, Measures to Prevent Incident Recurrence, and Mechanism to Protect Whistleblower**

The Company provides a channel for reporting potential incidents, implementing measures to prevent recurrence, and protecting whistleblowers by maintaining confidentiality and not revealing the whistleblower's identity.

### **Whistleblowing**

#### **1. Reported Information**

- The information must consist of whistleblower's first and last name. The details of complaints or information must be true, clear, and sufficient for further investigation.
- Complaints concerning personal issues, conflicts, or anonymous complaints are not regarded as corruption-related whistleblowing or complaints.

The Company has provided examples of whistleblowing and complaint cases as a guideline for reporting concerns or filing complaints.

#### **2. Channels to File Complaints and Suggestions**

##### **2.1 For Customers, the Public, or Other Stakeholders**

- Telephone:
  - Customer Service Center: 02 123 5000, 24 hours a day
  - Complaints Hotline: 02 123 5000
- Fax: 02 123 5190
- Website: <https://www.ktc.co.th/en/contact>, at "Contact Form"
- Email: CService@ktc.co.th
- Postal Letter:

Krungthai Card Public Company Limited, 591 United Business Center II Building, 14th Floor Sukhumvit 33 Road, North Klongton, Wattana, Bangkok 10110 Thailand

##### **2.2 For Employees:**

- Email: Send an email directly to the Board of Directors and management. In the case of a complaint against a director, it shall be reported to the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee for consideration.

### 3. Consideration

The Company keeps the whistleblowing complaints confidential and refrains from disclosing the names or personal information of those who made the complaint or have cooperated in the investigation process. Nor will the Company demote, punish, or impose other negative measures on the employees who have refused to be involved in the corruption, even when such refusal could cost the Company's business opportunities. The Company also provides fairness to the individuals accused in such matters. The Human Resources business unit, the Compliance business unit, and other independent business units participate in the investigation process while having in place robust mechanisms to protect the whistleblowers' rights.

### 4. Disciplinary Actions

The Company takes disciplinary actions according to the Company's disciplinary rules, including warnings, work suspensions, layoffs, and if such a breach is found illegal, per the law.

### 5. Corrective, Preventive, and Reporting Process

The Internal Audit and the Compliance business units are responsible for gathering information related to complaints, risk assessments, inadequate internal controls, or repeated occurrences of corruption-related incidents. These units document corrective measures to prevent recurrence or mitigate potential future impacts. A report is then submitted regularly to the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee for acknowledgment.

Remark

- The guidelines for disciplinary actions, including procedures and timelines, shall comply with the Human Resources business unit's operating manual under the "Employees Disciplinary Procedures" section.

## Policy and Measures on Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing

The Company is committed to preventing any individuals from using the Company as a channel for money laundering, terrorist financing, and proliferation of weapon of mass destruction financing. By that, the Company has established the Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing Policy and relevant measures that were approved by the Board of Directors. The Policy was developed to ensure that all the Company's business activities are conducted strictly with applicable laws and regulations prescribed by relevant government agencies. The policy comprises the following:

### Know Your Customer Due Diligence (KYC/CDD)



Customers are required to verify their identity prior to establishing a relationship or conducting transactions by providing information and documentation as prescribed by law. Customer due diligence is conducted for both face-to-face and non-face-to-face interactions to assess the level of money laundering risk. In cases where customers are classified as high-risk, approval from the Company's top management or designated officers is required. Additionally, enhanced customer due diligence measures shall be applied, including rigorous verification processes and regular reviews of customer information.

### Sanction List Screening



Prior to establishing customer relationships or conducting transactions, the Company must screen the customers against the Thailand & US Sanctions Lists and the sanction list per international standard.

### Politically Exposed Person (PEPs)



Classify politically exposed persons (PEPs) as those at high risk of money laundering. For establishing relationships with PEPs, intensive customer verification and regular review of customer information are required, together with approval from the Company's top management.

### Customer Account Activity Monitoring



Monitor and review customers' account activities continuously per regulatory requirements.

### Transactions Reporting



Establish processes and systems for reporting transactions as mandated by law, including cash-related transactions and suspicious transactions.

### Record Keeping



Retain all relevant information for a period of 10 years from the date the account is closed or the relationship with the customer is terminated.

### Employee Training



Provide knowledge and training to employees, including conducting knowledge and comprehension assessments, through an e-Learning platform.

### Operational Audit



The Compliance business unit is tasked with strictly monitoring compliance with the Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CFT&WMD) Policy. Additionally, the Krungthai Bank conducts an independent assessment of the Company's compliance with the prescribed measures regularly.

For additional information, please refer to [https://www.ktc.co.th/en/sustainability-operations/economic-dimension/corporate-governance-under-Anti-Money-Laundering-and-Counter-Terrorism-and-Proliferation-of-Weapon-of-Mass-Destruction-Financing-\(AML/CFT&WMD\)-Policy-Statement](https://www.ktc.co.th/en/sustainability-operations/economic-dimension/corporate-governance-under-Anti-Money-Laundering-and-Counter-Terrorism-and-Proliferation-of-Weapon-of-Mass-Destruction-Financing-(AML/CFT&WMD)-Policy-Statement).



## Code of Conduct

The Company has established a Code of Conduct as a guideline for the Board of Directors, management, and employees at all levels. This Code of Conduct details the Company's principles, vision, mission, corporate governance practices, organizational values, and commitments toward all stakeholders. It reflects the Company's dedication to responsible, honest, transparent, and prudent business practices while promoting respect for human rights, inclusivity, and a respectful working environment. The guideline outlines the roles and responsibilities, consultation processes, channels for whistleblowing or reporting non-compliance, as well as investigation process, disciplinary actions, and preventive measures. Moreover, the Code of Conduct also prescribes behavior norms, promotes, and monitors performances to ensure compliance with guidelines.

### Code of Conduct Guidelines



- **Protection of Property and the Interests of the Company and Customers:** Covers the use, disclosure, access, storage, disposal, and recommended practices regarding the assets, data, and privacy of the Company and customers.



- **Conflict of Interest:** Covers guidelines for approving transactions involving conflicts of interest by related parties, such as directors or major shareholders. It also includes procedures for reporting interests and the proper use of the Company's insider information.



- **Confidentiality of Information:** Covers the prohibition of disclosing the Company's or customers' confidential information to external parties, and precautions for document storage and discussions involving sensitive company information.



- **Gifts, Entertainment, and Other Benefits:** Covers the provision and acceptance of gifts, hospitality, or other benefits with the intent to influence career advancement or business decisions on behalf of the Company.



- **Rights and Equitable Treatment of Shareholders:** Ensures fair treatment of shareholders during general meetings.



- **Disclosure and Investor Relations:** Covers guidelines on disclosure of news and information or financial information of the Company within a timeframe required by law or the Company's regulations.



- **Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing:** Covers compliance with the law and Policy on Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing



- **Treatment of Stakeholders:** Covers the recommended practices for interacting with the Company's various stakeholders.



- **Social Responsibility and Environmental Conservation:** This includes supporting for initiatives that benefit society and conserve the environment, as well as promoting knowledge and practices for environmental preservation through the reduction of natural resource use and energy consumption.



- **Occupational Health and Safety:** Prioritizes the safety and occupational health of employees within the workplace.



- **Respect for Human Rights:** Covers policy, risk assessments related to human rights, and guidelines for preventing human rights violations.

For additional information, please refer to <https://www.ktc.co.th/en/sustainability-operations/economic-dimension/corporate-governance> under the Code of Conduct.

## Actions in case of Violation or Non-Compliance with Code of Conduct

### 1. Reported Information



The information must consist of the whistleblower's first and last name. The details of the complaints or information must be true, clear, and sufficient for further investigation.

### 2. Channels to File Complaints and Suggestions



- 2.1 Trusted Superior
- 2.2 Management of the Human Resources business unit
- 2.3 The Audit, Environmental, Social Responsibilities, and Corporate Governance Committee, through the secretary of the committee
- 2.4 Email: CG\_Compliance@ktc.co.th, where the superiors or the Compliance business unit will reply or provide consultation regarding the Code of Conduct compliance

### 3. Consideration



When the Company receives the information, the complaint will be forwarded to the Compliance business unit and coordinated by the Human Resources business unit. The complaint will be proceeded in accordance with the human resources regulations and the standard operating procedures related to determining disciplinary actions against the wrongdoer.

### 4. Disciplinary Actions



The Company takes disciplinary actions according to its disciplinary rules, including warnings, work suspensions, layoffs, and if such a breach is found illegal, per the law.

### 5. Prevention and Reporting



The Company has established guidelines, preventive measures, and appropriate internal control and risk management systems. In the event of a violation of the Code of Conduct, the Company will consider and find a resolution to the problem to prevent potential recurrences. Moreover, the Company regularly reports compliance with corporate governance principles and complaints related to the violations of the Code of Conduct to the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee.

For additional information, please refer to <https://www.ktc.co.th/en/sustainability-operations/economic-dimension/corporate-governance> under the Code of Conduct.



## Anti-Competitive Practices

The Company places importance on conducting business fairly within the framework of the law, with a focus on ethical trade practices, the interests of customers and partners, and fairness in competition with other businesses under the legal framework of trade competition laws. The guidelines for engaging with competitors are outlined in the Corporate Governance Policy and the Code of Conduct, prescribing the commitment to fair business practices and compliance with the competitive framework without defaming, harassing, hampering free market mechanism, impeding or restricting business operation of others, monopolizing the market, or distorting the facts about competitors. Avoid agreeing or discussing with an employee of any entity or other financial business operator about physical location, geography, marketing, interest rate and various fees as well as any product, service or business plan, which may adversely affect business competition of the Company. These guidelines extend to the Company's trade activities, contractual arrangements, and other business operations.



## Integrity Business Practices

The Company offers various measures to ensure that all the Board of Directors, management and employees<sup>(1)</sup> embody ethical principles as outlined in the prescribed Corporate Governance Policy, Anti-Corruption Policy and Code of Conduct, such as:

- All directors, management and employees of the Company are required to strictly adhere to the Corporate Governance Policy and the Code of Conduct.
- Comprehensive guidelines and processes are established for addressing violations of the Corporate Governance Policy, Anti-Corruption Policy, and Code of Conduct. This includes designated channels for whistleblowing or filing complaints, as well as investigation process, disciplinary actions, preventive measures, and reporting of outcomes.
- All new employees of the Company and its subsidiaries are required to sign an employment contract, which acknowledges their obligation to comply with policies, Code of Conduct, or anti-corruption measures.
- The Company provides orientation sessions for newly appointed directors, management and employees. This session cover the Corporate Governance Policy, Code of Conduct, and other critical guidelines to ensure proper understanding and adherence.
- Training and knowledge assessment on corporate governance, anti-corruption, and the Code of Conduct are conducted annually. Delivered through multi-media animations, the training aims to enhance awareness, understanding, and effective communication among executives and employees of the Company and its subsidiaries.

### Remark

- <sup>(1)</sup> Employees refer to the Chief Executive Officer (CEO), management both permanent employees and contract employees, as defined in the section "Additional Information" and the subsection "Social Dimension."

## Corporate Governance and Sustainability Development Training Program

The Corporate Governance and Sustainability Development training program covers topics on anti-corruption, adherence to the Corporate Governance Policy and Code of Conduct, environmental and social consciousness, sustainability development and respect for human rights.

ขอเชิญทุกท่านร่วมเรียนรู้และทำแบบทดสอบหลักสูตร

# “การกำกับดูแลกิจการ และการพัฒนาอย่างยั่งยืน”



ระหว่างวันที่ 1-8 พฤศจิกายน 2567



คลิกเพื่อเริ่มบทเรียน



| Key Indicator                                    | Post-Training Assessment Result | Number of Participants | Benefits  |
|--|---------------------------------|------------------------|---|
| Knowledge and understanding of 100% of employees | 100%                            | 100%                   | <ul style="list-style-type: none"> <li>Employees gain knowledge of corporate governance principles, the Code of Conduct, anti-corruption practices, environmental and social consciousness, sustainability development and guidelines related to respecting human rights.</li> <li>Employees adhere to the Company's established guidelines, such as trading securities, giving/receiving gifts, and similar activities.</li> <li>No corruption incidents are reported within the organization.</li> <li>100% of directors, management and employees in the Company and subsidiaries are aware of and have completed the self-assessment regarding compliance with the Code of Conduct, anti-corruption practices, environmental and social consciousness, sustainability development and guidelines related to respecting human rights.</li> </ul> |

## AML/CFT & WMD Training Program

This training program provides knowledge on the Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing Act. This program is designed to train employees, both general staff and those legally mandated to undergo training.

| Key Indicator   | Post-Training Assessment Result | Number of Participants | Benefits  |
|---|---------------------------------|------------------------|---|
| Employees legally mandated to undergo training must score 70% or higher on the post-training assessment | 100%                            | 100%                   | Employees have knowledge and understanding of the criteria prescribed under the Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing Act |
| General employees must score 85% or higher on the post-training assessment                              | 100%                            | 100%                   | Employees have knowledge and understanding of the criteria prescribed under the Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing Act |

The Company has defined the principle of integrity and business ethics to be part of employee's performance appraisal, thus linked to remuneration evaluation. To ensure that business operations are conducted in accordance with the prescribed guidelines, the Company has appointed the Compliance business unit and the Internal Audit business unit with responsibilities as follows.

### Compliance Business Unit

The Compliance business unit is accountable to provide consultation and ensure business activities comply with the regulations and directives of the regulatory authorities such as, the Bank of Thailand, the Securities and Exchange Commission, the Anti-Money Laundering Office, the National Credit Bureau, and other criteria related to corporate governance. Furthermore, the Compliance business unit also monitors enforced laws and announcements by regulatory authorities, analyzes its impacts to the Company and disseminates key information to enhance understanding among various departments within the organization.

### Internal Audit Business Unit

The Internal Audit business unit is an independent business with responsibilities to assess the adequacy and effectiveness of the Company's internal control system, risk management, governance and compliance against the Code of Conduct. Assessment outcomes are reported to the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee on a regular basis where further improvements are made to enhance its compliance conduct accordingly.

In addition, the Company places emphasis on ensuring that the suppliers acknowledge and comply with the Supplier Code of Conduct. The Supplier Code of Conduct prescribes requirements on business ethics, human rights and labor practices, occupational health and safety, and the environment. These requirements are included in the service agreement between the Company and suppliers. Suppliers are obligated to operate with integrity, transparency, and accountability in accordance with the corporate governance principles, and strictly adhere to all related laws on anti-corruption and bribery and anti-money laundering and counter-terrorism and proliferation of weapon of mass destruction financing.



## Reporting on Breaches

In 2024, there were 0 cases that were reported through the whistleblowing channels regarding violations or breaches of the Code of Conduct or other related guidelines. The Company has taken appropriate measures to resolve all cases accordingly. The following cases were reported to the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee.

| Reporting Areas  | Number of Breaches |      |
|--|--------------------|------|
|  | 2021 - 2023        | 2024 |
| Corruption or bribery  | 0                  | 0    |
| Discrimination or harassment   | 0                  | 0    |
| Conflicts of interest  | 0                  | 0    |
| Money laundering or inside trading   | 0                  | 0    |
| Other areas of violations per the Code of Conduct <sup>(2)</sup>   | 0                  | 0    |
| Violations of practices related to competitors and contractual parties, including cases of penalties arising from breaches of contract compliance or legal obligations | 0                  | 0    |
| Legal disputes   | 0                  | 0    |

Remark

- <sup>(2)</sup> Other areas of the Code of Conduct include Protection of Property and the Interests of the Company and Customers, Confidentiality of Information, Gifts, Entertainment, and Other Benefits, Rights and Equitable Treatment of Shareholders, Disclosure and Investor Relations, Treatment of Stakeholders, Social Responsibility and Environmental Conservation, Occupational Health and Safety, and Respect for Human Rights.

For additional information about the customer privacy data breach, please refer to the “Digital Innovation” topic.



## Independent Verification

To support KTC’s efforts in conducting transparent business operations and eliminating corruption, regular external audits are conducted annually to evaluate compliance with ethical guidelines and relevant regulatory standards. In 2024, KTC became a certified member of the Thai Private Sector Collective Action Against Corruption (CAC), an initiative led by the Thai private sector to address corruption, elevate compliance standards, and promote transparency in business operations.

As part of the certification process, CAC’s board and independent auditors assessed the Company’s anti-corruption initiatives, including corruption risk assessments, the development of related policies and communication strategies, internal controls, training programs, and whistleblowing mechanisms. Additionally, the Bank of Thailand conducted independent audits to verify KTC’s assets, liabilities, and adherence to fair customer service management standards.

## Risk and Crisis Management

### Challenges and Opportunities

In today's rapidly changing business environment, companies must navigate uncertainties arising from various factors such as society, the environment, the economy, politics, and technology, all of which can have significant impacts. Failure to prioritize risk management may result in inadequate risk mitigation, leading to potential damage to business performance and reputation. Therefore, an effective and systematic approach to risk and crisis management is essential. Efficient risk management not only ensures business continuity but also enhances stakeholder confidence, ultimately driving the organization toward sustainable growth.

### Key Achievements

- Environmental, social, and governance risks were assessed as part of the enterprise risk management
- Risk management is in compliance with Krunthai Bank financial business group's risk management policy and guideline, and the Bank of Thailand's Consolidated Supervision guidelines
- Risk management training on risk management principles for 100% of the Board of Directors, management, and employees

KTC has implemented a comprehensive risk management in accordance with the requirements of the Bank of Thailand (BOT) and COSO ERM Risk Management Framework to ensure that risks are managed systematically and effectively across the organization. Furthermore, the Company has established a monitoring and performance evaluation system to proactively identify and address any emerging risks. Training programs were also provided to all employees, including the Board of Directors to raise awareness and strengthen risk management capabilities.

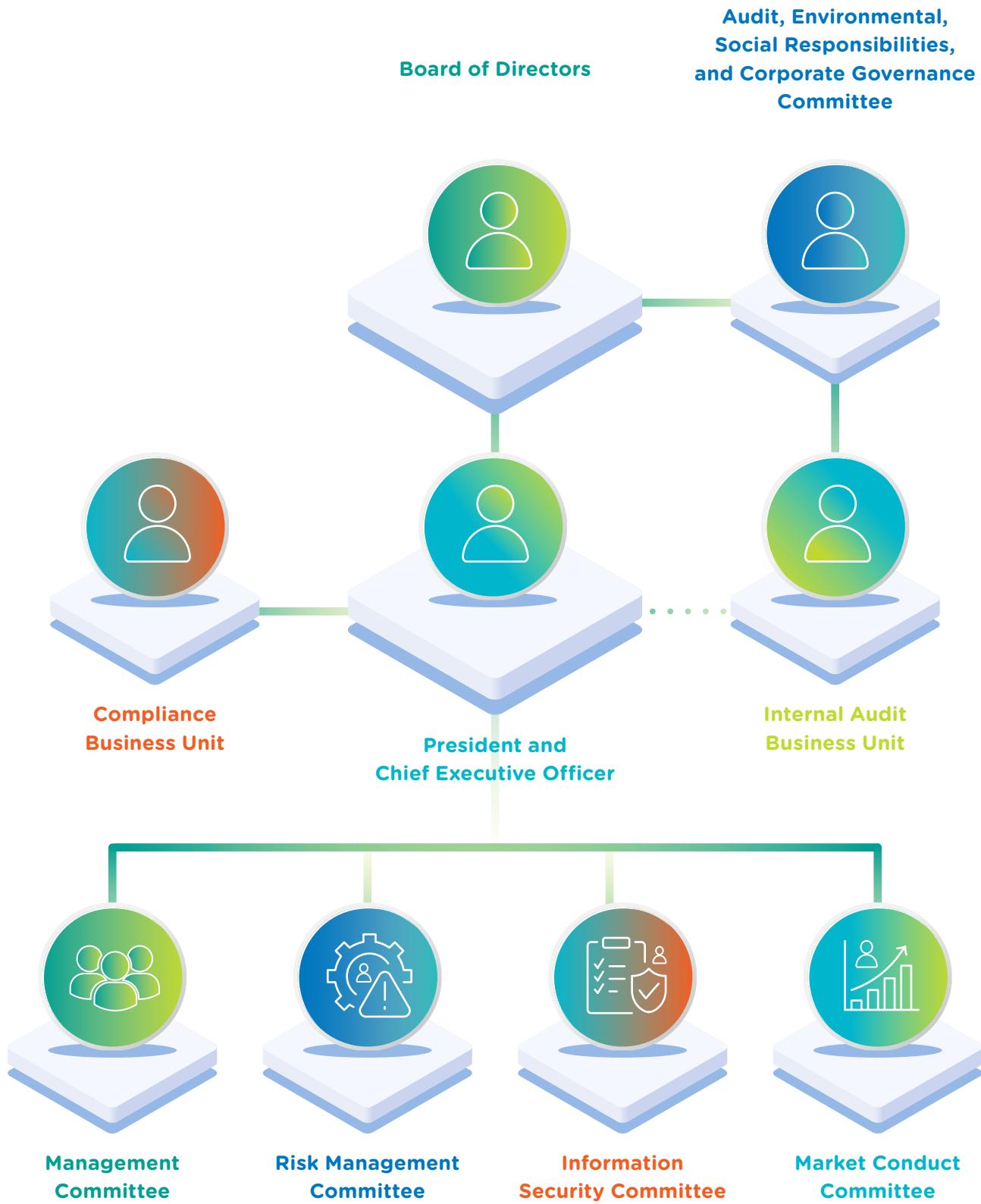


## Risk Management Policies

The Company recognizes the importance of effective risk management and has developed risk management policies grounded in strong corporate governance principles and cover significant risks. The policies are considered by the Risk Management Committee before being proposed to the Board of Directors for approval on an annual basis. Once approved, the policies are communicated to all employees, ensuring its implementation across the organization. The risk management policies were developed for the following risks.



For additional information, please refer to Form 56-1 One Report 2024 under “Risk Management” topic.

 **Risk Governance**



### Management Committee

- Establishes, considers, evaluates, recommends, and determines policies and guidelines in the areas of finance and accounting, budgeting, treasury, marketing, company performance, human resource management, and other aspects impacting business operations
- Approves various of the Company's products (that have surpassed comprehensive risk assessment) prior to launching to the market, including strategic planning.
- Establishes the Company's marketing directions, including corporate image and brand positioning
- Appoints sub-committees or working groups to study various matters that may impact the Company and/or to implement actions based on the resolutions of the Management Committee
- Upholds the authority to oversee the business operations of subsidiary companies
- Performs other tasks that are assigned by the President & Chief Executive Officer and/or the Board of Directors



### Risk Management Committee

- Considers and approves risk management policies at the organizational level before the policies are proposed to the Board of Directors for consideration, approval, and announcement
- Monitors and evaluates risk management performance to ensure risks remain within acceptable levels in accordance with Krungthai Bank financial business group's risk management policy and guideline and the Bank of Thailand's Consolidated Supervision guidelines
- Establishes credit policies and considers risks associated with products prior to launch
- Appoints the Crisis Management Committee to manage the Business Continuity Plan (BCP) as well as deciding whether to activate or deactivate the BCP. The Crisis Management Committee is also responsible for communicating with employees, media, and stakeholders during the event of crises that disrupt business operations



### Information Security Committee

- Oversees the Company's information security and information technology (IT) related strategic plans and budgets.
- Establishes and enforces IT policies aligned with standard guidelines that ensures their effective utilization within the organization.
- Governs IT risk management, plan and manage projects to ensure transparency and efficiency
- Acts as the Data Protection Officer, ensuring compliance with the Personal Data Protection Act, B.E. 2562 (2019)
- Manages IT services, including govern policies related to planning system enhancements to keep the system up to date
- Evaluates and improves Service Level Agreements (SLAs) between IT business unit and other business units



### Market Conduct Committee

- Establishes and oversees policy frameworks, strategic plans, and guidelines to ensure that the operating procedures align with Market Conduct Regulations aiming at fair customer treatment for consumer protection



All committees report to the Board of Directors at specified time intervals to keep the Board of Directors informed of the Company's performance and receive recommendations from the Board of Directors. Furthermore, KTC has adopted a comprehensive risk governance framework which aligns with the Three Lines of Defense model to define the Company's overall risk management structure, as follows.

## 1<sup>st</sup>

Line of Defense

### Risk Owners

Risk owners are responsible for managing and maintaining risks within their respective business units, ensuring the risks remain at appropriate levels.

## 2<sup>nd</sup>

Line of Defense

### Enterprise Risk Management Division

The Enterprise Risk Management Division oversees the organization's overall risk management and develops an enterprise risk management framework that aligns with the established risk management policies. The division also provides regular reports to the Risk Management Committee and the Board of Directors at specified time intervals.

## 3<sup>rd</sup>

Line of Defense

### Internal Audit Business Unit

The Internal Audit Business Unit is independent and is accountable for evaluating the effectiveness of the 1<sup>st</sup> and 2<sup>nd</sup> Lines of Defense, as well as the efficiency of the internal control, risk management, and corporate governance systems. Findings are reported directly to the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee, where management will use the results from the internal audits to improve relevant matters.

### Compliance Business Unit

The Compliance Business Unit is accountable for monitoring and reviewing compliance with regulatory requirements, and offering guidance and information on regulations set by governing bodies.

For risk management process auditing, the Internal Audit Business Unit is responsible for conducting an annual assessment of the effectiveness and sufficiency of the risk management process to ensure that the Company has adopted an appropriate risk management system. Additionally, external auditors conduct financial audit and certification while also verifying compliance with information security and personal data protection standards, including ISO/IEC 27001:2013 and ISO/IEC 27701:2019, as well as the Payment Card Industry Data Security Standard (PCI DSS). This ensures that the Company implements an appropriate risk management system, covering various aspects of risk management to help the organization understand risks and control processes systematically.

## Risk Management

### Risk Management Process



The Company conducts semi-annual self-risk assessments in accordance with the Bank of Thailand's Consolidated Supervision Guidelines. These assessments cover key risks, including the following.



The assessment process involves evaluating the risk levels, risk management quality, risk trends, and determining mitigation measures and strategies for managing or controlling these risks. The results of these assessments must be considered by Risk Management Committee and submitted to Krunthai Bank for further reporting to the Risk Oversight Committee.

## Crisis Management

Managing business operations necessitates addressing significant risks across various domains. To mitigate these risks, the Company employs a systematic approach to crisis management at the organizational level, which includes the following.

- The Company has in place a Business Continuity Management (BCM) system and has prepared a Business Continuity Plan (BCP), which encompasses emergency response procedures for scenarios such as natural disasters including fires, earthquakes, floods, rallies, and epidemics. The BCP also includes victim evacuation guidelines. To ensure operational resilience, the Company has in place an alternate site and adequate resources to sustain critical business functions in the event that primary worksite operations are disrupted. Additionally, an IT Disaster Recovery Plan (DRP) has been established, which is reviewed and tested annually to ensure the security and operational availability of the Company's information technology systems.
- The Company reviews and monitors its crisis management plan by conducting annual surprise tests of the communication tree (Call Tree) and the BCP. Moreover, KTC also participates as an observer at the BCP testing of the Company's core business operations that are performed by third-party providers.



**In 2024, the results of the surprise tests are within the set recovery time objective.**

## Emerging Risk

In addition to considering the risks from current business environment, KTC also considers emerging risks that may impact the Company's business.

For additional information about emerging risks, please refer to Form 56-1 One Report 2024 under "Risk Management" topic.

## Risk Culture

KTC recognizes that fostering a strong corporate risk culture is essential to the success of organizational risk management. The Company actively promotes risk awareness among employees at all levels to emphasize that risk management is a shared responsibility.

### Risk-related Financial Incentives

The Company is committed to raising risk awareness among management and employees at all levels and preventing risks that may have a significant impact. To achieve this, Key Risk Indicators (KRIs) are integrated into the annual performance evaluation for management and all employees. These indicators include compliance with the Market Conduct principles and personal data breach incidents. Additionally, for business units with specific risk exposures, performance indicators are aligned with the risks associated with the respective Risk Owners. These indicators directly influence financial incentives.

### Comprehensive Risk Management throughout Organization

Collaboration between the Risk Owners and the Enterprise Risk Management division, in that all business units are required to have a Risk Manager and an Operational Risk Officer (ORO) to carry out operational risk management within their respective departments, consisting of the following.

- All business units are required to perform a Risk Control Self-Assessment (RCSA) twice a year. This process involves management and employees at all levels to identify and evaluate risks and controls within their operations.
- All business units must submit monthly reports on Operational Loss Data, detailing actual losses, potential losses, and near-misses, including comprehensive information on all relevant values.

The development or release of the Company's financial products and/or services requires compliance with regulations re: issuance/change/cancellation of financial products and/or services. This is to assess the risks of legal, overall, and budgeting before launching. This is to ensure the product and/or service has considered all risk factors.

## Risk Management Knowledge

The Company is committed to fostering a deep understanding of risk management among all employees by offering comprehensive education and training programs. These efforts include structured orientation programs for new hires and regular annual reviews to ensure that all employees are aware of the risk management practices and regulatory requirements. KTC utilizes a variety of communication channels to deliver risk management knowledge, including informative emails, engaging seminars featuring both internal and external speakers, and interactive workshops designed to enhance practical skills.

| Topic  | Target Group                    | Arrangement       |
|--|---------------------------------|-------------------|
| Importance of Risks and Risk Management (Risk Awareness)   | All employees                   | Self-Learning     |
| Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CFT&WMD) 2024 | All employees                   | Self-Learning     |
| ISO (ISO/IEC 27001:2013 and ISO/IEC 27701:2019) 2024   | All employees                   | Self-Learning     |
| Corporate Governance and Sustainability Development 2024   | All employees                   | Self-Learning     |
| Responsible Lending Requirements 2024  | All employees                   | Self-Learning     |
| Cybersecurity Awareness 2024   | All employees                   | Self-Learning     |
| RCSA (Risk Control Self-Assessment) and PII Data List 2024   | Operational Risk Officers (ORO) | On-site classroom |
| Global and Thai Economies: Opportunities and Challenges in 2025  | Interested employees            | On-site classroom |

Remark

- All employees refer to both management and employees

### Risk Awareness Course

In 2024, the Company organized an e-Learning course on effective risk management. All employees, including management, surpassed this training course, and attained 100% score on the post-assessment test. Furthermore, the training contents were communicated to the Board of Directors including non-executive directors. The course was divided into four episodes as follows.

**Episode 1:  
Risk Management and Risk Culture**

**Episode 2:  
Operational Risk**

**Episode 3:  
Artificial Intelligence (AI) Risks**

**Episode 4: Significant Risks for  
Business Operations**

### Innovations to Enhance Risk Culture

The Company has leveraged innovations designed to enhance the efficiency of risk management and reporting that aligns with the Company's Core Values. These improvements have streamlined workflows, simplified information retrieval, minimized paper consumption, and reduced the need for physical document storage, while fostering a strong risk-awareness culture. Notable examples include the following.

- Utilizing an operational loss data report system to optimize the reporting process.
- Have in place a reporting system for KRI on operational risk via the internal SharePoint system. This system optimizes the reporting process, which fosters more convenient information collection and ensures that relevant data is stored safely and efficiently.
- Establishing an online platform for reporting various risk events, such as personal data breaches and equipment malfunction in the workplace.
- Deployment of the KTC e-Library system which allows employees to borrow e-Books, including resources focused on risk management.
- Development of risk management training via e-Learning platform, and mandating all employees to surpass the course and post-training assessment test.

# Supply Chain Management

## Challenges and Opportunities

The integrity of a company's supply chain is essential for maintaining business stability, operational continuity, and compliance with ethical standards. Sustainable supply chain strategy involves integrating sustainable practices across all stages of the supply chain, from sourcing of raw materials to delivering products and services to consumers. As the global supply chains become more complex, the Company is aware of the potential risks that may be introduced through improper practices of its suppliers – such as environmental negligence, labor violations, or lack of transparency – leading to legal consequences, supply chain disruptions, and damage to the Company's reputation. Conversely, embracing sustainability within supply chains also presents substantial opportunities. Companies can benefit from enhanced supplier relationships, improved risk mitigation, and a stronger brand image that meets the growing consumer demand for responsible business practices. By proactively addressing the risks associated with supplier practices and capitalizing on these opportunities, companies can build more resilience, strengthen stakeholder relationships, and induce competitive supply chains that contribute to overall business success.

## Key Achievement

- Green procurement accounts for 36% of total procured materials

The Company implements comprehensive supply chain management which consists of the following key aspects.



## Supply Chain Management Strategy

The Company prioritizes effective supply chain management through strategies that focus on elevating operational standards, minimizing business risks, and strengthening long-term partnerships with suppliers. These efforts are rooted in transparency, fairness, and integrating environmental, social, and governance (ESG) principles, ensuring a resilient and sustainable supply chain for collective growth.

| Operational Standard  | Supplier Risk Management   | Building Sustainable Partnerships  |
|---|--|--|
| Establish policies, guidelines, or service standards for mutual operations, including contract formulation and fair compensation agreements that ensure equitable treatment for all parties involved. | Implement a risk management process through appropriate supplier selection and review, avoiding reliance on a single supplier. The selection criteria must align with environmental, social, and governance (ESG) requirements, while ensuring continuous monitoring, quality control, and service evaluation. | Implement supplier development and knowledge-sharing programs, ensuring dedicated support through open dialogue, communication, and collaborative process improvement to strengthen partnerships and mutual trust. |



## Policies and Criteria for Supply Chain Management

The Company upholds sound corporate governance principles and fosters responsibility towards society and the environment throughout the supply chains. Thus, the Company established the Supplier Code of Conduct and Confidentiality Agreement for its suppliers, which aligns with pertinent legal obligations, Code of Conduct, information confidentiality, and international standards to serve as guidelines for conducting business sustainably. The guideline stipulates the following requirements where suppliers are obligated to acknowledge and comply with the scope and guidelines covering the following issues.



**Business ethic and legal compliance**



**Human rights and labor**



**Safety and occupational health**



**Environment**



**Confidentiality protection**

Additionally, the Company has adopted the criteria and guidelines for engaging business partners established by the Bank of Thailand and Krungthai Bank, refining its policies to align with business operations. These serve as a framework for procuring services from business partners and cover the following key aspects.

### Roles, Responsibilities, and Accountability

Guidelines aligned with the Anti-Corruption policy, encompassing prevention of money laundering and counter-terrorism and proliferation of weapon of mass destruction financing (AML/CFT & WMD)

### Criteria and Conditions of Service Provision

Monitoring, Supervising, and Risk Management

### Criteria and Conditions of Service Provision

Forms related to risk management in business partner service engagements.

### Terms of the Service Contract

Data Processor Agreement between the Company acting as the Data Controller and Business Support Service Providers and Partners acting as Data Processors

In addition, the Company has established procurement regulations covering supplier selection methods, procurement approval authority, and the inspection and acceptance of goods or services. These regulations serve as a standard for evaluating and managing procurement operations within relevant departments, ensuring compliance with the defined scope of this policy.

For additional information, please refer to <https://www.ktc.co.th/en/sustainability-operations/economic-dimension/corporate-governance> under Supplier Code of Conduct and Confidentiality Agreement



## Supplier Selection and ESG Integration

The Company is aware that effective supply chain management is one of the key drivers of promoting sustainable growth of the organization and suppliers. Therefore, the Company implements supply chain management to manage potential ESG risks and impacts, starting with integrating ESG criteria into supplier selection.

### Supplier Selection

The Company has established supplier selection guidelines that assess risks across multiple dimensions, covering environmental, social, and governance (ESG) factors. This applies to new engagements, contract renewals, annual evaluations, and/or new types of services. The selection criteria vary by supplier category, with key examples including:

| Economic Dimension  | Social Dimension  | Environmental Dimension   |
|---|---|---|
| <ul style="list-style-type: none"> <li>• Financial status</li> <li>• Expertise, technical abilities, and experience</li> <li>• Industry standards and regulations</li> <li>• Relationship of the supplier with the Company's board of directors or management</li> <li>• Adaptability and responsiveness to new development</li> <li>• Protection of customer and personal data, including adherence to personal data management standards</li> <li>• Monitoring, assessment, auditing, risk control, and accountability to customers</li> <li>• Legal compliance, such as Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing Act</li> <li>• Establishing and testing of business continuity management plans</li> </ul> | <ul style="list-style-type: none"> <li>• Compliance with labor laws</li> <li>• Non-violation of human rights</li> <li>• Safety and Occupational Health</li> </ul> | <ul style="list-style-type: none"> <li>• Environmental laws</li> <li>• Green procurement</li> </ul> |

## Supplier Classification

To ensure an effective supplier evaluation process and appropriately manage ESG risks and impacts, the Company categorizes suppliers based on business function and strategic importance within the supply chain, as follows

### 1. Tier 1 Supplier (1)

Tier 1 Suppliers are those that provide goods or services directly to the Company. This includes brokers, consultants, contractors, distributors, independent contractors, manufacturers, sub-contractors, and wholesalers.

**Critical Tier 1** suppliers are key suppliers that provide essential goods or services directly to the Company and have a significant impact on operations, performance, or reputation. These suppliers are strategically important and contribute high value. Without effective management, they may pose a risk to the Company's services.

To standardize the selection process for Critical Tier 1 Suppliers, the Company has established the following evaluation criteria:

1. Material Function: Suppliers that play a significant role in maintaining business continuity, those whose services may directly or indirectly impact the Company's reputation and operations, or those conducting business in accordance with the business partner guidelines set by the Bank of Thailand or Krungthai Bank.
2. Active Supplier: Suppliers that have engaged in transactions or provided services within the evaluated year.
3. High Expenditure: Suppliers that fall within the top 80% of total procurement expenditures within the evaluated year.

#### Remark

- <sup>(1)</sup> Except for supplier groups such as Modern Trade businesses and retailers, whose purchases involve miscellaneous goods that are not significant to the Company's services, and sales agent.

### 2. Critical Non-Tier 1 Supplier

Critical Non-Tier 1 Suppliers are those that provide goods or services to Critical Tier 1 Suppliers but do not directly supply the Company. However, they play a crucial role in the overall supply chain and may indirectly impact the Company's operations.

The Company's suppliers in 2024 is as presented as the following.



## Supplier Risk Assessment

The assessment of supplier risks ensures that operations comply with service standards and that risk management is conducted effectively, as detailed below.

1. Risk Identification: The Company has established a process for identifying risks associated with suppliers based on the criteria outlined in the supplier selection guidelines, such as the non-violation of human rights or the expertise of business partners. The potential risks identified include economic, social, and environmental factors.
2. Risk Assessment: The Company regularly assesses supplier risks based on each supplier category, such as conducting Control Self-Assessment (CSA) to evaluate the risk management in business partner service engagements, monitoring risks through Service Level Agreement (SLA), which establish minimum standards that business partners must adhere to and conducting on-site assessments where necessary. Key risk considerations include:
  - Operational risks
  - Customer data protection measures
  - Information security guidelines
  - Issue resolution and corrective action mechanisms
  - Establish and testing of business continuity management (BCM) plans
  - Compliance with the Supplier Code of Conduct, legal requirements, and relevant regulations
3. Risk Management and Control: The Company has implemented supplier risk management and control measures to mitigate potential supplier-related risks, such as:
  - Establish policies and regulations for engaging business partners and procurement practices appropriately, with annual reviews conducted regularly.
  - Ensure transparency in the procurement process.
  - Continuously monitor and evaluate the quality of services provided by suppliers.
  - Define Service Level Agreements (SLA) to set clear service expectations and standards.
4. Risk Mitigation and Remediation: If a supplier is found to be violating the established criteria, the Company will issue a formal warning, outlining preventive measures and providing a timeframe for corrective action. Failure to comply within the given period will result in contract termination and removal from the Company's approved vendor list.

In 2024, supplier risk assessment was performed with the following outcome.





## Supplier Capacity Development

The Company provides suppliers with opportunities to share feedback and collaborate on improving operational processes to enhance fairness and efficiency. This is facilitated through perspective-sharing sessions during meetings and seminars. Additionally, the Company conducts ongoing training programs to enhance supplier capabilities, such as

**Information Security and Personal Data Management Training Course (Online format) for Outsources that have Access to Workspaces or Company Information**

**EP1**

**What are ISO/IEC 27001:2013 and ISO/IEC 27701:2019**

**EP2**

**Key concepts related to ISO/IEC 27001:2013 and ISO/IEC 27701:2019**

**EP3**

**Best Practices for Compliance with ISO/IEC 27001:2013 and ISO/IEC 27701:2019**

### Objectives

- To raise awareness in information security and cyber threat management, addressing the increasing risks in current environment.

**Participants:** 381 Suppliers

**Completion Rate:** 100% of participants successfully completed the course and assessments

**Training Duration:** September 2024

For additional information about “Financial Discipline Training for Outsourced Drivers and Building Housekeeper”, please refer to the “Financial Inclusion and Literacy” topic.



## Green Procurement

The Company promotes environmentally friendly procurement practices (Green Procurement) by prioritizing products with certifications such as environmental labels, including Green Labels and Carbon Reduction Labels. This initiative encompasses the procurement of furniture, office equipment, and paper for company documents, including credit card and personal loan application forms and other materials essential to business operations.

For additional information about green procurement initiatives, please refer to the “Water and Waste Management” topic.

# Digital Innovation

## Challenges and Opportunities

In today's rapid advancing technological landscape, digital technology plays a crucial role in transforming consumer lifestyles. As convenience, speed, and security in financial transactions become increasingly important, the Company is committed to developing digital technology, innovations, and infrastructure to enhance the quality and security of financial products and services. However, failing to adapt to the continuously evolving consumer behavior could impact the Company's competitiveness and business growth. The Company prioritizes investments in infrastructure and strategic initiatives that create business opportunities while improving operational efficiency across all dimensions. Nevertheless, the advancement of digital technology comes with increasingly complex cybersecurity threats. The Company recognizes the importance of data security and business continuity by implementing cybersecurity governance measures in strict compliance with international policies and standards, and invests in advanced security infrastructure and systems. Furthermore, the Company also fosters a security awareness culture among employees to build trust and confidence among customers and stakeholders in conducting financial transactions with the Company.

## Key Achievements

- KTC Mobile users equals to 91% of the total number of customers
- All employees have undergone training on data security, cybersecurity, and privacy protection
- The Company has been certified with ISO/IEC 27001:2013 Information Security Management Systems and ISO/IEC 27001:2019 Privacy Information Management Systems
- 25,581 approved customers that applied for financial products via Krungthai NEXT
- 3,873 approved customers that applied for financial products via the Apply Online Service

In the rapid evolving digital era, KTC has established a robust management approach to address potential emerging challenges related to data security, cybersecurity, and personal data protection. As a consumer finance service provider, the Company places great emphasis on building a secure IT infrastructure and safeguarding customers' personal data.



**Data Security, Cybersecurity, and Privacy Protection Management**



**Information Security and Privacy Governance**



**Information Technology and Cybersecurity Measures**



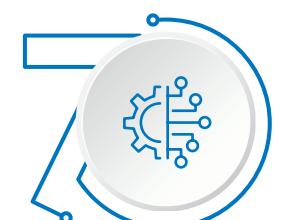
**Privacy Protection Measures**



**Data Security, Cybersecurity, and Privacy Protection Training**



**Independent External Audit**



**Digital Transformation Strategy**



**Technology and Digital Innovation Development**



## Data Security, Cybersecurity, and Privacy Protection Management

KTC has established policies and regulations on data and information system security to effectively manage IT and personal data risks at an appropriate level; ensuring compliance with relevant laws and internationally recognized standards. These policies and regulations are reviewed, updated, and approved annually by the Board of Directors to ensure their relevance and effectiveness, and further communicated to all employees across the organization via KTC UNITE to foster awareness and adoption. The key details are as follows.

| Policies Related to Data and Information System Security   | Topic   |
|--|---|
| Information Technology Policy  | Management of information technology, IT security, and IT risk management   |
| Information Security Policy  | Information security and privacy protection, encompassing Confidentiality, Integrity, and Availability (CIA)                            |
| Personal Data Protection Policy  | Safeguarding personal data of data subjects   |
| Notice of data protection measures for different groups under the Personal Data Protection Policy <sup>(1)</sup> | Providing notice on the purpose of personal data processing and data subject rights   |
| Information Classification Standard Regulation   | Access control and classification of information based on confidentiality levels  |
| Information Security Incident and Privacy Management Regulation  | Handling security breaches, system disruptions, and legal rights requests under data protection laws                                    |
| Code of Conduct <sup>(2)</sup>   | Guidelines for the Board of Directors, management, and employees to safeguard, maintain, and prioritize the information system security |

### Remarks

- <sup>(1)</sup> Personal Data Protection Notice covers all relevant business units and affiliated companies, including customers, sales agents, suppliers, business partners, creditors, service support operators, security holders, government sector, director, etc.  
For additional information, please refer to <https://www.ktc.co.th/en/about/data-protection-notice>
- <sup>(2)</sup> Code of Conduct is reviewed by the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee before presenting to the Board of Directors for approval

Additionally, the Company has established an organizational structure that supports effective IT governance and risk management based on the Three Lines of Defense model, with clearly defined roles and responsibilities. The structure consists of business units responsible for IT operations, IT governance and IT risk, and IT audit.



## Information Security and Privacy Governance

The Company has established an Information Security Committee (ISC) to oversee the management of information security and cybersecurity. The committee is chaired by the President & Chief Executive Officer (CEO), with top management from various business units serving as members. Additionally, the Head of Information Technology, responsible for overseeing the organization's IT operations, serves as both a member of the sub-committee and the secretary.





## Information Technology and Cybersecurity Measures

To enhance information security, KTC has implemented risk management measures and tools, along with a clear incident response process. The Company conducts annual system testing, at least once per year, to mitigate the risks of IT disruptions and cyber threats while ensuring readiness for emergency situations. Additionally, KTC regularly reviews and reinforces employee awareness and understanding of security protocols. Key security practices include the following.

|  |  |
|--|--|
| <p>Conduct regular security system testing and incident response drills (Stress-Testing) to assess data security and online safety measures. Perform Penetration Testing at least once a year and conduct Vulnerability Assessments both internally and externally on a quarterly basis. These assessments are carried out by a Qualified Security Assessor (QSA) certified under PCI-DSS standards. Additionally, corrective measures are conducted to address any identified vulnerabilities. The 2024 test results have been reported to the RMC or ISC subcommittee accordingly.</p> | <p>Conduct an annual review of the Information Technology Disaster Recovery Plan (DRP) and perform regular emergency plan testing. Additionally, conduct Business Continuity Plan (BCP) testing, with the IT business unit serving as a key support unit in these efforts.</p> |
| <p>Establish the Cyber Security Operation Center (CSOC) to detect, and prevent cyber intrusions, as well as to safeguard against the leakage of critical data.</p>   | <p>Maintains a primary and backup data center with high security and availability to support critical business operations.</p>   |
| <p>A Data Loss Prevention System (DLP) is installed to prevent the leakage of sensitive data.</p>  | <p>Protect the Company's network by installing network security devices and systems.</p>   |
| <p>Establish a process for managing incidents and complaints related to data security, cybersecurity, and IT system security. Additionally, the Company conducts annual testing of the Incident Response Plan.</p>   | <p>Implement Cyber Insurance to transfer risks associated with data security breaches and cybersecurity incidents, ensuring protection against potential threats to critical information security.</p>   |
| <p>Ensure that information security and cybersecurity are audited by the Internal Audit business unit and external auditors annually.</p>  | <p>Incorporate ISO standards into the employee performance evaluation process across the organization to ensure strict adherence to operational standards.</p>   |



## Privacy Protection Measures

As a provider of financial products and services, KTC prioritizes the safety and privacy of customer and stakeholder data. The Company has established a Personal Data Protection Policy along with practices and measures related to the protection and security of personal data across all its operations, including those of its subsidiaries and stakeholders such as customers, employees, shareholders, and business partners. All employees are required to strictly adhere to these guidelines. Failure to comply may result in disciplinary actions and legal consequences. To ensure the effective implementation of the personal data protection policy, the Company has established mechanisms such as the following.

|   |  |
|---|--|
| <p>The Internal Audit business unit is responsible for auditing all business units for their compliance with the Personal Data Protection Policy. The audit findings are reported to the ISC and to the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee for acknowledgement.</p>                    | <p>Conduct annual external audits on personal data protection practices to be certified with the ISO/IEC 27701:2019 Privacy Information Management Systems standard.</p>   |
| <p>The number of personal data breach incident is established as a key performance indicator (KPI) for evaluating employee performance across the organization.</p>   | <p>Enhance workflows, contracts, and various forms to ensure compliance with legal requirements, such as obtaining consent for personal data processing and conducting risk assessments related to personal data processing.</p> |
| <p>Require data processors to sign a Data Processor Agreement to ensure that they acknowledge and operate within the agreed scope when processing personal data on behalf of KTC. This agreement also mandates that data processors promptly notify KTC in the event of any personal data breach arising from the assigned tasks.</p> | <p>Training and education are provided to employees and outsources to ensure compliance with personal data protection laws and ISO/IEC 27701:2019 standard.</p>  |

In addition, KTC informs data subjects about the processing of their personal data in the following areas.

- The types of personal data that KTC processes and uses for specific purposes
- The reasons or legal bases for collecting, using, or disclosing customers' personal data
- The rights of data subjects as defined by law, including the right to be informed, the right to access, the right to data portability, the right to object personal data processing, the right to erase or destroy, or anonymize the personal data, the right to restrict personal data processing, and the right to rectify personal data
- The duration for which the Company retains the data; the Company will store personal data of individuals associated with the Company for up to 10 years after the end of the relationship. In cases where approval for financial product membership is not granted, the Company will store personal data for no longer than 1 year from the date of non-approval. After the retention period, KTC will delete or destroy the data
- Measures to protect personal data; the Company established policies or guidelines in the event that data is requested for use by third parties, such as government or private organizations. KTC will not use the data for purposes other than those consented to or as per other conditions stated in the relevant guidelines
- KTC tracks the proportion of users whose data is used for secondary purposes, such as disclosing information to affiliates within the financial group and business partners. In 2024, the rate was 7.8%

For additional information, please refer to <https://www.ktc.co.th/about/data-protection-notice> under Company's Data Protection Notice under the Personal Data Protection Policy of Krungthai Card Public Company Limited.

## Customer Privacy Breach

In 2024, the Company identified 11 incidents of customer privacy breaches involving the leakage of personal data. These incidents were reported as errors originating from the Company or outsources. The Company has reported these incidents to the Information Security Committee (ISC) and has taken corrective action in accordance with its established guidelines. Moreover, the Company has reinforced awareness among employees and external service providers regarding the importance of preventing personal data breaches and the potential impacts on data subjects. Preventive measures have also been reviewed and strengthened to mitigate the risk of similar incidents occurring in the future. Additionally, the Company and outsources have reinforced compliance with operational guidelines among personnel and emphasized awareness of the corresponding penalties for non-compliance. Furthermore, system enhancements have been implemented to improve monitoring capabilities and operational efficiency, ensuring that similar incidents are prevented in the future.



## Data Security, Cybersecurity, and Privacy Protection Training

KTC is committed to raising awareness about potential threats and emphasizing the importance of data security and cybersecurity. The Company organizes a variety of training programs related to information technology and data privacy protection for the Board of Directors, management, employees, as well as suppliers and outsources who work with information systems and personal data regularly.

### Training on Information Security Management Systems (ISO/IEC 27001:2013) and Privacy Information Management System (ISO/IEC 27701:2019) Standards

In 2024, KTC implemented an organization-wide training program to enhance knowledge and understanding of the requirements of ISO/IEC 27001:2013 and ISO/IEC 27701:2019 standards, including relevant personal data protection laws. The training was conducted via the Company's internal e-learning platform and was divided into three sections.

1. Introduction to ISO/IEC 27001:2013 (ISMS) and ISO/IEC 27701:2019 (PIMS)
2. Key aspects related to the standards
3. Best practices for compliance with the standards

This course is a mandatory training program for new employees as part of their onboarding orientation and is reviewed annually for all employees across the organization. Participants are required to complete a post-training assessment and achieve a 100% passing score. The assessment results indicate that all participants successfully met the required standard.



## Stay Updated on Cyber Threats: How to Stay Abreast and Protect Yourself

In 2024, KTC conducted a cybersecurity awareness training program to equip employees with preventive strategies applicable to both their daily lives and professional responsibilities. The training covered emerging risks and cyber threats related to financial transactions, along with techniques and strategies to mitigate risks for consumers. Additionally, the program included case studies on social engineering and fraud tactics that are used by cybercriminals to obtain personal information. A total of 53 employees participated in this training session.



## Cybersecurity Awareness Training

In 2024, the Company conducted cybersecurity awareness training to educate employees on preventing unauthorized access, modification, alteration, or destruction of data by individuals with malicious intent. This training was delivered through the Company's internal e-Learning platform and was made mandatory for both permanent employees and contractors. Participants were required to achieve a 100% passing score on the post-training assessment, and all attendees successfully met the required criteria.



Additionally, the Information Technology business unit has developed training programs on data security and privacy through various channels, including email communications and in-person training sessions for all employees throughout the organization. These programs cover key topics such as the Personal Data Protection Act (PDPA), providing employees with clear guidelines on best practices and prohibited actions to ensure compliance and responsible data handling.



### KTC and NCSA Co-Host FIT Talk #12: "The Future of Cyber Threats and Countermeasures"

KTC partnered with the National Cyber Security Agency (NCSA) to host a new type of cyber threat seminar titled "The Future of Cyber Threats and Cyber Defense." This seminar aimed to create awareness, recommend strategies to avoid and prevent individuals from becoming victims, equipping Thais with the mental tools to be mindful of risks before making financial transactions online, especially for vulnerable elderly individuals. The event revealed new types of scammer tactics as case studies and offered suggestions on recognizing them and techniques and solutions for preventing victimization. A total of 205 participants, including journalists, KTC employees, and the public, attended the seminar.



Additionally, in 2025, the Company plans to collaborate with leading technology brands in the industry to conduct monthly training sessions. These sessions will cover key topics such as security products, cloud solutions, and business solutions, ensuring that all employees within the organization receive up-to-date information on the latest technologies and best practices in the industry.



### Independent External Audit

In compliance with policies related to information technology and personal data, KTC ensures alignment with laws, regulations set by the Bank of Thailand, and relevant international standards to uphold the highest standards in cybersecurity and data protection. To reinforce this commitment, KTC has been certified by independent external auditors in the following areas.

**ISO/IEC 27001:2013  
Information Security  
Management Systems  
for all processes**

**ISO/IEC 27701:2019  
Privacy Information  
Management Systems  
for all processes**

**The Payment Card  
Industry Data Security  
Standard (PCI-DSS)  
Version 3.2.1 (Acquiring  
Service)**

## Digital Transformation Strategy

KTC drives its digital transformation strategy by leveraging advanced technology and innovation to develop products and services. The strategy focuses on three key areas, including digital products, digital services, and digital channels. The Company integrates technology and artificial intelligence (AI) to optimize operations, reduce costs, and enhance customer experience, ensuring accessible, convenient, fast, and equitable services for all customers. This approach also helps minimize resource consumption, prevent data loss, and reduce travel time, while prioritizing transaction security to safeguard customer trust. These efforts support strong business growth while driving KTC toward long-term sustainability.

|  |  |  |  |
|--|--|--|--|
| <b>KTC Mobile</b><br>A convenient and secure application that consolidates all products and services, allowing users to manage transactions independently  | <b>Apply Online Service</b><br>a self-registration service that streamlines product applications through an electronic form  | <b>KTC Digital Card</b><br>A credit card with enhanced security features for both online and offline transactions  | <b>MAAI BY KTC</b><br>A comprehensive CRM and digital loyalty platform that seamlessly integrates businesses into a strong partner network     |
| <b>Swatch Pay / Garmin Pay</b><br>A contactless payment service that allows users to make payments via smartwatches, eliminating the need to carry physical cards while enhancing security through Tokenization technology | <b>Google Pay</b><br>A tap-to-pay service for purchasing goods and services at stores that support Google Pay<br> | <b>KTC EDC</b><br>A payment acceptance solution via electronic data capture (EDC) terminals, providing customers with additional options for installment payments and point redemption more conveniently | <b>KTC QR PAY</b><br>A QR code-based payment service that offers fast, convenient transactions with no terminal rental fees                    |
| <b>KTC PAYMENT GATEWAY</b><br>A 24/7 online payment acceptance system, specifically designed for e-commerce merchants  | <b>KTC LINK PAY</b><br>A link-based payment service, allowing merchants to accept payments anywhere, anytime via social media platforms  | <b>KTC ALIPAY / ALIPAY+</b><br>A payment solution through Alipay for Chinese customers and Alipay+ for users in Hong Kong, Malaysia, and South Korea   | <b>RECURRING</b><br>An automated payment deduction service, easy fee collection, on-time receipt of payment, and flexible financial management |
| <b>Application Status via SMS</b><br>Notification of application status is sent to applicants via SMS, except in cases where credit denial reasons are legally required to be provided in written form                     | <b>KTC Websites</b><br>Access to applications, information, and KTC services is designed for fast performance, easy navigation, and 24/7 availability, with full compatibility across all devices    | <b>Generative AI-Transforming Graphic Design and Marketing Communication</b><br>Leveraging AI to design and develop promotional media and communications   | <b>SEO Blog for Conversion</b><br>Implementation of Search Engine Optimization (SEO) for KTC Website   |

The Company continues to focus on enhancing the efficiency and effectiveness of marketing communications through a variety of digital marketing strategies to present information about the Company's products and services while also building continuous customer relationships. This approach ensures that the Company can reach and meet customer needs according to its objectives. The use of Paid Media on online platforms helps facilitate quick and easy access to information for customers. Furthermore, the Company improved its website to ensure a modern interface, fast loading speeds, easy information retrieval, and enhanced Search Engine. In addition, the Company applied social media marketing, email marketing, and mobile marketing, with cautious media selection to effectively deliver product, service, or promotional information that aligns with customer interests at the right time. The Company also develops Content Marketing by creating valuable articles covering a wide range of topics, including products and services, financial management insights, and various lifestyle content, to meet customer needs comprehensively and provide a meaningful customer experience.

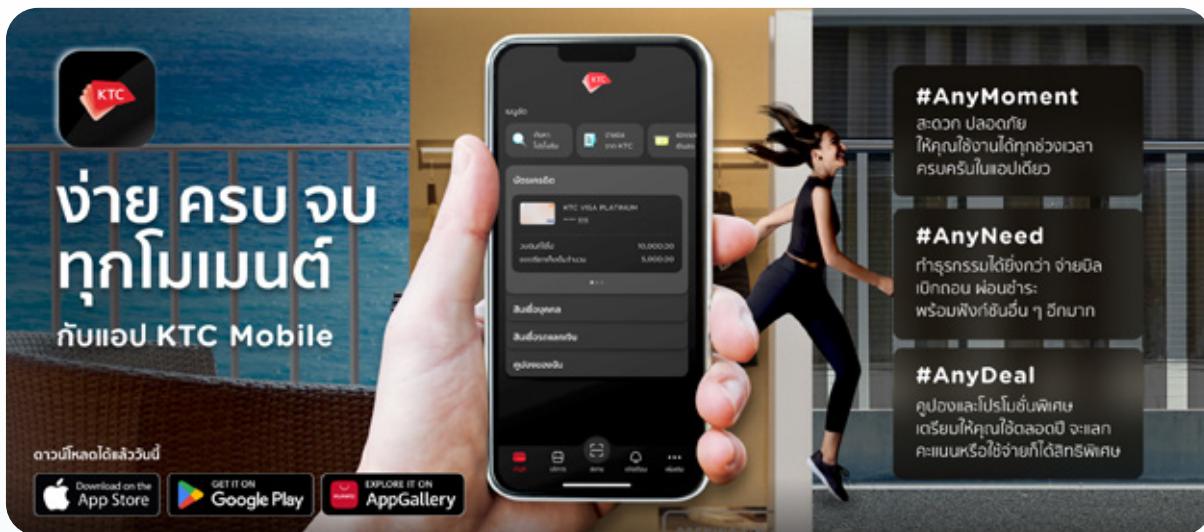
KTC is also committed to developing a digital workplace to enhance employee flexibility and improve the efficiency and speed of customer service. Additionally, the Company is preparing its IT infrastructure to support online business growth, where all selected solutions must underpass rigorous testing, such as the Proof of Concept (POC). Identified pain points and limitations are continuously improved to maximize efficiency, with a primary focus on security. Furthermore, the Company has implemented Robotic Process Automation (RPA) to replace resource-intensive routine tasks, reducing errors and increasing accuracy. This also allows employees to dedicate more time to developing new skills. Subsequently, customers, merchants, suppliers, and business partners also benefit from faster and more convenient services, which reduce operational time. Additionally, the use of RPA helps minimize environmental impact by reducing energy consumption, paper usage, and other non-renewable resources. Currently, the Company has deployed RPA in over 1,042 processes.



## Technology and Digital Innovation Development

KTC has a policy that focuses on developing and promoting digital technology and innovation to enhance the efficiency of products, services, and electronic payment methods. This approach aims to meet consumer needs by providing convenient, fast, and secure access to information at any time and from anywhere, which simultaneously strengthens the Company's competitive advantage in the market.

### KTC Mobile



KTC has developed the KTC Mobile application to continuously enhance security standards and customer experience. Key measures have been implemented, including device and number verification, strict application integrity checks, monitoring of suspicious applications, and prevention of remote access control usage. These efforts aim to mitigate risks associated with digital fraud and increase customer confidence in the application. Additionally, a new feature has been introduced, allowing customers to conveniently, quickly, and securely request permanent credit limit adjustments directly through the application.

**Objective:** To continuously elevate security standards and customer experience through electronic channels while providing convenience and fully meeting the needs of customers in the digital age.

**Duration:** Launch of the application in 2013 and improving application features continuously

### Performance Result

#### Business Outcome

As of the end of 2024, the growth rate of KTC Mobile users increased by 4% compared to the end of 2023, with a total of 2,268,440 users, representing as 91% of the total customer base.

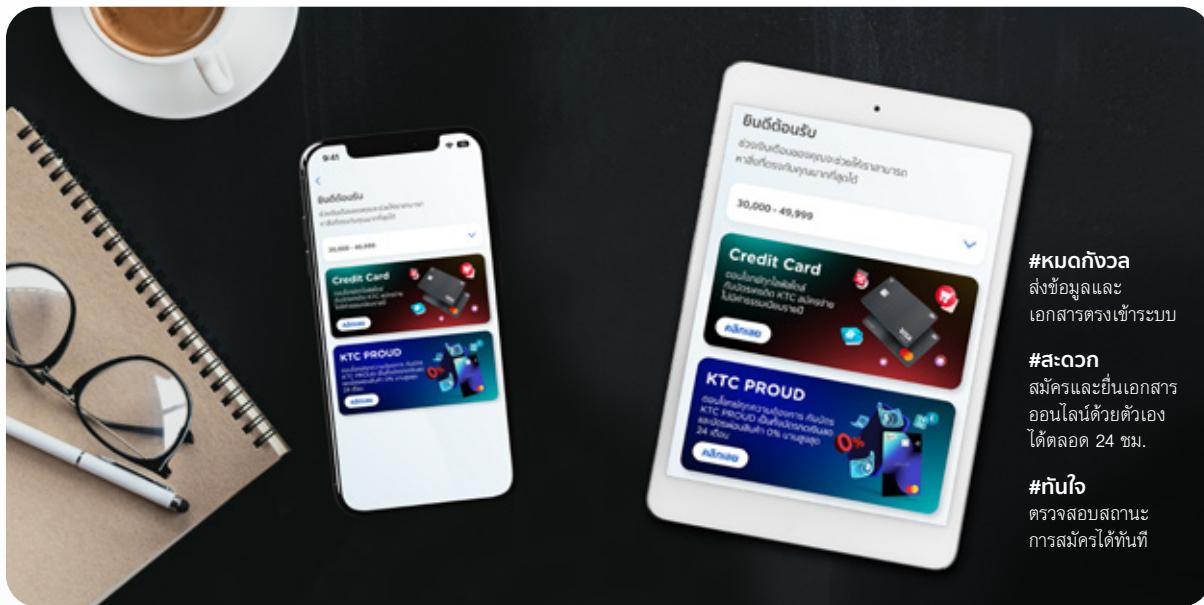
#### Social Benefit

KTC Mobile application enables customers to access services comprehensively, equitably, quickly, and securely. It also enhances user confidence and reduces risks from cybercrime.

#### Environmental Benefit

Helps reduce environmental impact by minimizing paper usage, preventing document loss, conserving resources, and saving customers' travel time.

### Apply Online Service



The Company launched a self-registration service that streamlines product applications through an electronic form (Apply Online Service) via mobile phones or tablets. Applicants can conveniently fill in their information, upload required documents, and verify their identity 24-hours anytime and anywhere.

**Objective:** To enhance customer accessibility to KTC products, streamline the application time and process, and accommodate necessary financial needs or emergencies. It also caters to consumer behavior trends that prefer to conduct online transactions independently.

**Duration:** Available from August 2024

#### Performance Result

| Business Outcome   | Social Benefit  | Environmental Benefit   |
|--|---|---|
| <p>The application service addresses the need for urgent financial expenses, and responds to consumer behavioral changes that are using more technology and performing increasing online transactions. Additionally, it reduces fraud risks in the application process since customers complete transactions independently without intermediaries across different channels. Moreover, electronic identity verification enhances security by significantly mitigating risks related to identity fraud and document forgery. This not only strengthens the credibility and value of KTC products but also enhances the overall customer experience.</p> | <p>This increases access to financial products, making it easier and more convenient for customers to quickly fulfill their needs. Additionally, customers have the opportunity to receive and compare detailed information on financial products conveniently and swiftly.</p> | <p>Since the customer application process can be fully completed electronically, it significantly reduces the need for printed application documents, thereby minimizing paper usage. Additionally, it eliminates the need for face to face document collection and identity verification by KTC representatives, which reduces greenhouse gas emissions and fuel consumption associated with travel.</p> |

## KTC DIGITAL CREDIT CARD



### #ปลอดภัยกว่า

ช้อปออนไลน์มั่นใจยิ่งขึ้นด้วย Dynamic CVC2 รหัสหลังบัตร ที่เปลี่ยนทุกครั้งที่ซื้อและใช้ได้ภายใน 24 ชั่วโมง ควบคุมการใช้งานง่าย ผ่านแอป KTC Mobile

### #รวดเร็วกว่า

ใช้จ่ายได้ทันทีหลังได้รับการอนุมัติ กับการใช้จ่ายออนไลน์ สแกน และผูกบัตรบนแอป Device Pays ทั้ง Google Pay, SwatchPay และอื่น ๆ ได้เลย ครบที่เดียว

### #สบายใจกว่า

เดิมเดิมกว่าทุกจังหวะการใช้ที่ร้านค้าทั่วไป ด้วยบัตรแบบไร้สายเลข ไว้เดบต์เมล็ดก หมุดังกัด รื่องการจัดการข้อมูล

KTC launched the “KTC DIGITAL CREDIT CARD” in the Platinum category, a new innovation that introduces enhanced security features for the first time in Thailand. This card seamlessly integrates both online and offline transactions, catering to online-focused members with features such as Digital First and Dynamic CVV. Members can opt for a transparent plastic card with no visible card number or magnetic stripe, which reduces the risk of sensitive data theft. Additionally, self-application can be conducted through the KTC Mobile application and online sources to foster convenience and confidence for users.

**Objective:** To develop a credit card that focuses on payment security for online transactions and physical stores that support chip card payments.

**Duration:** Officially launched in early 2024

### Performance Result

#### Business Outcome

Expanding the new credit card membership base while reducing the risk of credit card fraud. In 2024, there were 86,346 applicants for the KTC DIGITAL CREDIT CARD.

#### Social Benefit

Promoting credit card security and reducing the risk of credit card data theft across both online and offline channels. Additionally, the card prevents skimming at ATMs, as the numberless plastic card has no magnetic stripe, making it impossible for data to be stolen.

#### Environmental Benefit

Customers that do not wish for a physical plastic card can help reduce the use of plastic that is required for the credit card production process. In 2024, a total of 10,666 applicants for the KTC Digital Credit Card opted not to receive a physical card, contributing to a reduction in greenhouse gas emissions by 266 kgCO<sub>2</sub>e.

Additionally, the Company is committed to seeking opportunities to leverage artificial intelligence (AI) technology to continuously enhance internal operations as the following example.

### Generative AI: Transforming Graphic Design and Marketing Communication

The Company has integrated various AI tools, including both Basic AI and Generative AI, into the design and development of advertising and marketing communication materials. This approach enhances efficiency, reduces costs, and fosters creativity. The use of AI not only accelerates the design and development of creative media but also ensures that the content aligns effectively with the Company's Corporate Identity (CI). Moreover, it enhances the ability to develop unique and innovative designs tailored to different target audiences, supporting seamless application across all platforms, including digital media and print materials. The Company also continuously monitors technological trends and enhances internal knowledge to ensure the adoption of the most appropriate and up-to-date AI tools. These AI tools have been applied in multiple dimensions, including the following.

| Text Generation  | Image Generation   | AI-Powered Visual Generation  | Adobe Creative Easy Tools   |
|--|--|---|---|
| Creating text, translating languages, and designing keywords or prompts, such as with tools like ChatGPT or Gemini | Creating stunning images based on imagination using text to image generation technology, such as Midjourney, ShutterStock or Freepik | Enhancing, editing, and sharpening images to reduce imperfections and improve image quality, using platforms like KREA AI and Freepik | Design-specific tools for tasks like removing or expanding backgrounds, adjusting light and color of images, or adding keywords and prompts |

**Duration:** February 2024

**Objective:** To enhance the process of designing advertising and marketing communication materials by integrating new technologies for greater efficiency, cost reduction, simplified design steps, and creating differentiation in the highly competitive market. It also enables the brand to better reach and engage customers through precisely targeted and relevant content.

### Performance Result

| Business Outcome   | Social Benefit   | Environmental Benefit  |
|--|--|--|
| <p>The use of AI enhances efficiency in marketing content creation by streamlining design processes and reducing the time required for image and graphic design, while also lowering operational costs. Additionally, AI enables the brand to produce distinctive and engaging content, strengthening its competitiveness in a rapidly evolving market.</p> <p>In 2024, the Company was able to increase the production of marketing communication materials by 15% compared to 2023, while maintaining the same workforce. Additionally, by integrating AI into the design process for marketing communication materials, it resulted in cost savings of approximately 10 Million Baht.</p> | <p>AI enables the brand to reach and communicate with customers more effectively by creating personalized ads that cater to individual consumer needs. It takes into account the target customers' culture, language, and behaviors, ensuring that the content aligns with their interests and assists in their decision-making process.</p> | <p>AI has reduced the environmental impact by minimizing the resources used in producing media. This includes reducing the need for new photoshoots, printing ink, and paper due to repeated content revisions, which fosters a more environmentally friendly business approach.</p> |

## Brand and Customer Trust

### Challenges and Opportunities

Building trust with customers is fundamental to a company's success and sustainability. When a company fails to meet customer needs or conduct its operations responsibly, it risks damaging its competitiveness, reputation, and overall business performance. KTC addresses this by consistently developing customer-centric products, services, platforms, and privilege programs that are designed to meet member needs, enhance spending value, and foster satisfaction. KTC ensures that every interaction strengthens loyalty and wins their hearts by offering solutions that resonate with customers' lifestyles and priorities. This trust elevates the customer experience and establishes a strong bond that drives stable and sustainable organizational growth, reinforcing the KTC brand as a trusted partner in enriching lives.

### Key Achievement

- The results of customer satisfaction survey on KTC in 2024
  - Net Promoter Score (NPS) of 64.0 from credit card holders
  - Net Promoter Score (NPS) of 99.2 from KTC TOUCH customers

With a focus on enhancing service quality and sustaining member confidence, the Company's business and customer relationship strategies encompass two main pillars:



Market Conduct Management



Customer Satisfaction Evaluation



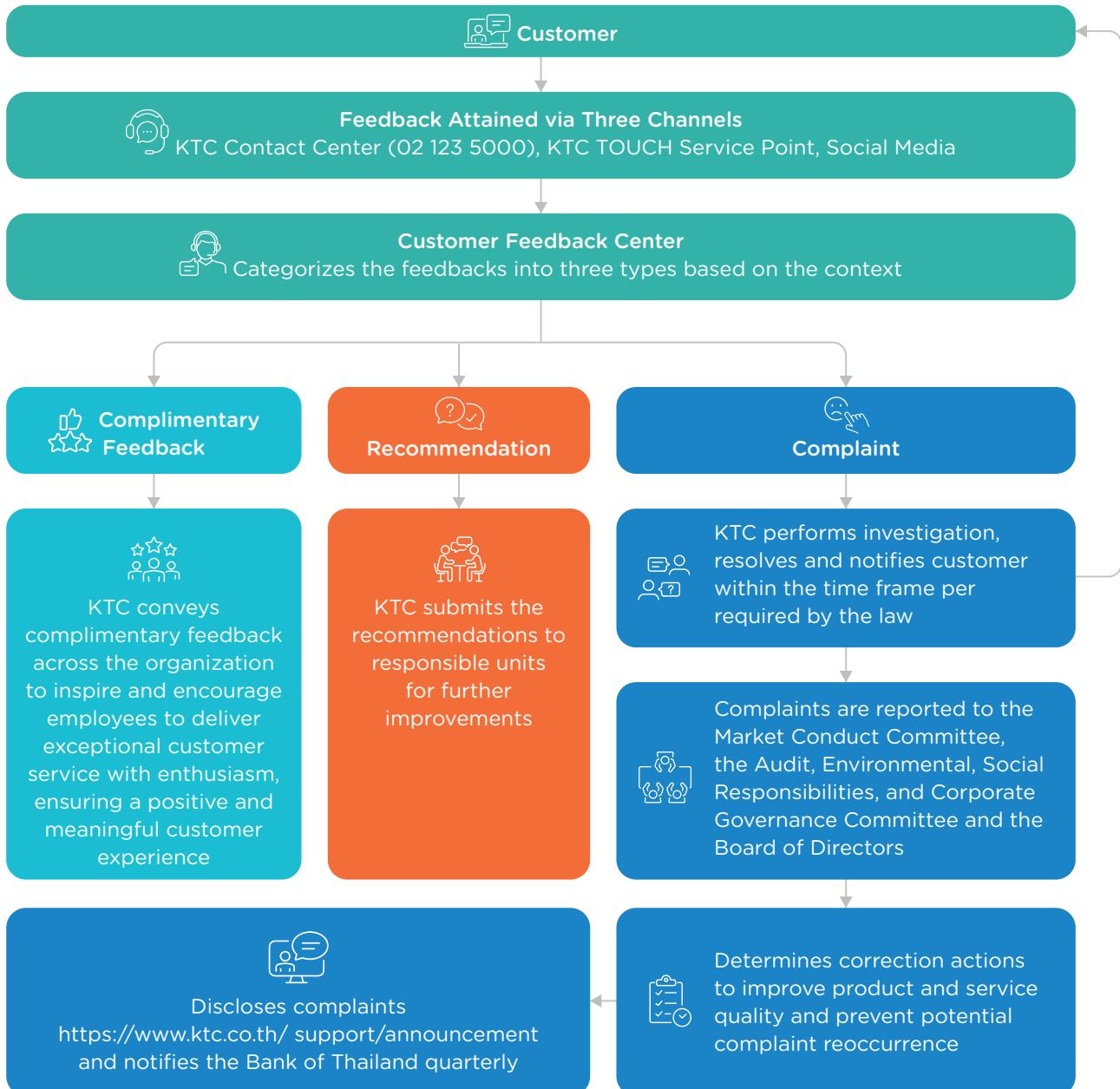
### Market Conduct Management

KTC upholds responsible lending practices and fair market conduct including responsible advertising or marketing of products and services. KTC strongly emphasizes every stage of business operations — from designing, advertising, and marketing of products to issuing credit cards and extending new loans to align with customers' repayment capabilities. By that, the Company strictly complies with the regulations set by authorities, card networks and the established Corporate Governance Policy, the Code of Conduct and relevant corporate guidelines for product and service development. The Company's Code of Conduct prescribes the corporate commitment to serving customers equitably where advertising and sales promotion activities must be conducted responsibly to avoid causing any potential misunderstanding or taking advantage of the following. All employees are subjected to surpass a Code of Conduct training accordingly.

The Management Committee, Risk Management Committee, and the Board of Directors are responsible for considering business expansion opportunities, launching new products or services, altering service delivery formats, and reviewing product or service details and associated risks on a case-by-case basis before being introduced into the market. Complementing this, the Market Conduct Committee was appointed with responsibilities to oversee policy frameworks, strategic plans, and guidelines to ensure that the Company upholds responsible and fair customer service practices in line with all relevant criteria and guidelines.

## Customer Feedback Management Mechanism

KTC's complaint management mechanism is a critical component that supports the Company's commitment to continuous improvement. By actively gathering and analyzing customer feedback, the Company can incorporate their insights to ensure that products and services align with their needs and expectations accordingly. KTC established the Customer Feedback Center to consolidate and categorize the feedback, and review the impacts of products and services on customers from various channels.



KTC continues to enhance communication practices and ensure customers receive accurate information with clear explanations. In the event of a customer complaint, the Company will review the potential incident case and impose penalties or issue warnings to sales agents in accordance with its policies and guidelines.

For additional information about the disclosure of financial service complaints and resolutions, please refer to <https://www.ktc.co.th/en/support/announcement>.

## Customer Service Management

KTC is committed to delivering transparent, accurate, and ethical services by providing clear and comprehensible information that prioritizes customer understanding and avoids promoting excessive debt or misleading incentives. To uphold market conduct principles and provide the best services, KTC continuously trains sales agents to deliver precise and comprehensive product information to build customer trust and enhance customer satisfaction.

### Card Acquisition Training Program

KTC conducted the card acquisition training program to enhance the knowledge and customer service capabilities of Contact Center employees. The training covered key topics, including credit cards and personal loans, applicant qualifications and required documents, application assessment criteria, market conduct criteria, and responsible lending. It also includes training on the sale process of products and services, sales conversation standards, operational system knowledge, and compliance with consumer rights. A key focus of the program is ensuring that all customers have fair and equitable access to financial services, free from deceit, coercion, harassment, or exploitation in any form. By equipping employees with in-depth knowledge of these principles, the program reinforces the Company's commitment to protecting customer interests and fostering trust in financial transactions. This training program strengthened the knowledge of Contact Center employees, ensuring they provide accurate, transparent, and fair financial information, reinforcing the Company's commitment to responsible and ethical service delivery.



**The training program had  
119 participants**

## Heal Heart Smart Sales: Level Up Your Sales and Boost Happiness

KTC organized the 2024 Outsource Sales Conference, featuring an impactful seminar on “Heal Heart Smart Sales: Level up Your Sales and Boost Happiness” seminar. This event was organized for sales agents, selected from over 300 participants nationwide, to inspire and empower them to achieve their sales career goals. The seminar featured inspiring talks about growth mindset and happiness guide which can help unlock sales potential and drive success. The event also included an open session for the sales agents to exchange perspectives and share their professional and personal goals. It also enhanced their knowledge and understanding of various soft and hard skills to boost their sales potential and competitiveness, including negotiation techniques, stress management, and emotional intelligence to improve their efficiency and effectiveness in sales approaches.

As a financial service provider, the Company also ensures that all employees, including sales agents, are knowledgeable about market conduct, fair lending, and consumer rights to support its business operations.

## Market Conduct and Responsible Lending Training Program

In 2024, the Company organized a training program on customer service per responsible lending per the guidelines set forth by the Bank of Thailand. The training indicator measures the knowledge and understanding of 100% of employees. All 100% of employees surpassed this training program and attained a 100% score on the post-training assessment. During the training, participating employees received the following benefits.



**Employees gain knowledge and understanding of responsible lending guidelines**



**Employees develop awareness of offering and delivering financial products in compliance with responsible lending guidelines**



**Employees are equipped to provide accurate and efficient customer service**

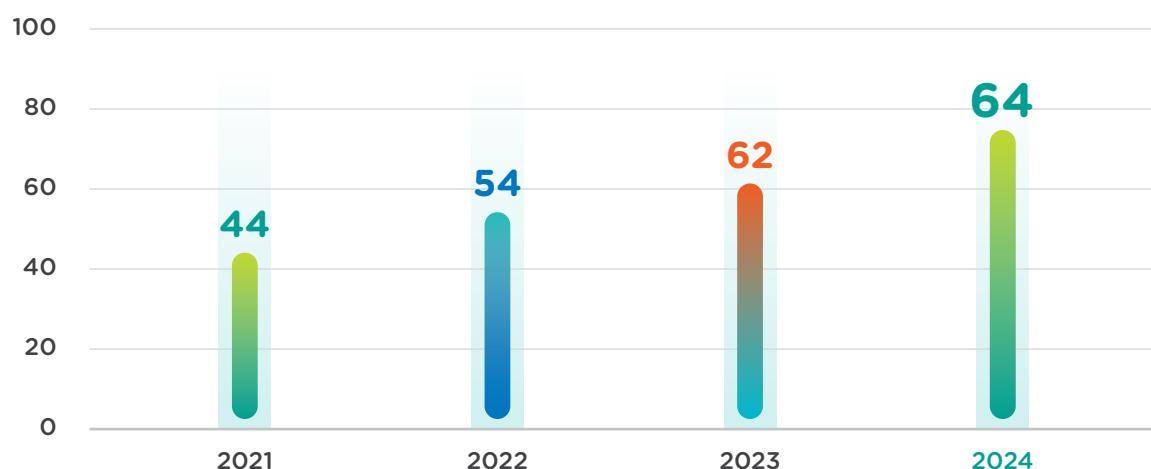
## 😊😊😊 Customer Satisfaction Evaluation

To assess and enhance customer experiences, customer satisfaction evaluations were performed for the following products and services.



### Credit Card Holder Satisfaction

KTC prioritizes understanding and enhancing customer experiences by conducting an annual credit cardholder satisfaction survey using the Net Promoter Score (NPS) tool since 2018. This survey measures customer satisfaction and loyalty by assessing their likelihood of recommending KTC credit cards to others. The survey results are analyzed and considered to further improve credit card product and service offerings as part of the Company's annual development plan.



Over the years, the survey results show a consistent increase in the number of satisfied customers, reflecting the effectiveness of KTC's customer-centric approach. This is driven by the continued success of KTC credit cards' exclusive privileges tailored to the members' lifestyles and everyday spending. KTC FOREVER points redemption also enables customers to reduce expenses across a wide range of products and services through a simple and user-friendly process. Furthermore, advancements made to the features of KTC Mobile application have enhanced the convenience and transaction efficiency to foster smooth and intuitive credit card experiences for users. These efforts strengthened customer satisfaction and encouraged members to recommend and advocate for KTC brand confidently.

## KTC TOUCH Service Satisfaction

The Company conducts customer satisfaction survey for the KTC TOUCH services using the Net Promoter Score (NPS) as a key performance metric. The survey results are reported to the Company's management monthly to ensure regular oversight of service quality. If the satisfaction score is lower than the established threshold, the Company will proactively review customer feedback and identify improvement areas accordingly.



**In 2024, the Customer satisfaction  
outcome of KTC TOUCH services  
averaged to 99.2**  
which is higher than the results in 2023, which were 94.76

## Sales Agent Customer Satisfaction

The Company regularly conducts monthly satisfaction surveys on service delivery of sales agents who are responsible for presenting accurate and complete information about KTC products, privileges, fees and interest rates as described in the sales handbook and market conduct policy. This monthly survey also evaluates service quality, staff attire and mannerism.

When customer suggestions are received, the Company emails the feedback to the responsible unit. The evaluation results are then analyzed to enhance service quality, refine sales presentation etiquette, and improve training programs, coaching techniques, and information updates. The Company also enforces warnings and penalties as stipulated by its regulations and market conduct guidelines to uphold service standards among sales agents. These measures ensure accurate and clear product information, fostering customer confidence and loyalty to the Company's products.

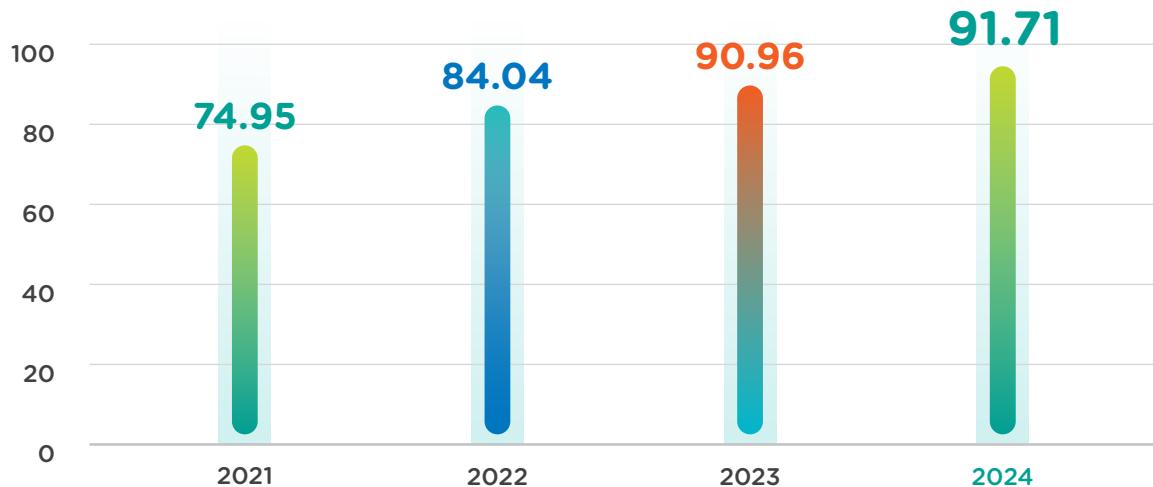


**KTC's monthly surveys drive continuous improvement  
in sales service, ensuring accurate information and  
enhanced customer trust.**

## KTC Contact Center Service Satisfaction

The Company conducts a satisfaction survey each time that a customer uses KTC contact center services. If the satisfaction evaluation results are below established criteria, the Company will consider incorporating the results to help and solve problems or concerns for customers promptly, and find a preventive approach for any recurrence. Additionally, the Company regularly evaluates internal service quality to enable prompt corrections and continuous service improvements annually.

Additionally, the Company implements workforce planning to ensure optimal customer service across varying periods and evolving circumstances. Continuous training programs are provided to enhance employees' knowledge of the Company's products and services, equipping them with the expertise to deliver exceptional service. Moreover, KTC fosters a positive and engaging work environment, enabling employees to extend that sense of fulfillment and satisfaction to customers, ultimately enhancing the overall customer experience.



## ESG Products and Services

### Challenges and Opportunities

The Company remains deeply committed to advancing Thailand's sustainable development goals by embedding environmental, social, and governance (ESG) principles into every facet of its business operations. By embedding ESG considerations into the design and delivery of its financial products and services, the Company not only remediates the risks of not meeting the growing expectations of consumers around sustainability but also grasps the opportunity to enhance its business competitiveness and resilience in this evolving market, thus enhancing stakeholder confidence. Through this ESG approach, the Company plays a pivotal role in shaping Thailand's resilient, inclusive, and sustainable future.

### Key Achievements

- 46% growth in the number of users of ESG products, services, and privileges compared to 2023

Remark

- ESG products, services, and privileges are inclusive of: Credit Card and Loans for Education, KTC-THAI RED CROSS NATIONAL BLOOD CENTRE Credit Card, Alleviating the Burden of Medical Expenses in Public Hospitals, Use of Points in Lieu of Cash Donations, Support Thais Reading, KTC U SHOP, Solar Roof Installation Privilege, Electrical Vehicle Privilege, Sustainable Tourism and Eco-Friendly Hotel Promotion, and the Special Privilege on Flight Ticket Booking with Cathay Pacific

The Company integrates ESG principles into key areas of its operations, focusing on the following.





## Policy and Governance

KTC established a responsible lending policy and process that considers economic, social, and environmental factors as part of the Company's Corporate Governance Policy, Code of Conduct, and other guidelines on issuing, altering, and revoking of financial products and/or services. All directors, management, and employees are required to adhere to and comply with the policies. This ensures that the Company's products and services adhere to the established criteria, that various risks are managed appropriately, and that prioritized convenience and safety services are provided. The guidelines serve as a framework for carrying out duties fairly, transparently, and accountable to all stakeholders. The Internal Audit and Compliance business units ensure that business activities are conducted responsibly in line with the Company's objectives and as specified by the regulatory authority.

For additional information, please refer to "Corporate Governance" topic.



## Integration of ESG Criteria in Lending Business

In conducting business, the Company emphasizes and prioritizes corporate governance that is in line with the good corporate governance principles ensuring rights and equality in accordance with human rights principles. The Company ensures that operations comply with laws, announcements, criteria, and regulations set by regulatory authorities. Additionally, environmental, social, and governance (ESG) considerations are integrated into the development of products and services as follows.

- Defining eligibility criteria for credit cardholders, including primary and supplementary cardholders, personal loan applicants, and credit limit approvals
- Determining interest rates and various fees, considering customers' debt repayment capacities
- Establish of clear and fair agreements, contracts, and terms and conditions for credit cards and personal loans
- Notifying customers of any changes in contract terms that may affect their rights
- Ensuring compliance with credit data reporting and review processes based on established criteria
- Defining customer qualification guidelines in accordance with risk management principles, ensuring compliance with relevant laws, such as Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing, credit information assessment, and etc.
- Adhering to fair customer treatment principles (Market Conduct), including complying with responsible and fair lending practices (Responsible Lending) by emphasizing product and service development and the issuance of new loans based on customers' repayment ability
- Developing communication materials that do not encourage excessive debt accumulation
- Providing financial assistance and debt resolution support in compliance with the law, as well as promoting financial discipline through behavioral nudging strategies (nudge) to encourage better financial habits among customers



## Integration of ESG-Driven Strategies in Products and Services

| Topic  | The Company's Operating Guidelines   |
|--|--|
| <b>The supervision of the service provided by employees and sales agents</b>   | <ul style="list-style-type: none"> <li>The Company provides regular training sessions for employees and sales agents covering product knowledge, relevant regulations, and sales practices. Additionally, guidelines around governance are established to ensure that product recommendations are in alignment with regulatory standards, which is a part of the Company's responsible business conduct approach. These efforts aim to equip customers with accurate and complete information, enabling them to make well-informed decisions that best suit their needs. Furthermore, the Company upholds service quality standards through continuous monitoring and evaluation of sales and service quality.</li> </ul>  |
| <b>Governance or Economy</b><br><br>To ensure that applicants receive accurate and complete information for decision-making and to prevent the Company from being used as a channel for money laundering | <ul style="list-style-type: none"> <li>Defining applicant qualifications, interest rates, fees, and key product details in accordance with the criteria set forth by the Bank of Thailand, as specified in the product application forms for credit cards and personal loans and in the product factsheet</li> <li>Providing fair product agreements and terms that align with regulatory requirements that are outlined by the government authorities.</li> <li>Establishing risk-based assessment criteria for approving or rejecting credit card, loan, or merchant applications, ensuring that applicants and customers do not fall under prohibited persons as defined Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing law.</li> </ul>          |
| <b>Society</b><br><br>To reduce the issue of excessive debt among the population and ensure equitable access to financial products   | <ul style="list-style-type: none"> <li>The Company has established a responsible approach to evaluate credit limits based on the applicants' financial capabilities such as income and existing debt obligations to prevent societal issues related to excessive debt burden.</li> <li>Evaluating other criteria, including credit information checks in compliance with National Credit Bureau laws.</li> <li>The Company is committed to upholding non-discriminatory practices by treating all customers fairly and equally, regardless of gender, sexual orientation, or religion.</li> <li>The Company's products are available through various channels, facilitating seamless access to the financial products across multiple platforms, thereby fostering inclusivity and convenience.</li> </ul> |
| <b>Environment</b><br><br>To promote the conservation of limited natural resources   | <ul style="list-style-type: none"> <li>Considering opportunities to develop products or services that alleviate environmental issues.</li> <li>Leveraging digital technology and innovation to enhance public viewing to expand access to environmental-friendly products and services.</li> <li>Promoting suppliers to operate businesses responsibly and comply with relevant environmental laws.</li> <li>Donating or properly disposing of waste that is generated from operations to maximize resource consumption and reduce greenhouse gas emissions.</li> </ul>  |

For additional information, please refer to Form 56-1 One Report 2024 under the "Business Nature" topic.



## Risk and Opportunity Analysis of Financial Products and Services

The Company has established guidelines for issuing, altering, and revocation of financial products and/or services. The departments responsible for issuing or modifying products or services will consider the feasibility, analyze competitors and data, and develop business models. Moreover, they will engage with relevant departments to analyze associated impacts or requirements that are relevant to the Company, from upstream to downstream activities. This includes, for instance, the business scope, legal requirements, risk assessment, information technology system analysis, budget approval, marketing communication, and procurement, etc. The outcomes are presented to relevant sub-committees or regulatory authorities to ensure that the Company has integrated ESG factor, throughout the value chain as part of its product and service offerings.

For additional information, please refer to the “Risk and Crisis Management” topic.



## ESG Products and Services

The Company integrates ESG aspects into its operations, products and services development as follows

### Credit Card and Loans for Education

The Company is committed to fostering equitable access to learning opportunities so as to empower individuals to expand their knowledge and enhance their quality of life. By that, the Company continued to partner with several business partners, such as language schools and institutions, to offer education loans with reasonable interest rates and fees or by organizing sales promotion programs through credit cards for applicants to make loan repayments easy and without increasing business risks for the Company.



#### Personal Loans

The number of approved customers is **1,267** persons, and the total approved amount is **>107** Million Baht

#### Credit Cards

A total of **148,759** credit card members opted for the special interest rate and spent **>133** Million Baht. A total of **>0.5** Million Baht was supported by the Company to subsidize for the special interest rate

### KTC - THAI RED CROSS NATIONAL BLOOD CENTRE Credit Card

The Company continued to collaborate with the National Blood Centre by the Thai Red Cross Society, designated by the government to ensure that there are adequate, safe, and high-quality blood supply for patients in need of blood donations nationwide. KTC issued the KTC-THAI RED CROSS NATIONAL BLOOD CENTRE credit card as a means for members to opt their support for the National Blood Centre. For every 1,000 baht spent via the KTC-THAI RED CROSS NATIONAL BLOOD CENTRE credit card, 5 Baht will be donated to the National Blood Center by the Thai Red Cross Society. Additionally, the Company will also contribute to donating an additional 5 Baht to the fund, equivalent to 10 Baht donation in total.



There were **3,134** KTC-THAI RED CROSS NATIONAL BLOOD CENTRE credit card members, and the total donated amount equated to **>0.5 Million Baht.**

### Alleviating the Burden of Medical Expenses in Public Hospitals

The Company is dedicated to enhancing the well-being of its customers, recognizing that good health is essential for a sustainable and improved quality of life. Public hospitals play a pivotal role in ensuring equitable access to medical treatment for all patients. In alignment with this commitment, the Company offers a financial assistance program to alleviate medical expenses with an extended installment plan of up to 10 months at a special interest rate of 0.69% per month, compared to the standard rate of 0.74% per month, for credit card members seeking medical treatment at public hospitals.

A total of **7,016** credit card members opted for the installment payment of medical expenses and public hospitals and spent **>132 Million Baht.** Subsequently, a total of **>0.6 Million Baht** was supported by the Company to subsidize for the special installment rate.



## Use of Points in Lieu of Cash Donations

The Company contributes to society through various initiatives, including by supporting disadvantaged individuals who face barriers to accessing quality healthcare, as well as vulnerable groups such as the elderly, children and individuals with disabilities.

The Company acts as a facilitator, collaborating with over 90 charitable foundations and organizations to support a wide range of social welfare initiatives. Since its inception in 2009, this program has enabled customers to actively contribute to society by making donations through KTC credit cards or converting reward points into charitable contributions at a rate of 1,000 points for every 100 Baht donation. Donations can be made seamlessly through various channels, including credit card QR PAY and the KTC Mobile application. This approach not only enhances convenience for customers but also minimizes environmental impact by eliminating the need for physical travel to donation sites, thereby promoting sustainability and supporting the broader goal of environmental conservation.

Such donations were contributed to various foundations as example as below.



**Total 55,941 members  
donated cash of  
>375 Million Baht**

### Use of Points in Lieu of Cash Donations A total of

**13,390** members opted to use  
points in lieu of cash, and the  
total donation is  
**>3 Million Baht**  
(equivalent to >33 Million points)

มูลนิธิรามนนท์  
สนับสนุน  
“โครงการเพื่อผู้ป่วยยากไร้”

กองทุนเพื่อผู้ป่วยยากไร้  
sw. สิริราช

สหกุณฑุน  
“รักษาพยาบาลผู้ป่วยเด็กอีโคโควิด-19  
เครื่องมือแพทย์และอุปกรณ์มาการแพทย์”

SOS Children's Villages Thailand

เพื่อย่วยเหลือให้เด็ก  
เด็กได้เดินทางมีคุณภาพ

UNHCR  
The UN Refugee Agency

คุณธรรม  
เพื่อเด็กและเยาวชน

World Vision  
基金會  
世界視聽基金會

เพื่อให้เด็กทุกคน  
ได้รับสวัสดิการที่ครบบริบูรณ์

## Support Thais Reading

The Company recognizes the importance of reading as a fundamental gateway to knowledge across all disciplines and a catalyst for continuous learning in a sustainable manner. By that, the Company collaborated with bookstore partners and leading publishers nationwide to organize promotions, campaigns, and other activities throughout 2024. This includes the offering of exclusive benefits with discounts of up to 15% at partner stores and online sales channels. Additionally, KTC members can redeem KTC reward points for cashback at an enhanced rate of 18% (up from the standard 10%). For customers making large purchases, the Company offers special installment payment options to ease financial burden. Customers can pay in installments using their KTC credit card at a special interest rate of 0.69% per month (reduced from the standard 0.80% per month) for up to 3 months.

A total of **16,340 credit card members** opted for this installment payment and spent **>0.3 Million Baht**. Subsequently, KTC supported **>0.05 Million Baht** for special point redemption and special interest

## KTC U SHOP

The Company recognizes the challenges faced by small and medium-sized enterprises (SMEs), small-scale retailers, and community enterprises, especially those in remote areas, in efficiently accessing customers. These challenges include the need to procure physical space or storefronts for selling products or services. The Company believes that “KTC U SHOP” online platform, which has been in operation since 2016, plays a significant role in bridging the gap between customers and entrepreneurs by supporting Thai SMEs and community enterprises. It provides them with opportunities to expand distribution channels and reach more customers, thereby increasing income for small-scale entrepreneurs and communities. The platform also opens opportunities for entrepreneurs to sell high-quality products according to the Company’s criteria, particularly products derived from natural sources and organic products that cater to the health-conscious trend. Simultaneously, customers can access products and services that contribute positively to society. They can choose to shop or use KTC FOREVER points as cash substitutes at “KTC U SHOP,” with direct home delivery available through the website [www.ktc.co.th/ushop](http://www.ktc.co.th/ushop), Line@KTCUSHOP, and Facebook: KTC U SHOP.

There were a total of **24 participating shops** with over 550 items sold. Total sales were **>3 Million Baht**

### Shops Categorization

|   |   |
|---|---|
|  | Companies emphasizing health-oriented or organic products                           |
|   | <b>37.5%</b>  |
|  | Companies or organizations that assist in agriculture or environmental conservation |
|   | <b>8.0%</b>   |
|  | Small SMEs  |
|   | <b>42.0%</b>  |
|  | Foundation  |
|   | <b>12.5%</b>  |

## Debt Resolution Assistance

The Company is dedicated to easing debt burden by fostering responsible payment habits and supporting members in meeting their repayment obligations within designated timeframes. This proactive approach seeks to mitigate the risk of persistent debt accumulation and prevent its progression into bad debt. In 2024, KTC conducted debt relief measures for per examples outlined below.

### Debt-Clearing Campaign 2024

A key factor contributing to persistent debt or household debt is a lack of financial discipline. To help alleviate debt burdens, promote responsible repayment behavior, and support members in successfully settling their debts on time to prevent the accumulation of persistent debts or the escalation to bad debt in the future- the Company initiated the “Debt Clearing Campaign” for the 15<sup>th</sup> consecutive year. This initiative provides debt relief opportunities for KTC PROUD and KTC P BERM Car for Cash (Motorcycle) members that have commendable repayment histories and disciplined credit repayment behaviors. Eligible members can participate in the debt clearance campaign by registering once, with the opportunity to win prizes across 12 rounds throughout the year 2024. Registration can be completed via SMS or the Company’s website <https://www.ktc.co.th/en/promotion/cash-card/cash-card/cleardebt67>. A total of 600 prizes will be awarded, as detailed below.

- 1<sup>st</sup> prize: Voucher for discounted expenditure to facilitate debt settlement (Awarding 1 prize in each of the 12 rounds)
- 2<sup>nd</sup> prize: Voucher for discounted expenditure to facilitate debt reduction (Awarding 49 prize in each of the 12 rounds)

**Members who have successfully resolved their debts since  
the beginning of the project 6,114 persons  
with total debt amelioration of >50 Million Baht**

#### Remark

- Persistent debt (PD) refers to personal loan under supervision customers, excluding vehicle-secured loans with non-installment repayment terms, which are not considered non-performing loans (NPLs), and interest payments have exceeded the total principal amount over 3-5 year period. This typically occurs with customers whose monthly installment amounts are relatively low and have the flexibility to continuously access the remaining credit limit without a specified debt closure timeframe.

### **Provision of Assistance to Debtors in Accordance with the Sustainable Household Debt Resolution Guidelines of the Bank of Thailand**

To ensure that the assistance aligns with the responsible lending principles as stipulated by the Bank of Thailand Announcement No. SorKorChor 7/2566, with the objective of strengthening the role of service providers to responsibly manage customer debt throughout the credit lifecycle, effective as of 1<sup>st</sup> January 2024, various measures were implemented in accordance with the Bank of Thailand's announcements. These measures include restructuring debt in preventive ways. The Company has implemented various projects to provide long-term assistance to borrowers in line with the guidelines set by the Bank of Thailand for managing credit in a responsible manner.

### **Debt Mediation Campaign**

The Company is aware of the current household debt issues arising from various circumstances that have led to a reduction in people's incomes or job loss, yet they still have outstanding debts to repay. This situation may affect the effectiveness of debt repayment. For the tenth consecutive year, the Company has collaborated with the Department of Legal Execution to organize the "Debt Mediation Fair" projects. This initiative aims to mediate debt disputes with debtors, facilitating the resolution of outstanding debts based on their financial capabilities. The goal is to alleviate legal conflicts and ultimately lessen the debt burden for customers. This concerted effort seeks to mitigate both individual customer debt and contribute to long-term societal debt-related issues.

**Debtors that participated in the Debt Mediation Campaign**  
**7,125 persons**  
with total NPL reduction of  
**>900 Million Baht,**  
thus successful cases of **61%**

### **Measures Assisting Debtors Affected by the Flood**

Starting in August 2024, several areas in Thailand have been declared disaster zones due to flooding, affecting some debtors. In response, the Bank of Thailand has issued a letter "BOT.F.N.(01) Wor. 601/2024, Regarding Cooperation to Assist Debtors Affected by Natural Disasters dated August 30, 2024." This letter requested cooperation from financial institutions, specialized financial institutions, and non-financial credit businesses to assist affected individuals as necessary and appropriate. In line with this, KTC has implemented measures to assist debtors in good standing, those who have been defaulted on principal or interest payments for more than 30 days from the date of their request to participate in the program, who reside in areas declared as disaster zones.

## Solar Roof Installation Privilege

The adoption of solar roof in residential areas is experiencing a significant upward trend, driven by growing environmental awareness and advancements in renewable energy technology. Homeowners are increasingly embracing solar panel installations to reduce dependency on conventional energy sources, lower electricity bills, and contribute to a sustainable future. In this regard, KTC has collaborated with 28 business partners to empower credit card members to access and opt for such alternative energy option. This initiative to combat climate change led to financial opportunities that arose from increased environmentally conscious homeowners.



A total of **27** credit card members opted for this privilege and spent **>3** Million Baht. A total of **>0.02** Million Baht was supported by the Company to subsidize for the special installment rate

## Electric Vehicle Privilege

Electric vehicles (EV) are a key solution for reducing air pollution and combating climate change as it decreases the reliance on fossil fuels. In line with the government's drive for sustainable transportation, KTC continues to support the transition to a low-carbon society by offering credit card privileges to make EVs more accessible. This initiative results in financial opportunities from environmentally conscious customers that are interested in opting for a more sustainable commuting mode. Subsequently, it reduces greenhouse gas emissions, combats climate change, and promotes a sustainable future for both society and the environment. In addition, the Company also offers a special promotion for EV Charger installment of 0% up to 10 months with KTC Credit Card.

A total of **173** credit card members opted for the electric vehicle and Wallbox, EV charger privileges and spent **>14** Million Baht.

A total of **>0.2** Million Baht was supported by the Company to subsidize for the special interest rate



## Sustainable Tourism and Eco-Friendly Hotel Promotion (Green Hotel)

There has been a growing trend of heightened public concern towards climate change, environmental conservation, and the demand for environmental-friendly products. Recognizing this trend, KTC envisions an opportunity to cater to the needs of this customer segment, expand its market to new target groups, and capitalize on competitive advantages to foster business growth. Therefore, KTC collaborated with the Tourism Authority of Thailand (TAT) to promote sustainable tourism and supported over 900 eco-friendly hotels and resorts by offering credit card privileges for customers including



- 1) Up to 55% Discount: On room rates, food, and beverages at participating hotels and resorts without requiring points, and
- 2) Redeem Points for up to 13% Cash Back between 15 August 2024 to 31 May 2025.

Additionally, for every 1,000 Baht spent at participating hotels, customers can enter to win 1 of 10 room vouchers worth over 128,000 Baht (up to 10 entries per person per day). This joint campaign aimed to boost sustainability tourism spending, and raised awareness of Thailand's Sustainable Tourism Goals (STGs).

**WIN A FREE ROOM VOUCHER**  
TOTAL OF 10 PRIZES  
WORTH A TOTAL OF 128,802 BAHT

**GET 55% DISCOUNT**

**There was more than**  
**>647 Million Baht**  
**of credit card spending at**  
**eco-friendly hotels**

## Go Green with Electric Train Discounts

KTC encouraged credit card members to opt for public transportation to alleviate dust and congestion issues in intracity transportation. To support the public transition to utilizing electric vehicles, KTC partnered with the Bangkok Expressway and Metro (BEM) and the Mass Rapid Transit Authority of Thailand (MRTA), operators of mass transit railways of the blue and purple route lines, accordingly. Through this partnership, KTC offered 50 Baht e-Coupon discount for KTC credit card members upon topping up their blue and purple route lines train tickets with a value of 400 Baht or more and by redeeming 499 KTC FOREVER points throughout the year 2024.

**50 บาท**

เพียงใช้ 499 คะแนน KTC FOREVER

ผ่านแอป KTC Mobile

สำหรับเดินทางบัตร MRT สายสีฟ้าฟ้า หรือ MRT สายสีม่วง 400 บาทขึ้นไป ผ่านบัตรเดือน KTC

1 ม.ค. 67 - 31 ด.ค. 67

ไม่จำกัดจำนวน 1 ต่อ 1 บัตรเดือน

For additional information about the special privilege on flight ticket booking with Cathay Pacific (1 Ticket: 1 Tree), please refer to the "Climate Strategy" topic.



# SOCIAL DIMENSION

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## Human Rights

### Challenges and Opportunities

Human rights are fundamental universal ethics that all individuals and organizations must uphold. In today's business landscape, human rights considerations are no longer limited to labor issues or social justice but also extend to the impacts of the rapid technological advancements. In the digital era, where data becomes a critical asset, emerging technologies such as artificial intelligence (AI) and algorithms have the potential to enhance business efficiency. However, these technologies may also pose potential human rights risks such as privacy violations due to unauthorized data collection and usage, non-transparent user behavior tracking, and algorithmic bias, which could lead to unintentional discrimination. Such issues can undermine stakeholder trust, result in legal disputes, and negatively impact the organization's reputation in the long run. Recognizing these challenges, the Company is committed to promoting and protecting human rights across all its operations by adhering to Thai laws and international human rights standards. Moreover, the Company established human rights policies, guidelines, and measures to prevent human rights violations, thereby mitigating risks, minimizing potential reputational impacts, including legal disputes, and strengthening stakeholder confidence.

### Key Achievements

- Zero reported human rights violation case

The Company ensures effective human rights management through the following approach.



**Human Rights Policy**



**Human Rights Due Diligence**



**Human Rights Initiatives**



## Human Rights Policy

The Company is committed to upholding ethical conduct and respect for human rights throughout its business activities. Human rights policy is developed, as part of the Company's Code of Conduct, to serve as guidelines for employees, customers, suppliers and outsources, and other stakeholders throughout the value chain. Moreover, preventive measures were also developed to mitigate the risks of human rights violations. The Company respects human rights by applying the principles of relevant local laws and the UN Guiding Principles on Business and Human Rights (UNGPs) as part of the business operation. The Company is committed to preventing human rights issues, including child labor, forced labor, human trafficking, freedom of association, the right to collective bargaining, equitable compensation, harassment (both sexual and non-sexual harassment), and discrimination based on place of origin, skin color, sex, gender identity, race, nationality, religion, belief, political opinion, social status, ethnic background, sexual orientation, disability, or any other status unrelated to job performance. The Company considers personal data protection and occupational, health and safety in the workplace. Human rights-related guidelines and expectations are communicated to relevant stakeholders through policies and various guidelines. Furthermore, all employees are required to surpass annual training on the Code of Conduct, which includes human rights topics.

To ensure that human rights practices extend to all stakeholder groups, KTC has developed a Supplier Code of Conduct, requiring suppliers to integrate human rights principles throughout their operations. Additionally, human rights compliance is mandated for other stakeholder groups in accordance with legal requirements and contractual obligations between the parties.



## Human Rights Due Diligence

The Company conducts human rights due diligence to assess potential human rights risks and impacts associated with its own operations and throughout the value chain. The human rights due diligence process includes developing human rights policy, establishing standardized practices across the entire organization, identifying and assessing relevant human rights risks and issues, as well as ensuring appropriate measures for prevention, remediation, and mitigation of potential impacts to prevent recurring violations in the future, monitoring operational outcomes, and providing remedies for affected individuals. Additionally, the Company communicates details about human rights to its stakeholders through various channels.



## Human Rights Management Guidelines

The Company has the following guidelines related to human rights management.



## Fair Labor Practices

The Company is committed to treating all job applicants and employees with equality, fairness, and ensuring non-discrimination, non-exclusion, non-segregation and respect for diversity. This commitment extends to individuals regardless of education, nationality, ethnicity, skin color, religion, gender or gender identity, or physical disabilities, aligning with human rights principles, the Code of Conduct, and applicable labor laws.



To foster a workplace environment built on mutual respect, the Company strictly prohibits management, supervisors, managers, or inspectors from engaging in any form of sexual harassment, regardless of whether the victim is male, female, LGBTQIAN+, or a minor. This prohibition also applies to sexual harassment among employees, regardless of rank or level, as it constitutes a disciplinary offense related to misconduct. Violations of guidelines concerning human rights infringements will be subjected to disciplinary actions, which are determined based on the severity of the offense. Consequences include verbal warnings, written warnings, unpaid suspension, termination with severance pay, or termination without severance pay.

Furthermore, the Company integrates human rights principles as a framework for planning and managing human capital development programs to foster equitable career advancement for all employees, regardless of gender. Human rights issues are integrated as part of the Corporate Governance Policy and Code of Conduct learning materials and post-training test to raise awareness among employees and prevent discriminatory or unethical practices in the workplace that would violate human rights principles. Additionally, other support measures are in place, such as the HR Clinic, to provide a platform for feedback and suggestions, offer counseling to employees, and review welfare benefits, regulations and various policies to stay abreast of changes in labor-related laws.

The Company upholds equal treatment for all employees, including those of diverse gender identities (LGBTQIAN+). This commitment extends to ensuring the well-being of same-sex partners and unmarried spouses by providing benefits such as health insurance coverage, marriage assistance benefits, and financial support in the event of a family member's passing.

## **Fair Treatment of Customers**

The Company adheres to the market conduct framework to ensure fair customer service and upholds responsible lending principles, covering all processes from pre-sale, during-sale, and post-sale services to assisting customers facing debt repayment difficulties. This approach ensures that customers receive complete and accurate financial product and service information, with fair and non-discriminatory sales and service practices. Additionally, the Company actively listens to customer concerns, resolves service-related issues, and continuously improves its products and services. Furthermore, it promotes transparency by providing clear terms, conditions, and essential warnings to encourage responsible financial behavior and support customers in managing their debt effectively. These measures are designed to enhance customer confidence, security, and convenience while ensuring equitable access to financial services.

For additional information, please refer to <https://www.ktc.co.th/en/sustainability-operations/economic-dimension/corporate-governance> under the Code of Conduct.

## **Supplier Human Rights Management**

The Company emphasizes transparency in supplier selection, adhering to the Business Partners Policy and procurement regulations. Suppliers are required to conduct self-assessments, and the Company also performs onsite audits or information requests to ensure that suppliers comply with the Supplier Code of Conduct, which encompasses guidelines on human rights, the environment, and occupational health and safety.

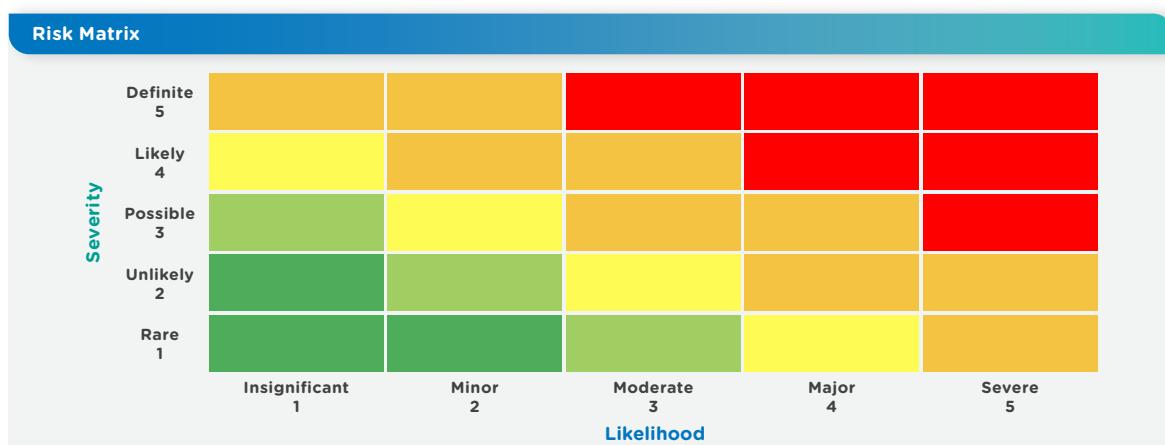
Furthermore, the Company upholds fair treatment of suppliers per contractual agreements, respects their human rights as mandated by law, and actively fosters supplier development by providing training opportunities and facilitating knowledge sharing to enhance their competencies and operational efficiency.

For additional information, please refer to the “Supply Chain Management” topic.

## Human Rights Risk Assessment

Human rights issues are identified by peer benchmarking against companies in the consumer finance sector and through periodic review of global human rights related trends. The risks are then assessed through the criteria, including the severity and likelihood of the risk occurrence on the rights holders including own employees, customers, suppliers or outsources, local communities, and vulnerable groups such as women, children, indigenous people, migrant workers, and persons with disabilities, etc. The Company performs a systematic review of the risk mapping of potential issues on an annual basis. The risk assessment criteria are as follows.

- Severity of the impact, including
  - Level of impact
  - Number of affected individuals
  - Ability of remedy the impact
- Likelihood



**In 2024, KTC performed human rights risk assessment covering own operations and throughout the value chain of businesses that the Company has management control over comprising of credit card, personal loan, and auto title loan products and services.**

| Human Rights Issues Assessed                                | Rights Holder Affected                |   |   |  |
|---|---------------------------------------|---|---|--|
| Privacy and Data Protection                                 | <span style="color: yellow;">●</span> | <span style="color: blue;">●</span>     | <span style="color: darkblue;">●</span> |  |
| Market Conduct  | <span style="color: yellow;">●</span> |   |   |  |
| Unethical Debt Collection Methods                           | <span style="color: yellow;">●</span> |   |   |  |
| Financial Exclusion or Discrimination in Services           | <span style="color: yellow;">●</span> |   |   |  |
| Health and Safety   | <span style="color: green;">●</span>  | <span style="color: blue;">●</span>     | <span style="color: darkblue;">●</span> |  |
| Working Conditions  | <span style="color: blue;">●</span>   | <span style="color: darkblue;">●</span> |   |  |
| Discrimination and Harassment                               | <span style="color: blue;">●</span>   | <span style="color: darkblue;">●</span> |   |  |
| Freedom of Association, Assembly, and Collective Bargaining | <span style="color: blue;">●</span>   | <span style="color: darkblue;">●</span> |   |  |
| Forced Labor  | <span style="color: blue;">●</span>   | <span style="color: darkblue;">●</span> |   |  |

The Company assessed the risk impacts of the aforementioned human rights issues, analyzed mitigation actions, and assessed the residual risks. In 2024, the assessment outcome portrayed two salient human rights issues related to customers. The risk assessment results are used to enhance human rights practices, ensuring more effective management both within the organization and throughout the entire value chain.



## Data Privacy



**Potential Human Rights Risks:** As a financial service provider, the Company faces risks related to the security of information, data, and customer confidentiality. Therefore, data breaches resulting from cyberattacks, inadequate IT security measures, and the unauthorized commercial use of confidential customer information for corporate benefits could potentially lead to human rights violations.



**Impacted Rightholder:** Retail customers, women, LGBTQIAN+ individuals, etc.



**Mitigation Measures:** The Company complies with ISO/IEC 27001:2013 Information Security Management Systems and ISO/IEC 27701:2019 Privacy Information Management System standards. Operating procedures and infrastructures were also implemented to protect customers' data, including the Information Security Policy and Personal Data Protection Policy which is integrated as part of the enterprise risk management. A dedicated reporting channel is also in place for personal data breach incidents. Furthermore, the Company has established the Information Security Committee, a subcommittee responsible for overseeing and managing information system security, cybersecurity, and data protection.

For additional information, please refer to the "Digital Innovation" topic.



## Mis-selling



**Potential Human Rights Risks:** Providing incomplete or inaccurate information regarding products or services, such as interest rates or fees. Additionally, offering unsolicited product or service add-ons without the customer's consent may lead to excessive debt accumulation or the misuse of customer data beyond the intended purpose of product enrollment.



**Impacted Rightholder:** Customers, including those who inquire about products, individuals who are solicited or receive product information, as well as women and LGBTQIAN+ individuals.



**Mitigation Measures:** The Company values providing complete and accurate product information and ensuring proper resolution of any complaints arising from product sales. This is overseen by the Market Conduct Committee, which reports its findings to the Audit, Environmental, Social Responsibilities, and Corporate Governance Committee and the Board of Directors in a structured manner.

Additionally, the Company conducts regular training programs for employees and sales agents to ensure that all disclosures and product information provided to customers or interested parties are accurate and comprehensive across all sales channels. Furthermore, the Company implements random service reviews and regular inspection of advertising materials.

For additional information, please refer to the "Brand and Customer Trust" topic.

## Track and Communicate Performance

The Company offers dedicated channels for stakeholders to report potential human rights violations, with established investigation procedures, disciplinary actions enforcement, prevention, mitigation, and remediation measures as outlined in the Code of Conduct and relevant human resources regulations. Moreover, the Company is committed to regularly communicating and engaging with stakeholders on human rights issues.

For additional information about whistleblowing and the grievance mechanism related to human rights violations, please refer to the “Anti-Corruption and Bribery” topic.

## Prevention, Mitigation and Remediation

KTC is dedicated to conducting human rights risk assessments within an appropriate timeframe in coherent with implementing preventive and mitigation measures and constantly monitoring and reporting. In the event of human rights violations, the Company is committed to enforcing mitigative and remediation actions as appropriate. Furthermore, the Company regularly reviews human rights guidelines to ensure effective human rights management throughout the value chain.

No  
human rights  
violation case  
in 2024

## Human Rights Initiatives



**KTC and Credit Card Members Participate in Acts of Kindness and Contribute Over 29 Million Baht to The World Vision Foundation**



KTC serves as a representative in contributing funds to the Child Sponsorship Program under World Vision Foundation of Thailand to help improve the quality of life for underprivileged children, families, and communities facing poverty. This initiative also aims to empower families and communities to achieve sustainable self-reliance. KTC credit card members can participate by donating through their KTC FOREVER reward points and KTC credit cards. The World Vision Foundation of Thailand is a public charitable organization dedicated to developing and advocating for social justice. Its mission is to assist children by collaborating with families and communities to address the issues of poverty and injustice that impact children's lives and the most vulnerable communities. The foundation operates without discrimination based on gender, race, language, or religion. With a vision to improve the quality of life for 3 million children in vulnerable situations by 2025, the World Vision Foundation of Thailand operates in 36 provinces across every region of Thailand and currently supports 38,479 children.



**KTC donated  
29,402,285 Baht  
to the Child Sponsorship Program  
under World Vision Foundation  
of Thailand in 2024.**



## 'Art from the Heart' Volunteer Event to Brighten Local Elderly Home



KTC is committed to fostering employee development and enhancing societal well-being, focusing on both physical and mental health. Recognizing Thailand's shift into an aging society, KTC hosted the "Art from the Heart" event at the Sudthavas Foundation for Homeless Elderly Women in Nakhon Nayok Province. During this Mother's Day month celebration, 20 KTC volunteers brought joy and companionship to over 60 elderly women through engaging and relaxing activities. The activities aimed to promote emotional well-being, exercise, and alleviate loneliness, featuring painting, a mini acoustic concert, refreshments, and donations of essential goods.



## Financial Inclusion and Literacy

### Challenges and Opportunities

Financial inclusion and literacy are critical drivers of sustainable growth, particularly in Thailand's evolving financial landscape. As a consumer finance business dedicated to providing accessible financial products and services, KTC recognizes the dual significance of this issue. On one hand, insufficient financial literacy poses risks such as over-indebtedness, default rates, and customer dissatisfaction, which can impact business stability and reputation. On the other hand, promoting financial inclusion and literacy presents opportunities to deepen customer trust, expand company market reach, and foster long-term financial well-being for Thai individuals and society. By managing financial inclusion and literacy proactively, the Company aims to foster customers to make informed financial decisions while driving business growth and resilience in the competitive marketplace.

### Key Achievement

- Financial literacy campaigns reached 217 underserved individuals

The Company ensures financial inclusion through the following approach



## Financial Inclusion Commitment

KTC is committed to fostering financial inclusion and empowering customers through accessible, responsible, and customer-centric financial services. This commitment is reflected in a range of initiatives designed to enhance financial accessibility, promote informed decision-making, and support the well-being of all customer segments, including underserved groups. By developing diverse product channels, providing financial education, and ensuring tailored solutions based on customer needs, the Company aims to drive sustainable growth and improve financial resilience. These efforts are further strengthened through robust internal processes, employee training, and dedicated customer support systems to ensure trust, transparency, and long-term value for both customers and the society.



- Establish a sub-committee responsible for overseeing the development of channels for accessing financial services
- Develop financial products and services for underserved customers based on market research and customer feedback
- Develop diverse channels to provide financial products and services that meet the needs and preferences of target customers through collaboration with a range of business partners
- Establish processes to assess the debt repayment capabilities of product applicants
- Offer non-financial support and promote the well-being of customers and underserved groups
- Conduct trainings for employees on products and services to enhance capabilities to provide accurate and comprehensive information to customers that enables them to make informed decisions, as well as sales etiquette to prevent disrespectful treatment of customers
- Establish channels and processes for receiving complaints and suggestions from customers that use the Company's financial products and services. This feedback is utilized to improve and develop products as well as enhance service quality



## Inclusive Access to Products and Services

The Company provides multiple access channels for its products, services, and information, ensuring that customers can conveniently and quickly obtain accurate and equitable information. This enables customers to make informed decisions while reducing barriers to understanding financial products and services. These channels are available nationwide as follows.



### Physical Method

Customers interested in financial products and services can physically visit or contact the Company through the following channels:



**KTC TOUCH:**  
**11 service points**  
nationwide



**Krungthai Bank:**  
**923 branches**  
across Thailand



**Sales agents for products and services applications**



### Online Method

Customers can search for information or submit applications through various digital platforms and alternative branchless distribution channels, ensuring seamless access anytime.



- **Company Website:** [www.ktc.co.th](http://www.ktc.co.th)
- **KTC Mobile**
- **Krungthai Bank Website:** [www.krungthai.com/th/personal](http://www.krungthai.com/th/personal)
- **Krungthai NEXT:** An online banking service for applications and inquiries
- **Business Partners' Websites:** Platforms for product comparison and financial service introductions (e.g., [www.rabbitcare.com](http://www.rabbitcare.com), [www.refinn.com](http://www.refinn.com))
- **Social Media:** Direct updates and engagement with customers
- **MAAI by KTC:** Complete CRM solution and digital loyalty platform



The Company also encourages the use of innovative mobile and online platforms for transactions and interactions to further enhance customer convenience. Moreover, such platforms were designed to support retail merchants, vulnerable groups, and socially disadvantaged individuals. Additionally, services are designed to accommodate person with disabilities or those facing commuting inconveniences due to various circumstances. The Company also offers members the flexibility to choose their payment dates, reducing the risk of missed payments.



**KTC Mobile**



**Krungthai NEXT**



**KTC Online**

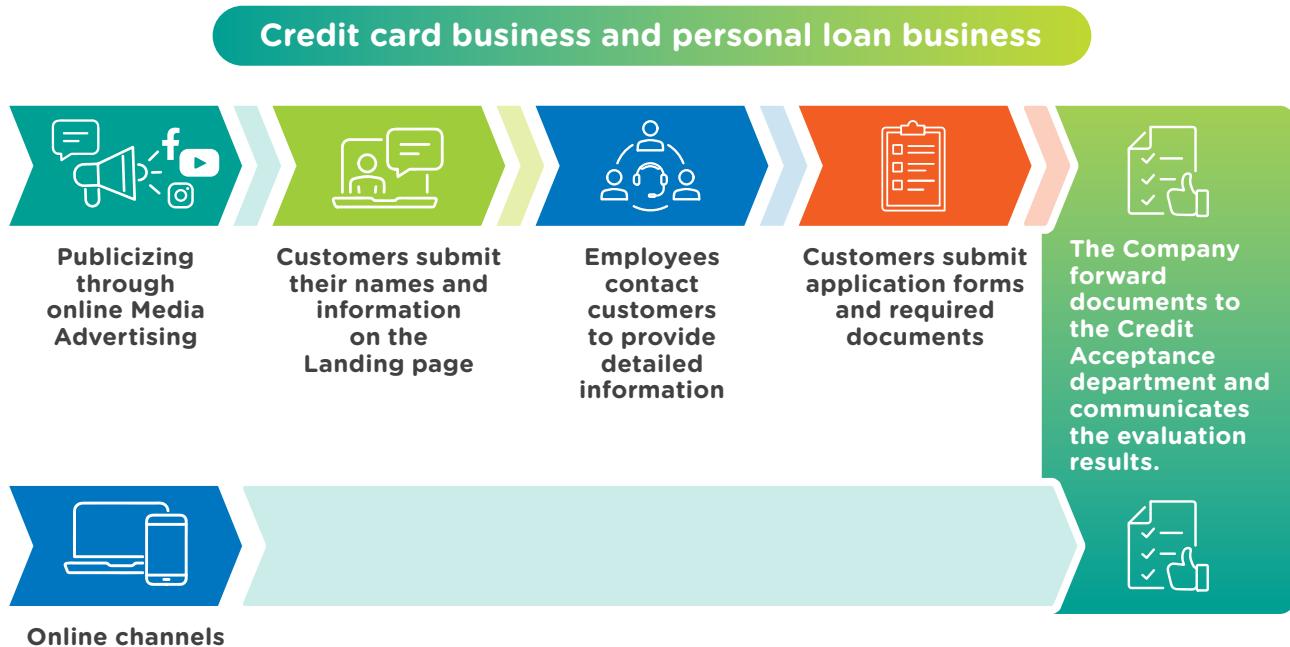


**Paotang**



**MAAI BY KTC**

## Application and Approval Process



For providing transaction service via online channels, the Company places importance on complying with regulations or standards, electronic transactions, and digital identification. These include reading data from national ID cards using the Dip Chip system and verifying ID card status electronically through the government's Online DOPA system when delivering financial services. Furthermore, the Company has developed a seamless online product application process, integrating electronic customer identification (e-KYC), electronic signatures for contracts and consent (e-Contract and e-Consent) for service applications via online channels. These measures aim to minimize paper usage, prevent document forgery and electronic transaction fraud, and enhance both the convenience and efficiency of services. Through these efforts, the Company seeks to contribute to the long-term advancement and efficiency of electronic financial transactions nationwide.



## Financial Inclusion Products and Services

### KTC P BERM Car for Cash

KTC offers the KTC P BERM Car for Cash, a loan service that uses vehicle registration as collateral to enhance financial accessibility for individuals with limited income. This service addresses challenges faced individuals who may struggle to secure funding through traditional channels. To ensure equal access to financial products, KTC P BERM Car for Cash provides this microfinance service for a diverse range of professions, for instance the following.



**Freelancers**



**Small Business Owners**



**MERCHANTS**



**Low-income individuals**

Loan approval is based on the customer's repayment capacity and ownership of eligible vehicles, such as cars, motorcycles, and big bikes. The service aims to provide quick, legitimate financial support for urgent needs in compliance with the Bank of Thailand's regulations. Customers retain full ownership of their vehicles while benefiting from a credit limit of up to 1 million Baht, loan approval within one hour, and immediate cash disbursement. KTC analyzed the targeted customers' behaviors to enhance accessibility where results portrayed that targeted individuals spend majority of time working for income to pay off expenses and engage in online activities. As a result, the Company utilized online platforms and social media to effectively reach and engage with these targeted customers.



**In 2024, the number of new customers were  
10,501 persons**



**Total approved loan  
2,437 Million Baht**

In 2024, the Company enhanced its efforts to promote the KTC P Berm Car for Cash loan by launching 15 One-Stop Service points across Bangkok and surrounding areas. This initiative aims to increase product awareness and expand customer access to KTC P Berm Car for Cash. Additionally, these service points serve to engage with local communities, providing direct product consultation and financial guidance, which is a key component of the Company's marketing strategy. This approach focuses on enhancing product awareness and improving service accessibility for the target audience.



## Special Card Acceptance Fees for Small and Medium Business (SMB) and Small Merchants

The Company continued to support SMB and small merchants by offering the QR Code (KTC QR PAY) service on Visa and Mastercard networks. KTC provides a reduced merchant discount rate for SMB and small merchants without VAT registration, with annual credit card sales not exceeding 2,400,000 Baht for Visa and 900,000 Baht for Mastercard. This initiative not only reduces transaction fees but also promotes financial inclusion of SMB and small merchants and creates opportunities for them to reach new customer segments through secure and modern payment systems, thus boosting sales beyond their existing customer base.

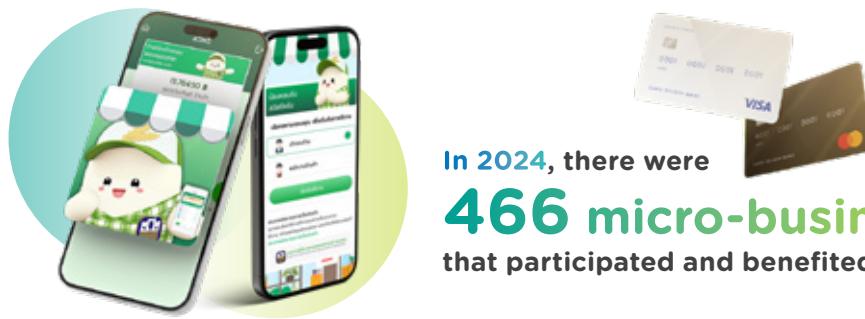




**In 2024, there were 5,019 SMB and small merchants that benefited from this initiative.**

## QR Credit Card Payment for Nong Hom Jang Initiative

The Company has joined forces with the Bank for Agriculture and Agricultural Cooperatives (BAAC) to offer the QR Credit Card Payment system to micro-businesses using the Nong Hom Jang Shop application. This application helps agricultural micro-businesses and small-scale retailers to receive payments for goods and services in a secure and convenient way. Targeting non-VAT-registered businesses, this service aims to simplify transactions, improve revenue efficiency, and support BAAC's Nong Hom Jang Shop in expanding its customer base. By facilitating smoother sales and reaching more Thai credit cardholders, the initiative promotes financial inclusion and strengthens community-based entrepreneurship.



**In 2024, there were 466 micro-businesses that participated and benefited from this service.**

## Non-Financial Support Programs

KTC is deeply committed to promoting financial literacy as a cornerstone of empowerment for underserved groups. Recognizing that financial knowledge and technical assistance are essential for fostering independence and resilience, the Company actively works to bridge the knowledge gap in communities that face limited access to resources and education. By providing tailored financial literacy programs, KTC aims to equip individuals with the skills and confidence to manage their finances effectively, make informed decisions, and build sustainable economic stability.

## KTC Financial Mentor Programs

As a consumer finance service provider, KTC is dedicated to utilizing its expertise to educate both its employees and the wider community. The goal is to empower individuals to plan their expenses, manage debt effectively, develop savings strategies, adopt healthy financial mindsets, adjust spending habits, and build savings to achieve their life aspirations.



### Discover Your Financial Future

The Company hosted a 2-hour seminar for employees to strengthen financial discipline and ensure steady cash flow. The training objectives include the following.

- **Effective tax planning**
- **Understand different types of taxes, principles of tax calculation, and how to file taxes correctly**
- **Develop financial discipline to maintain a steady cash flow all the way to retirement. This includes managing expenses efficiently, saving consistently, and ensuring sufficient funds for your needs**

There were  
**50**  
**participants**  
 in attendance.

## KTC COOP Credit Card Usage Planning

Through KTC COOP Program, the Company organized a training course to train intern students on effective credit card usage, including an introduction about KTC's products and services. The objective of this training course is to train participants to foster effective financial discipline and knowledge such as interest calculations. By fostering financial discipline early on, this program empowers our interns to make informed financial decisions that will benefit them in the long run.



**27 intern** students under KTC COOP participated in the training.

The training received a satisfaction assessment score of 9.8

## KTC FIT TALK #11 'Don't Wait Until Retirement' Seminar

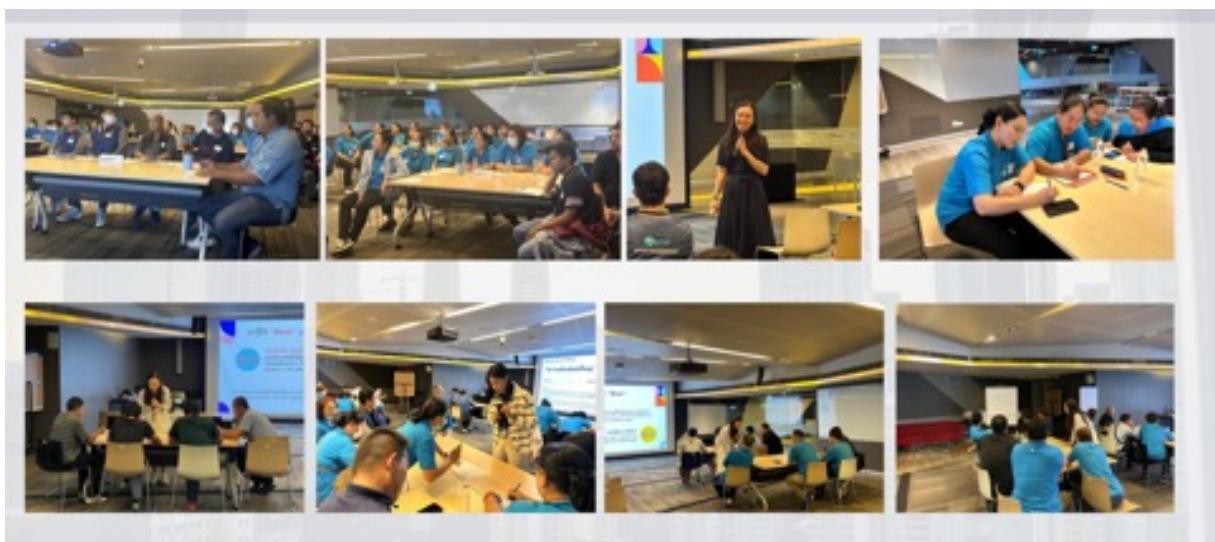
At KTC FIT TALK #11 seminar 'Don't Wait Until Retirement' which was conducted in collaboration with leading wellness and insurance partners, VitalLife Scientific Wellness Center at Bumrungrad International Hospital and Krungthai-AXA Life Insurance. The seminar offered insights into using financial products and wellness practices to craft a fulfilling retirement. KTC highlighted insurance options and the significance of prioritizing health and beauty spending, reflecting a broader trend towards comprehensive well-being. This approach not only aims at financial security but also enriches lives with joy and vitality as one ages.



There were **205 participants** including journalists, KTC staffs, and the general public.

## Financial Discipline Training for Outsourced Drivers and Building Housekeepers

In 2024, KTC organized training targeted for outsourced drivers and building housekeepers. The objective of this training is to provide them with practical knowledge on budgeting, saving, and responsible spending to improve their financial stability. The training covered essential topics such as managing expenses, setting financial goals and the importance of emergency savings. Through real-life examples and interactive discussions, participants gained valuable insights into making informed financial decisions. By equipping them with these skills, the Company hopes to empower them to achieve greater financial security and independence in their personal and professional lives.



There were **118 outsourced drivers and building housekeepers** that participated in this training.

## Technical Assistance Training Programs

KTC is dedicated to fostering inclusivity and empowerment by organizing specialized training sessions designed to provide technical assistance. These programs focus on equipping participants with practical techniques and skills to enhance their job application processes, increase their employability and open doors to meaningful career opportunities. By supporting their journey toward professional independence, KTC aims to improve the overall well-being of disabled individuals, helping them achieve greater financial stability and access to essential financial products and services.

### Unlock Career Opportunity and Financial Capability of Individuals with Disability

In partnership with the Social Innovation Foundation (SIF), KTC supported individuals with disabilities in preparing for the Inclusion Job Fair 2024, hosted by the United Nations Development Programmes and SIF. The workshop provided practical guidance on essential skills, from creating impactful resume to participating in mock interviews.

**89** participated individuals were equipped with the required skills and the confidence needed to pursue employment opportunities, where the workshop was divided into two courses as follows.

- **23** individuals focused on resume building
- **66** individuals focused on interview techniques



## KTC Sparks Career Opportunities for Students

KTC conducted a comprehensive knowledge-sharing session at universities to pass on invaluable knowledge and skills to support students nearing graduation. The Company took into account agendas that would most benefit the students through discussion with the Universities, thus, organized sessions covering essential topics ranging from crafting compelling cover letters (CVs) to succeeding in interviews and understanding the dynamics of today's job market for a smooth transition into professional life.



The Company conducted such training sessions for **144** students at Universities, including **Rangsit University** with **21** participated students, **Mae Fah Luang University** with **42** students and **Bangkok University** with **81** students.

## Human Resource Management and Development

### Challenges and Opportunities

The Company recognizes that employees are the foundation of its success and a key driving force in propelling organizational growth. KTC prioritizes the development of employees' skills, knowledge, and expertise to ensure that its workforce remains adaptable to evolving circumstances, technological advancements, and shifting market demands. If employees' skills and knowledge are not kept up to date, it could result in the Company losing potential business opportunities and competitiveness. As a result, the Company continues to empower employees with the necessary capabilities not only to boost individual self-esteem and job satisfaction, but also to improve morale and drive collective success across the organization. Additionally, the Company also places a strong emphasis on respecting diversity and ensuring the well-being of all employees in line with the fundamental human rights principles. Neglecting employees' rights or failing to adequately address their welfare needs can lead to potential decreased job satisfaction, productivity and increased employee turnover rates. Therefore, KTC is committed to fostering an inclusive workplace where individuals from diverse backgrounds are valued and respected.

### Key Achievements

- Employee engagement level is equal to 75%
- Average employee training and development is 81.12 hours per FTE/year
- 76.47% female ratio in top management positions

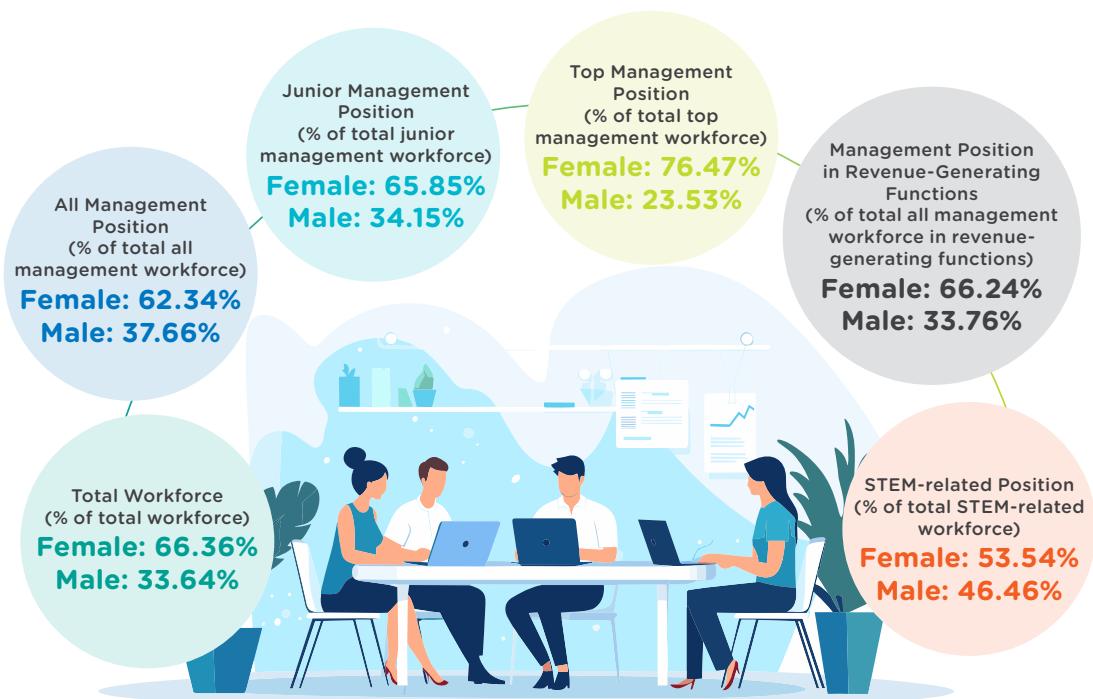
The Company conducts effective human resource management as follows.





## Promotion of Diversity, Inclusion, and Equality

KTC treats all employees fairly, respects human rights, and forbids discrimination and harassment based on sex, gender identity, race, religion, nationality, age, disability, or minority status. In addition to strict adherence to labor laws and regulations, the Company applies the human rights principles as outlined in the Code of Conduct. Referring to the Code of Conduct, the Company is committed to respecting human rights per respective guidelines in relation to the provision of equal pay, supports the right to freedom of association, and the right to collective bargaining. The Code of Conduct, available in both Thai and English, is communicated and enforced to all employees. Discrimination and harassment behaviors that are noncompliant with the Code of Conduct shall be reported through the designated whistleblowing channel, equipped with a robust investigation process, grievance mechanism, and disciplinary actions. This is to ensure that employees are treated fairly, have equal opportunities for professional growth, and reinforce stakeholder confidence that the Company conducts business responsibly.



Additionally, KTC intends to employ under-privileged groups such as individuals with disabilities in accordance with the Empowerment of Persons with Disabilities Act B.E. 2550 (2007) to promote and enhance their quality of life. The regulation aims to protect individuals with disabilities from unfair discrimination in employment due to physical and health-related reasons, thus requires the government entities, employers, or business owners to hire disabled workers under Section 33, contribute to the Empowerment of Persons with Disabilities Fund under Section 34, or choose to provide and subcontract work under Section 35.

In 2024, the Company employed people with disabilities to work offsite at their domiciles. This employment gave the disabled people who live far away the chance to pursue a full-time career that will enable them to become self-reliant.



The Company **employed 18 individuals with disabilities** offsite in compliance with Section 35 of the Empowerment of Persons with Disabilities Act B.E. 2550 (2007)

## Freedom of Association

KTC established a Welfare Committee in the Workplace that serves as a mechanism that provides employees with collective bargaining authority about benefits and work practices. The Committee engages in discussions with the employer on matters related to employee welfare, upholding the following responsibilities.

- 
  - Act as representatives for employees in evaluating welfare benefits and workplace conditions that may impact all employees, ensuring that they receive fair rights and benefits. Additionally, this role helps boost morale and foster employee engagement within the organization
- 
  - Oversee, control and ensure the provision of welfare benefits provided by the employer to employees
- 
  - Provide advice and suggestions to the employer on welfare arrangements for employees
- 
  - Offer opinions and guidelines on welfare arrangements beneficial to employees and the Labor Welfare Committee

The Welfare Committee in the Workplace members are selected from volunteer candidates, in which there are a total of 14 members. Subsequently, 100% of the employees are covered under the Welfare Committee in the Workplace to bargain fair labor and welfare aspects with the Company.

## Talent Attraction and Retention

Talent attraction and retention are fundamental to the Company's sustained success. The process of recruiting, training, and allowing employees' adjustments to corporate culture requires substantial investment of both time and resources. Therefore, the Company highlights the importance of having a strategic approach to talent management to foster long-term tenure and career growth of employees at the organization.

KTC aims to cultivate a culture of trust within the organization, driven by corporate core values that are embodied in all employees' DNA.

## Trusted Organization



## Core Values



## Performance Appraisal

The Company has implemented policies aimed at fostering the professional growth of potential employees. This includes offering opportunities for job transfers based on individual aptitudes and interests. A systematic and ongoing performance management system has been established to propel employees towards achieving the Company's set goals. The Company strategically defines performance indicators, goals, and evaluation criteria, outlining them at the beginning of the year to align with the organizational strategies and plans. Performance is evaluated by Key Performance Indicator (KPIs), which align with the balanced scorecard in areas such as finance, customers, and internal processes. This KPI serves as a tool for setting work targets through agreements between supervisors and operators, emphasizing engagement to enhance employee performance. Cooperation within the organization is prioritized to ensure everyone works towards shared objectives and elevates performance standards. Management and employees at all levels must meet Group KPIs that include adherence to market conduct criteria, information security and personal data standards, which are assessed alongside individual KPIs. These criteria underscore the commitment to sustainable business practices encompassing economic, social, and environmental dimensions.

Furthermore, the Company employs a 360-degree evaluation model, which integrates indicators from core values and core competencies along with KPIs. Employee evaluation results are ranked across groups using the Bell Curve Model. Performance evaluation outcomes play a crucial role in determining remuneration considerations, including salary increments, incentives, and promotions. Regular follow-ups on the implementation of the established performance plan are conducted to maintain continuous efficiency and motivate high-performing employees.

**100% of employees** underwent performance appraisal in 2024

## Succession Planning

The Company emphasizes the critical importance of personnel development and robust succession planning for key organizational roles to ensure business continuity and long-term operational efficiency. The Company has prepared for two main aspects including, identifying individuals to replace or assume top management roles (Key Position) and crucial positions that impact the organization's business operations (Critical Position). This preparation aims to ensure readiness for transitions, mitigate the risks associated with the loss of key personnel, and support the development of employees' potential, ensuring they are equipped for important roles in the future. The top management will select candidate successors based on criteria that evaluate the employees' potential and readiness, past performances, leadership, and adaptability. An Individual Development Plan is subsequently crafted for each selected successor, tailored to enhance the competencies required for their targeted roles. This Individual Development Plan consists of on-the-job training, special assignments, and coaching & feedback.

## Employee Remuneration

The Company remains committed to its remuneration management policy, emphasizing fair and impartial compensation for employees. This approach considers factors such as experience, competency, equity, and non-discrimination, ensuring alignment with performance benchmarks and market competitiveness. Oversight of this policy, along with regular reviews of employee compensation and benefits, is managed by the Human Resources business unit. Employee benefits encompass the Workmen's Compensation Fund, the Social Security Fund, and the post-employment-benefits, which are all in compliance with the Labor Protection Act. Additionally, the Company conducts an annual industry survey on remuneration and benefits through collaboration with a respected human resource consulting firm. The findings from this survey guide updates to the Company's compensation structure, ensuring relevance and competitiveness in the market.

KTC offers flexible provident fund arrangements where employees can select their preferred rates and the Company will contribute corresponding amount in accordance with related policies. The amount that the Company contributes to provident fund will increase following the employee's tenure. Provision of provident funding for employees allows financial security and ensures savings for retirement plans.

## Employee Support Programs

Beyond enhancing skills and competencies, KTC is dedicated to ensuring employees' well-being and fostering a positive work environment. The Company has implemented numerous programs offering comprehensive benefits, including the following.

### Work Conditions

- o The Company offers flexible working hours, allowing employees to choose clock-in and leave times within specific time frames. This improves commuting convenience and helps alleviate traffic congestion issues during rush hours.
- o The Company has designed and allocated relaxation areas and common spaces, allowing employees to freely adjust their work environment without being confined to a fixed desk. Additionally, in case of emergencies, the Company has established work-from-home arrangements along with data security measures for remote work, ensuring that operations remain efficient and comply with security standards.

### Family Benefits

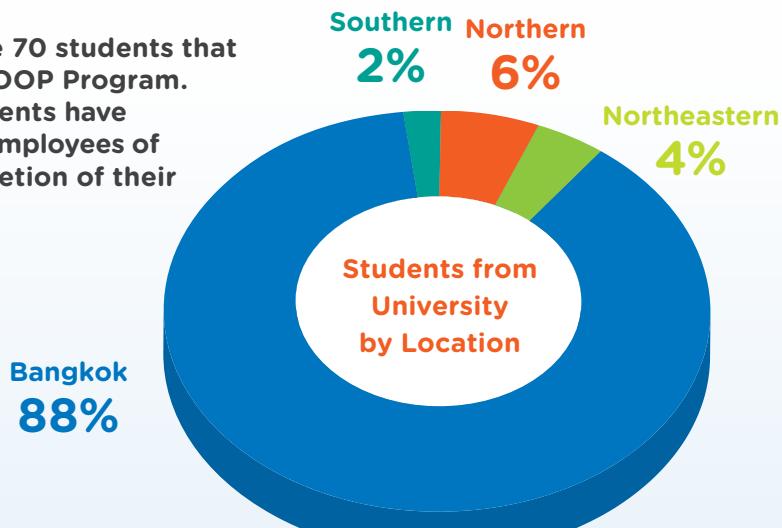
- o Expectant mothers are entitled to a maximum of 98 days of maternity leave, including time off for prenatal checkups. Employees earn full salary for up to 60 days, including public holidays, which exceeds the 45-day requirement under Thai labor law.
- o Pregnant employees who are medically unfit for their current duties may request a temporary job transfer before or after childbirth. The Company will consider and assign a suitable alternative role as deemed appropriate.
- o Provision of a nursing room for breastfeeding.
- o Employees who give birth receive a newborn allowance of 2,000 Baht per child, up to a maximum of five children.
- o The Company provides medical benefits for employees, which also extend to their families on a voluntary basis. The Company covers 50% of the health insurance premium for the families of full-time employees. Additionally, employees and their families can receive vaccinations at a special discounted rate.

## Learning Opportunities Through Internships

The Company recognizes the importance of youth as a vital force in driving the country and society's future development. As such, KTC has continuously supported and enhanced students' potential for over 20 years through the KTC COOP Program, an extension of the KTC LEARN&EARN Program. This initiative provides opportunities for student cooperative education programs from various universities to intern at KTC, and gain insights into work processes and essential skills that can be applied in their professional careers. Employees are assigned as mentors with responsibilities for providing guidance, sharing expertise, and closely monitoring interns' progress throughout the internship, which spans over one academic semester. Additionally, interns have the opportunity to participate in various KTC learning programs, including knowledge-sharing sessions on credit card business, personal loans, and auto loans, self-development courses such as Growth Mindset and financial literacy, and etc. This program plays a crucial role in equipping students with the skills needed to become high-quality professionals in the labor workforce, ultimately contributing to national development. Furthermore, it serves as an effective mechanism for attracting and recruiting high-potential talent into the organization.

To date, a total of **3,942 students** have participated in the KTC COOP and KTC LEARN&EARN programs, with **322 students** transitioning into permanent employees upon completion of their internships.

In **2024**, there were 70 students that participated in the KTC COOP Program. As of now, 3 of these students have been hired as permanent employees of the Company upon completion of their internships.



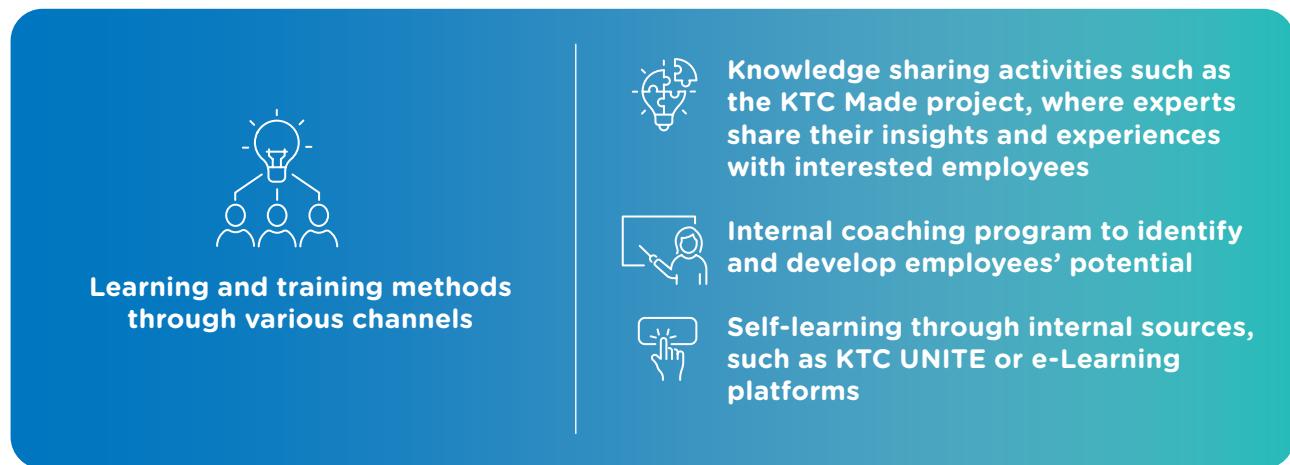
KTC COOP By Thai Nationality: 100%

Additionally, KTC has established the Management Trainee (MT) Program, a leadership development initiative designed to cultivate the next generation of top managements. This program features a structured curriculum that enhances skills and hands-on experience through practical learning and executive coaching from the top management, equipping participants for future leadership roles within the organization.

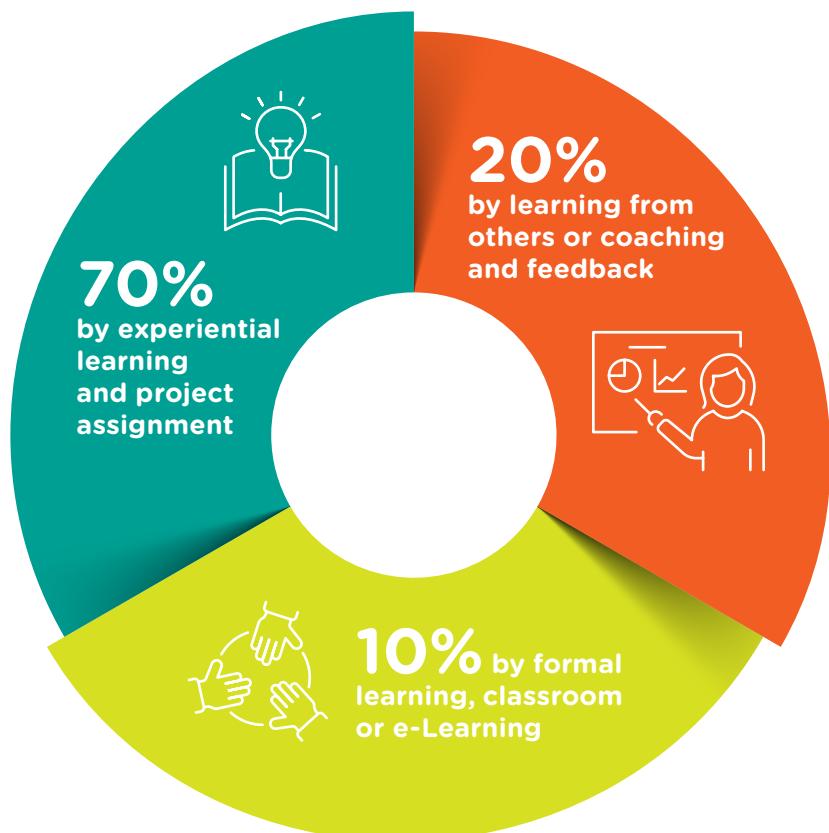


## Human Capital Development

The Company continuously develops all employees' skills and knowledge to align with their job responsibilities and business directions. An annual Learning & Development Master Plan is established, which focuses on upskilling, reskilling, and building capabilities, promoting a strong learning culture across the organization.



Additionally, the Company offers the KTC e-Library, a free online library, along with a book borrowing service featuring recommended and management-selected titles to support continuous self-development. KTC encourages employees to engage in diverse and personalized learning experiences based on their preferences by adopting a blended learning 70:20:10 approach, categorized as follows.



In 2024, the Company offered various training programs such as the following.

## Six Sigma Green Belt

### Description

Six Sigma is an effective organizational approach to enhancing the capabilities of business processes. It has been widely used internationally across various industries because it provides tangible results. The Six Sigma approach involves a well-defined set of steps, starting with identifying problems or losses in existing processes, followed by creating a plan for improvement while considering customer needs.

Following the success of the Six Sigma Green Belt training for 10 employees in 2023, the Company continued organizing this course for the second batch of 8 employees from various departments in 2024. During this 35-hour training course, employees were required to develop and present quality improvement projects that align with the organization and their respective department's strategies. Upon successful completion of this course, all participated employees received a Green Belt certification. The training received a satisfaction assessment score of 9.8 out of 10.

### Training Benefit

1. Enhanced operational efficiency, the training aimed to equip employees with a clear understanding of Six Sigma principles and systematic thinking, enabling them to optimize work processes effectively. By applying various techniques and methodologies, employees could reduce defects in work process and service delivery, resulting in an estimated cost savings of approximately 3.7 million Baht for the Company.
2. To improve quality, the training ensured that employees understand Six Sigma strategies and implementation steps, which can be applied to planning and enhancing the quality of products and services. This improvement is projected to generate an additional revenue of approximately 3.2 million Baht per year for the Company.



## Power BI

### Description

KTC organized a comprehensive training course on Power BI, facilitated by the Operations Control and Merchant Operation business unit. This course focused on leveraging Power BI's capabilities to create visually compelling dashboards and rapid data analysis. Participants gained a thorough understanding of Power BI, including its core components and functionalities.

**This hands-on workshop enabled all 76 participated employees to develop practical skills by creating dynamic reports, thereby empowering them to analyze data effectively. The training received a satisfaction assessment score of 9.8 out of 10**

### Training Benefit

Enabled employees to understand and utilize Power BI effectively, allowing them to import data from various sources quickly and systematically, thereby reducing work steps and processing time. The training also aimed to enhance skills in creating in-depth professional reports, improve data presentation, and strengthen analytical capabilities for faster and more accurate decision-making, ultimately increasing business efficiency.



## Value Based-Marketing

### Description

KTC organized a “Value Based-Marketing” training course, led by the Head of Credit Card Marketing who brought insights from the prestigious Orchestrating Winning Performance Seminar by the International Institute for Management Development (IMD). The course covered key marketing concepts and tools to help employees understand marketing principles focused on creating and delivering value to customers, with the goal of achieving business objectives while attracting and meeting consumer needs.

This course equipped **62 participated** employees with innovative marketing strategies to drive customer engagement and satisfaction through value-driving marketing practices. The training received **a satisfaction assessment score of 9.7 out of 10**

### Training Benefit

Equipped employees with knowledge and understanding of marketing concepts and tools, enabling them to apply these principles in developing valuable products and services that meet consumer needs while aligning with business objectives. This initiative aimed to enhance customer satisfaction and create a positive customer experience.



## RPA Horizon : Unlocking Efficiency

### Description

KTC organized the RPA Horizon: Unlocking Efficiency event as an Exhibition Showcase, featuring real-world case studies from the Operations Control and Merchant Operations divisions that have successfully implemented Microsoft Power Platform tools to enhance workflow efficiency.

The event included expert-led demonstrations on various tools, such as Power BI, Power Automate, Power Automate Desktop, and Power Apps, providing participants with in-depth insights into their functionalities. Additionally, participants had the opportunity to ask questions and share experiences regarding the application of these tools in their work processes.

### Training Benefit

1. Enhanced employees' knowledge and understanding of Microsoft Power Platform and RPA, inspiring them to apply technology to streamline work processes, reduce redundancy and errors, and improve overall efficiency. This training aimed to drive the creation of valuable innovations that effectively meet the needs of stakeholders.
2. Prepared employees across all departments for a full-scale digital transformation, equipping them with expertise in integrating technology into their workflows. In 2025, the Company will continue this project with advanced training programs, focusing on practical skill development to ensure effective implementation and application in real work environments.





## Employee Satisfaction and Employee Engagement

The Company prioritizes fostering employee engagement by conducting annual surveys to evaluate employee satisfaction and commitment to the organization. All employees participate by providing feedback through a survey consisting of three sections with a total of 80 questions. Employees rank their satisfaction levels on a six-point scale.

### Assess employee satisfaction towards the organization through 5 key drivers

- Engaging Leadership
- Talent Focus
- Agility
- The Basic
- The Work

### Measure organizational engagement

- SAY: Employees speak positively about the Company to colleagues, employment candidates, and customers on a regular basis
- STAY: Employees are committed to staying with the organization
- STRIVE: Employees are motivated and inspired to work and actively contribute to improving the Company

With sample questions covering:

1. Job satisfaction - Is the work I do suitable for my abilities and experience?
2. Employee's goals - Does the Company's mission help guide my work in a meaningful way?
3. Happiness - Does the Company genuinely care about the employees' well-being?
4. Stress - Can I effectively manage stress from work?

### Open-ended questions

To gather feedback from employees

The result of the annual employee satisfaction survey is disseminated to all employees via email.



**Employee Engagement**  
Survey Score  
**2023: 70**  
**2024: 75**

## Employee Engagement Enhancement Plan for 2024

The Company has applied the findings and feedback from the 2023 employee survey to enhance employee engagement scores in 2024. The 2023 survey results were divided into company-level scores and business unit-level scores. For business unit-level scores, the Company conducted engagements to communicate survey results and organized Focus Groups to gather in-depth insights. Additionally, tailored projects and initiatives were designed in collaboration with each business unit to address specific challenges and improve engagement. At the Company level, which reflects the overall organizational engagement score, key factors identified for improvement included infrastructure, communication, talent and staffing, and employee activities. Throughout 2024, the Company implemented various measures to address these concerns, resulting in an employee engagement score that surpasses the target and 2023 score.

### Infrastructure: Enhancing Workplace Foundations

- The Company continuously improves technological infrastructures and workplace environment. Moreover, feedback and complaint reporting channels are established where attained input will be reviewed by relevant parties for further improvement, development and resolution, effectively.

### Communication: Channels for Idea Sharing

- Townhall Sessions: A channel where management shares insights and experiences, fostering idea development, and enabling practical application within business units to enhance work effectiveness.
- CEO Live Talk: A quarterly live session via Microsoft Teams, where employees gain direct insights from the CEO on corporate direction, economic trends, expertise or experiences. Employees can engage by submitting questions in advance or asking real-time during the live session.
- KTC UNITE: An internal communication platform ensuring employees stay informed about company news, events, and internal communications. It also features Ur-Voice, a dedicated channel for employee feedback, suggestions, and peer recognition. All received input is forwarded to relevant parties for development and improvements that align with employee needs. Additionally, the Company regularly communicates outcomes back to employees through various online platforms on a monthly basis.

### Talent and Staffing: Focusing on developing employees to be both highly skilled and ethical, while also ensuring talent retention within the organization. The Company has structured a comprehensive training development plan to prepare employees for career growth, categorized as follows.

- Programs for new employees: The Company offers an Onboarding Program designed to help new employees adapt and confidently transition into their roles. This program provides fundamental training that delivers essential information about the organization, along with guidance necessary for daily operations. Additionally, each new employee is supported by an HR Business Partner, who offers ongoing mentorship and assistance.
- Programs for current employees: The Company is committed to enhancing employee capabilities at all levels through targeted training programs tailored to each business unit's needs. These programs are categorized into 2 main categories. Functional training focuses on technical expertise and specialized skills relevant to specific job roles. Soft skills development aims to develop critical workplace competencies, such as communication skills, presentation skills, and etc. To foster knowledge sharing, the Company organized internal initiatives that encourage employees to exchange expertise within the organization. Additionally, both internal and external experts are invited to conduct the training sessions. The Company provides financial support for employees who wish to enroll in training courses that acquire certifications. This allows them to attain and apply their knowledge effectively in their roles.

- Programs for talent development: The Company actively nurtures high-potential employees (Talent), preparing them for future leadership roles. These programs incorporate team-building activities to strengthen collaboration and relationships while providing specialized training to expand knowledge and develop essential skills for efficient application in the workplace.

**Employee Activities: Various activities and initiatives aimed at enhancing employee happiness with a focus on physical and mental health to promote work-life balance, as follows.**

- Mental Health Initiative: “Listening Buddy” – Provides employees with access to an AI-powered preliminary mental health assessment, along with the opportunity to engage in confidential conversations for emotional support via LINE chat or phone
- Health and Wellness Talks – Expert or medical professional-led sessions from leading hospitals, covering topics on both mental and physical well-being
- Relaxation Massage Therapy – On-site massage sessions by visually impaired therapists, helping employees relieve muscle tension and office syndrome, while also encouraging social responsibility and community engagement
- Off-Site Mindfulness Retreat – A 2-day, 1-night program for employees to practice mindfulness and relaxation
- Annual Sports Events – Activities such as football and badminton tournaments
- Cultural and Monthly Events – Traditional celebrations and special events held both online and offline throughout the year
- Staff Party – A company-wide event to appreciate employees’ dedication and contributions throughout the year

## Occupational Health and Safety

### Challenges and Opportunities

Health and safety are fundamental human rights. Therefore, the Company prioritizes stakeholders' health and safety while focusing on enhancing productivity, streamlining operations, and achieving sustainability objectives. Neglect or failure to comply with relevant safety standards could lead to an unsuitable work environment, which could potentially impact the well-being of the stakeholders, induce operational costs, impact reputations, and the organization's overall operational efficiency. At KTC, the Company is committed to becoming a zero-accident organization and fostering a positive occupational health and safety (OHS) culture that promotes employee well-being. To achieve this, the Company actively promotes knowledge, understanding, and awareness of occupational health and safety. The Company emphasizes the understanding of the causes and consequences of workplace accidents and hazards and implements measures to maintain a safe work environment in full compliance with relevant laws and regulations.

### Key Achievements

- Zero accident organization
- The absentee rate equals to 2.14% of total days scheduled

The Company ensures effective occupational health and safety management through the following approach.





## Occupational Health and Safety Policy

The Company abides by the requirements related to occupational health and safety management requirements per the Occupational Safety, Health and Environment Act B.E. 2554 (2011). KTC stipulates workplace occupational health and safety guidelines within the entire operation as part of the established Code of Conduct, which all employees uphold. The Code of Conduct is subjected to review and endorsement by the Board of Directors on an annual basis. Furthermore, expectations around occupational health and safety management of suppliers are defined in the Supplier Code of Conduct and Confidentiality Agreement. It is one of the criteria that the Company considers when evaluating suppliers in the procurement process and is introduced as part of the contractual requirements in line with the Supplier Code of Conduct and Confidentiality Agreement.



Furthermore, the Company has also established an Occupational Health and Safety within the Workplace Environment Policy that is enforced for all employees including contractors or individuals working under the Company's supervision. The policy is reviewed and approved by the Management Committee, prescribing the following safety guidelines:



**To provide guidance in the development and continual improvement of occupational health and safety management and performance within the workplace**



**To effectively manage and prevent various safety-related risks and incidents of the employees and customers within the organization**



**To foster an OHS culture and establish operational procedures that guarantee the safety of all individuals**



**To manage and improve operations, focusing on quality, stability, safety, occupational health, and the workplace environment throughout all business activities, from initiation to the delivery of services to customers**



**To convey the effectiveness OHS practices to both internal and external stakeholders. This includes considering their needs and expectations, and using their feedback for further operational improvements**



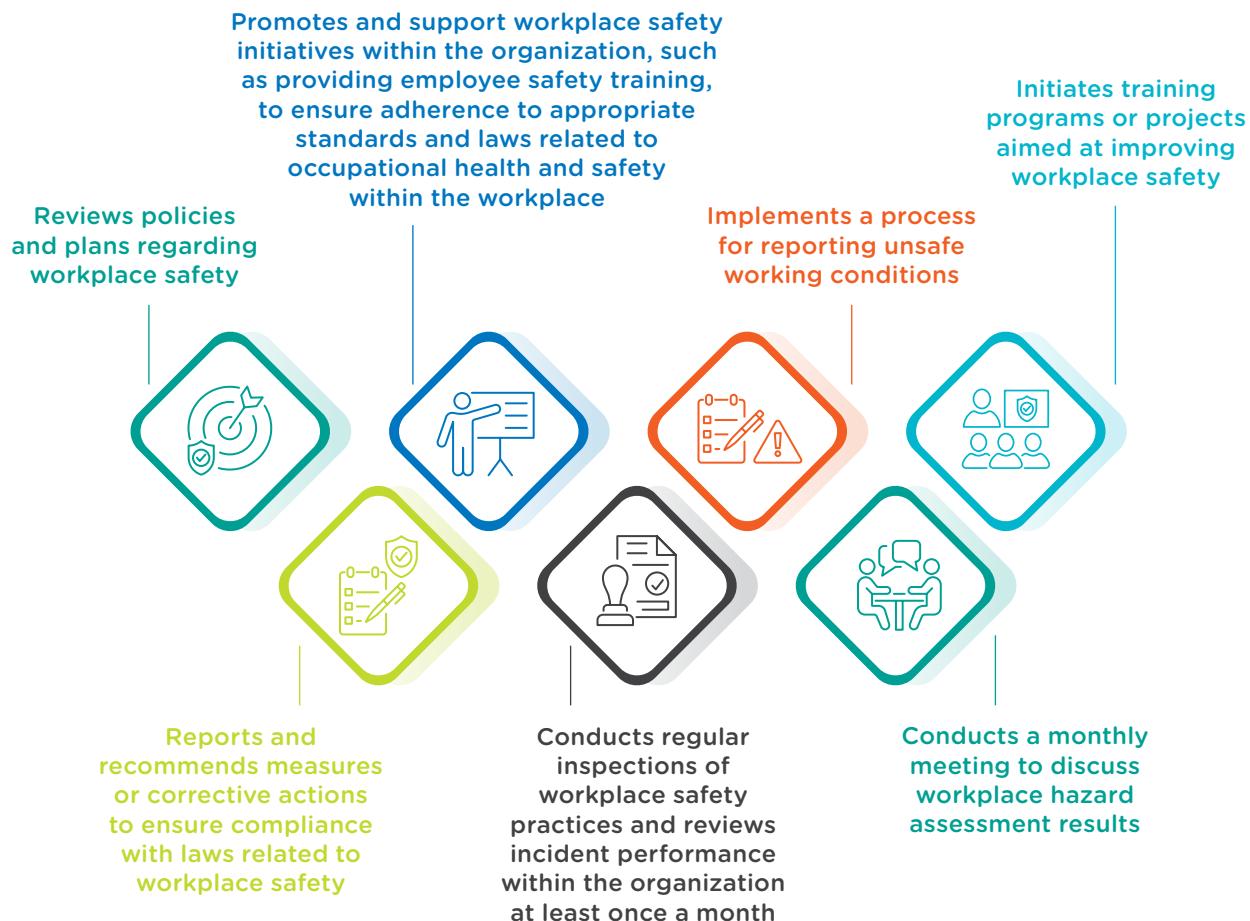
## Occupational Health and Safety Governance

To ensure robust OHS management within business operations, the Company has appointed an Occupational Safety, Health and Environment (OSH&E) Committee and a Crisis Management Committee.

### Occupational Safety, Health and Environment Committee



The OSH&E Committee manages occupational, health and safety within workplace as follows.



## Crisis Management Committee



Chairman of the Crisis Management Committee  
**1 person**



Sub-Committee Members and Secretary  
**6 persons**

The Crisis Management Committee upholds the following roles and responsibilities.



Defines the scope of the Business Continuity Plan (BCP) to ensure the continuation of business operations during crises such as disasters, pandemics, or emergencies



Makes decisions about activating the plan and oversees its execution to ensure that the Company's critical functions remain operational without disruption

Furthermore, the Company has appointed a Workplace Safety Officer at the managerial level who is accountable for supervising, planning and ensuring the effective implementation of the OHS management system. The Workplace Safety Officer at the supervisor level is also appointed to uphold the following responsibilities.





## Risk Assessment and Management Measures

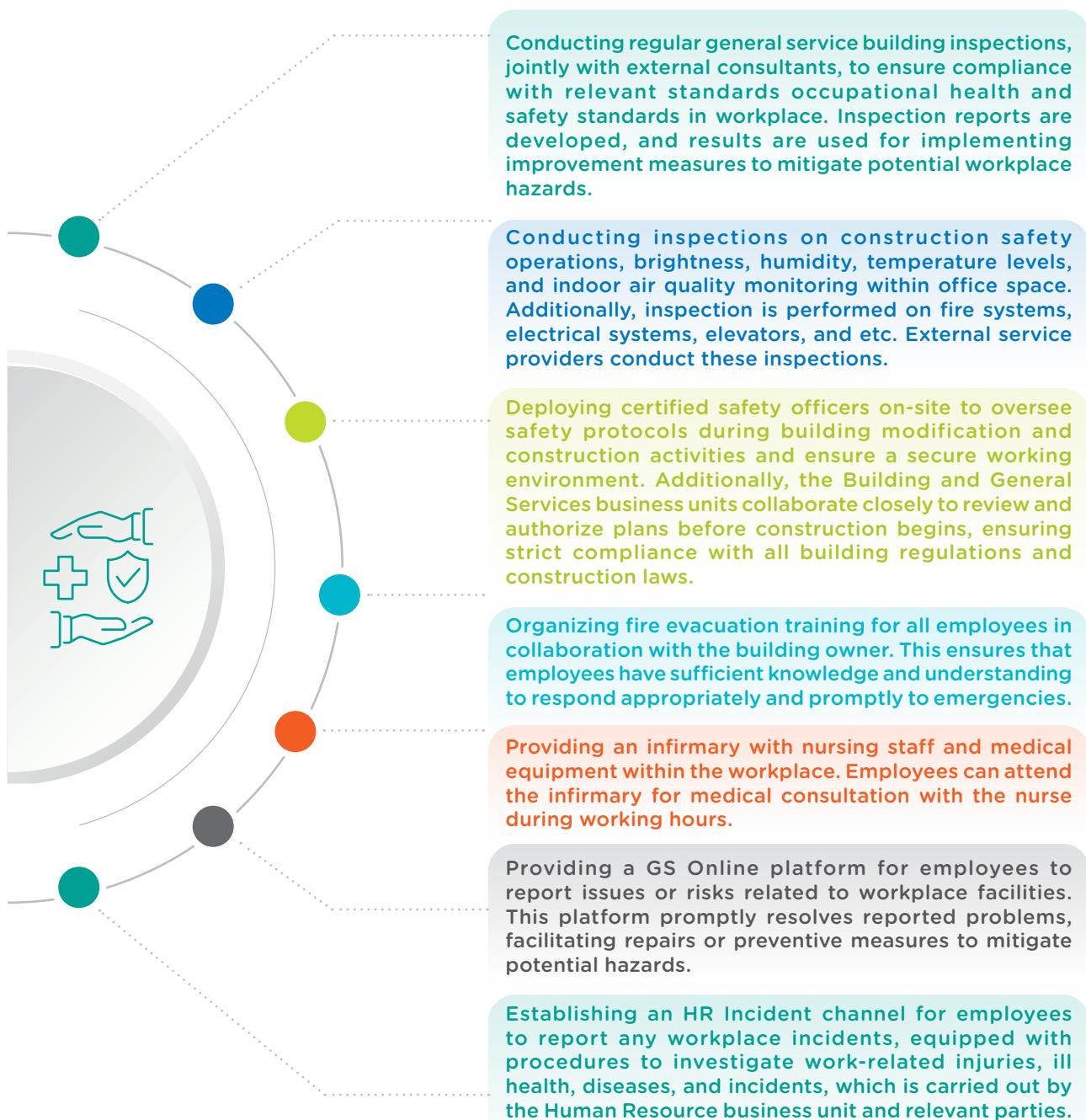
The Company has developed a comprehensive OHS risk assessment process. The OHS risks associated with business activities or the workplace are assessed by relevant parties, including the Human Resources, General Services business units, and the nurses, where appropriate management measures are implemented following the hierarchy of controls method based on the risk levels as below. Employees have the right to remove themselves from work situations that they believe could cause injury or ill health and are protected against reprisals.

| Risk Level  | Management Measures  |
|---|--|
| <br>High         | <p>The risk is at a high level, immediate risk management must be implemented, and corrective actions taken to reduce the risk to an acceptable level. Verification of these corrective actions must be conducted before work resumes, along with the development of control measures. Evidence must be available for review throughout the process.</p> |
| <br>Rather High | <p>The risk is at a moderately high level. Existing control measures should be reviewed. If existing control measures are insufficient, consider improving existing measures or canceling and implementing new measures. Evidence must be available for inspection throughout the implementation period.</p>   |
| <br>Medium     | <p>The risk is at a moderate level, within an acceptable range. Continuously implement the existing control measures to prevent and monitor against further increases in risk. Also, mandate close monitoring of all operations by designated supervisors.</p>   |
| <br>Rather Low | <p>The risk is at a moderately low level. Continue implementing the existing control measures consistently to prevent and monitor against any further increase in risk.</p>  |
| <br>Low        | <p>The risk is at a low level. Regularly inspect the work by supervisors, responsible departments, and the occupational health and safety in the workplace environment committee.</p>  |

In addition, the Company also identifies and assesses occupational health and safety in the workplace environment risks at the organizational level through the identification of sustainability risks (ESG Risk).

Corrective action plans and other safety-related projects, as approved by the OSH&E Committee or Management Committee, are implemented and monitored to prevent potential risk occurrences and ensure the target achievement of becoming a zero-accident organization.

In addition, the Company also prioritizes maintaining safe workspaces and working environments to eliminate the risks of potential incidents by implementing the following:





## Occupational Health and Safety Culture

The Company's workforce is accountable for upholding safety responsibilities. All employees are expected to be knowledgeable about safety precautions and comply with relevant guidelines and requirements. KTC regularly conducts OHS training programs for employees to raise awareness and reduce operational health and safety incidents. The Company also continuously disseminates useful information about OHS to employees via email and the KTC UNITE internal platform.

### Safety Training Program

KTC organized a safety training program to enhance participants' awareness and understanding of workplace safety, occupational health, and environmental standards. The program aimed to equip attendees with the necessary knowledge to ensure compliance with legal and regulatory requirements while fostering a culture of safety and accountability. Through comprehensive training sessions, participants gained valuable insights into best practices and essential safety measures, enabling them to create a safer and more efficient work environment. The benefits of this training program are as follows.



**Increased knowledge of workplace safety, occupational health, and environmental conditions**



**Enhanced understanding of safety laws and regulations to ensure compliance**



**Improved awareness of workplace safety guidelines and the ability to apply them correctly**

There were **742 participants in total**, and the training received a satisfaction assessment score of **9.7 out of 10**



The Company actively promotes occupational health and safety culture through various initiatives, including annual health check-ups, vaccine provision, yoga classes, sports activities, and well-being events. The Company provides medical insurance benefits covering inpatient and outpatient medical expenses for employees at top-tier hospitals. Moreover, the Company also contributes to paying half the health insurance premium for full-time employees' families.

### **Virtual Run for Kids: Running for Health, Running for a Cause**

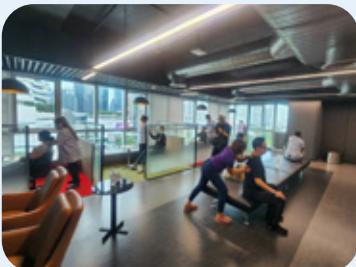
In 2024, KTC organized the “Virtual Run for Kids” event to encourage employees to engage in fitness activities, and raise charitable funds for a better cause. Over the course of 30 days, each kilometer run and logged by the employees will contribute meaningfully contribution to the Children’s Hospital Foundation.



**In total, employees ran 7,004.92 kilometers and 44,700 Baht, donated to the Foundation, which supports children with cerebral palsy and mobility challenges.**

### Blind Massage

The Company, in collaboration with the Thailand Association for the Blind, introduced the “Blind Massage” activity in 2024. Through this activity, employees can enjoy a relaxing massage and relieve office syndrome symptoms with services provided by visually impaired massagers from Thailand Association for the Blind.



**720 employees** participated, and the activity received a satisfaction assessment score of **9.71 out of 10**

### Consultation with Doctor Seminar: Get Checked, Know Early, Treat and Recover Quickly

In 2024, the Company organized a seminar, inviting a doctor from Phayathai Hospital 2 to provide consultation to employees on the following matters:

- Benefits of health check-ups
- Health check-up programs
- Analyzing health check-up results
- Taking Care of Individual Health and well-being
- Question and answer session with the doctor



**96 employees** participated in this seminar which received a satisfaction assessment score of **9.7 out of 10**

The Company recognizes that employee well-being extends beyond physical health. KTC is dedicated to creating a workplace culture that supports the employees's emotional and psychological well-being. By that, the Company offered Jaifull Koi Fung, a service platform that allows employees to communicate, manage anxiety and stress, and seek consultation and guidance from an external firm that specializes in mental health. The service platform ensures confidentiality for employees when sharing information.

### **Jaifull Koi Fung: Employee Mental Care Program by Professionals from NEXEP Health Solutions**



Since 2023, the mental care program 'Jaifull Koi Fung', in collaboration with NEXEP Health Solutions has continued to provide significant benefits for employees by creating a safe and supportive environment for open communication. Through chat and voice call sessions with professional listeners from NEXEP Health Solutions, employees can share their concerns, gain valuable insights, and receive guidance to manage stress and emotional challenges better. This initiative improves mental well-being and enhances employees' focus, resilience, and overall productivity. Additionally, it demonstrates the Company's commitment to fostering a healthy, supportive workplace culture, which can boost morale and strengthen employee loyalty.



### Collaboration with Vichaiyut Hospital: When Happiness Fades Away... How To Bring Back Smile?

The Company collaborated with Vichaiyut Hospital to host a training course titled 'When Happiness Fades Away... How to Bring Back Smile?'. During this on-site training course, employees will receive knowledge about mental health from a specialized psychiatrist at Vichaiyut Hospital.



**183 employees** participated in this training which received a satisfaction assessment score of **9.0 out of 10**



## ENVIRONMENT DIMENSION

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**146**

Climate Strategy

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**156**

Operational  
Eco-Efficiency

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**158**

Water and Waste  
Management

## Climate Strategy

### Challenges and Opportunities

Climate change poses both significant risks and compelling opportunities for businesses worldwide. The Company recognizes the rising physical risks of climate change, including the increased frequency and severity of natural disasters, which may disrupt operations and impose additional operational costs. Furthermore, transition risks are intensifying as the global shift to a low-carbon economy accelerates, which are driven by initiatives such as the Paris Agreement and the agreements from the 26<sup>th</sup> Session of the United Nations Framework Convention on Climate Change (COP26) that enforced collaborative efforts to cap the global temperature rise at 1.5°C above pre-industrial levels. Moreover, Thailand's national goals to achieve carbon neutrality by 2050 and net zero greenhouse gas (GHG) emissions by 2065 have further reinforced the urgency for businesses to adapt and enhance operational climate resilience. Both physical and transition risks may lead to more stringent government regulations, changes in carbon pricing mechanisms, shift in market expectations, and changes in consumer behaviors. These could expose the Company to potential regulatory non-compliance, reputational risks, and competitive disadvantages. Proactive environmental management reduces resource consumption, and minimizes greenhouse gas emissions, thus decreasing associated operational expenses.

### Key Achievements

- Reduced Scope 1 GHG emissions by 19% (against 2022 baseline)
- Reduced Scope 2 GHG emissions by 8% (against 2022 baseline)

The Company implements the following management approach to address climate change issues effectively.



**Environmental Policy**



**Climate Change Strategy**

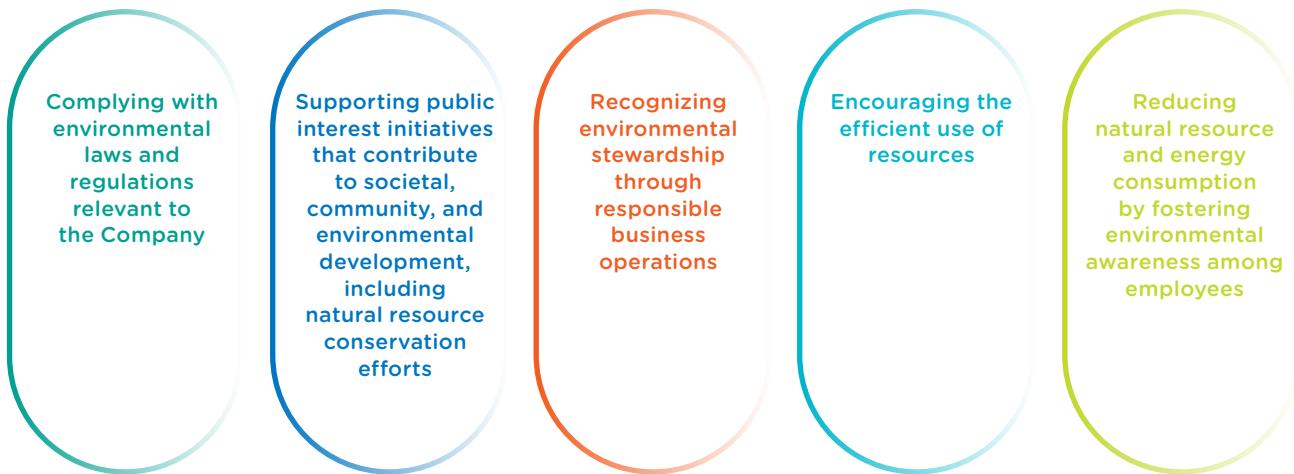


**Climate Resilience Initiatives**



## Environmental Policy

The Company's Environmental Policy, outlined in the Code of Conduct, was endorsed by the Board of Directors. The Policy encompasses the following key principles.



For additional information, please refer to <https://www.ktc.co.th/en/sustainability-operations/economic-dimension/corporate-governance> under the "Code of Conduct" topic.



## Climate Change Strategy

The Company aligns climate strategy with global trends to develop innovative, low-carbon solutions and sustainable practices that meet stakeholder expectations to enhance competitive advantage, build trust, and strengthen market position. Additionally, the Company has adopted the Task Force on Climate-related Financial Disclosures (TCFD) framework, which outlines the climate governance, strategy, risk management, and metrics and targets. This approach ensures alignment with global practices, which enhances the transparency and accountability of KTC's climate change strategy. The key details are as follows.



## Governance

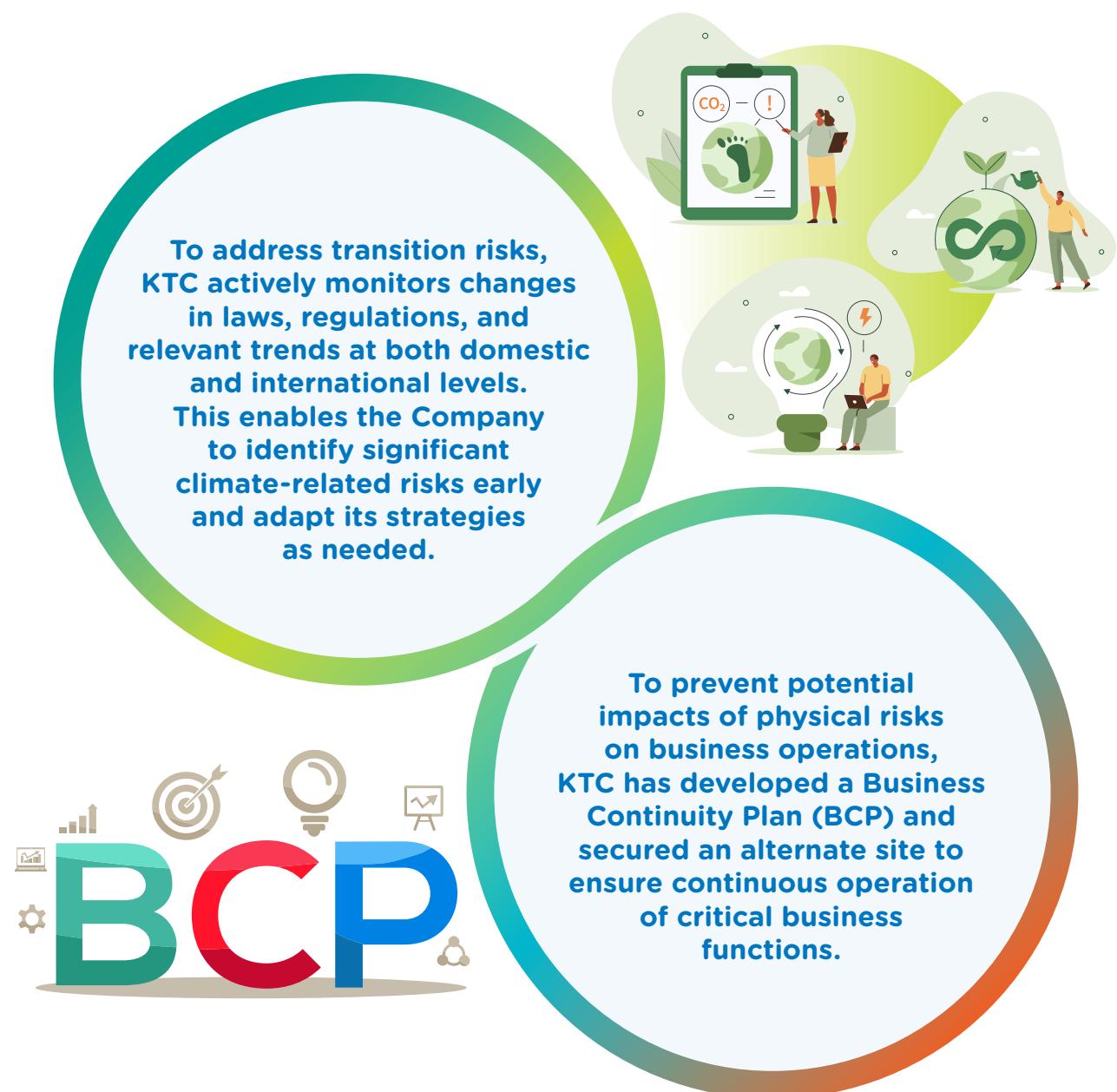
The Company's governance structure ensures that climate-related risks and opportunities are effectively managed. Comprehensive roles and responsibilities are designated to ensure proper oversight and management of climate-related factors.

|   |   |  |
|---|---|--|
|  <p><b>Board<br/>Oversight</b></p>   |  <p><b>The Board of<br/>Directors</b></p>  | <p>The Board of Directors oversees the Company's environmental management and sustainability commitments. Climate-related risks and opportunities are integrated into the Company's strategic objectives, and performance against the Company's goals and targets (which include climate change and other environmental indicators) is periodically and bi-annually reported to the Board of Directors bi-annually.</p>  |
|  <p><b>Audit, Environmental,<br/>Social Responsibilities,<br/>and Corporate<br/>Governance<br/>Committee</b></p> |  <p><b>Audit, Environmental,<br/>Social Responsibilities,<br/>and Corporate<br/>Governance<br/>Committee</b></p> | <p>The Audit, Environmental, Social Responsibilities, and Corporate Governance Committee is delegated by the Board of Directors to establish policies, targets, and strategies, oversee management approaches, and performance monitoring for sustainability-related issues including social, economic, and environmental dimensions such as climate and other environmental indicators. Sustainability performances, including climate-related indicators, are reported to the Committee bi-annually.</p> |
|  <p><b>Management<br/>Oversight</b></p>  |  <p><b>President and Chief<br/>Executive Officer<br/>(CEO)</b></p>   | <p>The CEO drives the Company's sustainability ambitions, ensuring that sustainability principles, including climate-related agenda, are adopted across all functions. The CEO leads initiatives that promote environmental responsibility and continuous improvement in line with the climate strategy.</p>   |
|  <p><b>Sustainability<br/>Initiative<br/>implementation</b></p>  |  <p><b>Sustainability<br/>Working Group</b></p>  | <p>The Sustainability Working Group comprises representatives from various functional areas with responsibilities to drive corporate sustainability performances, including climate actions.</p>   |

The Company established a corporate KPI that is related to the organization's sustainability achievement, including the effective management of climate change issues. The KPI is upheld by all employees, including those in designated roles responsible for ensuring the effective implementation of the climate change strategy. The achievement of this corporate KPI is linked to all employees' financial incentives.

## Strategy

KTC integrates climate-related risks and opportunities, including physical and transition risks associated with the business value chain, into the enterprise risk management framework. Through this approach, the Company can better enhance its resilience and develop appropriate adaptation plans to alleviate potential climate impacts. Relevant departments are subjected to annual risk assessments of physical and transition climate-related risks through the corporate ESG risk assessment tools. If the assessment outcome indicates that climate-related risk is at above a 'rather high' level, the relevant department must prepare associated contingency plans and present results to the management and the Risk Management Committee.



## Risks Management

The following climate-related risks and associated mitigation measures were assessed.

### Climate Change Risks

| Risk Type  | Risk Description  | Time Frame   | Potential Business Impact  | Approaches to Risk Control   |
|--|---|--------------|--|--|
| <br><b>Transition Risks</b> | <b>Policy and Regulation</b><br>Emerging or amendments to governmental policies and regulations that requires more stringent climate actions and more comprehensive disclosure of greenhouse gas emission footprint | Short-Medium | <ul style="list-style-type: none"> <li>Increase in business costs as a result of higher operating expenses from the amendments or issuance of regulations or policies. As a result, the Company needs to improve or modify operational processes in order to comply with the prescribed rules</li> </ul> | <ul style="list-style-type: none"> <li>Relevant departments consistently monitor rules and regulations, keeping the managements and the Board of Directors informed of potential impacts when there are new policies or amendments introduced by authorities</li> <li>A designated coordinator is appointed to maintain communication with relevant regulatory bodies</li> </ul> |
|  | <b>Reputation</b><br>Reputational risks due to increased stakeholder concern if the Company cannot achieve environmental goals  | Medium       | <ul style="list-style-type: none"> <li>Loss of interest from environmentally conscious investors</li> <li>Decline in stakeholder confidence</li> </ul>   | <ul style="list-style-type: none"> <li>Implement an environmental strategy that requires regular progress reporting on sustainability goals to managements and the Board of Directors</li> <li>Ensure transparency by disclosing environmental performance to stakeholders</li> </ul>  |
|  | <b>Market</b><br>Changing customer behavior as environmental concerns become a key factor in product and service selection  | Long-Term    | <ul style="list-style-type: none"> <li>Increase in business costs due to the need for personnel development, new channels, or products to align with evolving market trends</li> </ul>   | <ul style="list-style-type: none"> <li>Develop environmentally friendly products and services, such as KTC Mobile, e-Coupons, e-Statements, and ATM PINs, to reduce resource consumption and business costs while offering sustainable alternatives to customers</li> </ul>  |
|  | <b>Technology</b><br>Rapid advancements in environmentally-friendly technologies  | Long-Term    | <ul style="list-style-type: none"> <li>Inability to adapt quickly to technological changes</li> <li>Decline in stakeholder confidence</li> </ul>   | <ul style="list-style-type: none"> <li>Stay updated on innovations and technological advancements</li> <li>Develop a clear strategy and assign responsible business units to ensure achievement of environmental targets</li> </ul>  |

| Risk Type   | Risk Description   | Time Frame | Potential Business Impact   | Approaches to Risk Control   |
|---|--|------------|---|--|
| <br><b>Physical Risk</b> | <b>Acute Natural Disasters</b><br>Floods, droughts, and other extreme weather events     | Medium     | <ul style="list-style-type: none"> <li>Increase in expenses due to prevention or recovery efforts related to natural disasters</li> </ul> | <ul style="list-style-type: none"> <li>Develop a comprehensive business continuity plan and an emergency disaster response plan to address various disaster scenarios</li> </ul> |
|   | <b>Chronic Climate Change Risks</b><br>Unseasonal rains and elevated global temperatures | Long-Term  | <ul style="list-style-type: none"> <li>Damage to customer assets and the Company's infrastructure</li> </ul>                              | <ul style="list-style-type: none"> <li>Establish an alternate site and allocate necessary resources for the recovery of critical business operations</li> </ul>                  |

Nonetheless, the ESG risk assessment performed in 2024 indicated climate related risks as a rather low level. Thus, no significant impacts were identified.

## Climate Change Opportunities

The rising emphasis on climate change, environmental conservation, and eco-friendly products presents a significant business opportunity. The Company recognizes the opportunity to develop products and services that align with these growing consumer preferences. The Company aims to enhance competitiveness and drive business growth by targeting this new market segment as detailed below.

| Opportunity Stemming from Climate Change   | Opportunity or Benefit to the Organization  | Response to Opportunity   |
|--|---|---|
|  <p><b>Products and Services</b></p> <p>Developing products and services through integration with advanced digital technologies and innovations</p> | <ul style="list-style-type: none"> <li>• Expand market reach to include new target demographics and increase revenue potential through innovative products and services</li> <li>• Enhance competitive edge and drive business growth</li> <li>• Broaden the membership base</li> <li>• Reduce waste and lower expenses associated with plastic cards and paper management</li> </ul> | <ul style="list-style-type: none"> <li>• Offer products and services, along with special promotions, that contribute to environmental sustainability</li> <li>• Develop products featuring advanced digital innovations that also support environmental stewardship</li> </ul> <p>For additional information, please refer to the “ESG Products and Services” and “Water and Waste” topics.</p>                       |
|  <p><b>Marketing</b></p> <p>Offering environmentally-friendly products, services, and promotions to address climate change impacts</p>            | <ul style="list-style-type: none"> <li>• Reduce business costs</li> </ul>   | <ul style="list-style-type: none"> <li>• Provide products, services, and promotions in alignment with online payment systems as alternatives to paper-based methods, such as e-Coupons, e-Statements, e-Newsletters, and ATM PINs</li> </ul>  |
|  <p><b>Efficient Use of Resources</b></p> <p>Enhancing the efficient use of energy and resources</p>  | <ul style="list-style-type: none"> <li>• Reduce operating costs</li> <li>• Decrease greenhouse gas emissions</li> </ul>   | <ul style="list-style-type: none"> <li>• Implement environmentally-friendly procurement practices for items such as paper and furniture</li> <li>• Launch campaigns and raise awareness about efficient resource use, including water, electricity, and paper</li> </ul> <p>For additional information, please refer to the “Supply Chain Management”, “Operational Eco-Efficiency” and “Water and Waste” topics.</p> |

## Metrics and Targets

To assess climate change risks and opportunities per the organization's risk management strategies, the Company has established metrics and targets to reduce greenhouse gas emissions. KTC monitors climate-related risks and opportunities and discloses annual scope 1, scope 2, and scope 3 greenhouse gas emissions. The greenhouse gas footprint calculations follow the carbon footprint guidelines set by the Thailand Greenhouse Gas Management Organization (Public Organization).

### Scope 1 GHG Reduction Target **3%**

Target to reduce intensity-based Scope 1 GHG emission by 2029 against 2022 base year

#### Scope 1 GHG Intensity (tCO<sub>2</sub>e/FTE)



### Scope 2 GHG Reduction Target **1.5%**

Target to reduce intensity-based Scope 2 GHG emission by 2029 against 2022 base year

#### Scope 2 GHG Intensity (tCO<sub>2</sub>e/FTE)



### Scope 3 GHG Performance by Category

#### Category 1 Purchased goods and services

**199 tCO<sub>2</sub>e (5.6%)**

#### Category 7 Employee commuting

**3,043 tCO<sub>2</sub>e (85.0%)**

#### Category 3 Fuel and energy-related activities

**235 tCO<sub>2</sub>e (6.6%)**

**Category 5 Waste generated in operations**

**100 tCO<sub>2</sub>e (2.8%)**

**Category 6 Business travel**

**3 tCO<sub>2</sub>e (0.1%)**

**3,580 tCO<sub>2</sub>e**





## Climate Resilience Initiatives

The training course was facilitated by external experts to enhance management's understanding of climate-related risks and opportunities, provide recommendations for integrating climate considerations into business strategies, and offer insights into strategic planning for climate leaders.



**In 2024, the Company engaged an external facilitator to hold a 2-hour “Path to Climate Leadership for KTC” training course.**

**There were 43 participants, and the training received a satisfaction assessment score of 9.3 out of 10**



The Company continued to raise employees' awareness of climate change mitigation. In 2024, KTC campaigned for employees to contribute to climate change action, including electricity and water conservation and waste reduction. This campaign was communicated to all employees through the internal corporate channels such as email and KTC UNITE.



KTC partnered with Cathay Pacific Airways to plant mangrove trees in Thailand's mangrove forests as part of the "1 Ticket 1 Tree" project. For every Cathay Pacific airline ticket purchased with KTC credit cards through KTC World Travel Service, the Company will contribute by planting one additional tree in addition to the other planted by Cathay Pacific Airways.



The Company supported this initiative throughout 2024.



**KTC and Cathay Pacific Airways  
collectively planted 4,000 trees  
at the Bang Pu mangrove site in  
Samut Prakan on 23 March 2024.**

## Operational Eco-Efficiency

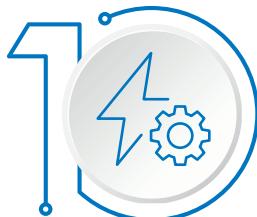
### Challenges and Opportunities

The growing global focus on sustainability and environmental stewardship presents significant challenges for businesses, including rising energy costs and stringent regulatory compliance. In response, KTC has prioritized operational eco-efficiency, aiming to minimize its environmental footprint and optimize resource consumption. These initiatives not only mitigate environmental impacts but also deliver cost savings, bolster the Company's reputation for sustainability, and ensure continued competitiveness in the market.

### Key Achievement

- Reduced energy consumption by 17.17% compared to the 2022 baseline through implementation of energy-efficient initiatives.

The Company fosters effective operational eco-efficiency by conducting robust energy efficiency management and initiatives.



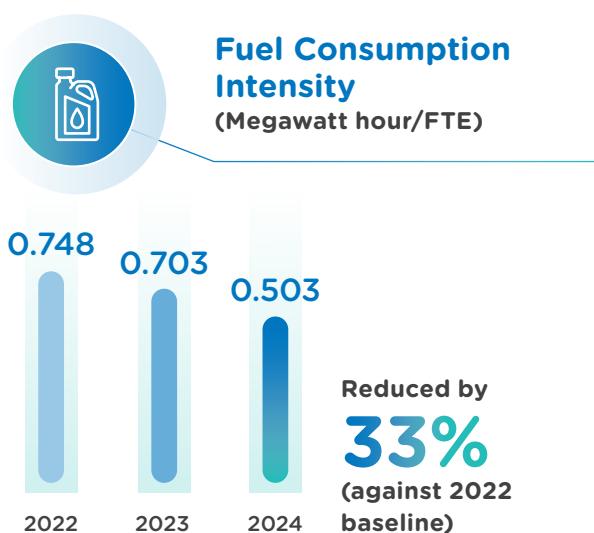
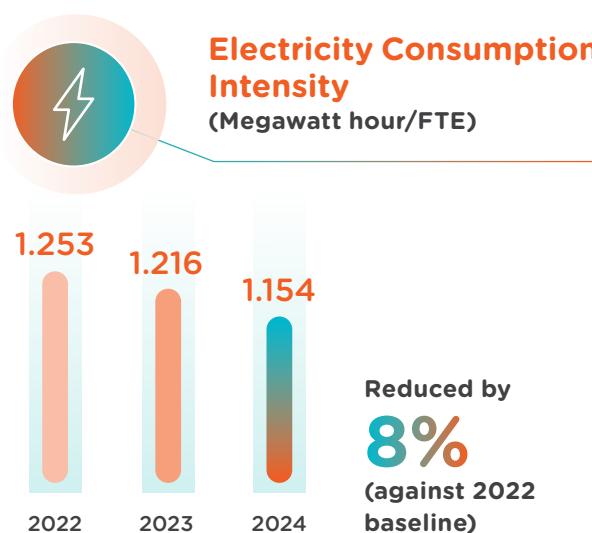
**Energy Efficiency Management**



**Energy Efficiency Initiatives**

### Energy Efficiency Management

Driven by the Environmental Policy outlined in the Code of Conduct, KTC prioritizes energy efficiency as one of the core elements of its sustainability strategy. The Company works to reduce energy consumption through structured processes that include systematic monitoring, the use of energy-saving technologies, and the implementation of various energy-saving initiatives.



## Energy Efficiency Initiatives

Despite the limitations and restrictions associated with energy conservation in rental office buildings, KTC has proactively implemented the following initiatives.



Adjusted the air conditioning operation hours at UBC 2 and Thai Summit buildings in 2024, which **helped reduce 70,215 kWh of electricity and saved 400,902 Baht of electricity cost.**



Adjusted the lighting operation hours at UBC 2 and Thai Summit buildings, which resulted in a **reduction of 3,696 kWh of electricity and cost savings of 21,100 Baht.**



Continuously explored and implemented energy-efficient technologies in all feasible office spaces, such as LED lighting. In 2024, **575 fluorescent light bulbs were replaced with LED lighting** at the Thai Summit building.



Conducted regular assessments to ensure appropriate **brightness for employees.**

Conducted internal awareness campaigns to **encourage employees to adopt energy-saving behaviors**, promoting a **culture of energy responsibility** throughout the organization.

## Fuel Reduction Initiatives

The Company has reduced fuel consumption in its fleet by promoting the use of eco-friendly fuels, such as E20 and E85, for executive and central fleet vehicles, thereby lowering emissions from fuel combustion. Additionally, KTC continuously encourages remote meetings and limits non-essential business travel to decrease fuel usage and associated emissions.



## Water and Waste Management

### Challenges and Opportunities

Water scarcity and inefficient waste management are critical global challenges. As climate change accelerates and natural resources grow increasingly constrained, organizations face heightened risks, including more stringent environmental regulations and shifting stakeholder expectations regarding corporate environmental responsibility. Neglecting these issues can result in elevated operational costs, regulatory non-compliance, and reputational harm. In response, KTC is steadfast in its commitment to implementing advanced water management strategies, reducing waste generation, and integrating circular economy principles throughout its value chain. These initiatives ensure the preservation of essential resources and minimize environmental impact enhance operational efficiency, strengthen business resilience, and align with global sustainability objectives.

### Key Achievements

- Reduced water consumption intensity by 6.97% compared to 2023 through the implementation of water-saving initiatives
- A total of 142,794 kilograms of waste was diverted from disposal through recovery operations

The Company implements a systematic approach to water and waste management through various initiatives to optimize resource efficiency and minimize environmental impact.



**Water Resource Management**

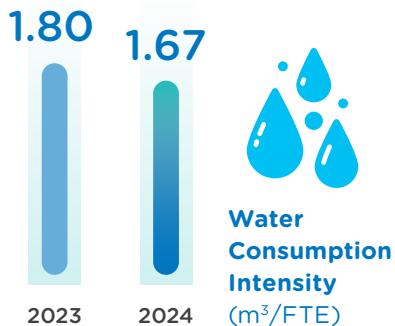


**Waste Management**



**Collaborative Eco-Engagement Programs**

KTC is committed to embedding environmental stewardship within its operational processes, aligning with the Company's sustainability strategies. The Environmental Policy, incorporated in the Code of Conduct, provides clear directives to ensure that all operational activities comply fully with applicable environmental regulations and international standards. It also promotes a culture of environmental awareness among employees. The General Service Unit and Building Management Unit are accountable for overseeing waste and water management performance. The units are also responsible for executing targeted environmental initiatives to mitigate risks, enhance resource efficiency, and support the achievement of the Company's long-term strategic goals.



## Water Resource Management

Although water conservation efforts in a rented office building face certain limitations and constraints, KTC has proactively undertaken the following initiatives.

### Water Efficiency and Conservation



The Company prioritizes water efficiency through internal campaigns and regular monitoring to reduce unnecessary water consumption. This included promoting water-saving behaviors among employees and installing efficient fixtures to limit water use in high-traffic areas, such as restrooms.

### Collaboration with Building Management



Collaboration with building management and regular monitoring and reporting ensures that water management maintains quality standards and discharges regulations in compliance with legal requirements. Any potential issues related to water discharge are promptly addressed.

### Continuous Improvement and Monitoring

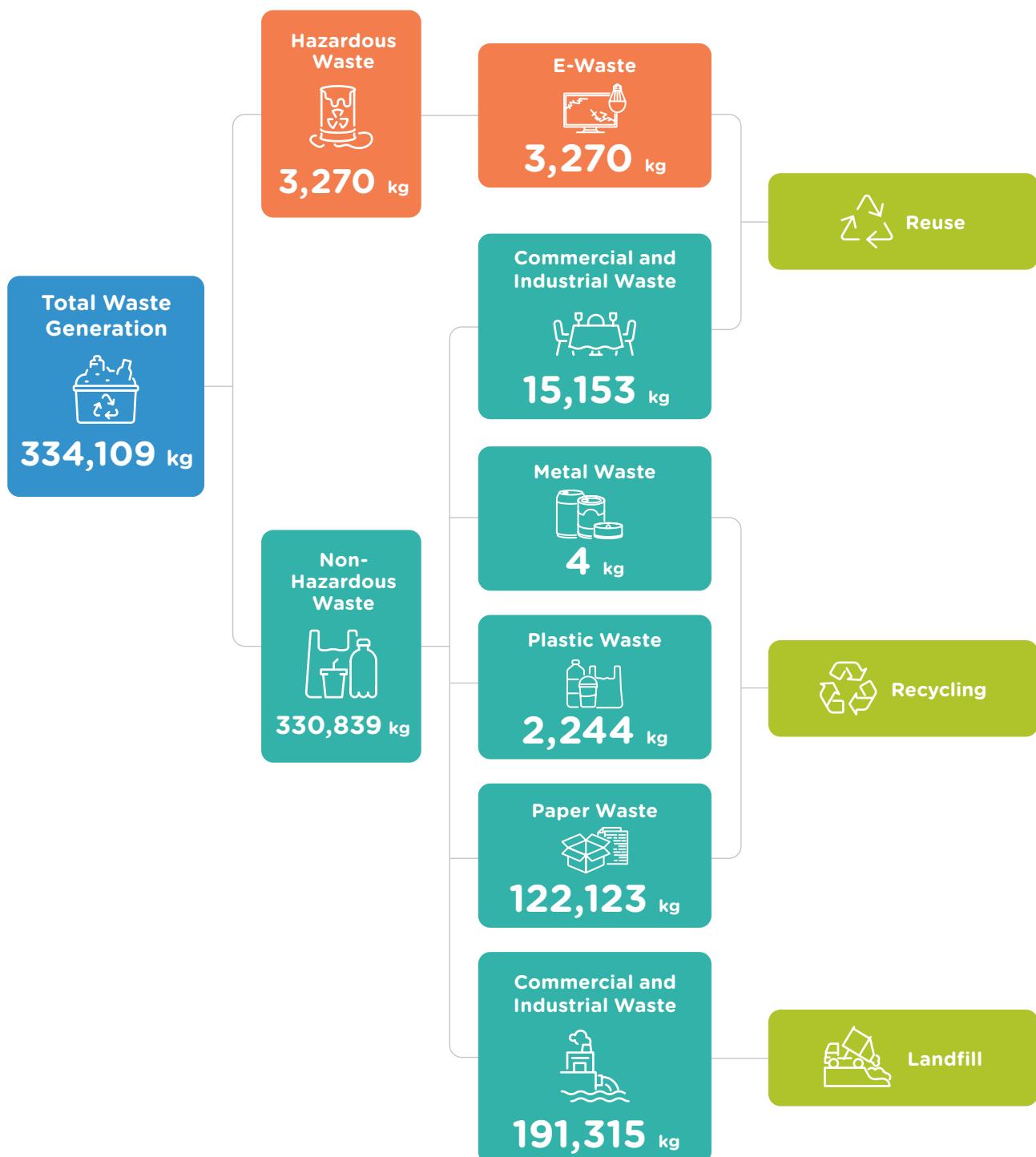


The Company conducted routine inspections to improve water management practices for leak detection and maintenance of water-saving fixtures. These efforts ensure that any inefficiencies are identified and corrected, leading to reduced water consumption over time.



## Waste Management

The Company is committed to minimizing waste generation and maximizing resource efficiency throughout the value chain in alignment with the stipulated environmental goals. Guided by the waste hierarchy approach, the Company prioritizes waste prevention, reuse, recycling, and responsible disposal. By promoting circular economy principles and diverting waste from landfills, the Company ensures resources are reused whenever possible. Waste segregation practices are implemented, categorizing materials such as paper, plastic, and food waste to enhance recycling efforts. This initiative aims to continuously increase the Company's recycling rate, contributing to cost savings and environmental benefits. The Company's waste balance is portrayed as follows.



The Company embraced efficient resource management by integrating digital innovations and sustainable practices to reduce paper consumption and minimize environmental impact. These efforts, supported by paperless workflows and the use of recycled paper, demonstrate the Company's commitment to operational efficiency and environmental stewardship. Furthermore, the Company has incorporated environmentally friendly innovations into its products and services to encourage customers to reduce paper consumption.



**In 2024, the Company procured 30,111 reams of paper, of which 99.83% are categorized as environmentally friendly (green paper).**

### e-Statement

The Company transitioned from issuing paper statements to electronic statements (e-Statements) that customers can retrieve through their emails or the KTC Mobile application. This initiative not only helps to mitigate environmental impacts by reducing paper consumption, but also minimizes issues related to potential lost or damaged physical documents.



**By the end of 2024, a total of 1,798,012 KTC members had participated in this initiative, resulting in a reduction of 8,990 reams of paper.**

### ATM PIN (PIN Mailer)

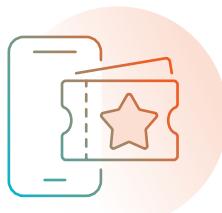
The Company eliminated the physical mailing of printed ATM PINs (PIN Mailer) by allowing members to set their PINs through the KTC Mobile Application.



**In 2024, the Company reduced paper usage by 3,351 reams.**

### e-Coupon

The Company implemented e-Coupon technology to offer customers discounts at partner stores while promoting environmental sustainability. The Company developed the KTC Mobile and MAAI BY KTC applications by replacing traditional paper coupons, enabling customers to retrieve and use e-Coupons seamlessly. Customers can simply present their e-Coupon via these applications at partner stores to redeem benefits. The e-Coupon system also provides added advantages to merchants by improving control, reducing fraud risks, and closing loopholes in processing management. Customers can obtain e-Coupons through marketing activities, such as point redemption, spending under specified conditions, and other promotional campaigns.



**In 2024, KTC issued 4,496,583 e-Coupons to customers, reducing paper consumption by 2,248 reams.**



## Collaborative Eco-Engagement Programs



### KTC Donates IT Equipment to Rural Schools to Empower Students

The Company has donated 146 desktop computers, laptops, and tablets in good condition to Wat Wang Phlap Tai School in Suphan Buri province under the “KTC Computers from Seniors to Juniors” initiative. This activity reflected KTC’s commitment to sustainable development by promoting access to technology for students and teachers in remote areas to support their education and skill development.



In 2024, the Company  
**donated 146 desktop computers, laptops, and tablets**  
 in good conditions to  
**Wat Wang Phlap Tai School**  
 in Suphan Buri province.

### KTC Collaborated with Sabina “Old Underwear to Clean Energy” Campaign

The Company invited employees to join the “Old Underwear to Clean Energy” campaign by donating unused underwear, boxers, camisoles, and swimsuits. The processing of these clothing pieces was designed to be environmentally friendly, aiming to reduce landfill waste and further transform waste into clean energy.



In 2024, the Company **donated 1,200 pieces** of clothing,  
**collectively handed over to Sabina**  
 to be transformed into clean energy.



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## Additional Information

### Social Dimension Information

#### Total Employees

Total employees refer to individuals who are employed to work for the Company and is assigned to perform duties determined by the Company with details as follows:

1. Permanent employees refer to individuals whom the Company agrees to employ on a regular basis. The termination period of employment is not specified. Such employees have passed the work trial and have been placed as full-time, according to the conditions of employment and categorized as follows:
  - 1.1 Management position
    - a. Top management position means the President & Chief Executive Officer and all executives with direct chain of command to the President & Chief Executive Officer according to the Company's structure.
    - b. Middle management position means the levels under top management to the senior manager level.
    - c. Junior management position means manager level.
  - 1.2 Non-management means position from the assistant manager level to the officer level.
2. Temporary employee mean individuals whom the Company agrees to employ as employees of the Company with a specified termination period of employment.

**Management Position in the Revenue Generating Department** means management position in the Credit Card Marketing Business Unit, the Commerce Digital Marketing Division, the Distribution Business Unit, the Merchant Acquiring Business Unit, the Auto Loan Business Unit, and the Personal Loans Business Units.

**STEM (Science, Technology, Engineering and Mathematics) employees** means employees in the Corporate Finance Business Unit, the Information Technology Business Unit, the Data Information Management & Credit Risk Management Division, the Process Development Division.

**Total Employee Turnover** means employees who have retired from being employees of the Company in the event of resignation, retirement, termination of employment, failure to pass probation, non-renewal of the employment contract and death in service.

**Voluntary Employee Turnover** means employees who are retired from being employees of the Company, excluding those with termination of employment from the Company, failure to pass probation, non-renewal of the employment contract and death in service.

#### Occupational Health and Safety

1. Number of days means actual working days.
2. Number of hours means actual working hours.
3. Injury means an injury that result in fatalities, permanent total disabilities, lost workday case, restricted workday case, and medical treatment beyond first aid, including vehicle accident arising from work.
4. Lost time injury means an injury that causes one or more days of absence from work (start counting from the day after the day of the accident).
5. Work-related fatalities mean accidents due to work or the Company's activities, causing injuries or sicknesses or fatal to the point of death.

## Calculation

1. **Rate of Recordable Work-related Injuries** = Number of Recordable Work-related Injuries (as of the day the report is prepared) x 1,000,000 (hours worked) / Number of hours worked (as of the day the report is prepared)
2. **Lost Time Injury Rate (LTIR)** = Number of Lost Time Injuries (as of the day the report is prepared) x 1,000,000 (hours worked) / Number of hours worked (as of the day the report is prepared)
3. **Lost Day Injury Rate (LDIR)** = Number of Lost Day Injuries (as of the day the report is prepared) x 1,000,000 (hours worked) / Number of hours worked (as of the day the report is prepared)
4. **Rate of Fatalities as a result of Work-related Injury** = Number of Fatalities as a result of Work-related Injuries (as of the day the report is prepared) x 1,000,000 (hours worked) / Number of hours worked (as of the day the report is prepared)
5. **Absentee Rate (AR)** = Number of Absentee Rate and other Occupational Diseases that are not excused (as of the day the report is prepared) x 100 / Total number of operating days in one year
6. **Occupational Disease Rate (ODR)** = Number of Occupational Disease Rate (as of the day the report is prepared) x 1,000,000 (hours worked) / Number of hours worked (as of the day the report is prepared)
7. **Lost Day Rate (LDR)** = Number of Lost Day Rate (as of the day the report is prepared) x 1,000,000 (hours worked) / Number of hours worked (as of the day the report is prepared)
8. **Rate of High-consequence Work-related Injuries (excluding fatalities)** = Number of High-consequence Work-related Injuries (excluding fatalities) x 1,000,000 (hours worked) / Number of hours worked (as of the day the report is prepared)
9. **Return to Work Rate** = Total number of employees that did return to work after parental leave x 100 / Total number of employees due to return to work after taking parental leave
10. **Retention Rate** = Total number of employees retained 12 months after returning to work following a period of parental leave x 100 / Total number of employees returning from parental leave in the prior reporting period(s)

## Environmental Dimension Information

Environmental performance including electricity, water, waste indicators and associated GHG emissions are consolidated from operational activities that occurred within the Company's two rental office buildings, the UBC II Building and the Thai Summit Building.

### Greenhouse Gas Emissions

Refers to the amount of greenhouse gas emissions from the Company's business operations activities.

1. Direct greenhouse gas (Scope 1) is emission caused by using fuel for vehicles used in the Company's business operation through all corporate fuel credit cards (Fleet cards).
2. Indirect greenhouse gas (Scope 2) is emission caused by purchasing of electricity from the Metropolitan Electricity Authority.
3. Other indirect greenhouse gas (Scope 3) is emission generated from purchased goods and services (including water usage, paper usage and credit card production), fuel-and-energy related activities, waste generated in operations, and business travel and employee commuting.

The greenhouse gas emissions report covers CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs and SF<sub>6</sub>, calculated and illustrated in the form of carbon dioxide equivalent (CO<sub>2</sub>e), indicating Global Warming Potential as designated by the Intergovernmental Panel on Climate Change (IPCC).

## SUSTAINABILITY PERFORMANCE

### Economic Dimension

| Performance Indicator | Unit         | 2023    | 2024           |
|-----------------------|--------------|---------|----------------|
| Revenues              | Million Baht | 25,418  | <b>27,456</b>  |
| Net Profit            | Million Baht | 7,295   | <b>7,437</b>   |
| Total Portfolio       | Million Baht | 112,346 | <b>111,162</b> |
| - Credit Card         | Million Baht | 74,441  | <b>73,954</b>  |
| - Personal Loans      | Million Baht | 34,716  | <b>35,096</b>  |
| - Leasing             | Million Baht | 3,189   | <b>2,112</b>   |
| Credit Card Spending  | Million Baht | 265,383 | <b>292,146</b> |
| Net Interest Margin   | %            | 13.2    | <b>12.9</b>    |
| Total NPL             | %            | 2.19    | <b>1.95</b>    |
| NPL Coverage Ratio    | %            | 400.3   | <b>369.3</b>   |

## Remark

- The consolidated financial statements of Krungthai Card Public Company Limited

### Tax Information

| Consolidated financial statements | Unit          | 2023       | 2024              |
|-----------------------------------|---------------|------------|-------------------|
| Revenues                          | Thousand Baht | 25,418,462 | <b>27,455,589</b> |
| Profit before Income Tax          | Thousand Baht | 9,068,139  | <b>9,265,298</b>  |
| Income Tax Expense                | Thousand Baht | 1,818,508  | <b>1,877,280</b>  |
| Effective Tax Rate                | %             | 20.0       | <b>20.3</b>       |
| Income Tax Paid                   | Thousand Baht | 1,961,543  | <b>2,013,797</b>  |
| Cash Tax Rate <sup>(1)</sup>      | %             | 20         | <b>20</b>         |

## Remark

- <sup>(1)</sup> Cash tax rate define as corporate income taxed paid under Thai Law
- For additional information, please refer to <https://www.ktc.co.th/en/investor-relations/publications-webcast/investorkits>

## Anti-Corruption

| Information  | Units   | 2021  |        |        | 2022  |        |        | 2023  |        |        | 2024  |        |        |
|--|---------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|
|  |         | Male  | Female | Total  |
| Code of Business Conduct: Anti-corruption  |         |       |        |        |       |        |        |       |        |        |       |        |        |
| Percentage of operations assessed for risks related to corruption  | %       | 100   |        |        | 100   |        |        | 100   |        |        | 100   |        |        |
| Total number and percentage of Board of Directors that the organization's anti-corruption policies and procedures have been communicated to, broken down by area     | Person  | 6     | 2      | 8      | 7     | 1      | 8      | 5     | 3      | 8      | 5     | 3      | 8      |
|  | %       | 75.00 | 25.00  | 100.00 | 87.50 | 12.50  | 100.00 | 62.50 | 37.50  | 100.00 | 62.50 | 37.50  | 100.00 |
| - Thailand   | Person  | 6     | 2      | 8      | 7     | 1      | 8      | 5     | 3      | 8      | 5     | 3      | 8      |
|  | %       | 75.00 | 25.00  | 100.00 | 87.50 | 12.50  | 100.00 | 62.50 | 37.50  | 100.00 | 62.50 | 37.50  | 100.00 |
| - Elsewhere  | Person  | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      |
|  | %       | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   |
| Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee position | Person  | 572   | 1,133  | 1,705  | 578   | 1,117  | 1,695  | 604   | 1,188  | 1,792  | 619   | 1,221  | 1,840  |
|  | %       | 33.55 | 66.45  | 100.00 | 34.10 | 65.90  | 100.00 | 33.71 | 66.29  | 100.00 | 33.64 | 66.36  | 100.00 |
| By management position   | Person  | 148   | 186    | 334    | 176   | 263    | 439    | 174   | 280    | 454    | 180   | 298    | 478    |
|  | %       | 44.31 | 55.69  | 100.00 | 40.09 | 59.91  | 100.00 | 38.33 | 61.67  | 100.00 | 37.66 | 62.34  | 100.00 |
| - Top management position  | Person  | 8     | 5      | 13     | 7     | 5      | 12     | 6     | 6      | 12     | 4     | 13     | 17     |
|  | %       | 61.54 | 38.46  | 100.00 | 58.33 | 41.67  | 100.00 | 50.00 | 50.00  | 100.00 | 23.53 | 76.47  | 100.00 |
| - Junior-middle management   | Person  | 140   | 181    | 321    | 169   | 258    | 427    | 168   | 274    | 442    | 176   | 285    | 461    |
|  | %       | 43.61 | 56.39  | 100.00 | 39.58 | 60.42  | 100.00 | 38.01 | 61.99  | 100.00 | 38.18 | 61.82  | 100.00 |
| By non-management position   | Person  | 383   | 853    | 1,236  | 364   | 763    | 1,127  | 389   | 806    | 1,195  | 404   | 835    | 1,239  |
|  | %       | 30.99 | 69.01  | 100.00 | 32.30 | 67.70  | 100.00 | 32.55 | 67.45  | 100.00 | 32.61 | 67.39  | 100.00 |
| - General employee   | Person  | 383   | 853    | 1,236  | 364   | 763    | 1,127  | 389   | 806    | 1,195  | 404   | 835    | 1,239  |
|  | %       | 30.99 | 69.01  | 100.00 | 32.30 | 67.70  | 100.00 | 32.55 | 67.45  | 100.00 | 32.61 | 67.39  | 100.00 |
| Temporary employee (Non-management position)   | Persons | 41    | 94     | 135    | 38    | 91     | 129    | 41    | 102    | 143    | 35    | 88     | 123    |
|  | %       | 30.37 | 69.63  | 100.00 | 29.46 | 70.54  | 100.00 | 28.67 | 71.33  | 100.00 | 28.46 | 71.54  | 100.00 |

| Information   | Units  | 2021  |        |        | 2022  |        |        | 2023  |        |        | 2024  |        |        |
|---|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|
|   |        | Male  | Female | Total  |
|   |        |       |        |        |       |        |        |       |        |        |       |        |        |
| Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by area | Person | 572   | 1,133  | 1,705  | 578   | 1,117  | 1,695  | 604   | 1,188  | 1,792  | 619   | 1,221  | 1,840  |
|   | %      | 33.55 | 66.45  | 100.00 | 34.10 | 65.90  | 100.00 | 33.71 | 66.29  | 100.00 | 33.64 | 66.36  | 100.00 |
| - Thailand  | Person | 572   | 1,133  | 1,705  | 578   | 1,117  | 1,695  | 604   | 1,188  | 1,792  | 619   | 1,221  | 1,840  |
|   | %      | 33.55 | 66.45  | 100.00 | 34.10 | 65.90  | 100.00 | 33.71 | 66.29  | 100.00 | 33.64 | 66.36  | 100.00 |
| - Elsewhere   | Person | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      |
|   | %      | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   |
| Total number and percentage of the Board of Directors that have received training on anti-corruption, broken down by area <sup>(1)</sup>                | Person | 6     | 2      | 8      | 7     | 1      | 8      | 5     | 3      | 8      | 5     | 3      | 8      |
|   | %      | 75.00 | 25.00  | 100.00 | 87.50 | 12.50  | 100.00 | 62.50 | 37.50  | 100.00 | 62.50 | 37.50  | 100.00 |
| - Thailand  | Person | 6     | 2      | 8      | 7     | 1      | 8      | 5     | 3      | 8      | 5     | 3      | 8      |
|   | %      | 75.00 | 25.00  | 100.00 | 87.50 | 12.50  | 100.00 | 62.50 | 37.50  | 100.00 | 62.50 | 37.50  | 100.00 |
| - Elsewhere   | Person | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      |
|   | %      | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   |
| Total number and percentage of employees that have received training on anti-corruption, broken down by employee position                               | Person | 572   | 1,133  | 1,705  | 578   | 1,117  | 1,695  | 604   | 1,188  | 1,792  | 619   | 1,221  | 1,840  |
|   | %      | 33.55 | 66.45  | 100.00 | 34.10 | 65.90  | 100.00 | 33.71 | 66.29  | 100.00 | 33.64 | 66.36  | 100.00 |
| By management position  | Person | 148   | 186    | 334    | 176   | 263    | 439    | 174   | 280    | 454    | 180   | 298    | 478    |
|   | %      | 44.31 | 55.69  | 100.00 | 40.09 | 59.91  | 100.00 | 38.33 | 61.67  | 100.00 | 37.66 | 62.34  | 100.00 |
| - Top management position   | Person | 8     | 5      | 13     | 7     | 5      | 12     | 6     | 6      | 12     | 4     | 13     | 17     |
|   | %      | 61.54 | 38.46  | 100.00 | 58.33 | 41.67  | 100.00 | 50.00 | 50.00  | 100.00 | 23.53 | 76.47  | 100.00 |
| - Junior-middle management  | Person | 140   | 181    | 321    | 169   | 258    | 427    | 168   | 274    | 442    | 176   | 285    | 461    |
|   | %      | 43.61 | 56.39  | 100.00 | 39.58 | 60.42  | 100.00 | 38.01 | 61.99  | 100.00 | 38.18 | 61.82  | 100.00 |

## Remark

- <sup>(1)</sup> From 2021 to 2023, the Company's Board of Directors received anti-corruption training through communication and briefings conducted during meetings.

| Information  | Units   | 2021  |        |        | 2022  |        |        | 2023  |        |        | 2024  |        |        |
|--|---------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|
|  |         | Male  | Female | Total  |
| By non-management position   | Person  | 383   | 853    | 1,236  | 364   | 763    | 1,127  | 389   | 806    | 1,195  | 404   | 835    | 1,239  |
|  | %       | 30.99 | 69.01  | 100.00 | 32.30 | 67.70  | 100.00 | 32.55 | 67.45  | 100.00 | 32.61 | 67.39  | 100.00 |
| - General employee   | Person  | 383   | 853    | 1,236  | 364   | 763    | 1,127  | 389   | 806    | 1,195  | 404   | 835    | 1,239  |
|  | %       | 30.99 | 69.01  | 100.00 | 32.30 | 67.70  | 100.00 | 32.55 | 67.45  | 100.00 | 32.61 | 67.39  | 100.00 |
| Temporary employee (Non-management position)   | Persons | 41    | 94     | 135    | 38    | 91     | 129    | 41    | 102    | 143    | 35    | 88     | 123    |
|  | %       | 30.37 | 69.63  | 100.00 | 29.46 | 70.54  | 100.00 | 28.67 | 71.33  | 100.00 | 28.46 | 71.54  | 100.00 |
| Total number and percentage of employees that have received training on anti-corruption, broken down by area | Person  | 572   | 1,133  | 1,705  | 578   | 1,117  | 1,695  | 604   | 1,188  | 1,792  | 619   | 1,221  | 1,840  |
|  | %       | 33.55 | 66.45  | 100.00 | 34.10 | 65.90  | 100.00 | 33.71 | 66.29  | 100.00 | 33.64 | 66.36  | 100.00 |
| - Thailand   | Person  | 572   | 1,133  | 1,705  | 578   | 1,117  | 1,695  | 604   | 1,188  | 1,792  | 619   | 1,221  | 1,840  |
|  | %       | 33.55 | 66.45  | 100.00 | 34.10 | 65.90  | 100.00 | 33.71 | 66.29  | 100.00 | 33.64 | 66.36  | 100.00 |
| - Elsewhere  | Person  | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      |
|  | %       | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   |

#### Code of Business Conduct: Anti-competitive, antitrust and monopoly legislation

|  |      |   |   |   |   |   |   |
|--|------|---|---|---|---|---|---|
| Number of legal actions pending regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant   | Case | 0 | 0 | 0 | 0 | 0 | 0 |
| Number of legal actions completed regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant | Case | 0 | 0 | 0 | 0 | 0 | 0 |



| Information  | Units | 2021 |        |       | 2022 |        |       | 2023 |        |       | 2024 |        |       |
|--|-------|------|--------|-------|------|--------|-------|------|--------|-------|------|--------|-------|
|  |       | Male | Female | Total |
| Number of confirmed and managed Code of Conduct breaches | Case  | 0    |        | 0     | 0    |        | 0     | 0    |        | 0     | 0    |        | 0     |
| - Corruption   | Case  | 0    |        | 0     | 0    |        | 0     | 0    |        | 0     | 0    |        | 0     |
| - Anti-trust/<br>Anti-competitive                        | Case  | 0    |        | 0     | 0    |        | 0     | 0    |        | 0     | 0    |        | 0     |
| - Non-compliance with laws and regulations               | Case  | 0    |        | 0     | 0    |        | 0     | 0    |        | 0     | 0    |        | 0     |
| - Sexual discrimination and harassment                   | Case  | 0    |        | 0     | 0    |        | 0     | 0    |        | 0     | 0    |        | 0     |
| - Non-sexual discrimination and harassment               | Case  | 0    |        | 0     | 0    |        | 0     | 0    |        | 0     | 0    |        | 0     |
| - Others   | Case  | 0    |        | 0     | 0    |        | 0     | 0    |        | 0     | 0    |        | 0     |

## Social Dimension

## Total Number of Employees

| Information                                       | Units   | 2021  |        |        | 2022  |        |        | 2023  |        |        | 2024  |        |        |
|---|---------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|
|   |         | Male  | Female | Total  |
|   |         |       |        |        |       |        |        |       |        |        |       |        |        |
| Total number of part-time employee                | Person  | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      |
|   | %       | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   |
| - Thai  | Person  | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      |
|   | %       | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   |
| - Foreigner                                       | Person  | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      |
|   | %       | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   |
| Total employee by employee contract and age group |         |       |        |        |       |        |        |       |        |        |       |        |        |
| Total Employee                                    | Persons | 572   | 1,133  | 1,705  | 578   | 1,117  | 1,695  | 604   | 1,188  | 1,792  | 619   | 1,221  | 1,840  |
| % of total employee                               | %       | 33.55 | 66.45  | 100.00 | 34.10 | 65.90  | 100.00 | 33.71 | 66.29  | 100.00 | 33.64 | 66.36  | 100.00 |
| < 30 years old                                    | Persons | 90    | 224    | 314    | 89    | 186    | 275    | 104   | 209    | 313    | 86    | 199    | 285    |
|   | %       | 5.28  | 13.14  | 18.42  | 5.25  | 10.97  | 16.22  | 5.80  | 11.66  | 17.47  | 4.67  | 10.82  | 15.49  |
| 30-50 years old                                   | Persons | 408   | 801    | 1,209  | 410   | 802    | 1,212  | 423   | 845    | 1,268  | 450   | 875    | 1,325  |
|   | %       | 23.93 | 46.98  | 70.91  | 24.19 | 47.32  | 71.50  | 23.60 | 47.15  | 70.76  | 24.46 | 47.55  | 72.01  |
| > 50 years old                                    | Persons | 74    | 108    | 182    | 79    | 129    | 208    | 77    | 134    | 211    | 83    | 147    | 230    |
|   | %       | 4.34  | 6.33   | 10.67  | 4.66  | 7.61   | 12.27  | 4.30  | 7.48   | 11.77  | 4.51  | 7.99   | 12.50  |
| Permanent employee                                | Persons | 531   | 1,039  | 1,570  | 540   | 1,026  | 1,566  | 563   | 1,086  | 1,649  | 584   | 1,133  | 1,717  |
| % of total FTEs                                   | %       | 33.82 | 66.18  | 100.00 | 34.48 | 65.52  | 100.00 | 34.14 | 65.86  | 100.00 | 34.01 | 65.99  | 100.00 |
| < 30 years old                                    | Persons | 67    | 173    | 240    | 69    | 144    | 213    | 81    | 166    | 247    | 68    | 167    | 235    |
|   | %       | 4.27  | 11.02  | 15.29  | 4.41  | 9.20   | 13.60  | 4.91  | 10.07  | 14.98  | 3.96  | 9.73   | 13.69  |
| 30-50 years old                                   | Persons | 391   | 758    | 1,149  | 392   | 754    | 1,146  | 405   | 790    | 1,195  | 433   | 823    | 1,256  |
|   | %       | 24.90 | 48.28  | 73.18  | 25.03 | 48.15  | 73.18  | 24.56 | 47.91  | 72.47  | 25.22 | 47.93  | 73.15  |
| > 50 years old                                    | Persons | 73    | 108    | 181    | 79    | 128    | 207    | 77    | 130    | 207    | 83    | 143    | 226    |
|   | %       | 4.65  | 6.88   | 11.53  | 5.04  | 8.17   | 13.22  | 4.67  | 7.88   | 12.55  | 4.83  | 8.33   | 13.16  |

| Information  | Units   | 2021  |        |        | 2022  |        |        | 2023  |        |        | 2024  |        |        |
|--|---------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|
|  |         | Male  | Female | Total  |
| Total permanent employee by position and age group |         |       |        |        |       |        |        |       |        |        |       |        |        |
| Management position                                | Persons | 148   | 186    | 334    | 176   | 263    | 439    | 174   | 280    | 454    | 180   | 298    | 478    |
| % of total management positions                    | %       | 44.31 | 55.69  | 100.00 | 40.09 | 59.91  | 100.00 | 38.33 | 61.67  | 100.00 | 37.66 | 62.34  | 100.00 |
| Top management position                            | Persons | 8     | 5      | 13     | 7     | 5      | 12     | 6     | 6      | 12     | 4     | 13     | 17     |
| % of total top management positions                | %       | 61.54 | 38.46  | 100.00 | 58.33 | 41.67  | 100.00 | 50.00 | 50.00  | 100.00 | 23.53 | 76.47  | 100.00 |
| < 30 years old                                     | Persons | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      |
|  | %       | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   |
| 30-50 years old                                    | Persons | 0     | 4      | 4      | 0     | 2      | 2      | 0     | 3      | 3      | 1     | 4      | 5      |
|  | %       | 0.00  | 30.77  | 30.77  | 0.00  | 16.67  | 16.67  | 0.00  | 25.00  | 25.00  | 5.88  | 23.53  | 29.41  |
| > 50 years old                                     | Persons | 8     | 1      | 9      | 7     | 3      | 10     | 6     | 3      | 9      | 3     | 9      | 12     |
|  | %       | 61.54 | 7.69   | 69.23  | 58.33 | 25.00  | 83.33  | 50.00 | 25.00  | 75.00  | 17.65 | 52.94  | 70.59  |
| Middle management position                         | Persons | 66    | 90     | 156    | 79    | 93     | 172    | 77    | 99     | 176    | 78    | 96     | 174    |
| % of total middle management positions             | %       | 42.31 | 57.69  | 100.00 | 45.93 | 54.07  | 100.00 | 43.75 | 56.25  | 100.00 | 44.83 | 55.17  | 100.00 |
| < 30 years old                                     | Persons | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      |
|  | %       | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   |
| 30-50 years old                                    | Persons | 35    | 36     | 71     | 41    | 35     | 76     | 39    | 40     | 79     | 34    | 41     | 75     |
|  | %       | 22.44 | 23.08  | 45.51  | 23.84 | 20.35  | 44.19  | 22.16 | 22.73  | 44.89  | 19.54 | 23.56  | 43.10  |
| > 50 years old                                     | Persons | 31    | 54     | 85     | 38    | 58     | 96     | 38    | 59     | 97     | 44    | 55     | 99     |
|  | %       | 19.87 | 34.62  | 54.49  | 22.09 | 33.72  | 55.81  | 21.59 | 33.52  | 55.11  | 25.29 | 31.61  | 56.90  |
| Junior management position                         | Persons | 74    | 91     | 165    | 90    | 165    | 255    | 91    | 175    | 266    | 98    | 189    | 287    |
| % of total junior management positions             | %       | 44.85 | 55.15  | 100.00 | 35.29 | 64.71  | 100.00 | 34.21 | 65.79  | 100.00 | 34.15 | 65.85  | 100.00 |
| < 30 years old                                     | Persons | 1     | 0      | 1      | 1     | 1      | 2      | 2     | 0      | 2      | 2     | 0      | 2      |
|  | %       | 0.61  | 0.00   | 0.61   | 0.39  | 0.39   | 0.78   | 0.75  | 0.00   | 0.75   | 0.70  | 0.00   | 0.70   |
| 30-50 years old                                    | Persons | 58    | 69     | 127    | 68    | 122    | 190    | 71    | 135    | 206    | 77    | 142    | 219    |
|  | %       | 35.15 | 41.82  | 76.97  | 26.67 | 47.84  | 74.51  | 26.69 | 50.75  | 77.44  | 26.83 | 49.48  | 76.31  |
| > 50 years old                                     | Persons | 15    | 22     | 37     | 21    | 42     | 63     | 18    | 40     | 58     | 19    | 47     | 66     |
|  | %       | 9.09  | 13.33  | 22.42  | 8.24  | 16.47  | 24.71  | 6.77  | 15.04  | 21.80  | 6.62  | 16.38  | 23.00  |

| Information   | Units   | 2021  |        |        | 2022  |        |        | 2023  |        |        | 2024  |        |        |
|---|---------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|
|   |         | Male  | Female | Total  |
| Non management position                                     | Persons | 383   | 853    | 1,236  | 364   | 763    | 1,127  | 389   | 806    | 1,195  | 404   | 835    | 1,239  |
| % of total non-management positions                         | %       | 30.99 | 69.01  | 100.00 | 32.30 | 67.70  | 100.00 | 32.55 | 67.45  | 100.00 | 32.61 | 67.39  | 100.00 |
| General Employee  | Persons | 383   | 853    | 1,236  | 364   | 763    | 1,127  | 389   | 806    | 1,195  | 404   | 835    | 1,239  |
| % of total general employee                                 | %       | 30.99 | 69.01  | 100.00 | 32.30 | 67.70  | 100.00 | 32.55 | 67.45  | 100.00 | 32.61 | 67.39  | 100.00 |
| < 30 years old  | Persons | 66    | 173    | 239    | 68    | 143    | 211    | 79    | 166    | 245    | 66    | 167    | 233    |
|   | %       | 5.34  | 14.00  | 19.34  | 6.03  | 12.69  | 18.72  | 6.61  | 13.89  | 20.50  | 5.33  | 13.48  | 18.81  |
| 30-50 years old   | Persons | 298   | 649    | 947    | 283   | 595    | 878    | 295   | 612    | 907    | 321   | 636    | 957    |
|   | %       | 24.11 | 52.51  | 76.62  | 25.11 | 52.80  | 77.91  | 24.69 | 51.21  | 75.90  | 25.91 | 51.33  | 77.24  |
| > 50 years old  | Persons | 19    | 31     | 50     | 13    | 25     | 38     | 15    | 28     | 43     | 17    | 32     | 49     |
|   | %       | 1.54  | 2.51   | 4.05   | 1.15  | 2.22   | 3.37   | 1.26  | 2.34   | 3.60   | 1.37  | 2.58   | 3.95   |
| Total temporary employee by age group                       |         |       |        |        |       |        |        |       |        |        |       |        |        |
| Temporary employee (Non-management position)                | Persons | 41    | 94     | 135    | 38    | 91     | 129    | 41    | 102    | 143    | 35    | 88     | 123    |
| % of total temporary workers                                | %       | 30.37 | 69.63  | 100.00 | 29.46 | 70.54  | 100.00 | 28.67 | 71.33  | 100.00 | 28.46 | 71.54  | 100.00 |
| < 30 years old  | Persons | 23    | 51     | 74     | 20    | 42     | 62     | 23    | 43     | 66     | 18    | 32     | 50     |
|   | %       | 17.04 | 37.78  | 54.81  | 15.50 | 32.56  | 48.06  | 16.08 | 30.07  | 46.15  | 14.63 | 26.02  | 40.65  |
| 30-50 years old   | Persons | 17    | 43     | 60     | 18    | 48     | 66     | 18    | 55     | 73     | 17    | 52     | 69     |
|   | %       | 12.59 | 31.85  | 44.44  | 13.95 | 37.21  | 51.16  | 12.59 | 38.46  | 51.05  | 13.82 | 42.28  | 56.10  |
| > 50 years old  | Persons | 1     | 0      | 1      | 0     | 1      | 1      | 0     | 4      | 4      | 0     | 4      | 4      |
|   | %       | 0.74  | 0.00   | 0.74   | 0.00  | 0.78   | 0.78   | 0.00  | 2.80   | 2.80   | 0.00  | 3.25   | 3.25   |
| Total permanent employee by function group                  |         |       |        |        |       |        |        |       |        |        |       |        |        |
| Management Level in revenue generating functions            | Persons | 48    | 73     | 121    | 51    | 86     | 137    | 57    | 116    | 173    | 53    | 104    | 157    |
| % of total Management Level in revenue generating functions | %       | 39.67 | 60.33  | 100.00 | 37.23 | 62.77  | 100.00 | 32.95 | 67.05  | 100.00 | 33.76 | 66.24  | 100.00 |
| < 30 years old  | Persons | 1     | 0      | 1      | 1     | 0      | 1      | 0     | 0      | 0      | 0     | 0      | 0      |
|   | %       | 0.83  | 0.00   | 0.83   | 0.73  | 0.00   | 0.73   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   |
| 30-50 years old   | Persons | 37    | 38     | 75     | 36    | 52     | 88     | 42    | 76     | 118    | 36    | 65     | 101    |
|   | %       | 30.58 | 31.40  | 61.98  | 26.28 | 37.96  | 64.23  | 24.28 | 43.93  | 68.21  | 22.93 | 41.40  | 64.33  |
| > 50 years old  | Persons | 10    | 35     | 45     | 14    | 34     | 48     | 15    | 40     | 55     | 17    | 39     | 56     |
|   | %       | 8.26  | 28.93  | 37.19  | 10.22 | 24.82  | 35.04  | 8.67  | 23.12  | 31.79  | 10.83 | 24.84  | 35.67  |

| Information   | Units   | 2021  |        |        | 2022  |        |        | 2023  |        |        | 2024  |        |        |
|---|---------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|
|   |         | Male  | Female | Total  |
| STEM-related position   | Persons | 81    | 94     | 175    | 90    | 97     | 187    | 89    | 100    | 189    | 92    | 106    | 198    |
| % of total STEM-related position  | %       | 46.29 | 53.71  | 100.00 | 48.13 | 51.87  | 100.00 | 47.09 | 52.91  | 100.00 | 46.46 | 53.54  | 100.00 |
| < 30 years old  | Persons | 6     | 12     | 18     | 11    | 14     | 25     | 15    | 18     | 33     | 11    | 17     | 28     |
|   | %       | 3.43  | 6.86   | 10.29  | 5.88  | 7.49   | 13.37  | 7.94  | 9.52   | 17.46  | 5.56  | 8.59   | 14.14  |
| 30-50 years old   | Persons | 57    | 65     | 122    | 59    | 63     | 122    | 55    | 62     | 117    | 55    | 62     | 117    |
|   | %       | 32.57 | 37.14  | 69.71  | 31.55 | 33.69  | 65.24  | 29.10 | 32.80  | 61.90  | 27.78 | 31.31  | 59.09  |
| > 50 years old  | Persons | 18    | 17     | 35     | 20    | 20     | 40     | 19    | 20     | 39     | 26    | 27     | 53     |
|   | %       | 10.29 | 9.71   | 20.00  | 10.70 | 10.70  | 21.39  | 10.05 | 10.58  | 20.63  | 13.13 | 13.64  | 26.77  |
| Total permanent employee by country   |         |       |        |        |       |        |        |       |        |        |       |        |        |
| Thailand  | Persons | 572   | 1,133  | 1,705  | 578   | 1,117  | 1,695  | 604   | 1,188  | 1,792  | 619   | 1,221  | 1,840  |
|   | %       | 33.55 | 66.45  | 100.00 | 34.10 | 65.90  | 100.00 | 33.71 | 66.29  | 100.00 | 33.64 | 66.36  | 100.00 |
| Elsewhere   | Persons | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      |
|   | %       | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   |
| Total permanent employee by position and nationality                        |         |       |        |        |       |        |        |       |        |        |       |        |        |
| Thai Nationals in Management Positions (Junior, Middle, Top Management)     | Persons | 148   | 186    | 334    | 176   | 263    | 439    | 174   | 280    | 454    | 180   | 298    | 478    |
|   | %       | 44.31 | 55.69  | 100.00 | 40.09 | 59.91  | 100.00 | 38.33 | 61.67  | 100.00 | 37.66 | 62.34  | 100.00 |
| Chinese Nationals in Management Positions (Junior, Middle, Top Management)  | Persons | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      |
|   | %       | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   |
| American Nationals in Management Positions (Junior, Middle, Top Management) | Persons | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      |
|   | %       | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   | 0.00  | 0.00   | 0.00   |

## Remark

- Total Employee refers to individual who is in an employment relationship with the organization according to the national law or practice. Data consolidated as of 31 December 2024.
- Total number of workers who are not employees refers to workers who are not employee, including contractors, subcontractors, and professional outsourced workers performing tasks similar to those of employees. Data consolidated as of 31 December 2024.
- Permanent worker refers to employee under contract that does not specify a definite period, categorized as full-time employees and part-time employees.
- Temporary employee refers to employee under contract that clearly specifies a definite period.
- NA indicates that the data was not collected.

## Hiring

| Information   | Units   | 2021  |        |        | 2022  |        |        | 2023  |        |        | 2024  |        |        |
|---|---------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|
|   |         | Male  | Female | Total  |
| Total Number of Hires   | Persons | 42    | 132    | 174    | 119   | 255    | 374    | 121   | 238    | 359    | 89    | 187    | 276    |
| Total number of hires to total vacant positions (internal & external) | %       | 24.14 | 75.86  | 100.00 | 31.82 | 68.18  | 100.00 | 33.70 | 66.30  | 100.00 | 32.25 | 67.75  | 100.00 |
| <strong>External Hires</strong>                                       |         |       |        |        |       |        |        |       |        |        |       |        |        |
| Total number of new employee hires                                    | Persons | 40    | 118    | 158    | 112   | 238    | 350    | 116   | 222    | 338    | 88    | 182    | 270    |
| External hire to total vacant positions (internal & external)         | %       | 22.99 | 67.82  | 90.80  | 29.95 | 63.64  | 93.58  | 32.31 | 61.84  | 94.15  | 31.88 | 65.94  | 97.83  |
| <strong>By type of employment</strong>                                |         |       |        |        |       |        |        |       |        |        |       |        |        |
| Full-time employees   | Persons | 24    | 83     | 107    | 82    | 148    | 230    | 94    | 176    | 270    | 82    | 164    | 246    |
| <strong>By employee position</strong>                                 |         |       |        |        |       |        |        |       |        |        |       |        |        |
| By management position  | Persons | 2     | 3      | 5      | 13    | 13     | 26     | 13    | 22     | 35     | 22    | 18     | 40     |
| Top management position   | Persons | 0     | 0      | 0      | 0     | 1      | 1      | 0     | 0      | 0      | 0     | 1      | 1      |
| Middle management position  | Persons | 1     | 2      | 3      | 5     | 1      | 6      | 2     | 4      | 6      | 8     | 4      | 12     |
| Junior management position  | Persons | 1     | 1      | 2      | 8     | 11     | 19     | 11    | 18     | 29     | 14    | 13     | 27     |

| Information   | Units   | 2021 |        |       | 2022 |        |       | 2023 |        |       | 2024 |        |       |
|---|---------|------|--------|-------|------|--------|-------|------|--------|-------|------|--------|-------|
|   |         | Male | Female | Total |
| By non-management position                                    | Persons | 22   | 80     | 102   | 69   | 135    | 204   | 81   | 154    | 235   | 60   | 146    | 206   |
| General Employee  | Persons | 22   | 80     | 102   | 69   | 135    | 204   | 81   | 154    | 235   | 60   | 146    | 206   |
| Temporary employee (Non-management position)                  | Persons | 16   | 35     | 51    | 30   | 90     | 120   | 22   | 46     | 68    | 6    | 18     | 24    |
| Temporary employee  | Persons | 16   | 35     | 51    | 30   | 90     | 120   | 22   | 46     | 68    | 6    | 18     | 24    |
| By age group  |         |      |        |       |      |        |       |      |        |       |      |        |       |
| < 30 years old  | Persons | 26   | 74     | 100   | 53   | 108    | 161   | 58   | 104    | 162   | 29   | 92     | 121   |
| 30-50 years old   | Persons | 14   | 44     | 58    | 56   | 126    | 182   | 58   | 117    | 175   | 56   | 87     | 143   |
| > 50 years old  | Persons | 0    | 0      | 0     | 3    | 4      | 7     | 0    | 1      | 1     | 3    | 3      | 6     |
| By nationality  |         |      |        |       |      |        |       |      |        |       |      |        |       |
| Thailand  | Persons | 40   | 118    | 158   | 112  | 238    | 350   | 116  | 222    | 338   | 88   | 182    | 270   |
| Foreigners  | Persons | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0      | 0     |
| Internal Hires  |         |      |        |       |      |        |       |      |        |       |      |        |       |
| Total number of internal hires                                | Persons | 2    | 14     | 16    | 7    | 17     | 24    | 5    | 16     | 21    | 1    | 5      | 6     |
| Internal hire to Total vacant positions (internal & external) | %       | 1.15 | 8.05   | 9.20  | 1.87 | 4.55   | 6.42  | 1.39 | 4.46   | 5.85  | 0.36 | 1.81   | 2.17  |
| By type of employment   |         |      |        |       |      |        |       |      |        |       |      |        |       |
| Full-time employees   | Persons | 2    | 14     | 16    | 7    | 17     | 24    | 4    | 15     | 19    | 1    | 5      | 6     |

| Information                                  | Units   | 2021   |        |       | 2022   |        |       | 2023   |        |       | 2024   |        |       |
|--|---------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|
|  |         | Male   | Female | Total |
| <b>By employee position</b>                  |         |        |        |       |        |        |       |        |        |       |        |        |       |
| By management position                       | Persons | 0      | 6      | 6     | 3      | 3      | 6     | 2      | 3      | 5     | 1      | 3      | 4     |
| Top management position                      | Persons | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     |
| Middle management position                   | Persons | 0      | 3      | 3     | 0      | 1      | 1     | 1      | 2      | 3     | 1      | 1      | 2     |
| Junior management position                   | Persons | 0      | 3      | 3     | 3      | 2      | 5     | 1      | 1      | 2     | 0      | 2      | 2     |
| By non-management position                   | Persons | 2      | 8      | 10    | 4      | 14     | 18    | 2      | 12     | 14    | 0      | 2      | 2     |
| General Employee                             | Persons | 2      | 8      | 10    | 4      | 14     | 18    | 2      | 12     | 14    | 0      | 2      | 2     |
| Temporary employee (Non-management position) | Persons | 0      | 0      | 0     | 0      | 0      | 0     | 1      | 1      | 2     | 0      | 0      | 0     |
| Temporary employee                           | Persons | 0      | 0      | 0     | 0      | 0      | 0     | 1      | 1      | 2     | 0      | 0      | 0     |
| <b>By age group</b>                          |         |        |        |       |        |        |       |        |        |       |        |        |       |
| < 30 years old                               | Persons | 1      | 3      | 4     | 0      | 5      | 5     | 0      | 3      | 3     | 0      | 0      | 0     |
| 30-50 years old                              | Persons | 1      | 9      | 10    | 7      | 10     | 17    | 5      | 11     | 16    | 1      | 4      | 5     |
| > 50 years old                               | Persons | 0      | 2      | 2     | 0      | 2      | 2     | 0      | 2      | 2     | 0      | 1      | 1     |
| <b>By nationality</b>                        |         |        |        |       |        |        |       |        |        |       |        |        |       |
| Thailand                                     | Persons | 2      | 14     | 16    | 7      | 17     | 24    | 5      | 16     | 21    | 1      | 5      | 6     |
| Foreigners                                   | Persons | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     |
| Total Number of Open Positions               | Persons | 197    |        |       | 389    |        |       | 395    |        |       | 292    |        |       |
| Average Hiring Cost/ FTE Currency            | Baht    | 28,920 |        |       | 13,387 |        |       | 14,791 |        |       | 22,938 |        |       |

### Total Number of Employees Turnover

| Information                                  | Units   | 2021 |        |       | 2022 |        |       | 2023 |        |       | 2024 |        |       |
|--|---------|------|--------|-------|------|--------|-------|------|--------|-------|------|--------|-------|
|  |         | Male | Female | Total |
| Total employee turnover                      | Persons | 67   | 105    | 172   | 95   | 195    | 290   | 81   | 137    | 218   | 64   | 133    | 197   |
| Total employee turnover rate                 | %       | 3.93 | 6.16   | 10.09 | 5.60 | 11.50  | 17.11 | 4.52 | 7.65   | 12.17 | 3.48 | 7.23   | 10.71 |
| By type of employment                        |         |      |        |       |      |        |       |      |        |       |      |        |       |
| Full-time employees                          |         |      |        |       |      |        |       |      |        |       |      |        |       |
| Full-time employees turnover                 | Persons | 49   | 82     | 131   | 78   | 158    | 236   | 72   | 116    | 188   | 60   | 117    | 177   |
| Full-time employees turnover rate            | %       | 2.87 | 4.81   | 7.68  | 4.60 | 9.32   | 13.92 | 4.02 | 6.47   | 10.49 | 3.26 | 6.36   | 9.62  |
| By employee position                         |         |      |        |       |      |        |       |      |        |       |      |        |       |
| By management position                       | Persons | 13   | 11     | 24    | 17   | 18     | 35    | 21   | 16     | 37    | 24   | 23     | 47    |
| Top management position                      | Persons | 0    | 0      | 0     | 1    | 0      | 1     | 1    | 0      | 1     | 5    | 0      | 5     |
|  | %       | 0.00 | 0.00   | 0.00  | 0.06 | 0.00   | 0.06  | 0.06 | 0.00   | 0.06  | 0.27 | 0.00   | 0.27  |
| Middle management position                   | Persons | 3    | 7      | 10    | 4    | 7      | 11    | 9    | 6      | 15    | 8    | 7      | 15    |
|  | %       | 0.18 | 0.41   | 0.59  | 0.24 | 0.41   | 0.65  | 0.50 | 0.33   | 0.84  | 0.43 | 0.38   | 0.82  |
| Junior management position                   | Persons | 10   | 4      | 14    | 12   | 11     | 23    | 11   | 10     | 21    | 11   | 16     | 27    |
|  | %       | 0.59 | 0.23   | 0.82  | 0.71 | 0.65   | 1.36  | 0.61 | 0.56   | 1.17  | 0.60 | 0.87   | 1.47  |
| By non-management position                   | Persons | 36   | 71     | 107   | 61   | 140    | 201   | 51   | 100    | 151   | 36   | 94     | 130   |
| General employee                             | Persons | 36   | 71     | 107   | 61   | 140    | 201   | 51   | 100    | 151   | 36   | 94     | 130   |
|  | %       | 2.11 | 4.16   | 6.28  | 3.60 | 8.26   | 11.86 | 2.85 | 5.58   | 8.43  | 1.96 | 5.11   | 7.07  |
| Temporary employee (Non-management position) |         |      |        |       |      |        |       |      |        |       |      |        |       |
| Total temporary employee turnover            | Persons | 18   | 23     | 41    | 17   | 37     | 54    | 9    | 21     | 30    | 4    | 16     | 20    |
| Total temporary employee turnover rate       | %       | 1.06 | 1.35   | 2.40  | 1.00 | 2.18   | 3.19  | 0.50 | 1.17   | 1.67  | 0.22 | 0.87   | 1.09  |
| By age group                                 |         |      |        |       |      |        |       |      |        |       |      |        |       |
| < 30 years old                               | Persons | 25   | 40     | 65    | 29   | 59     | 88    | 24   | 42     | 66    | 16   | 42     | 58    |
|  | %       | 1.47 | 2.35   | 3.81  | 1.71 | 3.48   | 5.19  | 1.34 | 2.34   | 3.68  | 0.87 | 2.28   | 3.15  |
| 30-50 years old                              | Persons | 38   | 60     | 98    | 57   | 127    | 184   | 47   | 83     | 130   | 39   | 81     | 120   |
|  | %       | 2.23 | 3.52   | 5.75  | 3.36 | 7.49   | 10.86 | 2.62 | 4.63   | 7.25  | 2.12 | 4.40   | 6.52  |
| > 50 years old                               | Persons | 4    | 5      | 9     | 9    | 9      | 18    | 10   | 12     | 22    | 9    | 10     | 19    |
|  | %       | 0.23 | 0.29   | 0.53  | 0.53 | 0.53   | 1.06  | 0.56 | 0.67   | 1.23  | 0.49 | 0.54   | 1.03  |

| Information                                 | Units          | 2021           |            |            | 2022      |            |            | 2023      |            |            | 2024      |            |            |
|---|----------------|----------------|------------|------------|-----------|------------|------------|-----------|------------|------------|-----------|------------|------------|
|   |                | Male           | Female     | Total      | Male      | Female     | Total      | Male      | Female     | Total      | Male      | Female     | Total      |
|   |                | By nationality |            |            |           |            |            |           |            |            |           |            |            |
| Thai  | Persons        | 67             | 105        | 172        | 95        | 195        | 290        | 81        | 137        | 218        | 64        | 133        | 197        |
|   | %              | 3.93           | 6.16       | 10.09      | 5.60      | 11.50      | 17.11      | 4.52      | 7.65       | 12.17      | 3.48      | 7.23       | 10.71      |
| Foreigners                                  | Persons        | 0              | 0          | 0          | 0         | 0          | 0          | 0         | 0          | 0          | 0         | 0          | 0          |
|   | %              | 0.00           | 0.00       | 0.00       | 0.00      | 0.00       | 0.00       | 0.00      | 0.00       | 0.00       | 0.00      | 0.00       | 0.00       |
| <b>Voluntary employee turnover</b>          | <b>Persons</b> | <b>65</b>      | <b>103</b> | <b>168</b> | <b>93</b> | <b>187</b> | <b>280</b> | <b>78</b> | <b>137</b> | <b>215</b> | <b>59</b> | <b>128</b> | <b>187</b> |
| Voluntary employee turnover rate            | %              | 3.81           | 6.04       | 9.85       | 5.49      | 11.03      | 16.52      | 4.35      | 7.65       | 12.00      | 3.21      | 6.96       | 10.16      |
| By type of employment                       |                |                |            |            |           |            |            |           |            |            |           |            |            |
| Full-time employees                         |                |                |            |            |           |            |            |           |            |            |           |            |            |
| Voluntary Full-time employees turnover      | Persons        | 49             | 80         | 129        | 76        | 152        | 228        | 70        | 116        | 186        | 55        | 112        | 167        |
| Voluntary Full-time employees turnover rate | %              | 2.87           | 4.69       | 7.57       | 4.48      | 8.97       | 13.45      | 3.91      | 6.47       | 10.38      | 2.99      | 6.09       | 9.08       |
| By employee position                        |                |                |            |            |           |            |            |           |            |            |           |            |            |
| <b>By management position</b>               | <b>Persons</b> | <b>13</b>      | <b>11</b>  | <b>24</b>  | <b>16</b> | <b>18</b>  | <b>34</b>  | <b>20</b> | <b>16</b>  | <b>36</b>  | <b>22</b> | <b>23</b>  | <b>45</b>  |
| Top management position                     | Persons        | 0              | 0          | 0          | 1         | 0          | 1          | 1         | 0          | 1          | 5         | 0          | 5          |
|   | %              | 0.00           | 0.00       | 0.00       | 0.06      | 0.00       | 0.06       | 0.06      | 0.00       | 0.06       | 0.27      | 0.00       | 0.27       |
| Middle management position                  | Persons        | 3              | 7          | 10         | 3         | 7          | 10         | 9         | 6          | 15         | 6         | 7          | 13         |
|   | %              | 0.18           | 0.41       | 0.59       | 0.18      | 0.41       | 0.59       | 0.50      | 0.33       | 0.84       | 0.33      | 0.38       | 0.71       |
| Junior management position                  | Persons        | 10             | 4          | 14         | 12        | 11         | 23         | 10        | 10         | 20         | 11        | 16         | 27         |
|   | %              | 0.59           | 0.23       | 0.82       | 0.71      | 0.65       | 1.36       | 0.56      | 0.56       | 1.12       | 0.60      | 0.87       | 1.47       |
| <b>By non-management position</b>           | <b>Persons</b> | <b>36</b>      | <b>69</b>  | <b>105</b> | <b>60</b> | <b>134</b> | <b>194</b> | <b>50</b> | <b>100</b> | <b>150</b> | <b>33</b> | <b>89</b>  | <b>122</b> |
| General Employee                            | Persons        | 36             | 69         | 105        | 60        | 134        | 194        | 50        | 100        | 150        | 33        | 89         | 122        |
|   | %              | 2.11           | 4.05       | 6.16       | 3.54      | 7.91       | 11.45      | 2.79      | 5.58       | 8.37       | 1.79      | 4.84       | 6.63       |

| Information                                 | Units   | 2021 |        |       | 2022 |        |       | 2023 |        |       | 2024 |        |       |
|---|---------|------|--------|-------|------|--------|-------|------|--------|-------|------|--------|-------|
|   |         | Male | Female | Total |
| <b>Contractor (Non-management position)</b> |         |      |        |       |      |        |       |      |        |       |      |        |       |
| Voluntary contractor turnover               | Persons | 16   | 23     | 39    | 17   | 35     | 52    | 8    | 21     | 29    | 4    | 16     | 20    |
| Voluntary contractor turnover rate          | %       | 0.94 | 1.35   | 2.29  | 1.00 | 2.06   | 3.07  | 0.45 | 1.17   | 1.62  | 0.22 | 0.87   | 1.09  |
| <b>By age group</b>                         |         |      |        |       |      |        |       |      |        |       |      |        |       |
| < 30 years old                              | Persons | 24   | 40     | 64    | 29   | 58     | 87    | 23   | 42     | 65    | 16   | 39     | 55    |
|   | %       | 1.41 | 2.35   | 3.75  | 1.71 | 3.42   | 5.13  | 1.28 | 2.34   | 3.63  | 0.87 | 2.12   | 2.99  |
| 30-50 years old                             | Persons | 38   | 58     | 96    | 57   | 120    | 177   | 45   | 83     | 128   | 34   | 79     | 113   |
|   | %       | 2.23 | 3.40   | 5.63  | 3.36 | 7.08   | 10.44 | 2.51 | 4.63   | 7.14  | 1.85 | 4.29   | 6.14  |
| > 50 years old                              | Persons | 3    | 5      | 8     | 7    | 9      | 16    | 10   | 12     | 22    | 9    | 10     | 19    |
|   | %       | 0.18 | 0.29   | 0.47  | 0.41 | 0.53   | 0.94  | 0.56 | 0.67   | 1.23  | 0.49 | 0.54   | 1.03  |
| <b>By nationality</b>                       |         |      |        |       |      |        |       |      |        |       |      |        |       |
| Thai  | Persons | 65   | 103    | 168   | 93   | 187    | 280   | 78   | 137    | 215   | 59   | 128    | 187   |
|   | %       | 3.81 | 6.04   | 9.85  | 5.49 | 11.03  | 16.52 | 4.35 | 7.65   | 12.00 | 3.21 | 6.96   | 10.16 |
| Foreigners                                  | Persons | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0      | 0     | 0    | 0      | 0     |
|   | %       | 0.00 | 0.00   | 0.00  | 0.00 | 0.00   | 0.00  | 0.00 | 0.00   | 0.00  | 0.00 | 0.00   | 0.00  |

### Labor Union Member

| Information                                     | Units   | 2021 | 2022 | 2023 | 2024 |
|---|---------|------|------|------|------|
| Number of employees who are labor union members | Persons | 0    | 0    | 0    | 0    |

#### Remark

- The Company has established a Welfare Committee within the workplace, comprising representatives from employees, to propose benefits and welfare measures for the employees.

### Human Capital Return on Investment (HCROI)

| Performance Indicator                           | Unit          | 2021       | 2022       | 2023       | 2024       |
|---|---------------|------------|------------|------------|------------|
| Revenues  | Thousand Baht | 21,441,674 | 23,231,342 | 25,418,462 | 27,455,589 |
| Total operating expenses                        | Thousand Baht | 7,325,575  | 8,116,502  | 8,800,590  | 9,621,953  |
| Total employee-related expenses <sup>(1)</sup>  | Thousand Baht | 2,422,485  | 2,500,676  | 2,693,997  | 2,756,928  |
| Resulting HC ROI                                | Thousand Baht | 6.827      | 7.044      | 7.168      | 7.544      |
| Payments to providers of capital <sup>(2)</sup> | Thousand Baht | 3,684,658  | 3,970,673  | 4,667,543  | 5,080,657  |
| Payments to government <sup>(3)</sup>           | Thousand Baht | 2,021,112  | 2,431,297  | 2,521,567  | 2,713,569  |
| Community investments                           | Thousand Baht | 2,132      | 1,748      | 2,096      | 2,184      |

#### Remark

- <sup>(1)</sup> Total employee-related expenses consist of management remuneration and employee expenses.
- <sup>(2)</sup> Government tax consists of income tax expense, specific business tax and stamp duty free.
- <sup>(3)</sup> Payment to providers of capital consists of finance costs and dividend paid to shareholders.
- The consolidated financial statements of Krungthai Card Public Company Limited

## Occupational Health & Safety

| Requirements   | Units                        | 2021    |        |       | 2022    |        |        | 2023    |        |       | 2024           |        |       |
|--|------------------------------|---------|--------|-------|---------|--------|--------|---------|--------|-------|----------------|--------|-------|
|  |                              | Male    | Female | Total | Male    | Female | Total  | Male    | Female | Total | Male           | Female | Total |
| <b>Work-related injuries of contractor</b>           |                              |         |        |       |         |        |        |         |        |       |                |        |       |
| Number of fatality resulted from work-related injury | Case                         | NA      | NA     | NA    | NA      | NA     | NA     | NA      | NA     | NA    | 0              | 0      | 0     |
| Number of high-consequence work-related injury       | Case                         | NA      | NA     | NA    | NA      | NA     | NA     | NA      | NA     | NA    | 0              | 0      | 0     |
| Number of Lost Time Injury Day                       | Case                         | NA      | NA     | NA    | NA      | NA     | NA     | NA      | NA     | NA    | 0              | 0      | 0     |
|  | Day                          | NA      | NA     | NA    | NA      | NA     | NA     | NA      | NA     | NA    | 0              | 0      | 0     |
| Number of recordable work-related injury             | Case                         | NA      | NA     | NA    | NA      | NA     | NA     | NA      | NA     | NA    | 0              | 0      | 0     |
| Number of hours worked                               | Hour                         | NA      | NA     | NA    | NA      | NA     | NA     | NA      | NA     | NA    | <b>578,272</b> |        |       |
| Fatality rate  | Case per 1 million man-hours | NA      | NA     | NA    | NA      | NA     | NA     | NA      | NA     | NA    | 0              | 0      | 0     |
| High-consequence work-related injury rate            | Case per 1 million man-hours | NA      | NA     | NA    | NA      | NA     | NA     | NA      | NA     | NA    | 0              | 0      | 0     |
| Lost Time Injury Frequency Rate: LTIFR               | Case per 1 million man-hours | NA      | NA     | NA    | NA      | NA     | NA     | NA      | NA     | NA    | 0              | 0      | 0     |
| Lost Day Injury Rate (LDIR)                          | Day per 1 million man-hours  | NA      | NA     | NA    | NA      | NA     | NA     | NA      | NA     | NA    | 0              | 0      | 0     |
| Recordable work-related injury rate                  | Case per 1 million man-hours | NA      | NA     | NA    | NA      | NA     | NA     | NA      | NA     | NA    | 0              | 0      | 0     |
| <b>Absentee Rate of employee</b>                     |                              |         |        |       |         |        |        |         |        |       |                |        |       |
| Total sick leave days                                | Day                          | 1,745   | 4,639  | 6,384 | 3,698   | 8,250  | 11,948 | 2,531   | 5,977  | 8,508 | 2,577          | 6,414  | 8,991 |
| Total unnotified absence days                        | Day                          | 0       | 0      | 0     | 0       | 0      | 0      | 0       | 0      | 0     | 0              | 0      | 0     |
| Total work days                                      | Day                          | 384,538 |        |       | 382,223 |        |        | 410,732 |        |       | <b>420,888</b> |        |       |
| Absentee Rate  | %                            | 1.35    | 1.82   | 1.66  | 2.83    | 3.28   | 3.13   | 1.83    | 2.20   | 2.07  | 1.81           | 2.30   | 2.14  |

**Remark**

- The data on number of hours worked and total work days for the years 2021 to 2023 has been revised from the previous report. This is due to a change in the Company's calculation methodology. The new approach considers actual working days, and a retrospective adjustment (Restate) has been applied back to 2021.
- NA indicates that the data was not collected

### Parental Leave - Maternity Leave

| Information  | Units   | 2021 |        | 2022 |        | 2023 |        | 2024 |        |
|--|---------|------|--------|------|--------|------|--------|------|--------|
|  |         | Male | Female | Male | Female | Male | Female | Male | Female |
| Total number of employees that were entitled to parental leave                                     | Persons | 0    | 1,132  | 0    | 1,117  | 0    | 1,188  | 0    | 1,221  |
| Total number of employees that took parental leave   | Persons | 0    | 21     | 0    | 21     | 0    | 15     | 0    | 24     |
| Total number of employees that returned to work in the reporting period after parental leave ended | Persons | 0    | 19     | 0    | 21     | 0    | 15     | 0    | 24     |
| Rate of return to work   | %       | 0    | 90     | 0    | 100    | 0    | 100    | 0    | 100    |
| Total number of employees that retention to work   | Persons | 0    | 17     | 0    | 19     | 0    | 15     | 0    | 23     |
| Employee retention rate after the end of the leave period  | %       | 0    | 89     | 0    | 90     | 0    | 100    | 0    | 96     |

#### Remark

- The return to work rate is (number of employees returning to work after the end of the parental leave period)/(number of employees applying for parental leave)\*100
- The retention rate is (number of employees who retained 12 months after the end of the parental leave period/number of employees who used parental leave the previous year)\*100

### Notifying employees in advance of any changes that will affect the position/character of employment

| Information | Units | 2021      | 2022      | 2023      | 2024      |
|-------------|-------|-----------|-----------|-----------|-----------|
| Timing      | Week  | 2-4 Weeks | 2-4 Weeks | 2-4 Weeks | 2-4 Weeks |

### Significant Labor Dispute

| Information                         | Units | 2021 | 2022 | 2023 | 2024 |
|-------------------------------------|-------|------|------|------|------|
| Number of significant labor dispute | Case  | 0    | 0    | 0    | 0    |

#### Remark

- Significant labor disputes refer to conflicts between employers and employees regarding employment conditions, where negotiations over demands are not initiated within 3 days or where negotiations are held but no agreement is reached for any reason.

### The Level of Employee Engagement

| Information                       | Units | 2021   |        |        | 2022   |        |        | 2023   |        |        | 2024   |        |       |  |  |  |  |  |  |  |  |  |  |  |  |
|-----------------------------------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|--|--|--|--|--|--|--|--|--|--|--|--|
|                                   |       | Male   | Female | Total  | Male   | Female | Total  | Male   | Female | Total  | Male   | Female | Total |  |  |  |  |  |  |  |  |  |  |  |  |
| Employee engagement score         | %     | 67.00  | 65.00  | 66.00  | 69.00  | 68.00  | 68.00  | 71.00  | 70.00  | 70.00  | 76.00  | 74.00  | 75.00 |  |  |  |  |  |  |  |  |  |  |  |  |
| Response rate                     | %     | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 99.70  | 99.00 |  |  |  |  |  |  |  |  |  |  |  |  |
| <b>By age group</b>               |       |        |        |        |        |        |        |        |        |        |        |        |       |  |  |  |  |  |  |  |  |  |  |  |  |
| Below 25 year                     | %     | 33.00  |        |        | 51.00  |        |        | 65.00  |        |        | 60.00  |        |       |  |  |  |  |  |  |  |  |  |  |  |  |
| 25-34 year                        | %     | 59.00  |        |        | 60.00  |        |        | 63.00  |        |        | 70.00  |        |       |  |  |  |  |  |  |  |  |  |  |  |  |
| 35-44 year                        | %     | 64.00  |        |        | 67.00  |        |        | 79.00  |        |        | 77.00  |        |       |  |  |  |  |  |  |  |  |  |  |  |  |
| 45-54 year                        | %     | 72.00  |        |        | 79.00  |        |        | 80.00  |        |        | 81.00  |        |       |  |  |  |  |  |  |  |  |  |  |  |  |
| 55 year and above                 | %     | 86.00  |        |        | 83.00  |        |        | 94.00  |        |        | 83.00  |        |       |  |  |  |  |  |  |  |  |  |  |  |  |
| <b>By employee position</b>       |       |        |        |        |        |        |        |        |        |        |        |        |       |  |  |  |  |  |  |  |  |  |  |  |  |
| <b>By Management position</b>     |       |        |        |        |        |        |        |        |        |        |        |        |       |  |  |  |  |  |  |  |  |  |  |  |  |
| Top management position           | %     | 82.00  |        |        | 95.00  |        |        | 89.00  |        |        | 93.00  |        |       |  |  |  |  |  |  |  |  |  |  |  |  |
| Middle management position        | %     | 70.00  |        |        | 74.00  |        |        | 71.00  |        |        | 72.60  |        |       |  |  |  |  |  |  |  |  |  |  |  |  |
| Junior management position        | %     |        |        |        |        |        |        |        |        |        |        |        |       |  |  |  |  |  |  |  |  |  |  |  |  |
| <b>By Non-management position</b> |       |        |        |        |        |        |        |        |        |        |        |        |       |  |  |  |  |  |  |  |  |  |  |  |  |
| General Employee                  | %     | 62.00  |        |        | 64.00  |        |        | 68.00  |        |        | 74.00  |        |       |  |  |  |  |  |  |  |  |  |  |  |  |
| Contractor                        | %     | 55.00  |        |        | 77.00  |        |        | 72.00  |        |        | 70.00  |        |       |  |  |  |  |  |  |  |  |  |  |  |  |
| <b>By nationality</b>             |       |        |        |        |        |        |        |        |        |        |        |        |       |  |  |  |  |  |  |  |  |  |  |  |  |
| Thai                              | %     | 66.00  |        |        | 68.00  |        |        | 70.00  |        |        | 75.00  |        |       |  |  |  |  |  |  |  |  |  |  |  |  |

### Average Training Hours per Employee

| Information                                       | Units       | 2021  |        |       | 2022  |        |       | 2023  |        |       | 2024   |        |       |
|---|-------------|-------|--------|-------|-------|--------|-------|-------|--------|-------|--------|--------|-------|
|   |             | Male  | Female | Total | Male  | Female | Total | Male  | Female | Total | Male   | Female | Total |
| Average hours per FTE of training and development | Hour/Person | 57.04 |        |       | 64.38 |        |       | 77.12 |        |       | 78.66  | 82.37  | 81.12 |
| <b>By age group</b>                               |             |       |        |       |       |        |       |       |        |       |        |        |       |
| < 30 years old                                    | Hour/Person | NA    |        |       | NA    |        |       | NA    |        |       | 94.28  |        |       |
| 30-50 years old                                   | Hour/Person | NA    |        |       | NA    |        |       | NA    |        |       | 80.20  |        |       |
| > 50 years old                                    | Hour/Person | NA    |        |       | NA    |        |       | NA    |        |       | 70.11  |        |       |
| <b>By nationality</b>                             |             |       |        |       |       |        |       |       |        |       |        |        |       |
| Thailand  | Hour/Person | 57.04 |        |       | 64.38 |        |       | 77.12 |        |       | 81.12  |        |       |
| Foreigners  | Hour/Person | 0.00  |        |       | 0.00  |        |       | 0.00  |        |       | 0.00   |        |       |
| <b>By employee position</b>                       |             |       |        |       |       |        |       |       |        |       |        |        |       |
| Top management position                           | Hour/Person | NA    |        |       | NA    |        |       | NA    |        |       | 82.39  |        |       |
| Junior and middle management position             | Hour/Person | NA    |        |       | NA    |        |       | NA    |        |       | 118.19 |        |       |
| Non-management position                           | Hour/Person | NA    |        |       | NA    |        |       | NA    |        |       | 68.56  |        |       |

#### Remark

- NA indicates that the data was not collected.

## Environmental Dimension

### Greenhouse Gas Emissions (GHG Emissions)

| Information  | Units   | 2021  | 2022  | 2023  | 2024  |
|--|---|-------|-------|-------|-------|
| Total Greenhouse Gas Emissions   | metric tonnes CO <sub>2</sub> equivalents                                     | 2,098 | 2,258 | 2,393 | 5,297 |
| Direct Greenhouse Gas Emissions (GHG Scope 1)                            | metric tonnes CO <sub>2</sub> equivalents                                     | 391   | 497   | 524   | 435   |
| - Stationary combustion  | metric tonnes CO <sub>2</sub> equivalents                                     | 0     | 0     | 0     | 0     |
| - Mobile combustion  | metric tonnes CO <sub>2</sub> equivalents                                     | 283   | 366   | 364   | 286   |
| - Fugitive emission  | metric tonnes CO <sub>2</sub> equivalents                                     | 91    | 114   | 143   | 149   |
| - Biogenic combustion (CH <sub>4</sub> and N <sub>2</sub> O)             | metric tonnes CO <sub>2</sub> equivalents                                     | 17    | 18    | 17    | 0.2   |
| - Biogenic combustion (CO <sub>2</sub> )                                 | metric tonnes CO <sub>2</sub>   | NA    | NA    | NA    | 22    |
| Indirect Greenhouse Gas Emissions (GHG Scope 2)                          | metric tonnes CO <sub>2</sub> equivalents                                     | 1,205 | 1,285 | 1,319 | 1,282 |
| Indirect Greenhouse Gas Emissions (GHG Scope 3)                          | metric tonnes CO <sub>2</sub> equivalents                                     | 502   | 476   | 549   | 3,580 |
| Category 1: Purchased Goods and Services (water, paper, and credit card) | metric tonnes CO <sub>2</sub> equivalents                                     | 198   | 192   | 204   | 199   |
| Category 3: Fuel- and energy-related activities                          | metric tonnes CO <sub>2</sub> equivalents                                     | 243   | 218   | 260   | 235   |
| Category 5: Waste generated in operations                                | metric tonnes CO <sub>2</sub> equivalents                                     | 61    | 66    | 84    | 100   |
| Category 6: Business travel (Land) <sup>(1)</sup>                        | metric tonnes CO <sub>2</sub> equivalents                                     | 1     | 1     | 1     | 3     |
| Category 7: Employee commuting   | metric tonnes CO <sub>2</sub> equivalents                                     | NA    | NA    | NA    | 3,043 |
| Intensity ratio of total GHG emissions to total revenues (Consolidated)  | metric tonnes of CO <sub>2</sub> equivalents/ Thousand Baht of Total Revenues | 0.098 | 0.097 | 0.094 | 0.193 |
| Intensity ratio of total GHG emissions to total number of employees      | metric tonnes of carbon dioxide equivalents/Person                            | 1.02  | 1.10  | 1.10  | 2.38  |
| Full time employee   | FTE   | 2,065 | 2,052 | 2,170 | 2,223 |

#### Remark

- <sup>(1)</sup> Category 6: Business travel (Land) from 2021 to 2023 covered travel data via Grab, while in 2024 included travel data via Grab and vans.
- The total greenhouse gas emissions data from 2021 to 2023 has been revised from the previous report due to changes in the Company's calculation method for Scope 3 emissions in Categories 1, 3, 5, 6, and 7. A retrospective adjustment (Restate) has also been applied back to 2021, using Emission Factors referenced from the Thailand Greenhouse Gas Management Organization (TGO) and the Department for Environment, Food and Rural Affairs (Defra) of the government of the United Kingdom.
- Full time employee (FTE) refers to all individuals working on the Company's premises during official working hours, including total employees and outsourced workers, such as cleaning staff.
- According to the GHG Protocol, biogenic emissions result (CO<sub>2</sub>) from the combustion of biofuels and are reported separately from Direct Greenhouse Gas Emissions (GHG Scope 1) in 2024.
- NA indicates that the data was not collected.

## Energy Use

| Information  | Units              | 2021   | 2022   | 2023   | 2024          |
|--|--------------------|--------|--------|--------|---------------|
| <b>Electricity Consumption</b>   |                    |        |        |        |               |
| Total electricity consumption within the organization                            | Megawatt-Hours     | 2,410  | 2,571  | 2,638  | <b>2,565</b>  |
| Electricity purchased for consumption from non-renewable energy sources          | Megawatt-Hours     | 2,410  | 2,571  | 2,638  | <b>2,565</b>  |
| - Electricity consumption  | Megawatt-Hours     | 2,410  | 2,571  | 2,638  | <b>2,565</b>  |
| - Steam/heating/cooling and other non-renewable energy consumption               | Megawatt-Hours     | 0      | 0      | 0      | <b>0</b>      |
| Electricity purchased or generated for consumption from renewable energy sources | Megawatt-Hours     | 0      | 0      | 0      | <b>0</b>      |
| Total non-renewable energy sold  | Megawatt-Hours     | 0      | 0      | 0      | <b>0</b>      |
| Intensity of total electricity consumption within the organization               | Megawatt-Hours/FTE | 1.167  | 1.253  | 1.216  | <b>1.154</b>  |
| Total electricity expense  | Thousand Baht      | 14,270 | 15,423 | 16,291 | <b>15,869</b> |
| Percentage of total electricity expense to total revenues                        | %                  | 0.07   | 0.07   | 0.06   | <b>0.06</b>   |
| <b>Fuel Consumption</b>  |                    |        |        |        |               |
| Fuel Consumption   | Megawatt-Hours     | 1,489  | 1,534  | 1,525  | <b>1,119</b>  |
| Total fuel expense   | Thousand Baht      | 4,567  | 5,913  | 5,683  | <b>4,414</b>  |
| Percentage of total fuel expense to total revenues                               | %                  | 0.02   | 0.03   | 0.02   | <b>0.02</b>   |
| Intensity ratio of total fuel consumption within the organization                | Megawatt-Hours/FTE | 0.721  | 0.748  | 0.703  | <b>0.503</b>  |
| <b>Energy Consumption</b>  |                    |        |        |        |               |
| Total energy consumption   | Megawatt-Hours     | 3,898  | 4,105  | 4,164  | <b>3,684</b>  |
| - Total non-renewable energy consumption   | Megawatt-Hours     | 3,898  | 4,105  | 4,164  | <b>3,684</b>  |
| - Total renewable energy consumption   | Megawatt-Hours     | 0      | 0      | 0      | <b>0</b>      |
| Energy consumption outside of the organization                                   | Megawatt-Hours     | 0      | 0      | 0      | <b>0</b>      |
| - Upstream categories  | Megawatt-Hours     | 0      | 0      | 0      | <b>0</b>      |
| - Downstream categories  | Megawatt-Hours     | 0      | 0      | 0      | <b>0</b>      |
| Intensity ratio of total energy consumption within the organization              | Megawatt-Hours/FTE | 1.89   | 2.00   | 1.92   | <b>1.66</b>   |

## Water Use

| Information   | Units          | 2021   | 2022   | 2023   | 2024   |
|---|----------------|--------|--------|--------|--------|
| <b>Water</b>  |                |        |        |        |        |
| Water withdrawal from all areas by source           | m <sup>3</sup> | 16,917 | 16,919 | 19,513 | 18,596 |
| Surface water                                       | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| - Freshwater (≤ 1,000 mg/l total dissolved solids)  | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| - Other water (> 1,000 mg/l total dissolved solids) | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| Groundwater   | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| - Freshwater (≤ 1,000 mg/l total dissolved solids)  | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| - Other water (> 1,000 mg/l total dissolved solids) | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| Produced water                                      | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| - Freshwater (≤ 1,000 mg/l total dissolved solids)  | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| - Other water (> 1,000 mg/l total dissolved solids) | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| Seawater  | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| - Freshwater (≤ 1,000 mg/l total dissolved solids)  | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| - Other water (> 1,000 mg/l total dissolved solids) | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| Third-party water                                   | m <sup>3</sup> | 16,917 | 16,919 | 19,513 | 18,596 |
| - Freshwater (≤ 1,000 mg/l total dissolved solids)  | m <sup>3</sup> | 16,917 | 16,919 | 19,513 | 18,596 |
| - Other water (> 1,000 mg/l total dissolved solids) | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| Water withdrawal from all areas with water stress   | m <sup>3</sup> | 16,917 | 16,919 | 19,513 | 18,596 |
| Surface water                                       | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| - Freshwater (≤ 1,000 mg/l total dissolved solids)  | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| - Other water (> 1,000 mg/l total dissolved solids) | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| Groundwater   | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| - Freshwater (≤ 1,000 mg/l total dissolved solids)  | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| - Other water (> 1,000 mg/l total dissolved solids) | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| Produced water                                      | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| - Freshwater (≤ 1,000 mg/l total dissolved solids)  | m <sup>3</sup> | 0      | 0      | 0      | 0      |
| - Other water (> 1,000 mg/l total dissolved solids) | m <sup>3</sup> | 0      | 0      | 0      | 0      |

| Information  | Units               | 2021   | 2022   | 2023   | 2024          |
|--|---------------------|--------|--------|--------|---------------|
| Seawater   | m <sup>3</sup>      | 0      | 0      | 0      | 0             |
| - Freshwater (≤ 1,000 mg/l total dissolved solids)   | m <sup>3</sup>      | 0      | 0      | 0      | 0             |
| - Other water (> 1,000 mg/l total dissolved solids)  | m <sup>3</sup>      | 0      | 0      | 0      | 0             |
| Third-party water  | m <sup>3</sup>      | 16,917 | 16,919 | 19,513 | <b>18,596</b> |
| - Freshwater (≤ 1,000 mg/l total dissolved solids)   | m <sup>3</sup>      | 16,917 | 16,919 | 19,513 | <b>18,596</b> |
| - Other water (> 1,000 mg/l total dissolved solids)  | m <sup>3</sup>      | 0      | 0      | 0      | 0             |
| <b>Water discharge</b>   |                     |        |        |        |               |
| Water discharge to all areas by source   | m <sup>3</sup>      | 13,534 | 13,535 | 15,611 | <b>14,877</b> |
| - Surface water  | m <sup>3</sup>      | 0      | 0      | 0      | 0             |
| - Groundwater  | m <sup>3</sup>      | 0      | 0      | 0      | 0             |
| - Seawater   | m <sup>3</sup>      | 0      | 0      | 0      | 0             |
| - Third-party  | m <sup>3</sup>      | 13,534 | 13,535 | 15,611 | <b>14,877</b> |
| Freshwater (≤ 1,000 mg/l total dissolved solids)   | m <sup>3</sup>      | 13,534 | 13,535 | 15,611 | <b>14,877</b> |
| Other water (> 1,000 mg/l total dissolved solids)  | m <sup>3</sup>      | 0      | 0      | 0      | 0             |
| Water discharge to all areas with water stress   | m <sup>3</sup>      | 13,534 | 13,535 | 15,611 | <b>14,877</b> |
| - Freshwater (≤ 1,000 mg/l total dissolved solids)   | m <sup>3</sup>      | 13,534 | 13,535 | 15,611 | <b>14,877</b> |
| - Other water (> 1,000 mg/l total dissolved solids)  | m <sup>3</sup>      | 0      | 0      | 0      | 0             |
| <b>Water consumption</b>   |                     |        |        |        |               |
| Total water consumption  | m <sup>3</sup>      | 3,383  | 3,384  | 3,903  | <b>3,719</b>  |
| Water consumption from water stress areas  | m <sup>3</sup>      | 3,383  | 3,384  | 3,903  | <b>3,719</b>  |
| Change in water storage, in case that water storage has been identified as having a significant water-related impact | m <sup>3</sup>      | 0      | 0      | 0      | 0             |
| Total water withdrawal expense   | Thousand Baht       | 338    | 338    | 390    | <b>372</b>    |
| Intensity ratio of water consumption   | m <sup>3</sup> /FTE | 1.64   | 1.65   | 1.80   | <b>1.67</b>   |

## Waste

| Information   | Units     | 2021          | 2022          | 2023          | 2024           |
|---|-----------|---------------|---------------|---------------|----------------|
| <b>Waste generated</b>  |           |               |               |               |                |
| Total waste generated   | Kg        | 212,283       | 214,081       | 269,006       | <b>334,109</b> |
| - Hazardous waste   | Kg        | NA            | NA            | 3,819         | <b>3,270</b>   |
| - Non-hazardous waste   | Kg        | 212,283       | 214,081       | 265,187       | <b>330,839</b> |
| <b>Total waste diverted from disposal</b>                                     |           |               |               |               |                |
| Total waste diverted from disposal  | Kg        | 95,371        | 83,023        | 102,125       | <b>142,794</b> |
| <b>Total hazardous waste diverted from disposal by recovery operation</b>     | <b>Kg</b> | <b>0</b>      | <b>0</b>      | <b>3,749</b>  | <b>3,270</b>   |
| Onsite recovery operation   | Kg        | 0             | 0             | 0             | <b>0</b>       |
| - Preparation for reuse   | Kg        | 0             | 0             | 0             | <b>0</b>       |
| - Recycling   | Kg        | 0             | 0             | 0             | <b>0</b>       |
| - Other recovery operations   | Kg        | 0             | 0             | 0             | <b>0</b>       |
| Offsite recovery operations   | Kg        | NA            | NA            | 3,749         | <b>3,270</b>   |
| - Preparation for reuse   | Kg        | NA            | NA            | 1,758         | <b>3,270</b>   |
| - Recycling   | Kg        | NA            | NA            | 1,991         | <b>0</b>       |
| - Other recovery operations   | Kg        | 0             | 0             | 0             | <b>0</b>       |
| <b>Total non-hazardous waste diverted from disposal by recovery operation</b> | <b>Kg</b> | <b>95,371</b> | <b>83,023</b> | <b>98,376</b> | <b>139,524</b> |
| Onsite recovery operation   | Kg        | 0             | 0             | 0             | <b>0</b>       |
| - Preparation for reuse   | Kg        | 0             | 0             | 0             | <b>0</b>       |
| - Recycling   | Kg        | 0             | 0             | 0             | <b>0</b>       |
| - Other recovery operations   | Kg        | 0             | 0             | 0             | <b>0</b>       |
| Offsite recovery operations   | Kg        | 95,371        | 83,023        | 98,376        | <b>139,524</b> |
| - Preparation for reuse   | Kg        | NA            | NA            | 699           | <b>15,153</b>  |
| - Recycling   | Kg        | 95,371        | 83,023        | 97,677        | <b>124,371</b> |
| - Other recovery operations   | Kg        | 0             | 0             | 0             | <b>0</b>       |

| Information   | Units     | 2021           | 2022           | 2023           | 2024           |
|---|-----------|----------------|----------------|----------------|----------------|
| <b>Total waste directed to disposal</b>               |           |                |                |                |                |
| Total waste directed to disposal                      | Kg        | 116,912        | 131,058        | 166,881        | <b>191,315</b> |
| <b>Total hazardous waste directed to disposal</b>     | <b>Kg</b> | <b>0</b>       | <b>0</b>       | <b>70</b>      | <b>0</b>       |
| Onsite disposal operations                            | Kg        | 0              | 0              | 0              | <b>0</b>       |
| - Incineration with energy recovery                   | Kg        | 0              | 0              | 0              | <b>0</b>       |
| - Incineration without energy recovery                | Kg        | 0              | 0              | 0              | <b>0</b>       |
| - Landfill  | Kg        | 0              | 0              | 0              | <b>0</b>       |
| - Other disposal operations                           | Kg        | 0              | 0              | 0              | <b>0</b>       |
| Offsite disposal operations                           | Kg        | 0              | 0              | 70             | <b>0</b>       |
| - Incineration with energy recovery                   | Kg        | 0              | 0              | 70             | <b>0</b>       |
| - Incineration without energy recovery                | Kg        | 0              | 0              | 0              | <b>0</b>       |
| - Landfill  | Kg        | 0              | 0              | 0              | <b>0</b>       |
| - Other disposal operations                           | Kg        | 0              | 0              | 0              | <b>0</b>       |
| <b>Total non-hazardous waste directed to disposal</b> | <b>Kg</b> | <b>116,912</b> | <b>131,058</b> | <b>166,811</b> | <b>191,315</b> |
| Onsite disposal operations                            | Kg        | 0              | 0              | 0              | <b>0</b>       |
| - Incineration with energy recovery                   | Kg        | 0              | 0              | 0              | <b>0</b>       |
| - Incineration without energy recovery                | Kg        | 0              | 0              | 0              | <b>0</b>       |
| - Landfill  | Kg        | 0              | 0              | 0              | <b>0</b>       |
| - Other disposal operations                           | Kg        | 0              | 0              | 0              | <b>0</b>       |
| Offsite disposal operations                           | Kg        | 116,912        | 131,058        | 166,811        | <b>191,315</b> |
| - Incineration with energy recovery                   | Kg        | 0              | 0              | 0              | <b>0</b>       |
| - Incineration without energy recovery                | Kg        | 0              | 0              | 0              | <b>0</b>       |
| - Landfill  | Kg        | 116,912        | 131,058        | 166,811        | <b>191,315</b> |
| - Other disposal operations                           | Kg        | 0              | 0              | 0              | <b>0</b>       |

## Remark

- The amount of non-hazardous waste diverted from disposal in 2023 excludes donated waste.
- NA indicates that the data was not collected.

## GRI Content Index

|                                   |  |
|-----------------------------------|--|
| Statement Of Use                  | KTC has reported in accordance with the GRI Standards for the period 1 January 2024 to 31 December 2024. |
| GRI 1 Used                        | GRI 1: Foundation 2021   |
| Applicable GRI Sector Standard(s) | No sector guidelines apply.  |

| GRI Standard/<br>Other Source   | Disclosure   | Location                   |                         |         | Omission                    |                             |             | Mapped<br>to UN<br>SDGs | External<br>Verification |
|---------------------------------|--|----------------------------|-------------------------|---------|-----------------------------|-----------------------------|-------------|-------------------------|--------------------------|
|                                 |  | Sustainability<br>Report   | Form 56-1 One<br>Report | Website | Requirement(s)<br>Omitted   | Reason                      | Explanation |                         |                          |
| <b>General Disclosures</b>      |  |                            |                         |         |                             |                             |             |                         |                          |
| GRI 2: General Disclosures 2021 | 2-1 Organizational details   | 10-12                      |                         |         |                             |                             |             |                         |                          |
|                                 | 2-2 Entities included in the organization's sustainability reporting             | 10, 12, 165                |                         |         |                             |                             |             |                         |                          |
|                                 | 2-3 Reporting period, frequency and contact point                                | 10                         |                         |         |                             |                             |             |                         |                          |
|                                 | 2-4 Restatements of information  | 19, 187                    |                         |         |                             |                             |             |                         |                          |
|                                 | 2-5 External assurance   | 10, 198-199                |                         |         |                             |                             |             |                         |                          |
|                                 | 2-6 Activities, value chain and other business relationships                     | 11-13                      |                         |         |                             |                             |             |                         |                          |
|                                 | 2-7 Employees  | 164, 172-176               |                         |         |                             |                             |             |                         |                          |
|                                 | 2-8 Workers who are not employees  | 164, 172                   |                         |         |                             |                             |             |                         |                          |
|                                 | 2-9 Governance structure and composition   | 17, 35-36, 38              |                         |         |                             |                             |             | 16                      |                          |
|                                 | 2-10 Nomination and selection of the highest governance body                     | 38                         |                         |         |                             |                             |             | 5                       |                          |
|                                 | 2-11 Chair of the highest governance body  | 36                         |                         |         |                             |                             |             | 16                      |                          |
|                                 | 2-12 Role of the highest governance body in overseeing the management of impacts | 17, 55                     |                         |         |                             |                             |             | 16.7                    |                          |
|                                 | 2-13 Delegation of responsibility for managing impacts                           | 17, 55-56                  |                         |         |                             |                             |             | 11                      |                          |
|                                 | 2-14 Role of the highest governance body in sustainability reporting             | 17                         |                         |         |                             |                             |             |                         |                          |
|                                 | 2-15 Conflicts of interest   | 42-43, 46, 51              | 263-264, 304            |         |                             |                             |             | 16                      |                          |
|                                 | 2-16 Communication of critical concerns  | 42-43, 46, 51, 84, 169-171 |                         |         |                             |                             |             |                         |                          |
|                                 | 2-17 Collective knowledge of the highest governance body                         | 60-61                      |                         |         |                             |                             |             | 16                      |                          |
|                                 | 2-18 Evaluation of the performance of the highest governance body                | 37                         | 270-275                 |         |                             |                             |             |                         |                          |
|                                 | 2-19 Remuneration policies   | 37                         | 293-294, 302-303        |         | aii-av.                     | Confidentiality constraints |             |                         |                          |
|                                 | 2-20 Process to determine remuneration   | -                          | 293-294, 302-303        |         |                             |                             |             |                         |                          |
|                                 | 2-21 Annual total compensation ratio   | -                          |                         | a, b, c | Confidentiality constraints |                             |             |                         |                          |
|                                 | 2-22 Statement on sustainable development strategy                               | 17                         |                         |         |                             |                             |             | 16                      |                          |
|                                 | 2-23 Policy commitments  | 45, 48, 51, 64             |                         |         |                             |                             |             | 16                      |                          |
|                                 | 2-24 Embedding policy commitments  | 17, 45, 48, 64             |                         |         |                             |                             |             | 16                      |                          |
|                                 | 2-25 Processes to remediate negative impacts                                     | 21-26, 46, 51              |                         |         |                             |                             |             |                         |                          |
|                                 | 2-26 Mechanisms for seeking advice and raising concerns                          | 46                         |                         |         |                             |                             |             | 16                      |                          |
|                                 | 2-27 Compliance with laws and regulations  | -                          |                         |         |                             |                             |             |                         |                          |
|                                 | 2-28 Membership associations   | 30-32                      |                         |         |                             |                             |             | 16                      |                          |
|                                 | 2-29 Approach to stakeholder engagement  | 20-26                      |                         |         |                             |                             |             | 16                      |                          |
|                                 | 2-30 Collective bargaining agreements  | 182                        |                         |         |                             |                             |             | 8                       |                          |

| GRI Standard/<br>Other Source                 | Disclosure  | Location                 |                         |   | Omission                  |        |             | Mapped<br>to UN<br>SDGs | External<br>Verification |
|---|---|--------------------------|-------------------------|---|---------------------------|--------|-------------|-------------------------|--------------------------|
|   |   | Sustainability<br>Report | Form 56-1 One<br>Report | Website   | Requirement(s)<br>Omitted | Reason | Explanation |                         |                          |
| <b>Material topics</b>                        |   |                          |                         |   |                           |        |             |                         |                          |
| GRI 3: Material<br>Topics 2021                | 3-1 Process to determine material topics  | 18-19                    |                         |   |                           |        |             |                         |                          |
|   | 3-2 List of material topics   | 19                       |                         |   |                           |        |             |                         |                          |
| <b>Corporate Governance</b>                   |   |                          |                         |   |                           |        |             |                         |                          |
| GRI 3: Material<br>Topics 2021                | 3-3 Management of material topics   | 34-39                    |                         |   |                           |        |             |                         |                          |
| <b>Economic Performance</b>                   |   |                          |                         |   |                           |        |             |                         |                          |
| GRI 3: Material<br>Topics 2021                | 3-3 Management of material topics   | 166                      |                         |   |                           |        |             |                         |                          |
| GRI 201: Economic<br>Performance 2016         | 201-1 Direct economic value generated<br>and distributed                                    | 166                      |                         | <a href="https://www.ktc.co.th/en/sustainability-development/sustainability-report">https://www.ktc.co.th/en/sustainability-development/sustainability-report</a> |                           |        |             | 8                       |                          |
| <b>ESG Products and Services</b>              |   |                          |                         |   |                           |        |             |                         |                          |
| GRI 3: Material<br>Topics 2021                | 3-3 Management of material topics   | 90-93                    |                         |   |                           |        |             |                         |                          |
| GRI 203: Indirect<br>Economic Impacts<br>2016 | 203-2 Significant indirect economic<br>impacts  | 90-93                    |                         |   |                           |        |             | 1, 3                    |                          |
| <b>Financial Inclusion and Literacy</b>       |   |                          |                         |   |                           |        |             |                         |                          |
| GRI 3: Material<br>Topics 2021                | 3-3 Management of material topics   | 110-113, 118             |                         |   |                           |        |             |                         |                          |
| GRI 203: Indirect<br>Economic Impacts<br>2016 | 203-1 Infrastructure investments and<br>services supported                                  | 114-119                  |                         |   |                           |        |             | 9                       |                          |
| <b>Anti-Corruption and Bribery</b>            |   |                          |                         |   |                           |        |             |                         |                          |
| GRI 3: Material<br>Topics 2021                | 3-3 Management of material topics   | 40-51                    |                         |   |                           |        |             |                         |                          |
| GRI 205:<br>Anti-corruption 2016              | 205-1 Operations assessed for risks<br>related to corruption                                | 40, 51, 167              |                         |   |                           |        |             | 16                      |                          |
|   | 205-2 Communication and training<br>about anti-corruption policies and<br>procedures        | 48-49, 167-169           |                         |   |                           |        |             | 16                      |                          |
|   | 205-3 Confirmed incidents of corruption<br>and actions taken                                | 169-171                  |                         |   |                           |        |             | 16                      |                          |
| GRI 206:<br>Anti-competitive<br>Behavior 2016 | 206-1 Legal actions for anti-competitive<br>behavior, anti-trust, and monopoly<br>practices | 169                      |                         |   |                           |        |             | 16                      |                          |
| <b>Operational Eco-Efficiency</b>             |   |                          |                         |   |                           |        |             |                         |                          |
| GRI 3: Material<br>Topics 2021                | 3-3 Management of material topics   | 156-157                  |                         |   |                           |        |             |                         |                          |
| GRI 302: Energy<br>2016                       | 302-1 Energy consumption within the<br>organization   | 188                      |                         |   |                           |        |             | 7                       | ✓                        |
|   | 302-2 Energy consumption outside of<br>the organization                                     | 188                      |                         |   |                           |        |             | 7                       | ✓                        |
|   | 302-3 Energy intensity  | 156, 188                 |                         |   |                           |        |             | 7                       | ✓                        |
|   | 302-4 Reduction of energy consumption   | 157                      |                         |   |                           |        |             | 7                       |                          |
| <b>Water and Waste Management</b>             |   |                          |                         |   |                           |        |             |                         |                          |
| GRI 3: Material<br>Topics 2021                | 3-3 Management of material topics   | 158-161                  |                         |   |                           |        |             |                         |                          |

| GRI Standard/<br>Other Source                         | Disclosure   | Location                 |                         |         | Omission                  |   |             | Mapped<br>to UN<br>SDGs | External<br>Verification |
|---|--|--------------------------|-------------------------|---------|---------------------------|---|-------------|-------------------------|--------------------------|
|   |  | Sustainability<br>Report | Form 56-1 One<br>Report | Website | Requirement(s)<br>Omitted | Reason  | Explanation |                         |                          |
| GRI 303: Water and<br>Effluents 2018                  | 303-1 Interactions with water as a shared resource   | 158-159                  |                         |         |                           |   |             |                         |                          |
|   | 303-2 Management of water discharge-related impacts  | 159                      |                         |         |                           |   |             |                         |                          |
|   | 303-3 Water withdrawal   | 189-190                  |                         |         |                           |   |             |                         | ✓                        |
|   | 303-4 Water discharge  | 190                      |                         |         |                           |   |             |                         | ✓                        |
|   | 303-5 Water consumption  | 190                      |                         |         |                           |   |             | 11                      | ✓                        |
| GRI 306: Waste<br>2020                                | 306-1 Waste generation and significant waste-related impacts   | 158, 160                 |                         |         |                           |   |             | 11                      |                          |
|   | 306-2 Management of significant waste-related impacts  | 160-162                  |                         |         |                           |   |             | 11, 12                  |                          |
|   | 306-3 Waste generated  | 160, 191                 |                         |         |                           |   |             | 11, 12                  | ✓                        |
|   | 306-4 Waste diverted from disposal   | 160, 191                 |                         |         |                           |   |             | 11, 12                  | ✓                        |
|   | 306-5 Waste directed to disposal   | 192                      |                         |         |                           |   |             | 11, 12                  | ✓                        |
| Climate Strategy                                      |  |                          |                         |         |                           |   |             |                         |                          |
| GRI 3: Material<br>Topics 2021                        | 3-3 Management of material topics  | 146-153                  |                         |         |                           |   |             |                         |                          |
| GRI 305: Emissions<br>2016                            | 305-1 Direct (Scope 1) GHG emissions   | 187                      |                         |         |                           |   |             | 3                       | ✓                        |
|   | 305-2 Energy indirect (Scope 2) GHG emissions  | 187                      |                         |         |                           |   |             | 3                       | ✓                        |
|   | 305-3 Other indirect (Scope 3) GHG emissions   | 153, 187                 |                         |         |                           |   |             | 3                       | ✓                        |
|   | 305-4 GHG emissions intensity  | 153, 187                 |                         |         |                           |   |             | 13                      | ✓                        |
|   | 305-5 Reduction of GHG emissions   | 187                      |                         |         |                           |   |             | 13                      |                          |
|   | 305-6 Emissions of ozone-depleting substances (ODS)  | -                        | a, b, c, d              |         | Not applicable            | Data is not applicable due to KTC's nature of business. |             |                         |                          |
|   | 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions                    | -                        | a, b, c,                |         | Not applicable            | Data is not applicable due to KTC's nature of business. |             |                         |                          |
| Supply Chain Management                               |  |                          |                         |         |                           |   |             |                         |                          |
| GRI 3: Material<br>Topics 2021                        | 3-3 Management of material topics  | 62-68                    |                         |         |                           |   |             |                         |                          |
| GRI 308: Supplier<br>Environmental<br>Assessment 2016 | 308-1 New suppliers that were screened using environmental criteria                                      | 65                       |                         |         |                           |   |             |                         |                          |
|   | 308-2 Negative environmental impacts in the supply chain and actions taken                               | 67                       |                         |         |                           |   |             |                         |                          |
| GRI 414: Supplier<br>Social Assessment<br>2016        | 414-1 New suppliers that were screened using social criteria   | 65                       |                         |         |                           |   |             | 5, 8, 16                |                          |
|   | 414-2 Negative social impacts in the supply chain and actions taken                                      | 67                       |                         |         |                           |   |             | 5, 8, 16                |                          |
| Human Resource Management and Development             |  |                          |                         |         |                           |   |             |                         |                          |
| GRI 3: Material<br>Topics 2021                        | 3-3 Management of material topics  | 120-133                  |                         |         |                           |   |             |                         |                          |
| GRI 401:<br>Employment 2016                           | 401-1 New employee hires and employee turnover   | 177-182                  |                         |         |                           |   |             | 5                       |                          |
|   | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | 124                      |                         |         |                           |   |             | 5                       |                          |
|   | 401-3 Parental leave   | 185                      |                         |         |                           |   |             | 3, 5, 8                 |                          |

| GRI Standard/<br>Other Source   | Disclosure   | Location                 |                         |         | Omission                    |        |             | Mapped<br>to UN<br>SDGs | External<br>Verification |
|---|--|--------------------------|-------------------------|---------|-----------------------------|--------|-------------|-------------------------|--------------------------|
|   |  | Sustainability<br>Report | Form 56-1 One<br>Report | Website | Requirement(s)<br>Omitted   | Reason | Explanation |                         |                          |
| GRI 404: Training<br>and Education 2016                                 | 404-1 Average hours of training per year per employee  | 186                      |                         |         |                             |        |             | 8, 10                   | ✓                        |
|   | 404-2 Programs for upgrading employee skills and transition assistance programs                                      | 126-130                  |                         |         |                             |        |             | 8                       |                          |
|   | 404-3 Percentage of employees receiving regular performance and career development reviews                           | 123                      |                         |         |                             |        |             | 8                       |                          |
| <b>Occupational Health and Safety</b>                                   |  |                          |                         |         |                             |        |             |                         |                          |
| GRI 3: Material<br>Topics 2021  | 3-3 Management of material topics  | 134-141, 143             |                         |         |                             |        |             |                         |                          |
| GRI 403:<br>Occupational Health<br>and Safety 2018                      | 403-1 Occupational health and safety management system   | 135-139                  |                         |         |                             |        |             | 8                       |                          |
|   | 403-2 Hazard identification, risk assessment, and incident investigation   | 138-139                  |                         |         |                             |        |             | 8                       |                          |
|   | 403-3 Occupational health services   | 138-139                  |                         |         |                             |        |             | 3                       |                          |
|   | 403-4 Worker participation, consultation, and communication on occupational health and safety                        | 136-137                  |                         |         |                             |        |             | 16                      |                          |
|   | 403-5 Worker training on occupational health and safety  | 140                      |                         |         |                             |        |             | 8                       |                          |
|   | 403-6 Promotion of worker health   | 141-144                  |                         |         |                             |        |             | 3                       |                          |
|   | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships  | 138-139                  |                         |         |                             |        |             | 8                       |                          |
|   | 403-8 Workers covered by an occupational health and safety management system   | 135                      |                         |         |                             |        |             | 8                       |                          |
|   | 403-9 Work-related injuries  | 183-184                  |                         |         |                             |        |             | 3, 8, 16                | ✓                        |
|   | 403-10 Work-related ill health   | 183-184                  |                         |         |                             |        |             | 3, 8, 16                |                          |
| <b>Human Rights</b>   |  |                          |                         |         |                             |        |             |                         |                          |
| GRI 3: Material<br>Topics 2021  | 3-3 Management of material topics  | 102-108                  |                         |         |                             |        |             |                         |                          |
| GRI 405: Diversity<br>and Equal<br>Opportunity 2016                     | 405-1 Diversity of governance bodies and employees   | 172-175                  |                         |         |                             |        |             | 10, 16                  |                          |
|   | 405-2 Ratio of basic salary and remuneration of women to men   | -                        | a, b                    |         | Confidentiality constraints |        |             | 5                       |                          |
| GRI 406:<br>Non-discrimination<br>2016                                  | 406-1 Incidents of discrimination and corrective actions taken   | 51, 108                  |                         |         |                             |        |             | 5, 8                    |                          |
| GRI 407: Freedom<br>of Association and<br>Collective Bargaining<br>2016 | 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | 106-108                  |                         |         |                             |        |             | 8                       |                          |
| <b>Brand and Customer Trust</b>   |  |                          |                         |         |                             |        |             |                         |                          |
| GRI 3: Material<br>Topics 2021  | 3-3 Management of material topics  | 83-85, 87-89             |                         |         |                             |        |             |                         |                          |
| GRI 147: Marketing<br>and Labeling 2016                                 | 417-3 Incidents of non-compliance concerning marketing communications  | 84                       |                         |         |                             |        |             | 16                      |                          |
| <b>Digital Innovation</b>   |  |                          |                         |         |                             |        |             |                         |                          |
| GRI 3: Material<br>Topics 2021  | 3-3 Management of material topics  | 69-74, 76-79, 82         |                         |         |                             |        |             |                         |                          |
| GRI 418: Customer<br>Privacy 2016                                       | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data                   | 74                       |                         |         |                             |        |             | 16                      |                          |
| <b>Risk and Crisis Management</b>                                       |  |                          |                         |         |                             |        |             |                         |                          |
| GRI 3: Material<br>Topics 2021  | 3-3 Management of material topics  | 52-61                    |                         |         |                             |        |             |                         |                          |

# INDEPENDENT ASSESSMENT

# LRQA Independent Assurance Statement

## Relating to Krungthai Card Public Company Limited's Sustainability Report for the calendar year 2024 (1<sup>st</sup> January 2024 – 31<sup>st</sup> December 2024)

This Assurance Statement has been prepared for Krungthai Card Public Company Limited in accordance with our contract but is intended for the readers of this Report.

### Terms of engagement

LRQA was commissioned by Krungthai Card Public Company Limited (KTC) to provide independent assurance on its Sustainability Report 2024 ("the report") against the assurance criteria below to a moderate level of assurance and materiality of the professional judgement of the verifier using Accountability's AA1000AS v3 for type 2 assurance.

**Note:** The exception is for both direct and energy indirect GHG emissions data where a high level of assurance at 5% materiality has been applied.

Our assurance engagement covered KTC's operations and activities only in Thailand and specifically the following requirements:

- Evaluating the nature and extent of KTC's adherence to Accountability's AA1000 Principles (2018):
  - Inclusivity, Materiality, Responsiveness and Impact.
- Confirming that the Report is in accordance with:
  - GRI Standards 2021<sup>1</sup>, and
  - GRI 3-1: Process to determine material topics.
- Evaluating the reliability of data and information for only the selected environmental and social indicators listed below:
  - 302-1 Energy consumption within the organization
  - 302-2 Energy consumption outside of the organization
  - 302-3 Energy Intensity
  - 303-3 Water withdrawal
  - 303-4 Water discharge
  - 303-5 Water consumption
  - 306-3 Waste generated
  - 306-4 Waste diverted from disposal
  - 306-5 Waste directed to disposal
  - 305-1 Direct (Scope 1)<sup>2</sup> GHG emissions
  - 305-2 Energy indirect (Scope 2)<sup>2</sup> GHG emissions
  - 305-3 Other indirect (Scope 3) GHG emission (Category 1 – Purchased goods and services (credit card, paper and water), Category 3 – Fuel and energy-related activities, Category 5 – Waste generated in operations (disposal by landfill), Category 6 – Business travel, Category 7 – Employee Commuting)
  - 305-4 GHG Emission Intensity
  - 403-9: Work-related injuries and absenteeism rate
  - 404-1 Average hours of training per year per employee

Our assurance engagement excluded the data and information of KTC's operations and activities outside of Thailand, as well as suppliers, contractors and any third parties mentioned in the report.

LRQA's responsibility is only to KTC. LRQA disclaims any liability or responsibility to others as explained in the end footnote. KTC's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by and remains the responsibility of KTC and subsidiary companies.

### LRQA's Opinion

Based on LRQA's approach, nothing has come to our attention that would cause us to believe that KTC and subsidiaries have not:

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected, and that the direct and energy indirect GHG emissions data disclosed in the report are materially correct.

The opinion expressed is formed on the basis of a moderate level of assurance and at the materiality of the professional judgement of the verifier; with the exception of direct and energy indirect GHG emissions data where a high level of assurance at 5% materiality has been applied.

**Note:** The extent of evidence-gathering for a moderate assurance engagement is less than for a high assurance engagement. Moderate assurance engagements focus on aggregated data rather than physically checking source data at sites which occurs during a high assurance engagement. Consequently, the level of assurance obtained in a moderate assurance engagement is substantially lower than the assurance that would have been obtained had a high assurance engagement been performed.

<sup>1</sup><https://www.globalreporting.org>

<sup>2</sup>GHG quantification is subject to inherent uncertainty.

## LRQA's approach

LRQA's assurance engagements are carried out using Accountability's AA1000AS v3 and our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Assessing KTC's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this through interviews with external stakeholders and reviewing documents and associated records.
- Reviewing KTC's process for identifying and determining material issues to confirm that the right issues were included in their Report. We did this by benchmarking reports written by KTC and its peers to ensure that sector specific issues were included for comparability. We also tested the filters used in determining material issues to evaluate whether KTC makes informed business decisions that may create opportunities that contribute towards sustainable development.
- Auditing KTC's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification. We also spoke with those key people responsible for compiling the data and drafting the report.
- Verifying data and information remotely via ICT application by sampling evidence to confirm the reliability of the selected indicators.

## Observations

Further observations and findings, made during the assurance engagement, are:

- Stakeholder inclusivity: We are not aware of any key stakeholder groups that have been excluded from KTC's stakeholder engagement process. KTC has open dialogue with all its stakeholders.
- Materiality: We are not aware of any material issues concerning KTC's sustainability performance that have been excluded from the report. It should be noted that KTC has established extensive criteria for determining which issue is material and that these criteria are not biased to the company's management.
- Impact: KTC has established and implemented processes for responding to the concerns of various stakeholder groups especially in relation to GHG emissions. For example: Climate Change Strategy Program and KTC has announced its target for GHG Emissions Reduction from Base Year 2022 (Scope 1 and 2).
- Responsiveness: KTC has established and implemented processes for responding to the concerns of various stakeholder groups especially in relation to reporting performance of the GRI disclosures associated with the key materiality topics.
- Reliability: Data management systems are properly defined for the selected environmental and social indicators. However, we believe that KTC's future reports should extend the boundary of GHGs emission disclosure to include GHG emissions Scope 2 from branch operations and energy imported by tenants.

## LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only works undertaken by LRQA for Krungthai Card Public Company Limited as such does not compromise our independence or impartiality.



LRQA Lead Verifier

On behalf of LRQA (Thailand) Ltd.  
No. 252/123, Muang Thai - Phatra Complex Tower B,  
26th Floor, Unit 252/123 (C), Ratchadaphisek Road,  
Huaykwang Sub-district, Huaykwang District,  
Bangkok, 10310 Thailand

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LRQA reference: BGK00001135

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