CORPORATE GOVERNANCE

Siam Commercial Bank Public Company Limited ("**the Bank**") recognizes that strong corporate governance is essential to maintaining the trust and confidence of shareholders, customers, employees, business partners, creditors, society, and regulators.

Guided by sustainable banking principles and a commitment to ethical and responsible business operations, the Board of Directors of Siam Commercial Bank Public Company Limited ("the Bank") recognizes that strong corporate governance is essential to maintaining the trust and confidence of shareholders, customers, employees, business partners, creditors, society, and regulators.

The Board has consistently prioritized the implementation of corporate governance practices tailored to the Bank's business context, while ensuring strict compliance with all applicable laws and regulations governing commercial banks and listed companies. This includes adherence to the Bank's internal regulations and policies, as well as governance policies of SCB X Public Company Limited's subsidiaries and associate companies.

Furthermore, the Bank has established effective management processes and systems supported by robust controls, supervision, and audit mechanisms. These measures reinforce trustworthiness, transparency, and fairness, ensuring that the Bank operates with integrity and accountability for the benefit of all stakeholders.

1. Corporate Governance Policy

1.1 OVERVIEW OF CORPORATE GOVERNANCE POLICY AND GUIDELINES

The Board has assigned the Nomination, Compensation and Corporate Governance (NCCG) Committee to formulate the Corporate Governance Policy, monitor compliance, and regularly review and update the policy to ensure alignment with regulatory guidelines applicable to the Bank. The Bank's Corporate Governance Policy is available on its website at www.scb.co.th under the *Corporate Governance section*.

The Bank's Corporate Governance Policy and guidelines are based on the following core elements and address various dimensions relating to the Board of Directors, shareholders, and stakeholders:

Vision and Core Values

- **Vision**: To be "*The Most Admired Bank*." The Bank aspires to be recognized by each of its stakeholders as follows:
  - Customers: The Most *Preferred Partner*
  - Employees: The Most *Caring Employer*
  - Shareholders: The Most *Sustainable Return Company*
  - Society and Environment: The Most *Responsible Corporate Citizen*
  - Regulators: The Most *Prudent Bank*
- **Core Values** (ISCB):
  - **Integrity First –** Upholding the highest ethical standards in all actions.
  - **Sustainability to the Core –** Embedding sustainability into every aspect of the business.
  - **Customer-Centric Innovation –** Driving innovation to meet evolving customer needs.
  - **Building Our People** – Investing in people to unlock their full potential.

Strategy

The Bank is guided by its "*Digital Bank with Human Touch*" strategy in its journey to become a full-fledged digital bank. This approach emphasizes not only technological advancement but also the human element, positioning SCB as more than just a bank by leveraging its unique strengths in both digital innovation and personalized service.

The Bank aims to integrate AI-powered solutions and advanced analytics into the design and development of personalized products and services. These solutions are intended to provide customers with convenient and seamless access through fully integrated omni-channel platforms, ensuring that digital transformation enhances customer experience while preserving the Bank's hallmark of trust and care.

Code of Business Conduct

The Board has approved the SCB Codes of Conduct, which encompass both the *Code of Business Conduct* and the *Code of Conduct for Directors, Executives,* and *Employees*. These codes apply to all personnel and serve as the foundation for ethical and responsible business practices.

Under the Code of Business Conduct, the Bank prioritizes and monitors the following aspects:

1. Compliance with business ethics.
2. Strengthening customer and stakeholder trust through service excellence.
3. Providing resources to employees to support performance efficiency.
4. Customer centricity and responsible treatment of customers, including fair and suitable financial services in line with the Bank of Thailand's Market Conduct guidelines.
5. Managing conflicts of interest in business operations.
6. Safeguarding confidentiality and information management for customers, employees, and business partners.
7. Strict compliance with laws, regulations, internal policies, and corporate governance principles.
8. Operating efficiently and sustainably.
9. Conducting business with social and environmental responsibility.

The Code of Conduct for Directors, Executives, and Employees sets ethical standards across key areas, including:

1. Corporate governance
2. Protecting SCB's reputation, interest, image, honor, reputation, and virtue
3. Conflicts of interest
4. Information integrity
5. Confidentiality
6. Insider trading
7. Anti-money laundering and combating terrorism financing and proliferation of weapons of mass destruction
8. Anti-corruption and bribery
9. Rules on gambling, alcohol, and drugs
10. Guidelines on gifts, entertainment
11. Corporate assets
12. Outside employment and commercial activities
13. Workplace conduct, including harassment prevention
14. Whistleblower protection

Both codes are regularly reviewed by the Board to ensure alignment with SCBX guidelines and evolving regulatory requirements. They are available on the Bank's website at www.scb.co.th under the *Code of Conduct* section.

Corporate Governance Structure

To establish a clear operating framework for the Board's key duties, the Bank's corporate governance policy sets out comprehensive provisions covering the composition, authority, duties, and responsibilities of the Board. It also defines the conduct of Board meetings, the tenure of directors, and the processes for nomination, election, and onboarding of new directors, as well as ongoing development programs to strengthen Board effectiveness. The policy provides guidance on directors holding positions in other companies or entities, outlines the roles and responsibilities of Board committees, and ensures the segregation of positions between the Chairman of the Board and the Chief Executive Officer to safeguard independence and accountability.

In addition, the framework addresses compensation and performance assessment of directors, as well as matters relating to individuals with management authority, including their performance evaluation, compensation, and succession planning for key positions. The roles and functions of the Company Secretary are also clearly defined to ensure effective governance support. Together, these provisions reinforce transparency, accountability, and efficiency in the Bank's governance structure, strengthening oversight and ensuring sustainable value creation for all stakeholders.

Rights and Treatment of Stakeholders

The Bank recognizes and respects the rights of all stakeholders, including shareholders, customers, employees, business partners, competitors, creditors, suppliers, society, communities, and the environment. This recognition is deeply embedded in the Bank's vision and codes of conduct, reflecting its commitment to fairness and sustainable growth for all.

Stakeholders are provided with multiple channels to directly contact relevant units of the Bank, enabling them to raise suggestions, provide feedback, or register complaints with the Board and management. This open and responsive approach ensures that stakeholder voices are heard and addressed appropriately.

In addition, the Bank has established a disclosure policy to ensure that information shared with shareholders and stakeholders is transparent, complete, fair, and timely. By upholding these principles, the Bank strengthens trust and confidence across all stakeholder groups while reinforcing its long-term commitment to responsible and sustainable banking.

Internal Controls

The Bank has established robust internal controls to prevent conflicts of interest and the misuse of inside information by directors and employees. These controls include mandatory reporting of conflicts of interest by directors and persons with management authority, as well as clear criteria and procedures for connected transactions that govern pricing, conditions, and approval processes.

In addition, the Bank enforces the *SCB Anti-Corruption and Bribery Policy*, which is aligned with the SCBX Group's guidelines. This policy reinforces the Bank's commitment to integrity, transparency, and accountability in all business operations, ensuring that its practices meet both regulatory requirements and the highest ethical standards.

1.2 MAJOR CHANGES AND DEVELOPMENTS IN CORPORATE GOVERNANCE POLICY, PRACTICES, AND GUIDELINES IN 2025

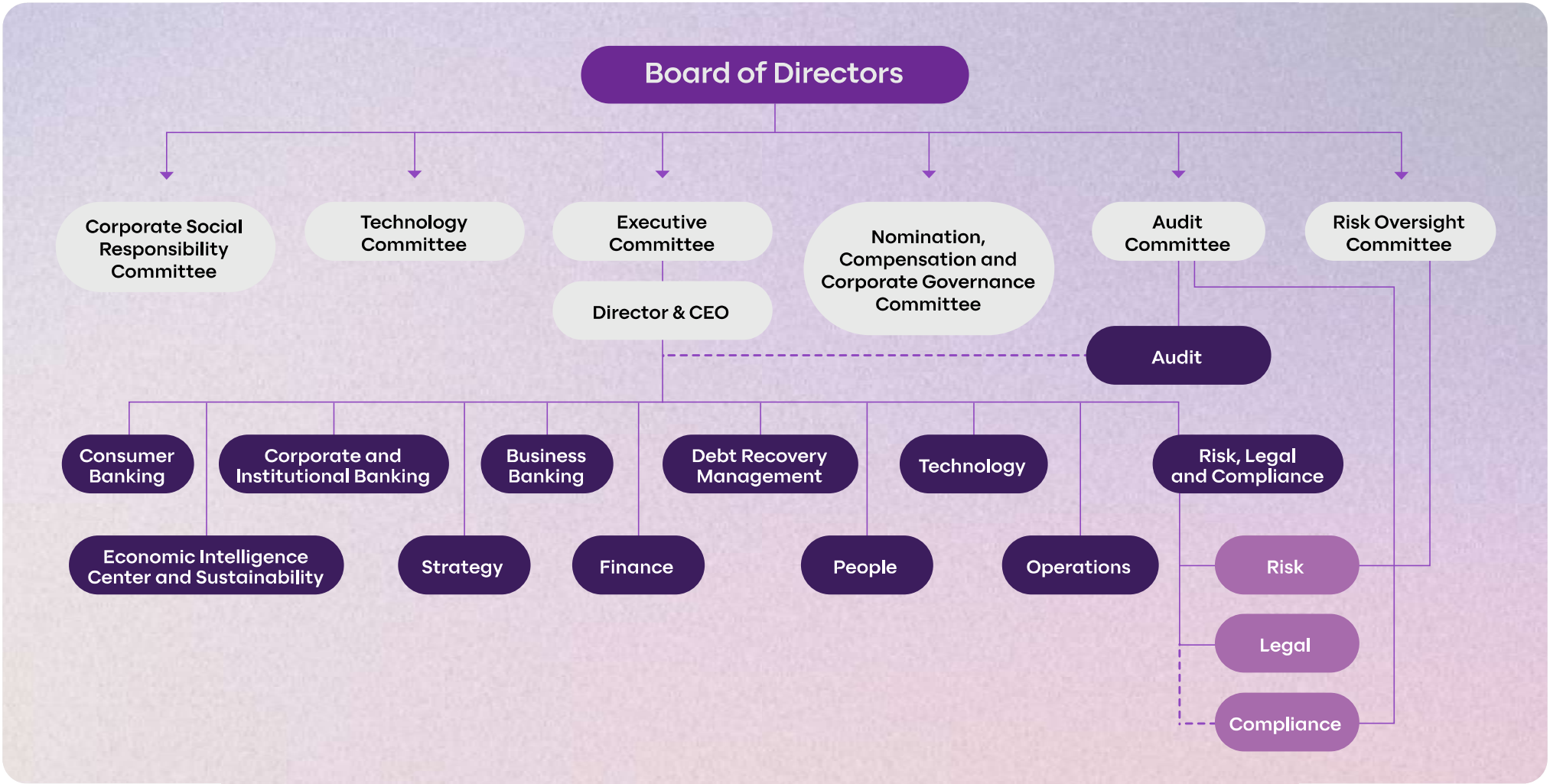
In 2025, the Bank updated its corporate governance policies, practices, and guidelines to ensure alignment with those of SCB X Public Company Limited. Key operations undertaken are summarized as follows:

- Reviewed and updated the Charter of the NCCG Committee, particularly in relation to its structure and composition.
- Refined he director nomination and appointment processes to ensure greater appropriateness and alignment with SCB X Public Company Limited's subsidiary and associate company governance policies.
- Enhanced the Bank's senior executive nomination process. In this connection, the Nomination, Compensation and Corporate Governance Committee of SCB X Public Company Limited invited the Bank's NCCG Committee to attend its meetings to share perspectives on important agenda items.
- Deliberated on the reorganization of the Bank to achieve closer alignment with its mission and goals, as well as the strategy of the SCBX Group. This included redesigning job structures to optimize organizational efficiency and effectiveness, thereby supporting successful strategy execution.
- Established workforce management plans and frameworks, including special retrenchment programs for affected individuals, designed with careful consideration for operational effectiveness and fairness.
- Reviewed succession plans for critical and strategic positions to ensure smooth and effective transitions, supported by quantitatively and qualitatively robust talent pipelines.

Additional information on key corporate governance practices is provided in relevant sections of this Annual report, including the Report of the NCCG Committee.

2. Governance Structure, Important Information about the Board, Board Committees, Executives and Employees, and Other Information

2.1 CORPORATE GOVERNANCE STRUCTURE



2.2 BOARD OF DIRECTORS

Board Composition

At the end of 2025, the Bank had 16 directors. The Board of Directors was structured in compliance with supervisory authority regulations and the policies of SCB X Public Company Limited, with a strong emphasis on diversity in gender, nationality, race, age, educational background, work experience, skills, and knowledge. These factors were incorporated into the director selection process to ensure that the Board reflects diversity and aligns with the nature of the Bank's business and operational strategies, as well as those of the SCBX Group. This approach fosters the exchange of diverse perspectives and opinions, benefiting stakeholders and promoting sustainable development and growth.

Of the total 16 directors, there were 2 women and 14 men, representing diverse professional backgrounds in banking, accounting and finance, organizational management, strategic planning, risk management, social development, corporate governance, law, technology, and other areas relevant to the Bank's business. The composition of the Board was as follows:

- Six independent directors[1] (representing 37.50 percent of the total directorship): 1) Mr. Apisak Tantivorawong, 2) Mr. Chaovalit Ekabut, 3) Mr. Prasong Vinaiphat, 4) Mr. Pasu Decharin, 5) Mr. Supot Tiarawut, and 6) Mrs. Prisana Praharnkhasuk.

- Nine non-executive directors (representing 56.25 percent of the total directorship): 1) Air Chief Marshal Satitpong Sukvimol, 2) Police Colonel Thumnithi Wanichthanom, 3) Mr. Kan Trakulhoon, 4) Mr. Prasan Chuaphanich, 5) Mr. Chakkrit Parapuntakul, 6) Mr. Arthid Nanthawithaya 7) Miss Kulaya Tantitemit 8) Mr. Surasak Khaoroptham, and 9) Mr. Arak Sutivong.

- One executive director (representing 6.25 percent of the total directorship): Mr. Kris Chantanotoke.

As of 31 December 2025, there were seven directors concurrently serving on the boards of both the Bank and SCB X Public Company Limited, representing a minority of the total sixteen board members. These directors were: 1) Mr. Apisak Tantivorawong, 2) Air Chief Marshal Satitpong Sukvimol, 3) Police Colonel Thumnithi Wanichthanom, 4) Mr. Kan Trakulhoon, 5) Mr. Prasan Chuaphanich, 6) Mr. Arthid Nanthawithaya, and 7) Miss Kulaya Tantitemit.

Additionally, the Bank made changes to its directors and Board committees during 2025, with details provided in the appendix at the end of the Corporate Governance Report.

1 The meaning of the term "independent director" is as specified in the Bank of Thailand's Notification No. SorNorSor. 2/2566 Re: Roles, Responsibilities, and Composition of the Board of Directors of Financial Institutions and Companies within Financial Business Groups, and the Capital Market Supervisory Board's Notification No. TorJor. 39/2559, Re: Application and Approval for Offering Newly Issued Shares, and/or their amendments (if any). Moreover, the number of shares held by an independent director and their related parties combined shall not exceed 0.5 percent of the total voting shares of the Bank, or the Bank's parent company, subsidiaries, associate companies, or major shareholders, or the persons having the authority to control the Bank. This shareholding restriction of no more than 0.5 percent is the Bank's standard and is stricter than the standard set by the Capital Market Supervisory Board, which prohibits an independent director from holding more than one percent of the total voting shares of the company in which they serve as a director.

Board of Directors

(AS OF DECEMBER 31, 2025)

	Name	Position	Date of appointment	Number of years in directorship
1	Mr. Apisak Tantivorawong	Chairman of the Board and Independent Director	April 18, 2023	2 years 8 months
2.	Air Chief Marshal Satitpong Sukvimol	Director and Member of the Corporate Social Responsibility Committee	June 13, 2018	7 years 7 months
3.	Police Colonel Thumnithi Wanichthanom	Director, Chairman of the Corporate Social Responsibility Committee, and Member of the Executive Committee	June 13, 2018	7 years 7 months
4.	Mr. Chaovalit Ekabut	Independent Director and Chairman of the Audit Committee	April 5, 2019	6 years 9 months
5.	Mr. Kan Trakulhoon	Director, Chairman of the Executive Committee, and Member of the Nomination, Compensation and Corporate Governance Committee	April 5, 2016	9 years 9 months
6.	Mr. Prasong Vinaiphat	Independent Director and Chairman of the Nomination, Compensation and Corporate Governance Committee	June 2, 2022	3 years 7 months
7.	Mr. Pasu Decharin	Independent Director, Chairman of the Risk Oversight Committee, and Member of the Audit Committee	October 19, 2018	7 years 2 months
8.	Mr. Supot Tiarawut	Independent Director and Chairman of the Technology Committee	March 21, 2025	9 months
9.	Mr. Arthid Nanthawithaya	Director, Member of the Executive Committee, and Member of the Technology Committee	April 2, 2015	10 years 9 months
10.	Mr. Prasan Chuaphanich	Director and Member of the Executive Committee	April 4, 2013	12 years 9 months
11.	Mr. Chakkrit Parapuntakul	Director, Member of the Risk Oversight Committee, and Member of the Nomination, Compensation and Corporate Governance Committee	November 25, 2015 January 18, 2021	1st tenure: 4 years 10 months (2015–2020) 2nd tenure: 4 years 11 months
12.	Mrs. Prisana Praharnkhasuk	Independent Director, Member of the Audit Committee, and Member of the Nomination, Compensation and Corporate Governance Committee	June 2, 2022	3 years 7 months

Board of Directors

(AS OF DECEMBER 31, 2025)

Name	Position	Date of appointment	Number of years in directorship
13. Miss Kulaya Tantitemit	Director, Member of the Risk Oversight Committee, and Member of the Corporate Social Responsibility Committee	March 20, 2024	1 year 9 months
14. Mr. Surasak Khaoroptham	Director and Member of the Executive Committee	March 21, 2025	9 months
15. Mr. Arak Sutivong	Director and Member of the Executive Committee	September 10, 2025	4 months
16. Mr. Kris Chantanotoke	Director, Chief Executive Officer, Member of the Executive Committee, Member of the Risk Oversight Committee, Member of the Technology Committee, and Member of the Corporate Social Responsibility Committee	August 1, 2022	3 years 5 months

The positions of the Chairman of the Board and the top-ranking executive are assumed by different individuals. The roles and authority of the Chairman of the Board and the Chief Executive Officer are clearly segregated to enhance performance effectiveness, strengthen governance, and ensure transparency. This separation of responsibilities is detailed below.

Chairman of the Board

Pursuant to the Bank's Corporate Governance Policy, the Chairman of the Board must be either an independent director or a non-executive director. The Chairman is not involved in the Bank's routine management, in line with the principle of segregating policymaking and oversight duties from operational management. The Chairman's key responsibilities include overseeing the Board's adherence to corporate governance principles and established policies, ensuring that Board meetings are conducted effectively, and that essential matters relating to the Bank's operations and performance are placed on the meeting agenda. The Chairman allocates sufficient time for management to present clear and timely information, encourages directors to voice opinions and ask questions, and ensures that Board resolutions are clear and that meeting minutes are complete and accurate. The Chairman also presides over shareholder meetings and ensures that the Bank's governance practices comply with established policies.

Chief Executive Officer

The Chief Executive Officer is the Bank's top-ranking executive, responsible for directing and driving the Bank's business and operations in accordance with the policies, strategies, and goals set by the Board, as well as those of the SCBX Group. The CEO plays a central role in recommending strategies that are responsive to the evolving business environment, with the objective of achieving sustainable growth. In addition, the CEO considers and approves matters in line with the Bank's regulations and as assigned by the Board or its committees. A key responsibility of the CEO is also to foster and strengthen the Bank's corporate culture, ensuring that values and behaviors align with its long-term vision and strategic direction.

Duties and Roles of the Board

The Board is committed to upholding the highest standards of ethics. It has the authority, duties, and obligations to manage the Bank in accordance with the objectives specified by law, the Bank's Articles of Association, the resolutions of the Board and shareholder meetings, and the Policy for Governance of Subsidiaries and Associates under SCB X Public Company Limited.

In fulfilling these responsibilities, the Board ensures that effective control, supervision, and audit mechanisms are in place, and that ongoing monitoring is conducted to ensure that the Bank operates within frameworks of ethics, transparency, and accountability. The Board also emphasizes responsibility toward all stakeholders, in line with corporate governance principles.

Further details on the Board's authority, duties, and responsibilities are available in the Charter of the Board of Directors, which are available on the Bank's website at www.scb.co.th under the *Charter and Independent Director Definition and Corporate Governance* sections.

2.3 BOARD COMMITTEES

The Bank has appointed six Board committees to assist the Board in screening and overseeing specific matters. Their duties and responsibilities are summarized below:

1. **Executive Committee**
   Oversees and ensures that the Bank's businesses and operations are aligned with its strategies, policies, and regulations, and performs tasks as assigned by the Board.

2. **Audit Committee**
   Responsible for financial reporting, internal controls, internal audits, and oversight of compliance with regulations, codes of ethics, codes of conduct, and risk management principles. The Committee also proposes the appointment, discharge, and audit fees of external auditors to the Board for consideration prior to shareholder approval on an annual basis and evaluates the performance of external auditors.

3. **Nomination, Compensation and Corporate Governance Committee**
   Oversees four key areas: (1) nomination of directors, Board committee members, senior executives, and advisors, as well as directors and executives of subsidiaries; (2) managing the compensation policies for directors, committees, and senior executives; (3) establishing human resources and corporate culture policies; and (4) ensuring the Bank's corporate governance.

4. **Risk Oversight Committee**
   Provides advice to the Board on the risk oversight framework of the Bank and its subsidiaries, reviews the adequacy and effectiveness of risk management policies, strategies, and tolerance levels, and ensures comprehensive coverage of all relevant risks, including emerging risks. The Committee also advises on cultivating a strong risk culture across the organization and supervises management's compliance with risk policies, strategies, and appetite framework.

5. **Technology Committee**
   Stewards the Bank's technology strategy and system architecture to align with organizational goals and objectives. It oversees the integrity of technology services, manages technology-related risks, and promotes adoption of best practices consistent with the Bank's core values.

6. **Corporate Social Responsibility Committee**
   Establishes the corporate social responsibility policy and framework in collaboration with the SCBX Group's CSR Committee, deliberates on resource and budget allocation for CSR projects and activities, and supports the operations of the Siam Commercial Foundation.

The composition, duties, and responsibilities of each Board committee are clearly specified in its charter, which is available on the Bank's website at www.scb.co.th under the *Charter and Independent Director Definition and Corporate Governance* sections.

2.4 EXECUTIVES OF THE BANK

Executives of the Bank at the Senior Executive Vice President Level or Above (As of December 31, 2025)

Name	Position
1. Mr. Kris Chantanotoke	Chief Executive Officer
2. Mr. Vitoon Pornsakulvanich	Chief Consumer Banking Officer
3. Mr. Tanapot Parksuwan	Chief Corporate and Institutional Banking Officer
4. M.L. Chiradej Chakrabandhu	Chief Risk, Legal and Compliance Officer
5. Mrs. Pikun Srimahunt	Chief Debt Recovery Management Officer and Chief Business Banking Officer
6. Mr. Trirat Suwanprateep	Chief Technology Officer
7. Mr. Yunyong Thaicharoen	Chief Economist and Sustainability Officer
8. Miss Chitlada Hanvoravongchai	Chief Strategy Officer
9. Miss Pornpat Ongnithiwat	Chief Financial Officer
10. Mr. Worawat Suvagondha	Chief People Officer
11. Miss Nipaporn Kullertprasert	Chief Audit Officer

Executive Remuneration

The Nomination, Compensation and Corporate Governance Committee is responsible for considering and approving the compensation of senior executives, or endorsing such matters for submission to the Bank's Board of Directors and the Board of Directors of SCB X Public Company Limited, for consideration and approval as applicable. This process takes into account the appropriateness of the Bank's policies, which are tied to both short-term and long-term performance and aligned with individual performance outcomes. A comparative analysis of various performance indicators is conducted to ensure sustainable success, with full adherence to transparency principles and the scope of responsibilities associated with each position. Consideration is also given to the Bank's competitive standing relative to other leading financial institutions and companies in Thailand, in alignment with SCBX Group policies.

In 2025, the total number of the Bank's executives, as defined by the Bank of Thailand (Executive Vice President level or above), was 90, inclusive of seven executives who resigned during the year. Collectively, these executives received remuneration in the form of monthly salaries, bonuses, and allowances amounting to Baht 1,165.16 million, along with severance pay totaling Baht 47.03 million.

Executives are entitled to welfare and benefits similar to those offered to other employees, in accordance with the Bank's regulations. These include medical benefits, annual medical check-ups, life and accident insurance, welfare loans, and provident fund contributions. In 2025, the Bank's provident fund contribution for the 90 executives (inclusive of seven executives who resigned during the year) amounted to Baht 36.76 million in total.

2.5 EMPLOYEES AND EMPLOYEE REMUNERATION

At the end of 2025, the Bank employed a total of 17,645 individuals. Employee and benefit expenses amounted to Baht 23,502 million, covering salaries, overtime pay, cost-of-living allowances, car allowances, bonuses, and contributions to the social security fund and provident fund.

The Bank's manpower was efficiently managed and controlled as planned, without compromising operational effectiveness, which remained at a satisfactory level. Work process improvement programs and other relevant initiatives were consistently implemented for continuous performance optimization.

The number of SCB employees in the past three years is as follows:

Year	2023	2024	2025
Number of SCB employees	19,839	19,378	17,645

The number of SCB employees classified by function and level is as follows:

Employee Level	Wholesale Banking	SME Banking	Retail Banking	Wealth Banking	Other Functions
EVP or above	21	4	1	3	48
AVP-FSVP	548	209	42	179	1,816
Staff-Officer	508	526	33	712	12,995

Employees of SCB and its major subsidiaries are encouraged to join the provident fund program. The number and proportion of employees who are provident fund members are as follows:

Company	Number of employees who are provident fund members (persons)	Percentage of employees who are provident fund members
Siam Commercial Bank Public Company Limited	17,251	97%
SCB Plus Company Limited	1,056	98%
SCB Asset Management Company Limited	292	98%
SCB-Julius Baer Securities Company Limited	81	91%
SCB Protect Company Limited	336	89%
S.C.B. Training Center Company Limited	26	78%

2.6 BOARD SUPPORT UNITS

The Bank recognizes the importance of, and provides support to, the following functions and their personnel who are responsible for ensuring proper compliance with laws and regulations, as well as adherence by the Board to statutory requirements and good corporate governance practices:

1. Audit

The Audit Function is an independent and business-neutral unit that has been established to improve and enhance internal control, including policies, practices, and procedures of the Bank and its subsidiaries with an aim of ensuring the compliance of the Bank and its subsidiaries with applicable regulations. The Audit Function also conducts regular audits, identifies matters requiring attention, provides advice, and makes improvement-related recommendations on internal control, risk management systems, and corporate governance practices. The Audit Function is led by Miss Nipaporn Kullertprasert, Chief Audit Officer, who is responsible for ensuring that the responsibilities of the Audit Function are effectively carried out in accordance with the aforesaid purposes and reports directly to the Audit Committee in an independent manner. The Audit Committee is responsible for providing the Board with recommendations about the qualifications, nomination, appointment, and removal of the Chief Audit Officer.

2. Compliance

The Compliance Function serves as the Bank's regulatory center, providing consultation and advice pertaining to regulatory requirements and the Bank's policies, rules, regulations, operating procedures, and internal controls as well as coordinating with regulators on behalf of the Bank. The Compliance Function is also in charge of formulating internal policies, rules, and regulations that govern the regulatory and legal compliance of all employees and executives of the Bank. It is also responsible for conducting due diligence on persons nominated as directors or executives of the Bank and its subsidiaries to ensure that the nominees possess appropriate qualifications that meet legal and regulatory requirements. The Compliance Function is led by Mr. Niwate Kiratisoothisathorn, Head of Compliance, who functionally reports to Chief Risk, Legal and Compliance Officer, and independently reports to the Audit Committee in relation to key regulatory compliance matters.



3. Company Secretary

The Board has appointed a Company Secretary whose key roles are to support the Board in all relevant aspects as assigned by the Board and to support the Bank's observance of corporate governance standards. Mrs. Siribunchong Uthayophas has been appointed by the Board as the Company Secretary. Functions of the Company Secretary are shown on www.scb.co.th under the "Company Secretary" section.

3. Report on Key Corporate Governance Practices

(A) CORPORATE GOVERNANCE PRACTICES

In 2025, in addition to complying with the laws governing public limited companies and corporate governance guidelines for financial institutions, the Bank voluntarily adopted the Corporate Governance Code for Listed Companies to preserve its integrity as a bank with good corporate governance standards. Highlights of the Bank's corporate governance practices are as follows:

1. Rights of Shareholders and Equitable Treatment of Shareholders

The Bank ensures that shareholders may appropriately enjoy and equitably exercise their rights, including the right to attend shareholder meetings, to buy or sell shares, to receive dividends, and to access information about the Bank. In addition, the Bank actively encourages all shareholders to exercise their rights to the fullest extent permissible by law and strictly refrains from violating or derogating those rights in any manner.

1.1 Shareholder Meeting

In 2025, the Bank convened the Annual General Meeting of Shareholders No. 202 ("AGM") on March 21, 2025, as an e-meeting. The Bank arranged the meeting with a commitment to ensuring shareholders' ability to exercise their rights related to shareholder meetings in accordance with laws and corporate governance principles as follows:

1) **Access to Information** – To ensure shareholders received clear, accurate, and complete information with sufficient time to consider agenda items, the Bank posted the AGM notice and relevant documents on its website and assigned Thailand Securities Depository Company Limited (TSD), its securities registrar, to distribute AGM-related documents at least seven days prior to the meeting date.

2) **Submission of Questions** – Shareholders were encouraged to exercise their right to information by submitting questions or concerns in advance of the AGM through the Bank's designated contact channels.

3) **Proxy Appointment** – To facilitate equitable participation, the Bank delivered Proxy Form B, containing detailed information on proxy appointments, together with the AGM notice. Shareholders were advised that they could appoint either one of the independent directors nominated by the Bank or any other individual of their choice to attend the meeting on their behalf.

4) **Meeting Accessibility** – The AGM was held during business hours on a working day. The e-AGM system was made accessible one hour prior to the meeting to allow participants to register their attendance conveniently.

5) **Voting Procedures** – Before proceeding with the agenda, the Company Secretary announced the voting and vote-counting procedures. Holders of the Bank's ordinary and preferred shares, including proxy holders, were entitled to cast votes on a one-share-one-vote basis. Shareholders could vote online via personal electronic devices, ensuring convenience and swift tabulation. Representatives from the Bank's auditor, KPMG Phoomchai Audit Limited, were engaged to witness the registration and vote-counting processes.

6) **Meeting Conduct** – The Chairman of the Board presided over the AGM, with all 15 directors in attendance. Shareholders were given the opportunity to ask questions, express opinions, and make recommendations on an equitable basis, with responses provided to all issues raised.

7) **Disclosure of Minutes** – Following the adjournment of the AGM, the Bank prepared the minutes within the legally specified timeframe and disclosed them (in both Thai and English) on its website.



1.2 Dividend Payment

It is the Bank's policy to pay the maximum dividend possible, subject to prudential capital levels and regulatory requirements. Dividend payments are considered when the Bank records a net profit after deduction of all statutory and other reserves, provided that there is no accumulated loss and the Bank is able to maintain adequate capital funds to comply with regulatory requirements and preserve capital for future business needs.

At the 2025 Annual General Meeting of Shareholders, held on March 21, 2025, shareholders approved a dividend payment from the Bank's 2024 operating results to holders of preferred and ordinary shares at the rate of Baht 11.47 per share. This was equivalent to a total of Baht 38,989 million, representing 80.0 percent of the Bank's 2024 net profit under the bank-only financial statements. The Bank paid an interim dividend of Baht 2.00 per share on September 18, 2024, and the remaining dividend of Baht 9.47 per share on April 2, 2025.

1.3 Election of Directors on an Individual Basis

Pursuant to the Bank's Articles of Association, one-third of the directors retire by rotation at every Annual General Meeting (AGM). Shareholders are then invited to elect directors to replace the outgoing members. The Bank ensures that shareholders may independently direct their votes toward each individual nominee, rather than through a slate election process.

To support informed decision-making, the Bank discloses the profiles and key information of each nominated candidate in the notice of the shareholder meeting. This enables shareholders to evaluate the qualifications of candidates prior to casting their votes. The voting results for each nominee are clearly recorded and specified in the meeting minutes, ensuring transparency and accountability in the election process.

2. Roles Toward Stakeholders

2.1 Treatment of Stakeholders

Recognizing that listening and responding to the expectations of stakeholders are essential foundations for inclusive growth and sustainable development, the Bank consistently attaches importance to stakeholder engagement through diverse communication channels and formats. The Bank's treatment of each stakeholder group is summarized below.

CUSTOMERS

The Bank prioritizes strict adherence to market conduct requirements and principles, and has established a comprehensive data privacy policy, data privacy management framework, and cyber security systems in line with international standards. In addition, artificial intelligence (AI) has been introduced to enhance product and service development, ensuring that offerings are tailored to customer needs and accessible through both online and offline service channels.

The Bank communicates with customers through multiple channels, including face-to-face meetings, special activities, websites, social media, and satisfaction surveys. Service centers also serve as a key channel for receiving customer complaints and feedback, reinforcing the Bank's commitment to responsiveness and continuous improvement in customer experience.

EMPLOYEES

The Bank provides its employees with welfare benefits and a work environment conducive to a good quality of life. To support flexibility and productivity, the Bank has adopted a "Work from Anywhere" program. In addition, fair and equitable compensation management and performance assessment systems have been implemented to ensure transparency and merit-based recognition.

The Bank also invests in employee development by arranging training programs focused on critical professional skills for the digital era. Communication with employees is facilitated through multiple channels, including the intranet, social media, employee engagement surveys, training sessions, and performance assessments. These initiatives reinforce the Bank's commitment to fostering engagement, professional growth, and long-term career satisfaction.

REGULATORS

In addition to adhering to corporate governance principles, the Bank adopts proactive risk management practices and strictly complies with all applicable legal and regulatory requirements, particularly market conduct guidelines. The Bank maintains open and constructive communication with regulators through various channels, including hearings on regulatory guidelines, discussions on compliance practices, and formal examinations conducted by regulators.

SHAREHOLDERS

The Bank encourages all shareholders to exercise their rights to the fullest extent permissible by law and strictly refrains from violating or derogating those rights in any manner. Shareholders are assured of receiving adequate, timely, and complete information about the Bank, with all disclosures made transparently and accurately in accordance with legal requirements.

In addition, the Bank continuously strategizes and optimizes its operations to deliver solid and sustainable returns while maintaining effective risk management amid a changing business environment. Communication with shareholders is facilitated through multiple channels, including shareholder meetings, annual reports, and the Bank's official website.

BUSINESS PARTNERS

The Bank emphasizes strict conformity to procurement regulations and has adopted vendor and supplier selection processes based on the principle of fair and equitable competition. To reinforce ethical practices, the Bank enforces the SCB Supplier Code of Conduct, which requires business partners to operate responsibly, with respect for freedom and rights in accordance with labor and human rights principles, occupational health and safety standards, and environmental requirements.

Communication and engagement with business partners are facilitated through various channels, including regular business and partner meetings, the annual Vendor Communication Day for dissemination of procurement policies and practices, and annual assessments of business partners. These initiatives ensure transparency, strengthen collaboration, and promote sustainable and ethical supply chain management.

COMMUNITY AND ENVIRONMENT

The Bank has implemented holistic social development programs designed to foster revenue and business growth among small business owners, support youth education and development, and enhance community well-being. In addition, the Bank provides both financial and in-kind assistance to citizens affected by natural disasters, reinforcing its role as a responsible corporate citizen.

To further advance sustainability, the Bank promotes products and services that address environmental, social, and governance (ESG) concerns. Communication of these initiatives is carried out through corporate social activities and projects, as well as via the Bank's website and social media channels, ensuring transparency and stakeholder engagement.

COMPETITORS

The Bank treats competitors ethically and transparently, avoiding any actions that may impede fair competition or infringe upon intellectual property rights. Engagement with competitors is conducted through constructive discussion and consultation forums, including meetings organized by the Thai Bankers' Association.

CREDITORS

The Bank strictly complies with obligations and agreements made with its creditors, including guarantee conditions and requirements related to capital and liquidity management. Communication with creditors is conducted through multiple channels, such as creditor meetings and visits, formal correspondence via post and electronic media, and disclosures on the Bank's official website.

2.2 Anti-Corruption

The Bank has been a certified member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) since 2014. This certification underscores the Bank's determination and commitment to combat corruption in all its forms, as well as its aspiration to foster a culture of zero tolerance toward corruption and bribery.

The Bank has successfully re-certified its CAC membership every three years. As part of the re-certification process, the Bank completes a comprehensive anti-corruption self-assessment, which serves to further enhance its anti-corruption framework, strengthen resilience against corruption risks, and promote transparency across the organization.

Anti-Corruption Practices

1. **Policy Enforcement –** The Bank enforces its Anti-Corruption and Bribery Policy, which includes detailed guidelines communicated to directors, executives, and employees at all levels. This ensures that all personnel recognize their obligations and responsibilities and apply the policy effectively in the workplace.
2. **Mandatory Training –** All employees are required to enroll in relevant training courses, such as e-learning programs on anti-money laundering/combating the financing of terrorism (AML/CFT) and other anti-corruption and bribery measures. Employees must pass the associated tests to complete these mandatory courses and periodically enroll in refresher courses within the specified timeframe.
3. **No-Gift Policy –** In 2025, the Bank continued to strictly uphold its No-Gift Policy, reinforcing a culture of transparency and integrity while preventing corruption.
4. **External Dissemination –** The Bank has disseminated its Anti-Corruption and Bribery Policy to external parties and stakeholders through its website. Suppliers, as key stakeholders, are encouraged to adopt the same principles to extend anti-corruption initiatives more broadly. The SCB Supplier Code of Conduct serves as a guiding framework for suppliers in this respect.
5. **Whistleblower Program and Oversight –** The Bank has established channels such as the Whistleblower Program to receive complaints about wrongdoing, suspected fraud, or corruption. To actively monitor compliance, the Bank regularly assesses its exposure to corruption and bribery risks. The Audit Committee oversees internal controls to ensure they are adequate and effective in protecting the Bank from corruption risks, and reports the results to the Board of Directors.

2.3 Stakeholder Communication Channels

The Bank provides each group of stakeholders with direct channels to contact the relevant units, ensuring transparency, responsiveness, and accountability:

- **Customers and Third Parties –** Communication can be made through branch staff, relationship managers/officers, the Call Center (0-2777-7777), or by writing directly to senior executives. All communications are recorded, monitored, and responded to within a specified timeframe.

- **Employees –** Employees may voice opinions or report unfair treatment, fraudulent activity, or suspected misconduct directly to their supervisors or through designated channels:

  - Under SCB's Whistleblower Policy, employees can report complaints, acts that may cause damage, fraud, or non-compliance with the Bank's regulations, rules, and codes of conduct, including unfair treatment. The aim is to ensure the Bank's adherence to the principles of transparency and corporate governance. Reporting channels include e-mail (whistleblower@scb.co.th), post (P.O. Box 177, Chatuchak Delivery Post Office 10900), or telephone (0-2544-2000). A brief quarterly report on actions taken is presented to the Audit Committee.

  - The Bank maintains strict confidentiality to protect whistleblowers from retaliation or adverse consequences. An independent investigation team is established to review reported issues, and substantiated complaints are escalated in line with resolution processes.

  - Employees are encouraged to report incidents that may adversely impact the Bank. Additional communication channels include the HR Call Center (0-2544-4444) and Suzy247, a chat robot via Microsoft Teams, for inquiries related to employment, benefits, or general feedback.

- **All Stakeholders –** Complaints, suggestions, or comments may be raised directly with the Board and management through to the Company Secretary via the following channels:

  - Post:
    The Siam Commercial Bank PCL
    Shareholder Services and Corporate Governance Division
    9 Ratchadapisek Road, Chatuchak,
    Bangkok 10900

  - E-mail: company_secretary@scb.co.th

The Bank has established clear policies and procedures for handling complaints from customers, employees, and other stakeholders. All complaints are kept confidential, thoroughly investigated, resolved, and reported to the Audit Committee and the Board.

3. DISCLOSURE AND TRANSPARENCY

3.1 Disclosure Policy and Practices

The Bank has established a disclosure policy to ensure that all disclosures to shareholders and stakeholders are complete, appropriate, fair, and timely. To uphold transparency and accountability, the Bank has empowered the Chief Executive Officer, Chief Financial Officer, Company Secretary, and other persons delegated by the Board of Directors to disclose information on behalf of the Bank.

Disclosures are made through various channels, including the Bank's official website (www.scb.co.th) and press releases, ensuring that stakeholders have consistent access to accurate and reliable information.

3.2 Auditors

Auditor qualifications are vetted by the Audit Committee to ensure independence, suitability, accountability, and the absence of any conflict of interest with respect to the Bank, its subsidiaries, management, major shareholders, or their related parties. In addition, auditors must be included on the approved lists of both the Bank of Thailand and the Securities and Exchange Commission (SEC).

The Audit Committee reviews annual audit fees based on the scope of the audit and proposes qualified auditors and audit fees to the Board of Directors for consideration. The Board then submits its recommendations to the Annual General Meeting (AGM) for shareholder approval.

In 2025, total audit fees of the Bank and its subsidiaries were Baht 30.4 million. In addition, the Bank and its subsidiaries paid fees for services other than statutory audits as follows:

- Examination as required by regulators, i.e., examination of banking returns
- Penetration Test
- Consulting services for improving processes and practices to comply with regulatory requirements
- Tax services

Non-audit fees were Baht 17.4 million, of which Baht 12.6 million was paid in fiscal year 2025, while the remaining outstanding amount of Baht 4.8 million will be paid in 2026.

4. RESPONSIBILITIES OF THE BOARD

4.1 Nomination of Directors and Senior Executives

The Nomination, Compensation and Corporate Governance Committee is responsible for establishing and proposing policies, criteria, and procedures for the nomination of directors, in alignment with the Policy for Governance of Subsidiaries and Associates under SCB X Public Company Limited. These policies are submitted to the Bank's Board of Directors for approval.

The nomination and election process for Bank directors and members of Board committees is conducted in full compliance with applicable regulations, laws, and the policies of both the Bank and SCB X Public Company Limited. Nominations are submitted to the Bank's Board of Directors, the Bank of Thailand, and, when required by law, to the shareholders' meeting.

As part of the selection process, candidates' qualifications—including knowledge, skills, expertise, independence, and professional experience—are evaluated against a board skill matrix to ensure that the composition of the Board of Directors meets the Bank's strategic and governance needs. The Bank also ensures that nominees' qualifications comply with relevant laws and align with the Bank's policies.

To ensure that director nomination and selection are in line with the Bank's strategic and business directions, the Nomination, Compensation and Corporate Governance Committee has defined the qualification screening criteria, based on three key attributes and areas of expertise: 1) knowledge, expertise, or experience in macro-level management, 2) knowledge, expertise, or experience specific to the management of financial institutions, and 3) knowledge, expertise, or experience in other fields deemed useful to the Board.

In addition to director nominations, the Committee is responsible for screening and approving the appointment of the Bank's senior executives, or endorsing such appointments for consideration by the Bank's Board of Directors and the Board of Directors of SCB X Public Company Limited, as applicable, before submission to the Bank of Thailand for final endorsement.

The Committee also oversees the formulation of policies, criteria, and procedures for the nomination and compensation of directors and senior executives of the Bank's subsidiaries. Importantly, the nomination, selection, and appointment processes are conducted without discrimination on the basis of race, religion, gender, marital status, or physical disability, reflecting the Bank's commitment to fairness, inclusivity, and good governance.

4.2 Directors' Term of Office

In accordance with the Bank's Articles of Association, one-third of the total number of directors must retire by rotation at every Annual General Meeting (AGM). Directors who have held office the longest shall retire first. In cases where the total number of directors is not divisible by three, the number of directors to retire shall be the closest to one-third of the total. Directors retiring by rotation are eligible for re-election.

To ensure transparency and adherence to good corporate governance principles, and in alignment with the Financial Institution Governance Notification issued by the Bank of Thailand, as well as the tenure guidelines for directors of SCB X Public Company Limited and its group companies, the Bank has established the following tenure rules:

1. Independent Directors and Non-Executive Directors: Their tenure is limited to no more than nine consecutive years or until reaching the age of 72, whichever comes first. Tenure calculation includes any period served as an independent or non-executive director in SCBX group companies. If a director no longer meets these criteria but is deemed suitable to continue, the Board of Directors of SCB X Public Company Limited may make such a determination, provided it does not conflict with applicable laws. This guideline does not apply to directors representing shareholders of SCB X Public Company Limited.
2. Executive Directors: Their tenure corresponds to the duration of their executive position within the Bank.

4.3 Directorships in Other Companies

The Bank has established a clear policy governing the holding of positions by its directors and senior executives in other companies. Bank directors are not permitted to hold directorships in more than five listed companies in Thailand or abroad, excluding listed companies acquired by the Bank through debt restructuring.

To comply with the Bank of Thailand's Notification Re: Corporate Governance of Financial Institutions, directors, managers, persons with management authority, and advisors of the Bank may hold positions as chairman, executive director, or authorized director in no more than three business groups, excluding positions within the Bank. For non-group companies, each company is counted as a separate business group, while companies acquired through debt restructuring are considered part of the SCBX Group.

Given that the SCBX Group is classified as a complicated financial business group under the Bank of Thailand's definitions, the Bank requires that SCB directors who do not concurrently serve on the Board of Directors of SCB X Public Company Limited shall not hold directorships in SCBX Group companies that:

1. Operate digital asset businesses;
2. Operate financial businesses with significant direct or indirect investments in digital asset businesses; or
3. Operate or hold significant direct or indirect investments in new businesses that the SCBX Group has never operated and that are as complex as digital asset businesses.

This restriction is in line with the Bank of Thailand's Notification Re: Corporate Governance of Financial Institutions.

For executive directors, approval must be obtained in accordance with the policy on serving as a director or engaging in other personal work for employees (including executives) of SCBX Group companies prior to assuming such positions.

In addition, the Bank has established internal guidelines requiring directors to notify the Nomination, Compensation and Corporate Governance Committee of any new appointments to positions in other companies or organizations. The Committee assesses the appropriateness of such appointments and ensures compliance with regulatory requirements. The Company Secretary is responsible for informing the Bank's Board of Directors of any changes to positions held by directors.

Information on other directorships held by the Bank's directors and executives, disclosed to shareholders in this annual report, demonstrates that such positions (from the level of Executive Vice President or above) comply fully with the Bank's established guidelines.

4.4 Director Orientation

Upon the appointment of new directors, the Bank arranges orientation sessions led by the Chief Executive Officer and/or senior executives. These sessions provide briefings on the Bank's vision, strategies, key business targets, performance highlights, and the practices expected of directors of commercial banks.

To further support new directors in the effective performance of their duties, the Bank provides important documents and reference materials that serve as guidance for their responsibilities and decision-making.

4.5 Director, Executive, and Employee Development

- **Director Development**

The Bank consistently attaches importance to the ongoing development of its directors. Directors are regularly informed of relevant training opportunities and are encouraged to participate in both domestic and international courses or activities that enhance their knowledge and strengthen their effectiveness in fulfilling their roles and responsibilities as members of the Board and its committees.

Details of each director's participation in training courses are disclosed in the annex to this Corporate Governance Report under the "Director Information" section.

- **Executive and Employee Development**

In pursuit of the "Digital Bank with Human Touch" strategy and transformation into a future-driven "AI-First Bank" well-positioned to navigate competitive dynamics brought by virtual banks, the Bank's strategic focus for 2025–2028 centers on customer centricity, human resource optimization, and investment in core banking systems, data platforms, and AI technology to drive holistic growth. A key priority is the development of executives and employees at all levels, equipping them with diverse skill sets to advance organizational goals while adapting dynamically with ambidexterity.

In 2024, the Bank emphasized awareness and development of its four Leadership DNA domains, anchored in business strategy and goals:

1. Leading Strategy – Ability to devise strategic roadmaps, drive long-term transformation, and champion customer-centric innovations.

2. Leading Execution – Ability to manage operations effectively, experiment boldly, and consistently deliver results.

3. Leading People – Ability to build positive team environments, coach and develop teams, unlock individual potential, and pursue performance excellence.

4. Leading Self – Ability to cultivate self-awareness, resilience, and a growth mindset, learning from mistakes to inspire others.

In 2025, the Bank deepened leadership DNA development across all levels, expanding the proportion of team managers capable of effectively coaching their teams to 85 percent. The Coach Buddy program, an AI-powered coaching practice platform, was introduced to refine coaching skills and enhance leadership effectiveness.

The Bank also prioritizes talent development across all career stages—young-generation, mid-career professionals, and executives—through four dimensions:

1. Visibility & Engagement – Enhancing talent visibility via key roles and strategic projects.

2. Future Leaders – Grooming top talents to become drivers of transformation.

3. Career Movement – Enabling diverse skill-building through vertical, horizontal, and cross-functional transitions.

4. Succession Planning & Leadership Pipeline – Preparing talents for critical roles through integrated learning approaches, including workshops, knowledge-sharing, coaching/ mentoring, and strategic project management to build a robust pool of future leaders to drive the Bank's long-term strategy.

Employee development programs emphasize four future skills essential for success in the digital and AI era: 1) Critical Thinking, 2) Interacting with Others, 3) Staying Relevant, and 4) Digital & AI.

Learning is delivered through self-directed, blended, and on-the-job approaches, complemented by opportunities to apply new skills to improve processes and achieve tangible outcomes.

The Bank's aspiration to become a learning organization has fostered both a learning culture and a productivity improvement culture. Notable achievements include the integration of Low Code No Code (LCNC) tools into process automation and the optimization of operations through AI. Learning approaches include blended learning, project-based learning, workshops, and hands-on sessions to deepen understanding of AI models, machine learning workflows, and automation bots. These practical work tools enable employees to design effective solutions for streamlining processes, improving precision, and driving innovation. Workshops, hands-on practice sessions, and presentations are also offered to promote experiential learning and real-life application. These learning opportunities are available through both self-directed learning on e-learning platforms and expert-led training sessions.

Key success indicators of these initiatives include:

- 30 training courses offered with 677 completions

- 133 citizen developers trained and 1,057 members joining the LCNC Community

- 238 work process improvement projects, saving over 30,000 work hours annually and reducing costs by Baht 50–60 million

These achievements reflect strong momentum in expanding the depth and breadth of the Bank's people capability.

Between 2023–2025, the Bank implemented the SCB Purple Belt program, a strategic learning-by-doing platform engaging employees in collaborative ideation and productivity optimization across seven dimensions: Data & AI, Revenue Uplift, Automation, Process Improvement, Cost Saving, Sustainability, and Customer Focus. More than 1,700 projects were submitted with over 2,500 employees participating, generating expected financial benefits of over Baht 10 billion from cost reduction and new sales opportunities within three years. Beyond the impressive financial returns, the program exemplifies the Bank's success in embedding a productivity improvement culture, reinforcing its transformation into a "Digital Bank with Human Touch."

In 2025, the Bank significantly expanded its sustainability efforts through people development initiatives across ESG dimensions. Key achievements include:

1. Expansion of climate adaptation training programs to equip employees with capabilities to manage climate risks and assess customer vulnerability with greater accuracy which are indispensable to future business resilience.

2. Establishment of the Sustainability Center of Excellence (CoE) as a hub for people development, ESG integration, and capability building, to strengthen business units' effectiveness in supporting customers' sustainability goals.

Additional ESG-focused learning initiatives include ESG Industry Insights, providing in-depth knowledge across 18 industries, and ESG WE GO Live Sessions, featuring expert perspectives on material sustainability topics to enhance employee awareness and understanding of ESG trends and their economic impact.

4.6 Board and Senior Executive Evaluation

- **Board and Board Committee Evaluation**

  The Board conducts an annual evaluation using established methodologies, structured into three components: (1) Board evaluation, (2) Board committee evaluation, and (3) director self-evaluation. At the end of each year, the Company Secretary distributes evaluation forms to all directors, compiles the responses, and presents the consolidated results to the Nomination, Compensation, and Corporate Governance Committee. The Committee then submits the findings and recommendations to the Board for acknowledgment and discussion, with the objective of continuously enhancing Board effectiveness.

  For 2025, the assessment of the Bank's Board of Directors demonstrated consistently strong performance, with all three evaluation areas receiving an average rating of "Very Good." The Board concluded that it continues to represent shareholders with excellence across ESG dimensions, operates with highly efficient and effective processes, and steers the Bank's strategic execution toward established goals and directions. Furthermore, the Board drives sustainable business growth through rigorous and systematic risk management, while maintaining robust oversight of management's undertakings, with particular emphasis on better succession planning.

- **Senior Executive Evaluation**

  The Bank conducts an annual performance evaluation of the Chief Executive Officer (CEO) and senior executives to ensure accountability and alignment with strategic objectives. The Nomination, Remuneration, and Corporate Governance Committee oversees this process, reviewing goals, performance criteria, and monitoring execution and assessment of the CEO and senior executives for financial functions within the Bank. Evaluation results are submitted to the Bank's Board of Directors for approval, with joint endorsement also required from the Board of Directors of SCB X Public Company Limited.

  For senior executives, the Bank establishes key performance indicators (KPIs) based on annual strategies and objectives, tracks performance against these measures, and evaluates outcomes. The Nomination, Remuneration, and Corporate Governance Committee reviews the results and submits recommendations to the Board, which determines appropriate compensation and benefits in line with performance and contribution to the Bank's success.

4.7 Succession Planning

The Nomination, Compensation, and Corporate Governance Committee, under the direction of the Board, is responsible for succession planning to ensure leadership continuity within the Bank. The succession plan encompasses nomination, selection, and training processes for key positions, with particular focus on the Chief Executive Officer and executives at the level of Executive Vice President or above. This process is carried out in consultation with SCB X Public Company Limited to safeguard the continuity of management and business operations in the event of vacancies arising from new appointments, transfers, retirements, resignations, or other circumstances.

The Bank's succession plans are systematically developed through well-defined processes and are subject to regular review to ensure readiness and alignment with strategic objectives.

4.8 Board Meetings

Board meetings are conducted in accordance with the rules and procedures outlined in the Board Charter and the Corporate Governance Policy. Meetings are scheduled monthly (excluding December), with the annual schedule planned in advance. The Chairman of the Board sets the agenda for each meeting, while directors and the Chief Executive Officer may propose additional items through the Company Secretary. When necessary, the Board may convene meetings of non-executive directors to provide a forum for independent discussion of management matters without the participation of executive directors.

Meeting invitations, agendas, and supporting documents are distributed to all directors at least five business days prior to each meeting, ensuring sufficient time for review. In urgent cases requiring immediate action to protect the Bank's rights or interests, shorter notice may be given. Directors may request further information through the Company Secretary as needed.

The Board Charter stipulates that each director must attend at least 75 percent of the total meetings held annually, either in person or via electronic means, unless prevented by reasonable necessity. In addition, at least two-thirds of directors must be present during voting procedures. Directors with direct or indirect interests in any matter must refrain from participating in discussions or decisions on that matter and must abstain from deliberation and voting on that matter. Furthermore, directors with a vested interest are required to disclose the nature and grounds of such conflict of interest to the Board prior to the the meeting commencement.

In 2025, the Board convened a total of 19 meetings. All directors achieved attendance above the 98 percent threshold, in compliance with the Board Charter.

Meeting Attendance of Individual Directors in 2025

Unit: Meeting (No. of meetings attended/held)

	Name	Position	Meeting							
			Board of Directors	Executive Committee	Audit Committee	Nomination, Compensation and Corporate Governance Committee	Risk Oversight Committee	Technology Committee	Corporate Social Responsibility Committee	AGM
1.	Mr. Apisak Tantivorawong	Chairman of the Board and Independent Director	19/19							1/1
2.	Air Chief Marshal Satitpong Sukvimol	Director and Member of the Corporate Social Responsibility Committee	18/19						1/1	1/1
3.	Police Colonel Thumnithi Wanichthanom	Director, Chairman of the Corporate Social Responsibility Committee, and Member of the Executive Committee	19/19	28/28					1/1	1/1
4.	Mr. Chaovalit Ekabut	Independent Director and Chairman of the Audit Committee	18/19		14/14					1/1
5.	Mr. Kan Trakulhoon	Director, Chairman of the Executive Committee, and Member of the Nomination, Compensation and Corporate Governance Committee	19/19	27/28		13/13				1/1
6.	Mr. Prasong Vinaiphat	Independent Director and Chairman of the Nomination, Compensation and Corporate Governance Committee	19/19			13/13				1/1
7.	Mr. Pasu Decharin	Independent Director, Chairman of the Risk Oversight Committee, and Member of the Audit Committee	19/19		14/14		14/14			1/1
8.	Mr. Supot Tiarawut	Independent Director and Chairman of the Technology Committee	15/15					8/8		n/a

Unit: Meeting (No. of meetings attended/held)

Name	Position	Meeting							
		Board of Directors	Executive Committee	Audit Committee	Nomination, Compensation and Corporate Governance Committee	Risk Oversight Committee	Technology Committee	Corporate Social Responsibility Committee	AGM
9. Mr. Arthid Nanthawithaya	Director, Member of the Executive Committee, and Member of the Technology Committee	18/19	27/28				9/11		1/1
10. Mr. Prasan Chuaphanich	Director and Member of the Executive Committee	19/19	26/28						1/1
11. Mr. Chakkrit Parapuntakul	Director, Member of the Risk Oversight Committee, and Member of the Nomination, Compensation and Corporate Governance Committee	18/19			9/9	11/12			1/1
12. Mrs. Prisana Praharnkhasuk	Independent Director, Member of the Audit Committee, and Member of the Nomination, Compensation and Corporate Governance Committee	19/19		14/14	9/9				1/1
13. Miss Kulaya Tantitemit	Director, Member of the Risk Oversight Committee, and Member of the Corporate Social Responsibility Committee	18/19				12/14		1/1	1/1
14. Mr. Surasak Khaoroptham	Director and Member of the Executive Committee	14/15	12/12						n/a
15. Mr. Arak Sutivong	Director and Member of the Executive Committee	5/5	16/16						n/a
16. Mr. Kris Chantanotoke	Director, Chief Executive Officer, Member of the Executive Committee, Member of the Risk Oversight Committee, Member of the Technology Committee, and Member of the Corporate Social Responsibility Committee	19/19	28/28			12/14	11/11	1/1	1/1

Unit: Meeting (No. of meetings attended/held)

Name	Position	Meeting							
		Board of Directors	Executive Committee	Audit Committee	Nomination, Compensation and Corporate Governance Committee	Risk Oversight Committee	Technology Committee	Corporate Social Responsibility Committee	AGM
Directors vacated their positions due to the completion of their office terms									
1. Mr. Thaweesak Koanantakool	Independent Director, Chairman of the Technology Committee, Member of the Nomination, Compensation and Corporate Governance Committee, and Member of the Corporate Social Responsibility Committee	4/4			4/4		3/3	1/1	1/1
2. Miss Lackana Leelayouthayotin	Independent Director and Member of the Nomination, Compensation and Corporate Governance Committee	4/4			1/1				1/1

Remark: Changes in the Board and Board committees are detailed in the annex to this Corporate Governance Report.

4.9 Director Remuneration

The Board has established a policy that director remuneration must be commensurate with the functional duties and responsibilities of directors, who are expected to meet the expectations of diverse stakeholders while complying with applicable laws and regulations. Directors are therefore required to possess appropriate experience and qualifications, with remuneration reflecting each director's contributions, responsibilities, and associated risks.

The Nomination, Compensation, and Corporate Governance Committee is responsible for proposing remuneration for members of the Board and Board committees, based on the SCBX Group's remuneration framework. These proposals are submitted to the Bank's Board of Directors and the Board of SCB X Public Company Limited for consideration, and subsequently to shareholders for approval at the Annual General Meeting (AGM).

At the 2025 AGM, shareholders approved annual remuneration of Baht 2.40 million per year for the Chairman of the Board and Baht 1.44 million per year for each Board member. Board members who serve as executives within the SCBX Group companies do not receive remuneration for serving on the Bank's Board of Directors.

In addition, shareholders approved a collective bonus pool of Baht 32.00 million for directors, with allocation determined at the Board's discretion.



Remuneration for Board committees in 2025, as approved at the 2025 AGM, is presented below.

	Monthly Remuneration (Baht)	Attendance Fee (Baht/Meeting)
Executive Committee		
Chairman	100,000	10,000
Member	80,000	10,000
Audit Committee		
Chairman	60,000	10,000
Member	50,000	10,000
Risk Oversight Committee		
Chairman	45,000	5,000
Member	35,000	5,000
Nomination, Compensation and Corporate Governance Committee		
Chairman	45,000	5,000
Member	35,000	5,000
Technology Committee		
Chairman	45,000	5,000
Member	35,000	5,000
Corporate Social Responsibility Committee		
Chairman	45,000	5,000
Member	35,000	5,000

Remarks:

1. Committee members who are executives of the Bank or any companies within the SCBX Group do not receive remuneration for serving on the Board committees.
2. Attendance fees are payable based on the actual number of meetings attended by the respective members.

Monetary Remuneration of Individual Directors in 2025

In 2025, total director remuneration paid by the Bank amounted to Baht 65.49 million, as detailed below.

(Unit: Baht million)

Name	Board of Directors	Executive Committee	Audit Committee	Nomination, Compensation and Corporate Governance Committee	Risk Oversight Committee	Technology Committee	Corporate Social Responsibility Committee	Director Bonus for 2024 Performance
1. Mr. Apisak Tantivorawong	2.40							3.10
2. Air Chief Marshal Satitpong Sukvimol	1.44						0.42	2.04
3. Police Colonel Thumnithi Wanichthanom	1.44	1.27					0.55	2.04
4. Mr. Chaovalit Ekabut	1.44		0.86					2.04
5. Mr. Kan Trakulhoon	1.44	1.44		0.51				2.04
6. Mr. Prasong Vinaiphat	1.44			0.58				2.04
7. Mr. Pasu Decharin	1.44		0.74		0.60			2.04
8. Mr. Supot Tiarawut	1.12					0.46		
9. Mr. Arthid Nanthawithaya								
10. Mr. Prasan Chuaphanich	1.44	1.22						2.04
11. Mr. Chakkrit Parapuntakul	1.44			0.38	0.42			2.04
12. Mrs. Prisana Praharnkhasuk	1.44		0.74	0.38				2.04
13. Miss Kulaya Tantitemit	1.44				0.49		0.42	1.60

Name	Board of Directors	Executive Committee	Audit Committee	Nomination, Compensation and Corporate Governance Committee	Risk Oversight Committee	Technology Committee	Corporate Social Responsibility Committee	Director Bonus for 2024 Performance
14. Mr. Surasak Khaoroptham	1.12	0.47						
15. Mr. Arak Sutivon								
16. Mr. Kris Chantanotoke	1.44							2.04
Directors resigning during the year/ vacated their positions due to the completion of their office terms								
1. Mr. Vichit Suraphongchai								1.12
2. Mr. Krirk Vanikkul								1.70
3. Mr. Thaweesak Koanantakool	0.32			0.11		0.14	0.13	2.04
4. Miss Lackana Leelayouthayotin	0.32			0.04				2.04
Total	21.12	4.40	2.34	2.00	1.51	0.60	1.52	32.00

Remarks:
1. Changes in the Board and Board committees in 2025 are detailed in the annex to this Corporate Governance Report. In this regard, Mr. Vichit Suraphongchai and Mr. Krirk Vanikkul resigned as directors of the Bank on July 20, 2024, and November 1, 2024, respectively. In addition, Mr. Thaweesak Koanantakool and Miss Lackana Leelayouthayotin vacated their positions upon completion of their office terms at the 2025 Annual General Meeting of Shareholders on March 21, 2025.
2. For each joint meeting of the subcommittees, entitlement to the attendance fee of each director is limited to only one subcommittee, in cases where the director serves on multiple subcommittee.

Directors are entitled to other benefits and welfare in accordance with the Bank's regulations. Their medical benefits, including an annual medical check-up, are equivalent to those offered to the Bank's executives at the Executive Vice President level or above.

(B) OVERSIGHT OF SUBSIDIARIES

The Bank places strong emphasis on aligning the business direction of its subsidiaries with the Bank's policies, processes, and the overall business plan of the SCBX Group, thereby fostering synergy and operational effectiveness across the Group.

The Board is responsible for considering key matters relating to subsidiaries, including approval of their annual business and budget plans, appointment of subsidiary directors, and nomination of the Bank's executives to serve as directors of subsidiaries. This ensures representation on subsidiary boards at least in proportion to the Bank's shareholding.

In addition, the Board delegates oversight responsibilities to its committees, which are tasked with overseeing policymaking, supervising and monitoring the implementation of relevant policies. This governance framework ensures that subsidiary operations remain consistent with the Bank's policies and aligned with the business plan of the SCBX Group.

(C) PREVENTION OF CONFLICTS OF INTEREST

To manage conflicts of interest arising from its business operations, the Bank has implemented measures grounded in ethical principles and supervised by the Audit Committee. These measures include:

- Policies and Controls: Adoption of controlling, monitoring, and preventive measures for transactions that may involve conflicts of interest or inappropriate connected or related-party transactions. This is achieved through clearly defined policies, procedures, and approval processes for such transactions.

- Reporting Requirements: Compilation of conflict of interest reports for directors and persons with management authority. The Bank requires these individuals to disclose any conflicts of interest concerning themselves or their related parties to the Company Secretary on an annual basis, and to promptly notify the Bank of any changes in their external positions. This information is used to monitor transactions between the Bank and directors, management, and/or their related parties in compliance with applicable legal requirements.

- Prevention of Misuse of Inside Information

  - Non-Trading Periods: Directors, executives, and employees involved in the preparation of financial statements are prohibited from trading securities of SCB X Public Company Limited, as well as securities with SCBX ordinary shares as underlying assets, during the one-month period preceding the public release of quarterly, semiannual, and annual financial statements, and during the 24-hour period after such public release.

  - Workplace Separation: The Bank requires the separation of workplace locations among units whose operations may involve conflicts of interest, in order to prevent information leakage and ensure operational integrity.

- Related Party and Connected Transactions

  - Regulations and Prudence: Establish regulations governing connected transactions and adopt a prudent consideration process to ensure that all decisions protect the best interests of the Bank and its shareholders.

  - Fairness in Related Party Transactions: Require that transactions between the Bank and its executives, major shareholders, or related parties shall not, under any circumstances, result in the transfer of benefits from the Bank to related parties.

- Exclusion from Decision-Making: Prohibit employees of the Bank who have a stake in, or are related to, any transaction from participating in the consideration process. This ensures that decisions are made solely in the best interests of the Bank.

- Giving and Receiving Gifts, Entertainment, and Other Benefits

  - Business Courtesies: The giving and receiving of gifts, entertainment, and other benefits are permitted only as business courtesies. Such practices must be discreet, prudent, reasonable, and appropriate in terms of value, occasion, and customary practice.

  - Anti-Bribery Commitment: Directors, executives, and employees are strictly prohibited from offering, soliciting, or accepting bribes or any other benefits—whether directly or indirectly—from customers, government agencies, private entities, or third parties. This prohibition applies to any action intended to influence objectivity, discretionary decisions, or the performance of duties, or to gain undue benefits.

(D) MISUSE OF INSIDE INFORMATION FOR UNDUE GAINS

The Bank establishes ethical standards within the framework of preventing conflicts of interest and misuse of inside information. Emphasis is placed on safeguarding the confidentiality and proper management of information relating to both the Bank and its customers. Rigorous practices are adopted as follows:

- **Information Management**

  - Protect, retain, and handle non-disclosable information of customers and the Bank in compliance with applicable laws. The collection, use, and protection of customers' personal information must be appropriately conducted.

  - Disclosure of customer or Bank information is strictly prohibited unless consent has been granted by the relevant party or disclosure is otherwise required by law.

- **Communications**

  - The Bank aims to disclose its information to shareholders, investors, and the public in an accurate, complete, comprehensive, and timely manner, and in compliance with applicable laws and regulations.

  - Any communication, statement, or release of information about the Bank and its businesses and customers must be accurate and appropriate. Such communication, statement, or release of information to any press or media must be conducted only by persons designated to release information on behalf of the Bank.

(E) MEASURES FOR COMPLIANCE WITH THE CORPORATE GOVERNANCE POLICY AND PRACTICES

To ensure compliance with the established Corporate Governance Policy and practices, the Bankpromotes awareness among employees and executives at all levels. Key policies and regulations related to corporate governance are disseminated through the Bank's website, and training courses are provided on topics such as codes of conduct, risk management, and anti-corruption. These courses are mandatory for new employees, while all staff are required to complete relevant refresher courses annually.

The Bank also assigns executives from relevant functions—including Audit, Legal, Compliance, Human Resources, the Company Secretary, and secretaries of Board committees—to support the Board in fulfilling its responsibilities in accordance with applicable legal and regulatory requirements. Policies are cascaded across departments, and regular discussions are held to ensure suitable practices are implemented.

At each Board meeting, corporate governance matters are monitored through reports submitted by the Board committees, reinforcing accountability and adherence to governance standards.

(F) REPORTS OF BOARD COMMITTEES

Report of the Executive Committee

The Executive Committee's key duties and responsibilities are to ensure that the operations of the Bank are in accordance with its strategies, policies, business targets, and regulations. Acting under the authority delegated by the Board of Directors, the Executive Committee administers and manages the Bank's businesses with the aim of advancing its vision, supporting its mission, and upholding the core values and governance principles of the SCBX Group. In addition, the Executive Committee is vested with the authority to grant approval for credit requests, investments, and business undertakings within its scope of authority.

The Executive Committee presently consists of seven directors as follows:

1.	Mr. Kan Trakulhoon	Chairman of the Executive Committee (since February 18, 2025)
2.	Pol. Col. Thumnithi Wanichthanom	Director (served as Chairman of the Executive Committee from July 26, 2024 to February 17, 2025)
3.	Mr. Prasan Chuaphanich	Director
4.	Mr. Arthid Nanthawithaya	Director
5.	Mr. Surasak Khaoroptham	Director (since August 19, 2025)
6.	Mr. Arak Sutivong	Director (since July 17, 2025)
7.	Mr. Kris Chantanotoke	Director and Chief Executive Officer



MAJOR UNDERTAKINGS AND ACHIEVEMENTS OF THE EXECUTIVE COMMITTEE IN 2025 ARE SUMMARIZED BELOW.

1. **Business plan and strategy:** The Executive Committee reviewed and proposed to the Board of Directors the Bank's business plan and strategy guided by the **"Digital Bank with Human Touch"** vision and the aspiration to become a universal digital bank and the top leader in wealth management. The strategy emphasizes seamless and hyper-personalized customer experience by leveraging data analytics and AI capabilities to tailor product and service offerings to specific requirements and risk profiles of target customers. Driven by its commitment to becoming an **AI-First Bank**, the Bank invested significantly in AI-powered infrastructure, establishing solid foundation for broad-based AI integration across work processes to enhance customer and employee satisfaction while capturing new revenue opportunities.

2. **Operational Efficiency, Quality Loan Growth, and Credit Quality:** The Bank remained committed to maintaining satisfactory return on equity (ROE) amid a challenging macroeconomic landscape. Beyond **optimizing operational efficiency to control the cost-to-income ratio**, the Executive Committee prioritized **quality loan growth** and employed rigorous risk-based approaches when considering, approving, and screening credit requests within its scope of authority prior to, where applicable, proposing them to the Board of Directors. To ensure appropriate credit risk management, the Executive Committee considered and established guidelines to resolve major problem loans, regularly monitored the status of major loans, and followed up on reports of business impacts on the Bank's customers from various situations, including U.S. tariff policies and the earthquake in Thailand. Additionally, the Executive Committee deliberated on the **Recovery program** designed to optimize debt collection and resolution efforts, prevent loan quality degradation, and effectively manage non-performing loans (NPLs) and non-performing assets (NPAs).

3. **Financial Fraud Prevention:** Financial fraud remains a significant threat in Thailand, requiring coordinated and ongoing efforts between public agencies and private organizations to combat these crimes. To strengthen the Bank's capabilities in handling fraud swiftly and effectively within the scope permissible by applicable laws and regulations, the Executive Committee deliberated on and closely monitored the Bank's operations related to **mule account management, financial transaction tracking, and temporary account unfreezing** to disrupt illicit financial chains and protect customers from fraud-related losses.

4. **Financial matters:** The Executive Committee closely monitored **the Bank's liquidity position and deposit management plans** to maintain an appropriate level of liquidity buffer against contingencies and economic shocks. Also, the Executive Committee considered and approved **financial matters** within its scope of authority prior to, where applicable, proposing them to the Board of Directors. These matters included financial results, financial targets, operational plans, annual budgets, and other material matters related to the Bank's business operations and its subsidiaries' businesses.

5. **Support for the implementation of key policies of the SCBX Group:** The Executive Committee considered material matters, including the restructuring of the group's credit card business through the transfer of the Bank's SCB Wealth credit card portfolio to Card X Company Limited, the increase in sustainable finance targets, and the operating framework for the Bank's net-zero commitment in accordance with Science Based Targets initiative (SBTi) standards.

In 2025, the Executive Committee held 28 meetings.



(Mr. Kan Trakulhoon)
Chairman of the Executive Committee

Report of the Audit Committee

The Audit Committee of Siam Commercial Bank PCL has performed its duties in accordance with the scope of responsibilities defined in the Audit Committee Charter endorsed by the Board of Directors. This is in line with the Securities and Exchange Commission's guidelines on best practice. The purpose of the Audit Committee is to provide a structured, systematic oversight of SCB and its subsidiaries' governance, risk management and internal control practices, and to review the accuracy and adequacy of financial reports of SCB and its subsidiaries, in order to support the Bank in conducting its business with stability, transparency, and in compliance with rapid regulatory changes, as well as to address emerging risks arising from technology and changes in the business environment.

The Audit Committee comprises the following Independent Directors:

1. Mr. Chaovalit Ekabut
   Chairman of the Audit Committee

2. Assoc. Prof. Pasu Decharin, Ph.D.
   Member of the Audit Committee

3. Mrs. Prisana Praharnkhasuk
   Member of the Audit Committee

Ms. Nipaporn Kullertprasert, Chief Audit Officer, serves as Secretary to the Audit Committee.

In 2025, the Audit Committee held 14 meetings with management and senior executives in charge of concerned functions, in addition to regular meetings with representatives of the Audit Function, the Compliance Function, the Finance Function, the Risk Management Function, and the Credit Review Unit. The Audit Committee also met with external auditors, both with and without management's presence at meetings. Summaries of the deliberations and recommendations of each Audit Committee meeting were presented to the Board of Directors to both inform the Board and, if appropriate, to seek direction on significant matters.

The Audit Committee placed particular emphasis on strengthening the Bank's risk management culture at all levels of the organization. The Committee oversees the establishment of an environment that promotes prudent, transparent, and accountable decision-making, while ensuring that risk management is aligned with the Bank's strategies, direction, and acceptable risk appetite, under a strong framework of corporate governance as stipulated in the Audit Committee Charter.

The Audit Committee has monitored the development of Risk Culture through both qualitative and quantitative indicators, such as feedback from internal communications, employees' awareness of their risk-related roles and responsibilities, and adherence to risk policies and guidelines across the Three Lines Model. This is to ensure that internal control processes remain effective and responsive to risks in a timely manner.

In addition, the Audit Committee places emphasis on monitoring risks arising from technological changes, including cybersecurity, system-related risks, and the adoption of modern technologies such as AI in operations. The Committee oversees the establishment of a robust and transparent control framework that is consistent with regulatory standards, in order to mitigate risks that may affect customers, data integrity, and business continuity.

Highlights of the Audit Committee's performance are as follows:

- **Review of Financial Reporting**

  The Audit Committee reviewed SCB and its subsidiaries' quarterly, half-year, and annual financial reports, including related transactions, and transactions prone to conflicts of interest involving SCB and its subsidiaries. The financial reports were prepared in accordance with the Thai Financial Reporting Standards (TFRS) and the requirements of the Bank of Thailand as well as those of the Securities and Exchange Commission.

The Audit Committee regularly met with external auditors and the Bank's Finance Function executives to review material issues, such as the accuracy and completeness of financial reports; significant accounting adjustments; accounting estimates; the appropriateness of accounting policies; the scope of audits, which include key audit matters related to SCB and its subsidiaries; correct, complete, and adequate information disclosure; and the independence of the external auditor. The Audit Committee received explanations from auditors and the Bank's finance executives to ensure that SCB and its subsidiaries' financial reports reflected financial transactions and events that were material to SCB and its subsidiaries in accordance with legal requirements and the Thai Financial Reporting Standards and were reliable and timely, with adequate information disclosure useful for users of the financial reports.

The Audit Committee also met with auditors without management's presence to discuss the independence of audit performance, information received, and the audits. This meeting particularly concerned material matters in the preparation of financial reports and suspicious circumstances prone to fraud or violations of the law related to the performance of directors and executives under Section 89/25 of the Securities and Exchange Act, B.E. 2535 (1992). In 2025, the auditors did not discover any material findings or receive reports of any suspicious circumstances.

- **Review of Risk Management**

  The Audit Committee has reviewed the effectiveness of risk management processes and risk policies of the Bank's and its subsidiaries. The Committee meets monthly with risk management executives to be informed of plans and approaches for managing key risks, to monitor developments, and to provide recommendations for improvement. This includes oversight of technology risk, cybersecurity, and environmental, social, and governance risks, while supporting the establishment of control systems and information availability to address various scenarios.

  Together with management, the Audit Committee has considered both internal and external risk factors, with particular attention to credit risk, the adequacy of loan loss provisions, and the credit approval processes for large-scale projects or businesses. This ensures that the Bank and its subsidiaries maintain effective risk management strategies and measures to appropriately address potential risks in both current operations and future plans, under the supervision of the Risk Management Function, the Risk Management Committee, and the Risk Oversight Committee.

  Furthermore, the Audit Committee has monitored the results of monthly reviews of credit transactions to ensure compliance with established regulations and to promptly identify weaknesses and address root causes.



- **Review of Internal Control and Audit**

Review of the effectiveness of the internal control system

The Audit Committee considered the adequacy of the internal control system following the 2013 Internal Control Practice Guidelines of the Committee of Sponsoring Organizations of the Treadway Commission (COSO), which covers the following five areas: 1) control environment, 2) risk assessment, 3) control activities, 4) information and communication, and 5) monitoring activities. The Audit Committee also considered management's internal control adequacy assessment following the guidelines on internal control practice and disclosed assessment results in the annual report. Key matters in each area considered are summarized in the related sections of this annual report.

In addition, the Audit Committee places strong emphasis on compliance with laws, regulations, and requirements issued by regulatory authorities. The Committee has reviewed reports from management, external auditors, the Bank of Thailand, and other regulators to ensure that SCB and its subsidiaries maintains a comprehensive compliance monitoring system, with appropriate investigation and remediation processes in cases of violations or irregularities.

With respect to internal audit, the Audit Committee has considered monthly audit reports prepared by the Internal Audit Function, including the results of follow-ups on high-risk issues or fraud-related matters. The Committee has monitored management's corrective actions to ensure that deficiencies are fully addressed, including root cause remediation, to prevent recurrence in areas such as internal controls, operational processes, and information technology systems.

In 2025, the Audit Committee placed particular importance on the use of artificial intelligence in certain credit-related processes, data analytics, and risk management. The Committee ensured that appropriate governance and controls are in place to manage key risks and ensure compliance with relevant regulations.

The Audit Committee received quarterly summaries of complaints submitted through the Whistleblower channels and other reporting mechanisms, in order to assess whether any issues may involve fraud, misconduct, or violations of law. The Committee has held meetings with concerned units to ensure that the processes for receiving complaints, fact-finding, and protecting whistleblowers are appropriate, transparent, and consistent with the Bank's governance and anti-fraud practices. The Committee has also monitored management's corrective actions on an ongoing basis to prevent recurrence, while using complaint data as an early warning signal for identifying risky behaviors within the organization.

Overall, the Audit Committee has promoted operations under the Three Lines Model, in line with modern risk management and control principles, to ensure a clear segregation of duties between frontline operators, oversight functions, and independent evaluators.

Oversight of internal auditing

In 2025, the Audit Committee considered the independence of internal audit performance, approved the review of the Audit Charter, reviewed the annual strategic audit plan, and approved the annual audit plan. On a monthly basis, the Audit Committee followed up on the Audit Function's performance as per the plan and audit findings, provided recommendations, and followed up corrective actions on significant issues raised by internal auditors and as per comments from the Bank of Thailand and other related regulators, with emphasis on analysis of root causes.

The Audit Committee provided oversight and support for the enhancement of the Internal Audit Function, with a strong focus on leveraging technology to support audit activities, including Data Analytics, Automated Testing, and Predictive Audit. This also included the development of internal auditors' capabilities in specialized areas such as AI/Model Risk, Cybersecurity, and Third-Party Risk.

Considering the activities discussed above, the Audit Committee concluded that SCB and its subsidiaries' overall internal control environment was appropriate and adequate for their business operations. This conclusion was in line with the opinion of the external auditor of SCB and its subsidiaries. Furthermore, the Audit Committee was of the opinion that Chief Audit Officer has appropriately and effectively supervised and monitored the operations of the Audit Function. An annual merit increase was based on the assessment of Chief Audit Officer's performance.

- **Regulatory Compliance Review**

  The Audit Committee reviewed SCB and its subsidiaries' regulatory compliance with applicable laws and regulations of state regulators such as the Bank of Thailand, the Anti-Money Laundering Office, the Securities and Exchange Commission, and the Office of Insurance Commission, especially regarding the Anti-Corruption and Bribery Policy and Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) regulations, through monthly meetings with the executives in charge of the Compliance Function. The Audit Committee acknowledged and discussed issues to ensure effective monitoring and control over key regulatory compliance issues of SCB and its subsidiaries, and improvements in operational processes in accordance with concerned regulations.

In 2025, the Audit Committee continued to promote SCB and its subsidiaries' good corporate governance and transparency in line with the financial institutions' compliance guidelines and a good corporate culture of regulatory compliance. The Audit Committee communicated with staff at every level to realize the importance and necessity of regulatory compliance through proactive work to effectively prevent and control loss incidents in a timely manner.

The Audit Committee reported to the Board of Directors all critical issues and significant regulatory changes that may affect the operations of SCB and its subsidiaries and endorsed the annual compliance report before submission to the Bank of Thailand and the Securities and Exchange Commission.

- **Review of Related Party Transactions and Conflicts of Interest**

  The Audit Committee reviewed, supervised, and commented on any significant related party transactions, particularly those that may involve a conflict of interest, in line with regulatory compliance norms, before proposing such transactions to the Board of Directors and/or shareholders, as required. This is to ensure that those transactions are transparent and reasonable and that the interests of the Bank and its shareholders are protected. In 2025, SCB and its subsidiaries did not have any materially connected transactions to be disclosed in accordance with the regulations of the Stock Exchange of Thailand. Information about other connected transactions is disclosed in the notes to the financial statements.



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

  The Audit Committee considers, on an annual basis, the appointment of external auditors and audit fees. Following its recommendation and the Board's endorsement thereof, the shareholders appointed KPMG Phoomchai Audit Ltd. as the auditor for SCB and its subsidiaries at the 2025 Annual General Meeting, except in some countries where SCB has a representative office but needed to appoint another firm in accordance with the governing law in such countries.

The appointment of recommended external auditors was based on the auditor's qualifications, knowledge, capability, audit experience in the industry of SCB and its subsidiaries, audit approach, independence in accordance with ethical requirements by the Federation of Accounting Professions and the requirements of the Securities and Exchange Commission, the quality of audits over the past year, and the appropriateness of audit fees.

The Audit Committee has set criteria for considering and approving the hiring of non-audit services from the audit firm and its affiliates. In 2025, non-audit services of the audit firm and its affiliates were in accordance with the criteria set forth.

- **Others**

In 2025, the Audit Committee members undertook a self-assessment to enhance the efficiency of the Committee's performance.

The Audit Committee performed its duties as assigned by the Board of Directors and in line with the responsibilities stated in the Audit Committee Charter. The Audit Committee exercised its knowledge and capabilities, and adequately adhered to the principles of integrity, prudence, transparency, and independence, and provided constructive comments and recommendations for the equal benefit of stakeholders, with the Bank's and stakeholders' ultimate interest as a priority.

The Audit Committee is of the opinion that the financial reports of SCB and its subsidiaries have been prepared accurately and are complete, with adequate disclosure, in accordance with financial reporting standards. It is also of the opinion that the external auditor for SCB and its subsidiaries is independent and has performed all their duties professionally. The Audit Committee sees that the non-audit services other than auditing did not affect the auditor's independence in auditing SCB and its subsidiaries' financial reports. The Audit Committee notes that SCB and its subsidiaries place a high level of importance on its internal control systems, as well as ensure that risk management policies, procedures, and systems are adequate and appropriate for their business operations.

Furthermore, the Audit Committee opines that SCB and its subsidiaries have sound corporate governance, adequate risk management, and appropriate and effective internal controls and internal audits. SCB and its subsidiaries have monitored changes so that they are well prepared to face any potential risks that may arise in the future.

(Mr. Chaovalit Ekabut)
Chairman of the Audit Committee



Report of the Nomination, Compensation and Corporate Governance Committee

The Nomination, Compensation and Corporate Governance (NCCG) Committee consists of four members of the Bank's Board of Directors, all of whom are independent directors or non-executive directors. The Committee is chaired by Mr. Prasong Vinaiphat (Independent Director), with Mr. Kan Trakulhoon, Mr. Chakkrit Parapuntakul, and Mrs. Prisana Praharnkhasuk as members. The key responsibilities of the NCCG Committee are as set forth in the NCCG Committee Charter and the Corporate Governance Policy.

Amid intensifying competition from banking, digital technology, and financial technology players, compounded by broader economic pressures, the Bank sharpened its human resources strategy to attract and retain talent with specialized expertise in digital technology and risk management. At the same time, the Bank dynamically optimized its organizational structure to enhance cost efficiency, reinforcing competitiveness and supporting sustainable growth in a rapidly evolving economic landscape.

In 2025, the NCCG Committee played a pivotal role in overseeing and advancing the execution of this strategy. The Committee strongly supported the cultivation of a corporate culture grounded in good corporate governance principles and responsibility towards all stakeholders.

In addition to promoting the Bank's adoption of good corporate governance principles and best practices as appropriate to its business context, the NCCG Committee provided oversight to ensure the Bank's compliance with internal policies and regulations as well as stipulations established by the Bank of Thailand and other relevant regulatory authorities, thereby upholding the Bank's standing and standards as a leading commercial bank in Thailand. Further, the NCCG Committee monitored the Bank's alignment with the policy framework of SCB X Public Company Limited and the overarching strategy of the SCBX Group, providing shareholders of both the Bank and SCB X Public Company Limited with assurance that the Bank, as the core business entity of SCBX Group, maintained a strong foundation and the capability to deliver sustainable business growth.

The NCCG Committee held 13 meetings in 2025. In its major undertakings related to the Board of Directors, Corporate Governance, and Human Resources, the Committee carried out the following:

DIRECTOR AND CORPORATE GOVERNANCE

1. Revised the director nomination and appointment procedures to ensure greater suitability and alignment with the governance framework of SCBX subsidiaries and associate companies.
2. Considered and proposed nominations for positions on Board committees in accordance with SCBX Group criteria and policies, submitting recommendations to the Board for approval.
3. Reviewed and proposed compensation for the Board Chairman, Directors, and Board Committees based on SCBX Group guidelines, prior to endorsement by the Board and approval at the shareholders' meeting.
4. Arranged performance evaluations of the Board as a whole, Board committees, and self-assessments of individual directors. To strengthen evaluation efficiency and identify improvement opportunities, the Committee updated and expanded the evaluation questionnaire to capture directors' perspectives on good corporate governance frameworks, regulatory priorities of the Bank of Thailand, the Bank's business context, and SCBX Group's short- and long-term strategies.

5. Provided consultation to management on organizing the Bank's annual general meeting of shareholders, ensuring compliance with laws, regulatory requirements, and best practices, thereby enabling shareholders to fully exercise their rights related to shareholders meetings as stipulated by laws and good corporate governance principles.

6. Considered and approved the corporate governance reporting framework for the Bank's annual report, exercising oversight to ensure comprehensive disclosure of material information beneficial to stakeholders, in line with good corporate governance principles, Bank of Thailand stipulations, and applicable laws.

HUMAN RESOURCES

1. Considered and provided recommendations on the reorganization of the Bank to ensure greater alignment with its mission, goals, and the strategy of the SCBX Group. In this context, senior executive appointments were reviewed and recommended with emphasis on appropriateness, transparency, checks and balances, enhanced management efficiency, and contribution to the successful implementation of the Bank's strategies. These proposals were submitted to the Board for approval.

2. Considered and provided recommendations on workforce management plans and frameworks, including special retrenchment programs for affected individuals, with due regard to operational effectiveness and fair practices.

3. Considered and provided recommendations job structure redesigns aimed at improving role alignment, strengthening operational agility, and streamlining management and decision-making hierarchies and processes, thereby optimizing organizational efficiency and effectiveness.

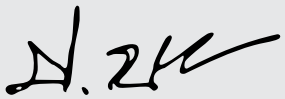
4. Considered rotation among senior executives to facilitate cross-functional learning and continuous development, broadening their skills and capabilities across all fields relevant to the Bank's business.

5. Considered executive performance evaluation frameworks and promotion criteria, and evaluated the performance of the Chief Executive Officer and senior executives against established targets and performance criteria.

6. Considered and provided recommendations on compensation and benefit policies for employees and senior executives, taking into account functional roles and responsibilities, performance, economic conditions, market competitiveness and benchmarks, long-term talent retention, and alignment with SCBX Group compensation frameworks.

7. Exercised oversight and provided recommendations on succession plan reviews for critical and strategic positions, ensuring quantitatively and qualitatively robust talent pipelines to support smooth and effective leadership transitions.

8. Exercised oversight to ensure that nomination and compensation policies, criteria, and procedures applicable to directors and senior executives of the Bank's subsidiaries were appropriate, aligned with associated duties and responsibilities, and consistent with the applicable criteria and policies of the SCBX Group.



(Mr. Prasong Vinaiphat)
Chairman of the Nomination, Compensation, and Corporate Governance Committee

Report of the Risk Oversight Committee

1. INTRODUCTION

The Risk Oversight Committee (ROC) is a sub-board committee appointed by the Board of Directors to oversee risk management. In 2025, The ROC comprised four members: one independent director, two non-executive directors and one executive member as detailed below:

1. Assoc. Prof. Pasu Decharin, Ph.D.
   Chaiman of the Risk Oversight Committee (served as a Chaiman since March 2025)

2. Dr. Kulaya Tantitemit
   Member of the Risk Oversight Committee

3. Mr. Chakkrit Parapuntakul
   Member of the Risk Oversight Committee (since March 2025)

4. Mr. Kris Chantanotoke
   Director and Chief Executive Officer

M.L. Chiradej Chakrabandhu, Chief Risk, Legal and Compliance Officer, serves as the Secretary to the ROC.

2. DUTIES

The ROC has the following duties:

2.1 Oversee senior management's adherence to risk management policies, strategies, and the Risk Appetite Statement. Monitor overall risk levels, assess the effectiveness of risk management practices, and identify issues or areas requiring improvement.

2.2 Ensure that the Bank maintains an appropriate conceptual framework for risk identification, measurement, control, mitigation, and monitoring across all risk types. The framework must be concise, easy to understand, and clearly define accountability.

2.3 Promote a strong risk culture throughout the organization, ensuring that risk awareness is embedded at all levels without compromising operational efficiency.

2.4 Provide oversight on provisioning, as approved by the Executive Committee, to ensure that provisions are appropriate relative to the Bank's risk profile.

2.5 Oversee technology-related risks, while recognizing that direct supervision of this area is delegated by the Board of Directors to the Technology Committee, given their specialized expertise.

2.6 Provide feedback or participate in evaluating the performance and effectiveness of the Chief/Head of Risk prior to submission to SCBX's ROC for approval.

3. PERFORMANCE IN 2025

In 2025, the ROC held 14 meetings, with a focus on monitoring and controlling 13 key risk categories: strategic risk, credit risk, liquidity risk, market risk, interest rate risk in the banking book, investment risk, operational risk, model risk, reputation risk, people risk, technology risk, legal and compliance risk, and environmental, social, and governance (ESG) risk.

This year presented significant challenges for financial institutions to manage risk under volatile and fragile business environment. Although the Thai economy entered a gradual recovery phase, it continued to face external pressures from global economic volatility and geopolitical uncertainty, alongside internal vulnerabilities

such as household debt burdens, rising living costs, and the fragility of retail borrowers. Additional risks emerged from fraud, cyber threats, natural disasters, and the rapid development of artificial intelligence, all of which underscored the need for prudence in risk management.

The ROC reviewed the important matters, which determined by the ROC and proposed by the Risk Management Committee as follows:

3.1 Risk Appetite Statement Review and Risk Monitoring via Risk Dashboard

The Bank continues to face a wide range of risks, including global and domestic economic uncertainties, financial market volatility, regulatory changes, technological advancements, and the growing threat of cybercrime. To maintain stability and credibility, these risks must be managed with rigor and discipline.

In 2025, the ROC reviewed and endorsed the Bank's Risk Appetite Statement covering 13 material risks, before submitting it to the Board of Directors for approval. The status of each risk is monitored monthly through the Risk Dashboard, which provides management with timely reporting and forward-looking assessments. This process enables the Bank to anticipate potential risks, prepare appropriate responses in advance, and strengthen risk control and prevention measures. By doing so, the Bank ensures that its risk management framework supports the achievement of business objectives while safeguarding resilience in a challenging environment.

3.2 Asset Allocation, Provision and Capital

During a period of low Thai economic growth and persistent external risks affecting borrowers' debt serviceability, the ROC has a critical duty to safeguard the Bank's financial strength and soundness while maintaining a balance that sustains shareholder returns.

In 2025, the ROC reviewed the asset allocation framework to ensure that credit portfolio risks were managed at an appropriate level. This framework supported the Bank's targeted return on equity by emphasizing loan growth with quality, managing risks within acceptable thresholds, and fostering long-term revenue stability. The Committee also oversaw improvements to the debt collection process, to expedite debt resolution and minimize potential losses.

Furthermore, the ROC reviewed the provisioning framework to ensure adequate coverage of potential future losses arising from economic deterioration, in line with TFRS 9 principles. This required consideration of forward-looking projections that could impact the loan portfolio. Throughout 2025, the Committee continued to monitor and refine the provisioning framework, including the adoption of machine learning tools to generate early warning signals for retail borrowers. These tools complemented loan classification and provisioning processes, while additional reserves were set aside through Management Overlay to mitigate risks associated with vulnerable retail borrowers, large borrowers, credit risk models, and broader economic uncertainties.

The ROC also provided guidance to management in conducting stress testing to determine appropriate reserve levels commensurate with the risks the Bank may face. In addition, the Bank assessed capital adequacy in its role as a domestically systemically important bank (D-SIB), ensuring that capital reserves were sufficient to cover unexpected losses under crisis conditions.



3.3 Oversight of Material Risks via Risk Management Policies

The ROC oversees the Bank's risk management framework through a comprehensive set of risk management policies. In 2025, the Committee reviewed and approved annual revisions to relevant risk management policies to ensure alignment with SCBX's overarching risk management framework, regulatory guidelines, and the Bank's Risk Appetite Statement.

Beyond policy approval, the ROC evaluated the effectiveness and efficiency of these policies through proactive risk monitoring processes. This oversight helps identify weaknesses in the Bank's internal processes that require improvement, thereby strengthening controls and prevention of risk events.



3.4 Technology Risk Management

The ROC places high importance on risks related to technology, which served as a key driver of the Bank's digital banking strategy. As the most knowledgeable expert in this area, the Technology Committee had direct responsibility for supervising technology risk under the oversight of the ROC. Accordingly, the ROC and the Technology Committee held joint meetings to discuss issues and develop a dashboard to monitor risks, strengthening the Three Lines of Defense and enhancing efficiency. These efforts focused on improving the Bank's capability to manage increased transaction volumes, deploying a new core banking system on cloud infrastructure, preventing digital fraud, strengthening cybersecurity against external attacks, and developing internal processes for investigating root causes and preventing recurring incidents.

Furthermore, the ROC prioritized the management of technology risks in the Bank's ongoing projects aimed at modernizing its system architecture. This included monitoring through the Risk Dashboard, requiring management to provide periodic progress reports, and reviewing lessons learned from past incidents to develop preventative measures. These actions helped the Bank prepare to handle similar events in the future and reinforced resilience against technology-related risks.

3.5 Oversight of Financial Fraud

The Bank enhanced internal measures to address financial fraud, aiming to alleviate the distress caused by the freezing of deposit accounts for its customers. The Bank has continuously developed systems for detecting mule accounts and suspicious behavior to keep pace with evolving fraudulent tactics. The ROC oversaw process improvements and system development designed to reduce verification time for each transaction, ensuring that the Bank's practices were on par with other Domestic Systemically Important Banks (D-SIBs).

3.6 Risk Culture

Building a robust risk culture across the organization is a high priority for the ROC. In 2025, the Committee began revamping credit processes and end-to-end portfolio management to strengthen the foundation of risk culture at the individual level. The ROC also assigned risk management units to consistently raise awareness by collecting data on seven types of operational risk, based on incidents reported by employees. At the same time, the Committee promoted the "Tone from the Top" practice, reinforcing the commitment of the Board of Directors and the Bank's executives to risk awareness.

The ongoing task of building a risk culture centered on increasing recognition of the Bank's risk awareness and fostering a culture among employees throughout the organization. This effort focused on developing excellence, leadership, and innovation as key elements in managing risks, ensuring that risk culture was embedded into daily operations and decision-making.

4. ROADMAP FOR 2026

The ROC will continue to monitor the status of 13 material risk areas, focusing on the following priorities:

1. Credit Portfolio Quality and Provision Adequacy

The ROC will continue to emphasize monitoring the Bank's credit portfolio to assess risk levels among both normal borrowers and those receiving assistance who remain vulnerable to economic uncertainty. Advanced data analytics and machine learning will be applied to generate early warning signals, enabling clearer borrower segmentation by risk level. Efforts will also focus on strengthening debt collection, debt resolution, and non-performing loan management to minimize financial losses. Particular attention will be given to loan loss classification and the determination of management overlays to ensure adequate coverage of potential losses.

2. Environmental, Social, and Governance (ESG) Risk Management

ESG risk management will remain a key priority for the Bank. The ROC will promote the continuous development of the ESG Risk Model and support initiatives such as Green Loans and Transition Loans to mitigate environmental and social risks within the loan portfolio. These efforts will be aligned with the Sustainability Policy of SCB X Public Company Limited, reinforcing the Bank's commitment to sustainable finance and responsible lending practices.

3. Technology and Cybersecurity Risk Oversight

The ROC will continue to support the Technology Committee in managing and monitoring technology and cybersecurity risks, which remain among the most critical risks facing the Bank. The focus will be on enhancing indicators to more accurately reflect risk levels and developing early warning signals to strengthen monitoring and management capabilities. These measures will help the Bank proactively address technology-related vulnerabilities and reinforce resilience against cyber threats.

The ROC's implementation framework will focus on strengthening risk management processes in alignment with SCBX Group's risk management policy. These efforts will be directed toward creating long-term benefits for shareholders, customers, and depositors, while reinforcing the Bank's resilience and governance standards in an evolving risk environment.



(Assoc. Prof. Pasu Decharin, Ph.D.)
Independent director, and
the Chaiman of Risk Oversight Committee

Report of the Technology Committee

The Technology Committee has roles, duties, and responsibilities in overseeing and providing long-term strategic guidance on technology to support the Bank's vision of becoming "The Most Admired Bank." This role is carried out under the Digital Bank with Human Touch strategy and the transformation toward becoming an AI-First Bank, where AI is comprehensively leveraged to drive the organization. Accordingly, the committee places emphasis on establishing a strong foundation of modern and flexible technology platforms and architecture that can support long-term scalability, alongside promoting the effective adoption of AI to enhance customer experience, improve operational efficiency, and support business growth. This is carried out within a robust governance framework covering system stability, technology risk management, and cybersecurity, to ensure that the Bank is able to deliver financial services that are accessible, customer-centric, and responsive to the needs of all customer segments across all channels in a secure and sustainable manner.

The Technology Committee currently consists of one independent director, one non-executive director, and two executive directors, totaling four members as follows:

Names	Titles
1. Dr. Supot Tiarawut	Chairman of the Technology Committee
2. Mr. Arthid Nanthawithaya	Committee Member
3. Mr. Kris Chantanotoke	Committee Member
4. Mr. Trirat Suwanprateeb	Committee Member

Mr. Trirat Suwanprateeb (Chief Technology Officer of the Bank) serves as the Secretary of the Committee.

In 2025, the digital technology landscape continued to evolve at a rapid pace, particularly with the advancement and adoption of AI across the financial sector. In response, the Technology Committee emphasized strategic governance to ensure that technology initiatives are aligned with the Bank's business direction, deliver cost effectiveness, and generate sustainable long-term value for both customers and the Bank. The committee oversaw the technology architecture to enable the development of new products and services, strengthen data management capabilities, and support the effective adoption of automation and AI. In addition, it oversaw the AI roadmap to strengthen organizational readiness for broader AI adoption in the following year, while adhering to the principles of good governance, transparency, and sound technology risk management.

From a governance perspective, the Technology Committee reviewed and monitored significant technology-related projects, including the development of data platforms, enhancements to core systems, and initiatives to strengthen system stability. The Committee worked closely with the Risk Oversight Committee and the Audit Committee to ensure that technology risk management, cybersecurity, and internal controls were implemented in a continuous, integrated, and comprehensive manner, in alignment with the governance frameworks of the Bank and the business group. In addition, the Committee reviewed and supervised technology-related policies, standards, and practices to ensure compliance with applicable laws, regulatory requirements, and international standards, while also promoting the development of technology capabilities among personnel to support the Bank's operations in a stable, transparent, and sustainable manner amid ongoing technological change.

Moreover, a seminar on Quantum Technology – an emerging technology with growing relevance across multiple industries, including the financial sector – was arranged for the Bank's Board of Directors to enhance awareness of future technological trends.



(Dr. Supot Tiarawut)
Chairman of the Technology Committee



Report of the Corporate Social Responsibility Committee

INTRODUCTION

The Corporate Social Responsibility (CSR) Committee consists of four members: Police Colonel Thumnithi Wanichthanom (Chairman of the CSR Committee), Air Chief Marshal Satitpong Sukvimol (Committee Member), Dr. Kulaya Tantitemit (Committee Member), and Mr. Kris Chantanotoke (Committee Member and Chief Executive Officer). In 2025, CSR activities were carried out as presented by the CSR Committee in this annual report.

MISSION

Siam Commercial Bank is committed to conducting business that continuously contributes to the economic and social development of Thailand. The Bank places great importance on operating under principles of good governance and responsibility toward communities, society, and the environment.

The CSR Committee is responsible for setting policies, strategies, and operational frameworks, as well as supporting and overseeing the implementation of CSR activities in line with SCBX Group's Corporate Social Responsibility Committee guidelines. These activities include projects initiated and executed by the Bank, as well as collaborations with government agencies, private organizations, and communities to integrate knowledge, expertise, and resources. The goal is to ensure project success, efficiency, and participation that leads to development, problem-solving, relief of hardship, and improvement of quality of life for communities and society, while fostering a healthy environment. This approach aims to drive Thailand's sustainable growth under three core missions:

1. Social Development, Relief, Well-being, Environmental Conservation, and Religious Support
2. Promotion of Medical and Public Health Services
3. Support for Youth Education

KEY CSR ACTIVITIES IN 2025

Social Development, Relief, and Well-being

Amid the hardships faced by people due to disasters, whether natural or otherwise, that have impacted their living conditions and daily lives, the Bank remains committed to being part of the effort to care for society and provide timely relief to those affected. Our goal is to boost morale, restore happiness, and bring smiles back to communities so they can return to normal life as quickly as possible.

In addition, the Bank has supported activities and organizations dedicated to improving quality of life, aiming to help drive progress and uplift living standards within society. This commitment reflects SCB's genuine concern for the well-being of the Thai people.

1. Disaster Relief Project

In 2025, Thailand experienced several disasters, including floods, cold spells, droughts, earthquakes, and unrest along the Thai-Cambodian border, all of which severely affected people's living conditions. Recognizing these hardships, the Bank collaborated with the armed forces—namely the Royal Thai Armed Forces Headquarters, Royal Thai Air Force, Royal Thai Navy, and Royal Thai Army—along with local government agencies, partner networks, and various foundations to provide disaster relief.

The objective was to alleviate hardship promptly and effectively, ensuring communities could maintain a good quality of life and overcome crises with resilience under the spirit of "SCB Care For You." Immediate relief efforts included distributing **6,750 relief packs** to flood victims across the North, Northeast, Central, and Southern regions. Additional packs were sent to soldiers stationed along the Thai-Cambodian border to boost morale, as well as to residents in affected border provinces—Ubon Ratchathani, Sisaket, Surin, Sa Kaeo, and Buriram—who were forced to relocate to temporary shelters due to unrest. Each relief pack was produced from 18 recycled PET plastic bottles, promoting resource efficiency and sustainability. Beyond emergency relief, the Bank also supported recovery efforts to help affected people return to normal life as quickly as possible.

Furthermore, the Bank donated funds to the Friends in Need (of "Pa") Volunteers Foundation, Thai Red Cross Society to assist severe flood victims in the South. In addition, together with the Thai Bankers' Association, the Bank contributed to the Thai Red Cross Society to aid those affected and provided humanitarian aid for earthquake victims in the Republic of the Union of Myanmar through the Rajaprajanugroh Foundation Under Royal Patronage, the United Nations World Food Programme (WFP), and the Myanmar Red Cross Society.

To address cold weather conditions in several regions, the Bank delivered 4,800 blankets through the armed forces to help keep people warm in the North and Northeast, as well as those displaced by the Thai-Cambodian border unrest. These eco-friendly blankets were made from polyester yarn recycled from PET plastic bottles, reducing waste (12 PET bottles used for each blanket).



2. Community Disaster Warning Network Project – Friends in Need (of "Pa")

The Bank has supported the Friends in Need (of "Pa") Volunteers Foundation, Thai Red Cross Society in promoting and strengthening disaster management capabilities for communities, enabling them to effectively monitor and prepare for potential disasters. This initiative began in 2020 and continues to the present, focusing on two key areas:

1. Technology: Empowering communities to utilize technology systems and equipment to respond promptly and appropriately to disasters.

2. Area-Based Recovery and Development: Supporting water resource management within communities.

In 2025, the Bank provided support for operations in communities in seven areas, including:

1. Amphoe Santisuk and Amphoe Pua, Nan

2. Tambon Nakhon Pa Mak, Amphoe Bang Krathum, Phitsanulok

3. Ban Pa Phu Tham, Phu Kratae, Amphoe Waeng Noi, Khon Kaen

4. Tambon Wa Yai and Tambon Akat, Amphoe Akat Amnuai, Sakon Nakhon

5. Thale Noi Basin Community Network, Phatthalung

6. Pattani Basin Community Network, Yala and Pattani

7. Tambon Ma Mong and Tambon Phu Khao Thong, Amphoe Sukhirin, Narathiwat

This support has enabled communities and networks to:

- Monitor water conditions effectively
- Establish disaster warning systems for their areas
- Mitigate damage from disasters promptly and independently
- Plan water resource management suited to local conditions
- Build resilience for both normal and crisis situations

Beneficiaries: 9,042 households, 36,177 people

3. In-Depth Community Development Project

Since 2008, the Bank has supported the Utokapat Foundation under Royal Patronage of H.M. the King and the Hydro-Informatics Institute (Public Organization) in managing community water resources in accordance with the royal initiatives of His Majesty King Bhumibol Adulyadej the Great. This effort applies science and technology to ensure water security, address flooding and drought issues, and develop water mapping systems to connect water resource networks. It also includes improving drinking water systems to provide sustainable water for consumption and agriculture.



The project emphasizes active community participation, flood monitoring systems, and sustainable improvements in economic, social, and environmental conditions. One notable success is **Non Tae Community in Chaiyaphum**, which has become a model for effective water resource management under royal initiatives and serves as an example for neighboring communities.

In 2024–2025, the Bank expanded its support by promoting **livelihood development** to enable communities to manage resources and achieve self-reliance based on local needs, ensuring career stability and continuous improvement in quality of life. Key initiatives include:

- **Community Farm Development:** The project supported the rehabilitation of 30 rai of flood-prone land into **elevated, consolidated farmland.** This initiative increased the value of agricultural crops and produce, generating an average monthly income of 8,000 baht per household and reducing expenses by approximately 3,500 baht per month for group members.

- **Livestock Support:** The project helped develop animal feed sources and improved cattle breeding. This reduced the cost of external breeding services and created year-round income through artificial insemination services. Farmers also benefited from access to affordable forage, priced below market rates.

- **Support for Floating Rice Chum Phae Cultivation Research and Development:** In collaboration with the Faculty of Agriculture at Khon Kaen University, the initiative promoted the cultivation of floating rice using high-quality seeds in flood-prone areas of Non Tae and nearby communities. This provided farmers with a viable crop during flood seasons. Additionally, the collaboration supported trials of growing the Morkor 60-1 glutinous rice variety during the off-season to generate supplementary income.

4. Water Supply Management Project for Consumption

The Bank recognizes that water is a fundamental necessity for life, yet many communities still lack access to clean water for daily consumption. To alleviate this hardship and improve quality of life, the Bank partnered with the Royal Thai Air Force to launch the project **"Providing Water Supply for Consumption to Enhance Quality of Life"** in 2014.

Under this initiative, the Bank installed:

- Two 2,000-liter drinking water tanks
- A solar-powered water filtration system
- Supporting infrastructure for sustainable water access

Additionally, the Bank supported solar-powered electricity systems for community waterworks.

Recognizing that many areas continue to face drought conditions, in 2024 the Bank introduced the **"Sustainable Water Supply Project"**, which provided 10,000-liter water storage tanks along with supporting structures to store water for use during dry seasons. This effort aims to strengthen water security and improve the quality of life for students and remote communities by ensuring access to clean water for consumption.

To ensure sustainability, the project required community participation from the outset through the formation of local committees responsible for maintenance and oversight.

In 2025, the Bank delivered:

- "Providing Water Supply for Consumption to Enhance Quality of Life" projects at 6 locations in 6 provinces, including:
  - Wat Mai Nopparat School, Suphanburi
  - Ban Kham Thale So School, Nakhon Ratchasima
  - Ban Nong Khai Nok School, Ubon Ratchathani
  - Phan Suek Songkroh School, Udon Thani
  - Whakhor Wittayalai School, Prachuap Khiri Khan
  - Wat Nong Khu School, Lopburi

  Beneficiaries: 2,137 households, 8,742 people.

- "Sustainable Water Supply Project" at 6 locations in 3 provinces, including:
  - Ban Si Mum Community, Nakhon Ratchasima
  - Ban Non Makok Community Hall, Nakhon Ratchasima
  - Wat Ban Na Loen Community, Ubon Ratchathani
  - Ban Keng Kheng School, Ubon Ratchathani
  - Ban Lat Thong Community Hall, Udon Thani
  - Ban Phan Suek Community Hall, Udon Thani

  Beneficiaries: 1,788 households, 7,336 people.

5. Volunteer Projects

The Bank encourages employees to dedicate time to public service activities to instill values of support, foster unity, promote positive attitudes, and strengthen a sense of social responsibility.

In 2025, SCB volunteers participated in the **Royal Volunteer Project "We Do Good Deeds with Our Hearts,"** engaging in community service activities in collaboration with the Privy Purse Bureau and the Royal Thai Air Force. These efforts were carried out as a tribute to His Majesty the King's initiative to encourage all citizens to work together harmoniously for the common good without expecting anything in return.

Under the **"SCB, Let's Do Good"** program, SCB volunteers also joined volunteer activities held by the Bank and in collaboration with other organizations, including:

- Preparing and distributing relief packs to disaster victims
- Crafting "Sharing Dolls" for children with cleft lip and palate, and assisting medical teams from the Operation Smile Foundation during mobile medical missions in various provinces
- Supporting the "Royally Bestowed Doctors for Happy and Healthy People" initiative helping patients undergoing surgery at royal medical units in different provinces

- Planting trees to increase green spaces in Bang Kachao, Samut Prakan and growing seedlings for the Thung Yai Naresuan Wildlife Sanctuary

In 2025, **3,740 SCB employees** participated as volunteers throughout the year, contributing a total of **15,047 volunteer hours.**

ENVIRONMENTAL CONSERVATION INITIATIVES

The Bank places great importance on participating in environmental conservation efforts by promoting knowledge, understanding, and awareness among employees and the Thai public. The goal is to foster a sense of responsibility for protecting, preserving, and restoring natural resources to ensure a healthy environment.

To achieve this, the Bank has supported various projects, including:

1. **Carbon Credit Management in Forests for Sustainable Development**

   The Bank, in collaboration with the Mae Fah Luang Foundation under Royal Patronage, has supported communities in properly maintaining forests to serve as carbon sinks while improving the quality of life in a balanced and sustainable manner. This initiative began in 2020 under the project **"You Care for the Forest, We Care for You"** and was later enhanced in mid-2023 as the **"Carbon Credit Management in Forests for Sustainable Development"** project.

   The project helps communities register voluntary greenhouse gas reduction projects under Thailand's Voluntary Emission Reduction Program (T-VER), developed by the Thailand Greenhouse Gas Management Organization (Public Organization). This enables accurate measurement and standard assessment of carbon dioxide absorption (carbon credits) in community forests in Chiang Rai. Carbon credits can then be sold to generate stable income for local people.

   Project implementation areas:

   - 2020–2021: Ban Pa Sang Doi Kaew Community, Amphoe Wiang Chiang Rung, Chiang Rai (866 rai)
   - 2022: Huai Mak Eak Nuea Community, Tambon Pa Sang, Amphoe Wiang Chiang Rung, Chiang Rai (524.38 rai)
   - 2023: Communities in Chiang Rai, Chiang Mai, Amnat Charoen, and Yasothon (1,800 rai)
   - 2024: Expanded in the same areas as 2023 with 1,000 rai in addition

   From 2020–2024, these efforts resulted **in the Bank receiving carbon credit certification for 2,000 tons of CO_2 from the Mae Fah Luang Foundation in 2025,** reinforcing the Bank's commitment to leading Thailand's transition toward a **low-carbon economy and sustainable development.**

2. **Our Khung BangKachao Project**

   The Bank has partnered with the Chaipattana Foundation as a key organization to preserve, develop, and sustain the Khung Bang Kachao area in Amphoe Phra Pradaeng, Samut Prakan. The goal is to maintain this area as a source of clean air, rich in natural resources and biodiversity, with sustainable management practices across all dimensions.

   The Bank's responsibilities focus on three key aspects:

   1. Green Space Development
   2. Waste Management
   3. Youth Development

   These efforts aim to conserve natural resources, expand green areas, improve quality of life, and ensure sustainability, making Khung Bang Kachao a vital "green lung" for local residents and Bangkok cosmopolitans.

   In 2025, the Bank contributed to **green space development** by engaging SCB volunteers to plant 500 native trees and produce compost from dry leaves at the Bang Kobua Arboretum, which the Bank supports. Additionally, the Bank supported **a pilot household food waste separation project** involving 340 people from 85 households in Tambon Bang Kobua, with organic waste converted into compost at Wat Chak Daeng.

The Bank also organized **youth development** activities to promote financial literacy through the program "Bang Kachao The Hero: Balanced Life, Financial Stability, Sustainable Environment", training 40 teachers from 10 schools to pass on knowledge to their students.

3. **"One Tree for the World, One Tree for Us" Project**

The Bank launched a tree-planting campaign to increase oxygen levels and expand green space, aiming to raise awareness among employees and the general public about the importance of planting trees to improve the environment. The initiative encourages planting in two areas: public spaces and personal spaces.

The Bank also participated in the One Million Trees Project, aligned with Bangkok Metropolitan Administration's policy to increase green areas. The Bank set a target to plant 100,000 trees by 2026.

Since the project began in mid-2022, by the end of 2025, the Bank had successfully planted 100,079 trees, exceeding the target ahead of schedule.

RELIGIOUS SUPPORT INITIATIVES

The Bank promotes and supports religious activities as a moral anchor for society and a source of ethical values, encouraging people to live harmoniously and peacefully.

1. **Temple Renovation and Religious Preservation Project**

In 2025, the Bank funded the renovation and maintenance of temples, including:

Upgrading the multipurpose pavilion at Wat Thod Rat Charoen Mani Rit, Chachoengsao, for Wat Thod School (Cherd-udom Rattanaratbamrung) and local communities to use for public activities. Providing funds to elevate and renovate deteriorated school buildings and construct a multipurpose dome at Wat Suwannaram (Don Thong), Chachoengsao.

2. **Annual Kathin Ceremony**

The Bank, together with the SCBX Group, organized the Annual Kathin Ceremony 2025 at Wat Don Bubpharam, Tambon Ban Krang, Amphoe Si Prachan, Suphanburi. It is a historic temple believed to have been built during the Ayutthaya period (formerly known as Wat Takha). This event aimed to preserve and uphold Buddhist traditions and values.

The ceremony raised over THB 4.02 million from executives, employees, customers, and the public, which was allocated for the renovation of monks' residences. Additionally, the Bank donated care packages to 30 elderly individuals and provided scholarships, lunch funds, educational materials, and a reading corner to Wat Don Bubpharam School.

PROMOTION OF MEDICAL AND PUBLIC HEALTH SERVICES

Healthcare and public health systems are essential for ensuring people's happiness and quality of life, which in turn fosters sustainable development. Therefore, the Bank has supported and promoted projects and activities that enhance access to quality public health services.

1. **The "Royally Bestowed Doctors for Happy and Healthy People" Initiative**

The Bank has partnered in the **"Royally Bestowed Doctors for Happy and Healthy People"** project by supporting the Privy Purse Bureau in providing healthcare services to people in rural areas lacking specialized doctors. Mobile medical units were deployed to offer eye and dental treatments, reducing waiting times for surgeries and enabling patients to receive timely care. These efforts help prevent and reduce blindness caused by cataracts, improve vision quality, and enhance patients' overall quality of life.

Additionally, the Bank encouraged SCB volunteers to assist in facilitating and delivering healthcare services during these mobile medical missions across various provinces. In 2025, SCB volunteers joined 21 mobile medical missions in 17 provinces, serving 4,502 patients for eye treatment and 6,776 for dental care.

The Bank also supported the **"Thai Children Aspiring for Good"** program in schools located in six provinces where medical missions were conducted. This program aims to instill financial discipline under the theme "Save to See a Million", teaching youth key principles such as:

- Allocating income into portions and saving before spending
- Setting goals and planning finances using SMART principles
- Maintaining consistent income and expense records
- Distinguishing between needs and wants

To support learning, the Bank distributed "Monkey Cheek" savings books and provided educational materials under the campaign "Think Smart, Save Smart" for students and teachers to share within their schools. A total of 921 participants attended the training, including 804 students and 117 teachers from 102 schools.

Furthermore, the Bank supported the "One Eye Surgery from One Act of Kindness" campaign in collaboration with the Siam Commercial Foundation, encouraging donations to fund mobile medical missions providing cataract surgeries for underprivileged patients. This initiative raised over THB 12.17 million in donations to restore vision and happiness to patients and their families.

2. SCB Blood Donation Campaign

Blood is essential and irreplaceable for treating patients, as no substitute for blood has yet been discovered. Recognizing the critical mission of the National Blood Center, Thai Red Cross Society, in ensuring sufficient blood supply for medical treatment nationwide, the Bank has continuously collaborated with the Center **since 1996 under the "SCB Blood Donation" campaign**.

Through this initiative, the Bank actively encourages customers and the public to donate blood every three months and organizes regular blood donation activities at its head office, branches, and other locations. In addition, the Bank supports activities of the regional offices of the National Blood Center and promotes blood donation among employees, customers, and younger generations through ongoing awareness campaigns.



In 2025, the Bank collected **72.30 million cc of blood from 180,753 donors**, which helped save 542,259 patients. Furthermore, the Bank received an **Honorary Certificate as the financial institution with the highest volume of blood donations in the financial sector for 2024** from the National Blood Center, Thai Red Cross Society, during the Annual Blood Donor Coordinator Conference in 2025.

SUPPORT FOR YOUTH EDUCATION

Youth and Education Development Initiatives

One of the key drivers of national development is youth development, along with enhancing the capabilities of educators and educational institutions that serve as the foundation for imparting valuable knowledge. The goal is to prepare and equip young people to become high-caliber human resources and a cornerstone for leading the country toward sustainable development.

To achieve this, the Bank has continuously implemented projects and activities focused on youth and teacher development. These initiatives aim to create educational opportunities and provide essential skills for students at all levels, enabling them to adapt to the digital era, acquire 21st-century competencies, and develop both knowledge and moral integrity. The objective is to nurture well-rounded individuals—both good and capable—who possess the potential to succeed and become a vital force in driving the nation's progress.

Details of the key projects are as follows:

1. **Scholarships and Educational Activities for Students, Organizations, and Institutions**

   In 2025, the Bank supported education for youth by providing scholarships and promoting educational activities. These efforts targeted two main groups: youth with exceptional abilities in science and technology—aimed at building a skilled workforce to drive national development—and underprivileged youth seeking educational opportunities to improve their quality of life. Support was provided at the individual level, as well as to organizations and educational institutions, as follows:

   - **Scholarships and Educational Activities for Youth with Exceptional Science and Technology Skills**
     A total of **310 scholarships** were awarded to foster and develop high-potential youth in science and technology, from secondary school through higher education, including vocational education. The goal is to empower them as a driving force for the future, support the digital-age industries, and enhance Thailand's long-term competitiveness.

     Examples include continuous scholarships and research grants for the **School of Information Science and Technology (IST), Vidyasirimedhi Institute of Science and Technology (VISTEC), Rayong**, which the Bank established in 2016 and continues to support. This initiative aims to produce high-caliber personnel in science and information technology, foster innovative thinking, and create knowledge and innovations that contribute to economic progress and sustainable development.

     Since the project began, **92 students have received scholarships,** with **17 graduates** (6 master's and 11 doctoral degrees) and **75 students currently enrolled.**

     In addition, VISTEC has collaborated with SCBX Group companies on various initiatives, such as:

     - Online training under the theme "Transform Your Tomorrow with AI" for the SCB Challenge participants
     - Technology knowledge-sharing for SCB employees through SCB Academy
     - Typhoon 2.0 Project with SCB 10X Co., Ltd. (SCB 10X).
     - "DataXperts: Generative AI" seminar with SCB DataX Co., Ltd.

     Support for the **National Science and Technology Development Agency (NSTDA)** in implementing the **JSTP-SCB Program**, which provides scholarships and organizes youth science camps to develop research skills and prepare future scientists.

     Support for NSTDA and the **National Electronics and Computer Technology Center (NECTEC)** in organizing the **Young Scientist Competition (YSC)**, enabling youth to compete internationally at events such as **Regeneron ISEF** and **Genius Olympiad.**

     Support for vocational development projects at Ban Khai Vocational College, Rayong.

     Furthermore, the Bank has contributed to scholarships through various foundations, including:

     - **Prince Mahidol Foundation Scholarships** for students in medicine, dentistry, and pharmacy.
     - **Ananda Mahidol Foundation Scholarships** for students to pursue studies abroad, with the commitment to return and apply their expertise to national development.



- **Educational Opportunity Scholarships**
  A total of **483 scholarships** were awarded as continuous support for youth who demonstrate good academic performance and behavior but lack financial resources. These scholarships aim to reduce educational inequality and improve future living standards by enabling students to pursue education from secondary school through higher education, including vocational education.

  Support was provided through various programs and organizations, such as:

  - The Border Patrol Police Alumni Scholarship Program
  - The Princess Maha Chakri Sirindhorn Foundation Scholarship Program
  - Scholarships granted through educational institutions nationwide

2. SCB Challenge Project (Year 20)

This youth development program goes beyond competition, focusing on cultivating essential 21st-century skills and values. It emphasizes four key attributes (the 4 Cs):

- **Critical Thinking**
- **Creativity**
- **Communication** (understanding target audiences and presenting ideas effectively)
- **Collaboration** (teamwork)

The project also instills good citizenship, social responsibility, and volunteer spirit, aiming to develop well-rounded individuals who are both capable and ethical. Activities are designed as team-based competitions tailored to different age groups:

- **Primary School Level:** Art competition for young people to express their creativity and imagination. This helps develop planning, teamwork, creativity, problem-solving, and communication skills while fostering moral values and encouraging innovation—skills that form a strong foundation for learning and life. In 2025, **640 students from 160 schools** across the country participated in these competitions.

- **Secondary School and Vocational Levels: Green Innovation Project Competitions for Sustainability in the AI Era,** focusing on applying science, technology, and innovation for community or business development. The goal is to encourage youth to apply classroom knowledge through hands-on projects that address real community and business challenges under Environmental, Social, and Governance (ESG) principles, promoting social and environmental responsibility for sustainable development. In 2025, 1,419 students from 224 educational institutions submitted 473 projects.

For teachers advising competition participants, the program strengthens professional development by offering online courses and teaching materials through the **KruDeegital** platform (www.khrudeegital.com). These resources, developed from project workshops, include:

- Moral and ethics learning activities for primary-level education
- Project development skills, AI fundamentals, and communication techniques for secondary and vocational level

This approach equips educators with practical tools and methodologies to integrate these concepts into their teaching, fostering sustainable youth development and lifelong learning.



3. Curriculum Development for Youth and Teachers

The Bank has developed supplementary learning curricula for students and teachers to create educational opportunities, foster youth development, and promote lifelong learning. These curricula focus on enhancing 4Cs skills and soft skills for youth through topics such as:

- Community communication techniques
- AI fundamentals
- Innovations for sustainability
- Frontier technology
- Moral foundations for a happy society

For teachers, the program strengthens competencies and provides instructional design processes to integrate these concepts into classroom teaching. Courses include:

- **Thai Language Teaching Media Production Using AI** by Zainab ES-A

- **AI for Teachers**

Training is delivered through both on-site and online activities via platforms such as KruDeegital (www.khrudeegital.com) and ConnextED Foundation (www.connexted.org). The program also connects educational networks and experts, including the Siam Commercial Foundation, NECTEC, VISTEC, Chulalongkorn University, and SCB Academy.

These initiatives have benefited 3,386 students and 11,313 teachers and individuals through various activities conducted on site nationwide and online.

4. Financial Literacy Development Project

The Bank recognizes that financial discipline and literacy are essential life skills that should be cultivated from an early age to build strong habits for the future. To support this, the Bank conducts activities that promote financial knowledge among young people of all ages and teachers—who play a pivotal role in youth development—through structured learning programs on effective money management. These initiatives encourage participants to practice smart spending and saving, strengthen financial discipline, and develop planning skills, fostering lifelong financial habits based on the principles of the "Sufficiency Economy Philosophy."

Activities are delivered both online and on-site and are tailored to different target groups as follows:

- **Primary Level:** Under the themes "*Savings Guardians*" and "Guardians Against Waste", learning activities teach children the value of money and time, encourage thoughtful consumption, and promote waste separation.

- **Secondary Level:** The theme "*Balanced Life, Financial Stability, Sustainable Environment*" provides financial knowledge, goal-setting skills, and strategies to reduce unnecessary consumption, emphasizing the principle "*Use Less = Gain More*" to minimize environmental impact.

- **Higher Education Level:** Under the theme "Wealth with Stability", students learn to set financial goals and manage assets, liabilities, and investments through interactive tools such as the card game "Status over savings."

- **Teachers and General Public:** Activities under the theme "Financial Stability, Balanced Life" focus on financial discipline, planning, investment, and debt management. The Bank also provides teaching materials for dissemination to young people and develops online courses to strengthen financial literacy.

Participation:

- Students: **10,514 participants**
- Teachers and general public: **1,486 participants**
- Educational institutions: **414 institutions**
- YouTube video views: **466,437 views**

5. Support for Kru Chao Fa Krom Luang Narathiwas Rajanagarindra Awards

For 17 consecutive years, the Bank has continuously supported the **Kru Chao Fa Krom Luang Narathiwas Rajanagarindra Awards by the Phra Metta Somdejya Project** by Her Royal Highness Princess Srinagarindra and Her Royal Highness Princess Galyani Vadhana, Krom Luang Narathiwas Rajanagarindra. This initiative aims to honor and uphold their royal aspirations to improve education, particularly for underprivileged communities in remote areas.

The awards honor teachers who demonstrate extraordinary dedication and sacrifice in challenging, high-risk environments—true "teachers beyond teaching." These educators serve as role models, inspiring students to become both capable and virtuous individuals while embracing the Sufficiency Economy Philosophy in their daily lives. They also set a benchmark for teachers nationwide, driving improvements in teaching quality and fostering community development through collaboration and partnerships with various organizations. Their efforts aim to advance youth development and enhance the quality of schools and communities alike.

Awards are granted annually to teachers from three agencies: the Office of the Basic Education Commission (OBEC), the Department of Learning Encouragement (DOLE), and the Border Patrol Police Headquarters (BPP). Each agency selects three recipients, making a total of nine awards each year. To date, 149 teachers have received this esteemed recognition.

6. **SCB-CONNEXT ED: School Quality Development Project (44 Schools in Sisaket)**

The Bank signed a Memorandum of Understanding (MOU) for the "School Development Partnership: One Amphoe, One Quality School" project in collaboration with the Ministry of Education and 44 schools in Sisaket. This initiative builds upon and expands the **CONNEXT ED Foundation's** project to develop model SMART Schools, aiming to enhance educational quality and transform schools into opportunity-driven spaces that foster teacher and student development. The goal is to equip students with knowledge, life skills, and moral values to become a vital force for national development.

The project leverages expertise and experience from the Siam Commercial Foundation, SCB Academy, school partners, and educational networks to drive improvement across 44 schools in Sisaket. It will be implemented over five years (2025–2029).

Phase 1 (2025) included workshops and learning design mechanisms for lead teachers, featuring:

- **Core Curriculum:** SMART SCHOOL – *Transforming Teaching for Future Classrooms,* promoting **Active Learning** methodologies.
- **Supplementary Curriculum:** *Personal Financial Management* and teaching materials to instill financial discipline and moral values.

To date, two training sessions have been completed, with 66 participants per session, totaling 132 teachers.

7. **Youth Music Talent Development**

The Bank supports programs that nurture musical talent among youth, helping them develop proper techniques under the guidance of expert instructors. These initiatives also encourage creativity in using music for social good and create opportunities for talented young musicians to advance at both national and international levels. Key areas of support include:

- Support for the **Princess Galyani Vadhana Institute of Music** to organize the **"Music on the Move"** camp for students from primary to higher education.
- Support for **Silpakorn University** hosting the **Silpakorn Summer Music School** (SSMS), offering music training and opportunities to perform in an orchestra with world-class conductors.
- Support for the **College of Music, Mahidol University** to organize the **MCGP Music Camp 2025**, providing music development and experience for youth aged 10–18 years.



(Pol. Col. Thumnithi Wanichthanom)
Chairman of the CSR Committee

Annex to the Corporate Governance Report

CHANGES IN THE BOARD AND BOARD COMMITTEES IN 2025

1. Police Colonel Thumnithi Wanichthanom resigned as Chairman of the Executive Committee on February 18, 2025, but still serves as a member of the Executive Committee.
2. Mr. Kan Trakulhoon was appointed as Chairman of the Executive Committee on February 18, 2025.
3. Mr. Pasu Decharin was appointed as Chairman of the Risk Oversight Committee on February 18, 2025.
4. Mr. Chakkrit Parapuntakul was appointed as a member of the Risk Oversight Committee on February 18, 2025.
5. Miss Lackana Leelayouthayotin was appointed as a member of the Nomination, Compensation and Corporate Governance Committee on February 18, 2025.
6. Mr. Thaweesak Koanantakool and Miss Lackana Leelayouthayotin vacated their positions due to the completion of their office terms at the 2025 Annual General Meeting of Shareholders on March 21, 2025.
7. Mr. Supot Tiarawut was appointed as Independent Director and Mr. Surasak Khaoroptham was appointed as Non-Executive Director replacing Mr. Thaweesak Koanantakool and Miss Lackana Leelayouthayotin respectively on March 21, 2025.
8. Mr. Supot Tiarawut was appointed as Chairman of the Technology Committee on March 21, 2025.
9. Mr. Kan Trakulhoon who completed his office term at the 2025 Annual General Meeting of Shareholders and reached the independent director tenure of 9 years was appointed as Non-Executive Director, Chairman of the Executive Committee, and member of the Nomination, Compensation Committee, and vacated his position as Chairman of the Nomination, Compensation Committee on March 21, 2025.
10. Mr. Chaovalit Ekabut who completed his office term at the 2025 Annual General Meeting of Shareholders was appointed as Independent Director and Chairman of the Audit Committee on March 21, 2025.
11. Mr. Prasan Chuaphanich who completed his office term at the 2025 Annual General Meeting of Shareholders was appointed as Non-Executive Director and member of the Executive Committee on March 21, 2025.
12. Mr. Prasong Vinaiphat was appointed as Chairman of the Nomination, Compensation and Corporate Governance Committee on March 21, 2025.
13. Mr. Chakkrit Parapuntakul and Mrs. Prisana Praharnkhasuk were appointed as members of the Nomination, Compensation and Corporate Governance Committee on March 21, 2025.
14. Mr. Arak Sutivong was appointed as a non-director member of the Executive Committee on July 17, 2025.
15. Mr. Surasak Khaoroptham was appointed as a member of the Executive Committee on August 19, 2025.
16. Mr. Arak Sutivong was appointed as Non-Executive Director on September 17, 2025.

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

1. Mr. Apisak Tantivorawong

Age	72 years	
Current position	- Chairman of the Board - Independent Director	
Date of appointment	18 April 2023	
No. of years on the board	2 year 8 months	
Education	- Bachelor of Engineering (Chemical Engineering), Chulalongkorn University - Master of Business Administration (Industrial Management), University of Tennessee, U.S.A.	
Training program	- Director Certification Program (DCP 18/2002), Thai Institute of Directors Association - Diploma, The Joint State-Private Sector Course (Class 16), The National Defence College of Thailand, The National Defence Studies Institute - Digital Fraud 101, The Siam Commercial Bank PCL - Sustainability Executive Masterclass, The Siam Commercial Bank PCL and McKinsey & Company - Quantum Security Awareness, The Siam Commercial Bank PCL	
Experience	2015-2019	Minister, Ministry of Finance
	2020-2023	Independent Director and Chairman of the Audit Committee, PTT Global Chemical Public Company Limited
	2022-2023	Chairman of the Executive Committee, SCB X PCL
	2021-2025	Chairman of the Board of Directors and Independent Director, S Hotels and Resorts Public Company Limited
Positions in listed companies	2022-Present	Independent Director and Member of the Executive Committee, SCB X PCL
	2022-Present	Chairman of the Board of Directors and Independent Director, T.K.S. Technologies Public Company Limited
	2024-Present	Member of the SCBX Group Control Committee, SCB X PCL
Positions in non-listed companies/entities	2019-Present	Advisor, Chulavadhana Co., Ltd.
	2021-Present	Honorable Committee Member, Chulabhorn Royal Academy Council

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

SCB shareholding	
Number of shares held by director	None
Number of shares held by related persons	None
Family relationship with director and management	None

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

2. Air Chief Marshal Satitpong Sukvimol

Age	76 years	
Current position	- Director - Member of the Corporate Social Responsibility Committee	
Date of appointment	13 June 2018	
No. of years on the board	7 years 7 months	
Education	Bachelor of Arts (Mass Communication), Chiang Mai University	
Training program	- Flying Training School (Class N. 54-16-3), Royal Thai Air Force - Squadron Officer School (Class 43) - Air Command and Staff College (Class 29) - Air War College (Class 27) - Customer Experience and Value Creation, The Siam Commercial Bank PCL	
Experience	2017-2018	Private Secretary to His Majesty King Maha Vajiralongkorn / Grand Chamberlain, Bureau of the Royal Household

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Positions in listed companies	2018-Present	Chairman of the Board and Member of the CSR Committee for Sustainable Development, Siam Cement PCL
	2021-Present	Director and Member of the Corporate Social Responsibility Committee, SCB X PCL
	2024-Present	Advisory Chairman of the Board of Directors, SCB X PCL
Positions in non-listed companies/entities	2018-Present	Private Secretary to His Majesty King Maha Vajiralongkorn / Lord Chamberlain, Bureau of the Royal Household
	2018-Present	Chairman of the Board and Director-General, Privy Purse Bureau
	2018-Present	President Courtier to His Majesty King Maha Vajiralongkorn
	2018-Present	Chairman of CPB Equity Co. Ltd. and its groups of companies as assigned
	2018-Present	Chairman of the Board, Deves Insurance PCL
	2021-Present	Director, Siam Commercial Foundation
	2022-Present	Director, Card X Co., Ltd.
	2022-Present	Director, SCG Chemicals PCL
SCB shareholding		
Number of shares held by director	None	
Number of shares held by related persons	None	
Family relationship with director and management	None	

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

3. Police Colonel Thumnithi Wanichthanom

Age	67 years	
Current position	- Director - Chairman of the Corporate Social Responsibility Committee - Member of the Executive Committee	
Date of appointment	13 June 2018	
No. of years on the board	7 years 7 months	
Education	- Bachelor of Public Administration, Royal Police Cadet Academy - Master of Public Administration, Western Kentucky University, U.S.A.	
Training program	Customer Experience and Value Creation, The Siam Commercial Bank PCL	
Experience	1997-2017	Deputy Chamberlain, Personal Affairs Division of His Royal Highness the Crown Prince, Bureau of the Royal Household
	2020-2023	Member of the Corporate Social Responsibility Committee, The Siam Commercial Bank PCL
	2019-2024	Director, Siam Commercial Foundation
	2021-2024	Director, SCB X PCL
	2022-2024	Chairman of the Nomination, Compensation and Corporate Governance Committee, Auto X Co., Ltd.
	2024	Director, Purple Ventures Co., Ltd.
	2024-2025	Chairman of the Executive Committee, The Siam Commercial Bank PCL
	2024-2025	Member of the Risk Oversight Committee, SCB 10X Co., Ltd.
Positions in listed companies	2018-Present	Director and Member of the CSR Committee for Sustainable Development, Siam Cement PCL
	2021-Present	Member of the Executive Committee, SCB X PCL
	2022-Present	Director, SCG Packaging PCL
	2024-Present	Chairman of the Board, Chairman of the SCBX Group Control Committee, Chairman of the Corporate Social Responsibility Committee, and Member of the Nomination, Compensation and Corporate Governance Committee, SCB X PCL

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Positions in non-listed companies/entities	2017-Present	Grand Chamberlain, Bureau of the Royal Household
	2018-Present	Director and Senior Deputy Director-General, Privy Purse Bureau
	2018-Present	Vice Chairman of the Board, CPB Equity Co., Ltd. and its groups of companies as assigned
	2018-Present	Vice Chairman of the Board, Deves Insurance PCL
	2022-Present	Director, Alpha X Co., Ltd.
	2022-Present	Director and Member of the Risk Oversight Committee, Auto X Co., Ltd.
	2024-Present	Director and Member of the Investment Committee, SCB 10X Co., Ltd.
	2024-Present	Chairman of the Board, Siam Commercial Foundation
	2024-Present	Director-General, Royal Household Command Department, Bureau of the Royal Household
SCB shareholding		
Number of shares held by director	0.0%	
Number of shares held by related persons	None	
Family relationship with director and management	None	

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

4. Mr. Kan Trakulhoon

Age	70 years
Current position	- Director - Chairman of the Executive Committee - Member of the Nomination, Compensation and Corporate Governance Committee
Date of appointment	5 April 2016
No. of years on the board	9 years 9 months
Education	- Bachelor of Engineering (Electrical Engineering) (1st Class Honors), Chulalongkorn University - Master of Science (Engineering), Georgia Institute of Technology, U.S.A. - Master of Science (Management), Georgia Institute of Technology, U.S.A. - Honorary Doctorate (Engineering), Chulalongkorn University - Honorary Doctorate (Production Engineering), Mahasarakham University - Advanced Management Program, Harvard University, U.S.A.
Training program	- Director Certification Program (DCP 29/2003), Thai Institute of Directors Association - Exponential Manufacturing Thailand 2019, Singularity University, U.S.A. - Cyber Resilience for Directors of Financial Institutions, Bank of Thailand - Exclusive Workshop for SCB Boardroom: Vision-Driven Purpose, The Siam Commercial Bank PCL and Thai Institute of Directors Association - Bangkok Sustainable Banking Forum 2019, Bank of Thailand - Bank's Preparations for Compliance with the Personal Data Protection Act (PDPA) and Cyber Security Act, Baker & McKenzie and PwC Thailand - Cyber Resilience Leadership: Herd Immunity, Bank of Thailand in collaboration with the Securities and Exchange Commission and the Office of Insurance Commission - Ethical Leadership Program (ELP 24/2021), Thai Institute of Directors Association - National Director Conference 2021: Leadership Behind Closed Doors, Thai Institute of Directors Association - Cyber Armor: Capital Market Board Awareness about Capital Market Threats Landscape, The Securities and Exchange Commission - BOT Digital Finance Conference 2022, Bank of Thailand - Digital Fraud 101, The Siam Commercial Bank PCL - Sustainability Executive Masterclass, The Siam Commercial Bank PCL and McKinsey & Company

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Experience	2017-2021	Independent Director, Chairman of the Leadership Development and Compensation Committee, Member of the Nomination and Governance Committee, Member of the Strategic and Organizational Review Committee, and Member of the Corporate Social Responsibility Committee for Sustainable Development, Intouch Holdings PCL
	2020-2022	Member, National Reform Committee on State Administration
	2005-2023	Director and Member of CSR Committee for Sustainable Development, Siam Cement PCL
	2019-2023	Advisor, Steering Committee on Higher Education, Science, Research and Innovation Reform, Office of National Higher Education, Science, Research and Innovation Policy Council
	2020-2024	Director, SCB 10X Co., Ltd.
	2021-2024	Member of the Executive Committee, SCB X PCL
	2024	Chairman of the Board, Chairman of the Risk Oversight Committee, and Member of the Audit Committee, Purple Ventures Co., Ltd.
	2019-2025	Chairman, Thailand Science, Research and Innovation Monitoring and Evaluation Committee
	2020-2025	Member, Cluster Promoting Committee on Innovation Ecosystem and Statutory and Regulatory Development, Office of National Higher Education, Science, Research and Innovation Policy Council
	2021-2025	Chairman of the Board and Independent Director, Intouch Holdings PCL
	2021-2025	Independent Director and Chairman of the Nomination, Compensation and Corporate Governance Committee, SCB X PCL
Positions in listed companies	2016-Present	Independent Director, Chairman of the Board, Chairman of the Nomination and Compensation Committee, and Chairman of Sustainable Development Committee, Advanced Info Service PCL
	2017-Present	Independent Director, Member of Corporate Governance and Sustainability Committee, Bangkok Dusit Medical Services PCL

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

	2024-Present	Member of the SCBX Group Control Committee, SCB X PCL
	2025-Present	Director and Member of the Nomination, Compensation and Corporate Governance Committee, SCB X PCL
Positions in non-listed companies/entities	2013-Present	Advisor, Federation of Thai Industries
	2013-Present	Honorary Advisor, Environmental Engineering Association of Thailand
	2013-Present	Advisor to the Executive Committee, Mahidol University Foundation
	2013-Present	Executive Board Member, Engineering Division of the Anandamahidol Foundation
	2013-Present	Member, Advisory Board, Sasin Graduate Institute of Business Administration of Chulalongkorn University
	2015-Present	Director, Advanced Wireless Network Co., Ltd.
	2017-Present	Member, National Strategy Committee
	2018-Present	Honorary Advisor, Eastern Economic Corridor Policy Committee
	2019-Present	Honorary Advisor, Committee on Policy Framework, Strategy, and Roadmap Drafting; and Budgeting Framework Drafting for Science, Research and Innovation Initiatives, Office of National Higher Education, Science, Research and Innovation Policy Council
	2019-Present	Chairman, Committee on Performance Evaluation of the Secretary-General of Eastern Economic Corridor Policy Office
	2019-Present	Member, Executive Board for Medical Services, Thai Red Cross Society
	2020-Present	Director, State Enterprise Policy Office
	2020-Present	Member (Science and Technology), Council of Experts, Office of National Higher Education, Science, Research, and Innovation Policy Council
	2025-Present	Director, Ad Hoc Committee on Monitoring and Evaluation of the Implementation of National Policies, Strategies and Plans on Science, Research and Innovation

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

SCB shareholding	
Number of shares held by director	None
Number of shares held by related persons	None
Family relationship with director and management	None

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

5. Mr. Chaovalit Ekabut

Age	67 years
Current position	- Independent Director - Chairman of the Audit Committee
Date of appointment	5 April 2019
No. of years on the board	6 years 9 months
Education	- Bachelor of Science (Engineering), Chulalongkorn University - Master of Science (Engineering), Asian Institute of Technology - Advanced Management Program, Harvard University, U.S.A.

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Training program

- Director Accreditation Program (DAP 27/2004), Thai Institute of Directors Association
- Director Certification Program (DCP 84/2007), Thai Institute of Directors Association
- Role of Chairman Program (RCP 24/2010), Thai Institute of Directors Association
- Cyber Resilience for Directors of Financial Institutions, Bank of Thailand
- Collaboration for the Future of Finance, Bank of Thailand
- National Director Conference 2019, Thai Institute of Directors Association
- Exclusive Workshop for SCB Boardroom: Vision-Driven Purpose, The Siam Commercial Bank PCL and Thai Institute of Directors Association
- Bangkok Sustainable Banking Forum 2019, Bank of Thailand
- Bank's Preparations for Compliance with the Personal Data Protection Act (PDPA) and Cyber Security Act, Baker & McKenzie and PwC Thailand
- Cyber Resilience Leadership: Tone from the Top 2020, Bank of Thailand in collaboration with the Securities and Exchange Commission and the Office of Insurance Commission
- Cyber Resilience Leadership: Herd Immunity, Bank of Thailand in collaboration with the Securities and Exchange Commission and the Office of Insurance Commission
- National Director Conference 2021: Leadership Behind Closed Door, Thai Institute of Directors Association
- Cyber Armor: Capital Market Board Awareness about Cybersecurity and Intelligence Threats Assessment, The Securities and Exchange Commission
- BOT Digital Finance Conference 2022, Bank of Thailand
- Cyber Resilience Leadership 2022, Bank of Thailand
- Digital Fraud 101, The Siam Commercial Bank PCL
- Sustainability Executive Masterclass, The Siam Commercial Bank PCL and McKinsey & Company
- Quantum Security Awareness, The Siam Commercial Bank PCL

Experience

2021-2022	Independent Director and Member of the Audit Committee, SCB X PCL
2019-2023	Advisor to the President and Chief Executive Officer, Siam Cement PCL
2019-2023	Executive Director, SCG Foundation
2018-2024	Director, SCG Ceramics PCL
2020-2024	Director, Operational Integration Strategy Committee, Foundation for Industrial Development

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

	2024	Director and Chairman of the Audit Committee, Purple Ventures Co., Ltd.
	2024	Chairman of the Board, Card X Co., Ltd.
	2022-2025	Independent Director, Bangchak Corporation PCL
	2024-2025	Chairman of the Nomination Committee, OKEA ASA - Oslo Stock Exchange (OSE)
Positions in listed companies	2023-Present	Director, SCG Décor PCL
Positions in non-listed companies/entities	2015-Present	Director and Treasurer, Friends of AIT Foundation
	2019-Present	Member of the Executive Committee and Chairman of the Audit Committee, Asian Institute of Technology
	2021-Present	Director, Thailand Productivity Institute
	2023-Present	Director, The Foundation for Thailand Productivity Institute
SCB shareholding		
Number of shares held by director	None	
Number of shares held by related persons	None	
Family relationship with director and management	None	

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

6. Mr. Prasong Vinaiphat

Age	75 years	
Current position	- Independent Director - Chairman of the Nomination, Compensation and Corporate Governance Committee	
Date of appointment	2 June 2022	
No. of years on the board	3 years 7 months	
Education	- Bachelor of Laws, Thammasat University - Doctoral Degree in Laws, The University of Toulouse, France	
Training program	- The Role of Chairman (RCP 1/2000), Thai Institute of Directors Association - Directors Certification Program (DCP 15/2002), Thai Institute of Directors Association - Cyber Resilience Leadership 2022, Bank of Thailand - Digital Fraud 101, The Siam Commercial Bank PCL - Sustainability Executive Masterclass, The Siam Commercial Bank PCL and McKinsey & Company - Quantum Security Awareness, The Siam Commercial Bank PCL	
Experience	1987-1993	Director of the Thai Law Division and Secretary to the Legislative Drafting Committee, Office of the Council of State
	2001-2010	Deputy Secretary–General, The Securities and Exchange Commission
	ended 2020	Advisor, Legal for General Counsel Group, The Siam Commercial Bank PCL
	2019-2022	Chairman of the Board, InnovestX Securities Co., Ltd.
	2019-2024	Member of the Audit Committee, Eastern Economic Corridor
	2022-2025	Chairman of the Nomination, Compensation and Corporate Governance Committee, The Siam Commercial Bank PCL
Positions in listed companies	2016-Present	Advisor to the Audit Committee, The Siam Cement PCL

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Positions in non-listed companies/entities	2003-Present	Vice Chairman of the Council of State Committee No. 3 (Financial Laws), Office of the Council of State
	2011-Present	Legal Advisor, SCG Legal Counsel Co., Ltd.
	2012-Present	Expert Member, Committee on Administrative Procedure
SCB shareholding		
Number of shares held by director	None	
Number of shares held by related persons	None	
Family relationship with director and management	None	

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

7. Mr. Pasu Decharin

Age	57 years
Current position	- Independent Director - Chairman of the Risk Oversight Committee - Member of the Audit Committee
Date of appointment	19 October 2018
No. of years on the board	7 years 2 months
Education	- Bachelor of Business Administration (General Management), Chulalongkorn University - Master of Business Administration, University of Colorado, Boulder, U.S.A. - Doctor of Philosophy (Technology Management), Asian Institute of Technology

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Training program

- Director Accreditation Program (DAP 121/2015), Thai Institute of Directors Association
- Executive Development Program (EDP Class 3), Thai Listed Companies Association
- Leadership Development Program (LDP Class 6), Thai Listed Companies Association
- Director Certification Program (DCP 280/2019), Thai Institute of Directors Association
- Cyber Resilience for Directors of Financial Institutions, Bank of Thailand
- Exclusive Workshop for SCB Boardroom: Vision-Driven Purpose, The Siam Commercial Bank PCL and Thai Institute of Directors Association
- Bank's Preparations for Compliance with the Personal Data Protection Act (PDPA) and Cyber Security Act, Baker & McKenzie and PwC Thailand
- Battle Strategy EPISODE II: Don't Waste a Good Crisis, Kao Hoon Newspaper
- Director Leadership Certification Program (DLCP 0/2020), Thai Institute of Directors Association
- Ethical Leadership Program (ELP 23/2021), Thai Institute of Directors Association
- National Director Conference 2021: Leadership Behind Closed Doors, Thai Institute of Directors Association
- Cyber Armor: Capital Market Board Awareness about Capital Market Threats Landscape, The Securities and Exchange Commission
- Cyber Armor: Capital Market Board Awareness about Cybersecurity and Intelligence Threats Assessment, The Securities and Exchange Commission
- Advanced Audit Committee Program (AACP 44/2022), Thai Institute of Directors Association
- Subsidiary Governance Program (SGP 5/2023), Thai Institute of Directors Association
- ESG in the Board Room (ESG 0/2023), Thai Institute of Directors Association
- Digital Fraud 101, The Siam Commercial Bank PCL
- Sustainability Executive Masterclass, The Siam Commercial Bank PCL and McKinsey & Company
- Quantum Security Awareness, The Siam Commercial Bank PCL
- Intensive Strategic Foresight (ISF), Thai Institute of Directors Association

Experience

2011-2019	Dean, Faculty of Commerce and Accountancy, Chulalongkorn University
2018-2022	Chairman of the Board and Independent Director, Warrix Sport Co., Ltd.
2021-2022	Independent Director, Member of the Audit Committee and Member of the Risk Oversight Committee, SCB X PCL
2021-2023	Director (without management authority), InnovestX Securities Co., Ltd.

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

	2018-2024	Independent Director, Member of the Audit Committee and Member of the Nomination and Remuneration Committee, Thai Oil PCL
	2023-2024	Member, Advisory Council to the Minister of Commerce
	2023-2024	Expert Member, The National Board of the Office of SMEs Promotion
	2024	Chairman of the Nomination, Compensation and Corporate Governance Committee, Card X Co., Ltd.
	2018-2025	Member of the Risk Oversight Committee, The Siam Commercial Bank PCL
	2024-2025	Member, Advisory Council to the Deputy Prime Minister (Mr. Phumtham Wechayachai)
Positions in listed companies	2019-Present	Independent Director, Chairman of the Audit Committee and Member of the Governance and Nomination Committee, Siam Cement PCL
	2022-Present	Chairman of the Board and Independent Director, Warrix Sport PCL
	2024-Present	Independent Director, Member of the Audit Committee and Member of the Nomination, Remuneration, Corporate Governance and Sustainability Committee, Internet Thailand PCL
Positions in non-listed companies/entities	1993-Present	Lecturer, Faculty of Commerce and Accountancy, Chulalongkorn University
	2015-Present	Independent Director, Aksorn Education PCL
	2019-Present	Director, Decharin (2018) Co., Ltd.
	2021-Present	Chairman of the Audit Committee and Expert Board Member, National Science Museum Thailand, Ministry of Higher Education, Science, Research and Innovation
	2023-Present	Vice Chairman of the Board, Chairman of the Curriculum and Facilitators Committee and Member of the Audit Committee, Thai Institute of Directors Association
	2024-Present	Director, Chairman of the Risk Oversight Committee and Member of the Audit Committee, Card X Co., Ltd.

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

SCB shareholding	
Number of shares held by director	None
Number of shares held by related persons	None
Family relationship with director and management	None

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

8. Mr. Supot Tiarawut

Age	59 years
Current position	- Independent Director - Chairman of the Technology Committee
Date of appointment	21 March 2025
No. of years on the board	9 months
Education	- Bachelor of Engineering, (Electrical Communications Engineering) (1st Class Honors), Chulalongkorn University - Master of Engineering (Computer Science and Engineering), Toyohashi University of Technology, Japan - Doctor of Philosophy (Electrical Engineering), Tokyo University, Japan

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Training program	- Finance for Non-Finance Directors (FND 20/2005), Thai Institute of Directors Association - Director Certification Program (DCP 195/2014), Thai Institute of Directors Association - How to Develop a Risk Management Plan (HRP 12/2017), Thai Institute of Directors Association - IT Governance and Cyber Resilience Program (ITG 11/2019), Thai Institute of Directors Association - ICT Development and Management Program, Telecommunications Executive Management Institute of Canada (TEMIC), Canada - PURC/World Bank Training Program on Utility Regulation and Strategy, Public Utility Research Center, University of Florida, USA and World Bank - Building IT Governance for Sustainable Growth with COBIT5, ISACA Bangkok Chapter - Data Privacy and Technology, Harvard Online, Harvard Business School Online - Advanced Leadership Program (CMA 32), Capital Market Academy - 2023 Korea Digital Government Capacity Building Program, Ministry of the Interior and Safety and the National Information Society Agency, The Republic of Korea - Quantum Security Awareness, The Siam Commercial Bank PCL - Board Cyber Forum 2025: Cyber Defense with AI and Innovation Strategies, the Securities and Exchange Commission and Office of Insurance Commission	
Experience	2019	Independent Director and Chairman of the Group Risk Supervision and Internal Control Committee, ICBC (THAI) PCL
	2020-2023	President, Digital Government Development Agency (Public Organization)
Positions in listed companies	None	
Positions in non-listed companies/entities	2024–Present	Member of Digital University Transformation Committee, Chiang Mai University
	2024–Present	Member of the Executive Board, Registration Office, Chiang Mai University
	2024–Present	Member of the Executive Board, College of Arts, Media and Technology, Chiang Mai University

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

2024–Present	Member of Academic Policy Committee, Chulalongkorn University
2024–Present	Executive Director, National Electronics and Computer Technology Center (NECTEC), National Science and Technology Development Agency
2025–Present	Member of the Research Committee, Yanasangvorn Research Institute, Mahamakut Buddhist University
2025–Present	Member of the Subcommittee on Science, Research and Innovation Systems, Thailand Science Research and Innovation
2025–Present	Member of the Subcommittee on Telecommunications and Radiocommunications Licensing and Regulation, National Broadcasting and Telecommunications Commission (NBTC)
2025–Present	Member of the Subcommittee on Satellite Affairs, National Broadcasting and Telecommunications Commission (NBTC)
2025–Present	Member of the Risk Oversight Committee, Chiang Mai University
2025–Present	Member of the Academic Council, Chiang Mai University
2025–Present	Member of the Subcommittee on Legal Reform for the Regulation of Broadcasting, Television, and Telecommunications, National Broadcasting and Telecommunications Commission (NBTC)
2025–Present	Chief Technology Officer, Mahamakut Buddhist University
2025–Present	Member of the Subcommittee on Information Technology, Investor Club Association
2025–Present	Chairman of the Organizational Assessment Committee, National Electronics and Computer Technology Center (NECTEC), National Science and Technology Development Agency (NSTDA)
2025–Present	Member of the Legal Reform Implementation Committee on Disclosure and Public Governance, Stratregic Transformation Office (STO)
2025–Present	Independent Director and Chairman of the Risk Oversight Committee, SCB Data X Co., Ltd.
2025–Present	Advisor to the Executive Committee, Thai Roong Ruang Industry Co., Ltd.

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

SCB shareholding	
Number of shares held by director	None
Number of shares held by related persons	None
Family relationship with director and management	None

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

9. Mr. Arthid Nanthawithaya

Age	58 years
Current position	- Director - Member of the Executive Committee - Member of the Technology Committee
Date of appointment	2 April 2015
No. of years on the board	10 years 9 months
Education	- Bachelor of Arts (Economics), Chulalongkorn University - Master of Business Administration (Finance), Sasin Graduate Institute of Business Administration of Chulalongkorn University

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Training program

- Director Accreditation Program (DAP 106/2013), Thai Institute of Directors Association
- Advanced Leadership Program, Capital Market Academy
- Leadership Program, Office of Justice Affairs
- Energy Science Leadership Program, Thailand Energy Academy
- Diploma, National Defense College, The Joint State - Private Sector Course
- Cyber Security and Technology Risk, The Siam Commercial Bank PCL and PwC Thailand
- Advanced Executive Program on Bangkok Metropolitan Development
- Advanced Executive Program, Institute of Business and Industrial Development
- Exclusive Workshop for SCB Boardroom: Vision-Driven Purpose, The Siam Commercial Bank PCL and Thai Institute of Directors Association
- Bangkok Sustainable Banking Forum 2019, Bank of Thailand
- Bank's Preparations for Compliance with Personal Data Protection Act (PDPA) and Cyber Security Act, Baker & McKenzie and PwC Thailand
- Sustainability Executive Masterclass, The Siam Commercial Bank PCL and McKinsey & Company

Experience

2015-2022	Chief Executive Officer, The Siam Commercial Bank PCL
2018-2022	Member of the Risk Oversight Committee, The Siam Commercial Bank PCL
2021-2023	Chairman of the Board, AISCB Co., Ltd.
2022-2023	Member of the Executive Committee, The Siam Commercial Bank PCL
2022-2023	Chairman of the Board, InnovestX Securities Co., Ltd.
2017-2024	Honorary Council Member, Vidyasirimedhi Institute of Science and Technology
2018-2024	Chairman of the Board, SCB-Julius Baer Securities Co., Ltd.
2021-2024	Chairman of the Board, Alpha X Co., Ltd.
2023-2024	Chairman of the Executive Committee, The Siam Commercial Bank PCL

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Positions in listed companies	2021-Present	Director, Chief Executive Officer, Member of the Executive Committee, Member of the Risk Oversight Committee, and Member of the Technology Committee, SCB X PCL
	2024-Present	Member of the SCBX Group Control Committee, SCB X PCL
Positions in non-listed companies/entities	2017-Present	Director, Princess Pa Foundation
	2018-Present	Director, Electronic Transactions Development Agency (Public Organization)
	2020-Present	Chairman of the Board, SCB 10X Co., Ltd.
	2021-Present	Director and Chairman of the Executive Committee, SCB Tech X Co., Ltd.
	2022-Present	Director, SCB Data X Co., Ltd.
	2023-Present	Board Member, The National Electric Vehicle Policy Committee (EV Board)
	2023-Present	Expert Member, NSTDA Governing Board
	2024-Present	Chairman of the Board and Chairman of the Executive Committee, Card X Co., Ltd.
SCB shareholding		
Number of shares held by director	None	
Number of shares held by related persons	None	
Family relationship with director and management	None	

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

10. Mr. Prasan Chuaphanich

Age	73 years
Current position	- Director - Member of the Executive Committee
Date of appointment	4 April 2013
No. of years on the board	12 years 9 months
Education	- Bachelor of Accounting (2nd Class Honors), Chulalongkorn University - Diploma in Auditing, Chulalongkorn University - Honorary Doctorate (Accounting), Kasem Bundit University - ASEAN Chartered Professional Accountant - Certified Public Accountant - Executive Management Program, Ivey School of Business, University of Western Ontario, Canada - Leading Professional Services Firms, Harvard Business School, U.S.A.
Training program	- Director Certification Program (DCP 119/2009), Thai Institute of Directors Association - Financial Institutions Governance Program (FGP 6/2013), Thai Institute of Directors Association - Board Matters and Trends (BMT 2/1017), Thai Institute of Directors Association - Australian Governance Summit 2019, Thai Institute of Directors Association - Cyber Security and Technology Risk, The Siam Commercial Bank PCL and PwC Thailand - Cyber Resilience for Directors of Financial Institutions, Bank of Thailand - National Director Conference 2019, Thai Institute of Directors Association - Bangkok Sustainable Banking Forum 2019, Bank of Thailand - Bank's Preparations for Compliance with Personal Data Protection Act (PDPA) and Cyber Security Act, Baker & McKenzie and PwC Thailand - Board Nomination and Compensation Program (BNCP 9/2020), Thai Institute of Directors Association - Director Leadership Certification Program (DLCP 0/2020), Thai Institute of Directors Association - National Director Conference 2021, Thai Institute of Directors Association

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

		- Cyber Armor: Capital Market Board Awareness about Capital Market Threats Landscape, The Securities and Exchange Commission - Cyber Resilience Leadership 2022, Bank of Thailand - Digital Fraud 101, The Siam Commercial Bank PCL - National Director Conference 2023: Delivering Net Zero Together, Thai Institute of Directors Association - Role of Chairman (RCP 55/2023), Thai Institute of Directors Association - Detection of Accounting Irregularities in Fast Growing Businesses. The Role of Audit Committee, Thai Institute of Directors Association - ChatGPT, The Siam Commercial Bank PCL - Sustainability Executive Masterclass, The Siam Commercial Bank PCL and McKinsey & Company - Quantum Security Awareness, The Siam Commercial Bank PCL
Experience	2013-2021	Independent Director, Member of the Audit Committee, and Chairman of the Nomination and Remuneration Committee, Thai Solar Energy PCL
	2016-2021	Commissioner, OIC Advanced Insurance Institute
	2017-2021	Chairman, Thai Institute of Directors Association
	2017-2021	Council Member, Thailand's Private Sector Collective Action Coalition against Corruption Council
	2017-2021	Independent Director, Member of the Audit and Risk Committee, and Chairman of the Sustainable Development Committee, Advanced Info Service PCL
	2017-2021	Independent Director, Advanced Wireless Network Co., Ltd.
	2013-2022	Independent Director and Chairman of the Audit Committee, The Siam Commercial Bank PCL
	2016-2022	Member of the Mahidol University Internal Audit Committee, Mahidol University Council
	2019-2022	Commissioner (Accounting), The Securities and Exchange Commission

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

	2018-2023	Member, State Enterprise Board Screening Committee under the Board of State Enterprise Policy Office
	2020-2023	Member, Advisory Council to the Prime Minister, Office of the Prime Minister
	2020-2023	Expert Member, Life Insurance Fund Management Committee, Ministry of Finance
	2021-2023	Chairman of the Risk Oversight Committee, SCB X PCL
	2022-2023	Chairman of the Executive Committee, The Siam Commercial Bank PCL
	2018-2024	Expert Member, Board of Directors, Thailand Arbitration Center, Ministry of Justice
	2020-2024	Member, Efficiency and Performance Evaluation Steering Committee, National Research Council of Thailand
	2020-2024	Expert Member, Public Organization Development and Promotion Committee
	2021-2024	Member of the Technology Committee, SCB X PCL
	2022-2024	Director, SCB Data X Co., Ltd.
	2022-2024	Member of the Technology Committee, The Siam Commercial Bank PCL
	2024	Chairman of the Nomination, Compensation and Corporate Governance Committee, Monix Co., Ltd.
	2018-2025	Member, State Enterprise Director List Committee, Ministry of Finance
	2021-2025	Director, SCB X PCL
Positions in listed companies	2019-Present	Independent Director, Chairman of the Audit Committee and Member of the Nomination and Remuneration Committee, KEX Express (Thailand) PCL
	2022-Present	Independent Director and Chairman of the Audit Committee, Singha Estate PCL
	2023-Present	Chairman of the Executive Committee, SCB X PCL

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

	2024-Present	Member of the Nomination, Compensation and Corporate Governance Committee and Member of the SCBX Group Control Committee, SCB X PCL
	2025-Present	Vice Chairman of the Board, SCB X PCL
Positions in non-listed companies/entities	2014-Present	Expert Member on Accounting, Dumping, and Subsidies Committee under the Ministry of Commerce
	2015-Present	Member of the Finance and Property Management Committee, King Mongkut's University of Technology Thonburi
	2017-Present	Expert Member on Accounting, Public Sector Audit and Evaluation Committee
	2017-Present	Chairman, Audit Advisory Panel, The Securities and Exchange Commission
	2020-Present	Director, State Enterprise Policy Office
	2021-Present	Honorary Chairman and Advisor to the Board, Thai Institute of Directors Association
	2022-Present	Expert Member (Accounting), Public Sector Audit and Evaluation Committee, Office of the Public Sector Development Commission
	2022-Present	Chairman of the Board, Auto X Co., Ltd.
	2023-Present	Expert Members, Accounting Professions Regulatory Commission, Ministry of Commerce
	2024-Present	Chairman of the Board, Monix Co., Ltd.
	2024-Present	Expert Committee Member, General Insurance Fund, Ministry of Finance
	2025-Present	Chairman, the Subcommittee on Compensation Allocation and Measures Review for State-Owned Enterprises, State Enterprise Policy Committee, Ministry of Finance

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

SCB shareholding	
Number of shares held by director	None
Number of shares held by related persons	None
Family relationship with director and management	None

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

11. Mr. Chakkrit Parapuntakul

Age	66 years
Current position	- Director - Member of the Risk Oversight Committee - Member of the Nomination, Compensation and Corporate Governance Committee
Date of appointment	1st Tenure : November 25, 2015 2nd Tenure : January 18, 2021
No. of years on the board	1st Tenure : 4 years 10 months (2015 – 2020) 2nd Tenure : 4 years 11 months
Education	- Bachelor of Accounting, Thammasat University - Master of Business Administration, Angelo State University, Texas, U.S.A.

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Training program

- Director Accreditation Program, Thai Institute of Directors Association
- Audit Committee Program, Thai Institute of Directors Association
- Ethical Leadership Program, Thai Institute of Directors Association
- Board Matters and Trends, Thai Institute of Directors Association
- Bangkok Sustainable Banking Forum 2018, Bank of Thailand
- Cyber Security and Technology Risk, The Siam Commercial Bank PCL and PwC Thailand
- Customer Experience and Value Creation, The Siam Commercial Bank PCL
- Digital Fraud 101, The Siam Commercial Bank PCL
- Advanced Leadership Program (Class 11), Capital Market Academy
- Diploma, The National Defense Course (Class 52), The National Defence College of Thailand, The National Defence Studies Institute
- Energy Science Leadership Program (Class 9), Thailand Energy Academy
- The Civil Service Executive Development Program (Class 46), Office of the Civil Service Commission
- Sustainability Executive Masterclass, The Siam Commercial Bank PCL and McKinsey & Company
- Digital Asset Executive Leadership Program (DiGi-X Class 1), University of the Thai Chamber of Commerce
- Quantum Security Awareness, The Siam Commercial Bank PCL

Experience

2015-2017	Director-General, Treasury Department
2017-2020	Deputy Permanent Secretary, Ministry of Finance
2017-2020	President, Federation of Accounting Professions under the Royal Patronage of His Majesty the King
2014-2021	Independent Director and Member of the Audit Committee, Pinthong Industrial Park Co., Ltd.
2018-2021	Chairman of the Board, NBD Healthcare Co., Ltd.
2019-2021	Independent Director and Chairman of the Audit Committee, Synnex (Thailand) PCL
2019-2021	Independent Director, Member of the Audit Committee, and Member of the Nomination and Remuneration Committee, RS PCL

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

	2020-2021	Vice Chairman and Member of the Rehabilitation Planners Committee, Thai Airways International PCL
	2020-2022	Director and Chairman of the Audit Committee, Master Style Co., Ltd.
	2021-2022	Member of the Nomination and Remuneration Committee, Master Style PCL
	2021-2022	Director, Member of the Executive Committee, and Member of the Nomination, Compensation and Corporate Governance Committee, SCB X PCL
	2021-2024	Member of the Executive Committee, The Siam Commercial Bank PCL
	2022-2024	Chairman of the Board and Chairman of the Risk Oversight Committee, Card X Co., Ltd.
	2022-2024	Director, WHA Industrial Development PCL
	2023-2024	Chairman of the Nomination, Compensation and Corporate Governance Committee, Card X Co., Ltd.
	2019-2025	Chairman of the Board and Chairman of the Audit Committee, Sabuy Technology PCL
	2021-2025	Independent Director and Chairman of the Audit and Risk Committee, Intouch Holdings PCL
Positions in listed companies	2016-Present	Chairman of the Good Corporate Governance Committee, MFC Asset Management PCL
	2021-Present	Independent Director and Member of the Audit Committee, WHA Corporation PCL
	2022-Present	Independent Director, Chairman of the Audit Committee, and Member of the Nomination and Remuneration Committee, Master Style PCL
	2022-Present	Independent Director and Chairman of the Audit Committee, Petchsrivichai Enterprise PCL
	2025-Present	Chairman of the Board and Chairman of the Audit Committee, RS PCL

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Positions in non-listed companies/entities	2022-Present	Honorary Member of Thammasat University Council, Thammasat University
	2024-Present	Chairman of the Board, Alpha X Co., Ltd.
SCB shareholding		
Number of shares held by director	None	
Number of shares held by related persons	None	
Family relationship with director and management	None	

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

12. Mrs. Prisana Praharnkhasuk

Age	71 years
Current position	- Independent Director - Member of the Audit Committee - Member of the Nomination, Compensation and Corporate Governance Commitee
Date of appointment	2 June 2022
No. of years on the board	3 years 7 months
Education	- Bachelor of Business Administration, Chulalongkorn University - Bachelor of Business Administration (Accounting), Krirk University - Master of Business Administration, Tarleton State University, U.S.A.

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Training program	- Certificate of Insurance, College of Insurance, London, U.K. - Sasin Senior Executive Program, Sasin Graduate Institute of Business Administration of Chulalongkorn University - Certificate of Completion CFO Certification Program, Federation of Accounting Professions - Certificate of NIDA-Wharton Executive Leadership Program, Wharton University of Pennsylvania - Director Certification Program (DCP 119/2009), Thai Institute of Directors Association - The Board's Role in Mergers and Acquisitions (M&A 1/2011), Thai Institute of Directors Association - Advanced Audit Committee Program (AACP 25/2017), Thai Institute of Directors Association - Top Executive Program, Capital Market Academy, Stock Exchange of Thailand - PTT Executive Leadership Development, GE Crotonville, U.S.A. - Financial and Fiscal Management Program for Senior Executive - Board Nomination and Compensation Program (BNCP 16/2023), Thai Institute of Directors Association - Cyber Resilience Leadership 2022, Bank of Thailand - Digital Fraud 101, The Siam Commercial Bank PCL - Sustainability Executive Masterclass, The Siam Commercial Bank PCL and McKinsey & Company - Subsidiary Governance Program (SGP 10/2024), Thai Institute of Directors	
Experience	2019-2021	Director, Chairman of the Audit Committee, OKEA ASA - Oslo Stock Exchange (OSE)
Positions in listed companies	2016-Present	Independent Director, Member of the Audit Committee, and Chairman of the Nomination and Remuneration Committee, Bangchak Corporation PCL
	2016-Present	Independent Director, Chairman of the Audit Committee, and Member of the Nomination and Remuneration Committee, TOA Paint (Thailand) PCL
	2017-Present	Independent Director and Chairman of the Audit Committee, Siamese Asset PCL
	2018-Present	Advisor to Chairman of the Board, Dhipaya Insurance PCL

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Positions in non-listed companies/entities	2023-Present	Member of the CAC Certification Committee, Thai Private Sector Collective Action Against Corruption Council
	2024-Present	Member of the State Securities Management Committee, State Enterprise Policy Office, Ministry of Finance
SCB shareholding		
Number of shares held by director	None	
Number of shares held by related persons	None	
Family relationship with director and management	None	

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

13. Miss Kulaya Tantitemit

Age	53 years
Current position	- Director - Member of the Risk Oversight Committee - Member of the Corporate Social Responsibility Committee
Date of appointment	20 March 2024
No. of years on the board	1 year 9 months
Education	- Bachelor of Economics, Thammasat University - Master of Arts (Economics), Boston University, U.S.A. - Master of Science (International Economics and Finance), Brandeis University, U.S.A. - Doctor of Philosophy (International Economics and Finance), Brandeis University, U.S.A.
Training program	- Ethical Leadership Program (ELP 7/2017), Thai Institute of Directors Association - Director Certification Program (DCP 239/2017), Thai Institute of Directors Association - Board Matters and Trends (BMT 5/2018), Thai Institute of Directors Association

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Experience	2018-2020	Executive Director, World Bank Group
	2020	Inspector General, Ministry of Finance
	2021	Director-General, The Fiscal Policy Office
	2021	Director, Aeronautical Radio of Thailand Ltd.
	2021-2022	Director and Chairman of the Risk Management Committee, Krungthai Asset Management PCL
	2021-2022	Director, Member of the Risk Oversight Committee and Member of the Corporate Governance and Social Responsibility Committee, Krungthai Bank PCL
	2021-2022	Director, Bangchak Corporation PCL
	2021-2023	Comptroller-General, the Comptroller General's Department, Ministry of Finance
	2023-2024	Director-General, the Revenue Department, Ministry of Finance
	2024-2025	Director-General, the Excise Department, Ministry of Finance
	2025	Director-General, the Customs Department, Ministry of Finance
Positions in listed companies	2023-Present	Director and Member of the Risk Oversight Committee, SCB X PCL
	2024-Present	Member of the Corporate Social Responsibility Committee, SCB X PCL
	2025-Present	Director and Chairman of the Nomination and Remuneration Committee, Thai Airways International PCL
Positions in non-listed companies/entities	2024-Present	Director, Siam Commercial Foundation
	2025-Present	Director-General, the Revenue Department, Ministry of Finance
SCB shareholding		
Number of shares held by director	None	
Number of shares held by related persons	None	

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Family relationship with director and management	None

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

14. Mr. Surasak Khaoroptham

Age	60 years	
Current position	- Director - Member of the Executive Committee	
Date of appointment	21 March 2025	
No. of years on the board	9 months	
Education	- Bachelor of Engineering, (Electrical Engineering), King Mongkut's Institute of Technology Ladkrabang - Master of Engineering (Industrial & Operations Engineering), University of Michigan – Ann Arbor, U.S.A. - Master of Business Administration (Finance), University of Pennsylvania – The Wharton School, U.S.A.	
Training program	- Director Accreditation Program (DAP 9/2004), Thai Institute of Directors Association - Director Certification Program (DCP 212/2015), Thai Institute of Directors Association	
Experience	None	
Positions in listed companies	2023 – Present	Member of the Investment Committee (not serving as a director of the Board), SCB X PCL
Positions in non-listed companies/entities	2012 – Present	Senior Managing Director, Private Equity (Thailand) Co., Ltd.
	2014 – Present	Director, Private Equity (Thailand) Co., Ltd.
	2020 – Present	Director and Member of the Investment Committee, Lombard Asia Management Limited

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

SCB shareholding	
Number of shares held by director	None
Number of shares held by related persons	None
Family relationship with director and management	None

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

15. Mr. Arak Sutivong

Age	52 years
Current position	- Director - Member of the Executive Committee
Date of appointment	10 September 2025
No. of years on the board	4 Months
Education	- Bachelor of Science (Electrical and Computer Engineering), Carnegie Mellon University, U.S.A. - Master of Science (Electrical and Computer Engineering), Carnegie Mellon University, U.S.A. - Doctor of Philosophy (Electrical Engineering), Stanford University, U.S.A.

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Training program

- Executive Development Training Program, The Royal Thai Police
- Diploma, The National Defense Course, The National Defence College of Thailand, The National Defence Studies Institute
- Energy Science Leadership Program (Class 15), Thailand Energy Academy
- Advanced Leadership Program (Class 27), Capital Market Academy
- Corporate Governance for Capital Market Intermediaries (CGI 18/2017), Thai Institute of Directors Association
- Director Certification Program (DCP 244/2017), Thai Institute of Directors Association
- Top Executive Program in Commerce and Trade (TEPCoT Class 7), The University of the Thai Chamber of Commerce
- Advanced Management Program, Wharton School of the University of Pennsylvania, U.S.A.
- Quantum Security Awareness, The Siam Commercial Bank PCL

Experience

2019-2022	President, The Siam Commercial Bank PCL
2020-2022	Director and Chief Executive Officer, SCB 10X Co., Ltd.
2020-2022	Chairman of the Board, Digital Ventures Co., Ltd.
2020-2023	Director, Purple Ventures Co., Ltd.
2020-2023	Chairman of the Board, SCB Abacus Co., Ltd.
2020-2023	Chairman of the Board, Monix Co., Ltd.
2021-2022	Director and Chief Executive Officer, SCB Securities Co., Ltd.
2022-2023	Director and Chief Executive Officer, InnovestX Securities Co., Ltd.
2021-2025	Chairman of the Board, Token X Co., Ltd.
2022-2025	Director, SCB 10X Co., Ltd.
2023-2025	Chief Blockchain and Digital Assets Business Officer, SCB X PCL
2024-2025	Chief Executive Officer, SCB DataX Co., Ltd.
2024-2025	Chairman of the Board, InnovestX Securities Co., Ltd.

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Positions in listed companies	2022-Present	Deputy Chief Executive Officer, SCB X PCL
	2025-Present	Chief Financial Officer, SCB X PCL
Positions in non-listed companies/entities	2024-Present	Director, SCB Data X Co., Ltd.
	2025-Present	Director, Point X Co., Ltd.
SCB shareholding		
Number of shares held by director		None
Number of shares held by related persons		None
Family relationship with director and management		None

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

16. Mr. Kris Chantanotoke

Age	50 years
Current position	- Director - Chief Executive Officer - Member of the Executive Committee - Member of the Risk Oversight Committee - Member of the Technology Committee - Member of the Corporate Social Responsibility Committee
Date of appointment	1 August 2022
No. of years on the board	3 years 5 months
Education	- Bachelor of Business Administration, Assumption University - Master of Business Administration, Assumption University
Training program	- Director Certification Program (DCP 143/2011), Thai Institute of Directors Association - Financial Statements for Directors (FSD 11/2011), Thai Institute of Directors Association - Anti-Corruption for Executive Program (ACEP 7/2013), Thai Institute of Directors Association - Corporate Governance for Capital Market Intermediaries (CGI 4/2015), Thai Institute of Directors Association - Six Sigma Black Belt Program, General Electric Company - Thailand Insurance Super Leadership Program, OIC Advance Insurance Institute - OIC Advanced Insurance Program, Office of Insurance Commission - Top Executive Program in Commerce and Trade (TEPCoT), The University of the Thai Chamber of Commerce - Capital Market Academy Leadership Program, Capital Market Academy - Digital Fraud 101, The Siam Commercial Bank PCL - Sustainability Executive Masterclass, The Siam Commercial Bank PCL and McKinsey & Company - Quantum Security Awareness, The Siam Commercial Bank PCL

Director Information

DIRECTOR INFORMATION (AS OF DECEMBER 31, 2025)

Experience	2019-2022	Independent Director, Gunkul Engineering PCL
	2021-2022	Director, AIA Wellness Co., Ltd.
	2021-2022	Director, Rid Development Co., Ltd.
	2021-2022	Director, Dejo Property Co., Ltd.
	2021-2022	Director, Regional Holdings Co., Ltd.
	2021-2022	Chief Executive Officer, AIA Thailand
	2023-2024	Director, SCB-Julius Baer Securities Co., Ltd.
Positions in listed companies	2020-Present	Independent Director, Mc Group PCL
Positions in non-listed companies/entities	2015-Present	Independent Director, Talis Asset Management Co., Ltd.
	2023-Present	Chairman of the Board, SCB Protect Co., Ltd.
	2023-Present	Chairman of the Steering Committee, Thailand Science Research and Innovation
	2024-Present	Director, Siam Commercial Foundation
	2024-Present	Chairman of the Board, SCB-Julius Baer Securities Co., Ltd.
SCB shareholding		
Number of shares held by director	None	
Number of shares held by related persons	None	
Family relationship with director and management	None	

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

Bank Executives Information

(AS OF DECEMBER 31, 2025)

1. Mr. Vitoon Pornsakulvanich

Age	55 years
Current position	Chief Consumer Banking Officer
Education/Training Program	- Bachelor of Business Administration (Marketing), Assumption University - Master's Degree in Marketing and International Business, Southern New Hampshire University, U.S.A. - Certificate of Special Studies in Administration and Management, Harvard University, U.S.A.
	2021-2022 Senior Executive Vice President, Chief Integrated Channels Officer, The Siam Commercial Bank PCL
	2022-2024 Senior Executive Vice President, Chief Integrated Channels Officer and Senior Executive Vice President, Chief Retail and Business Banking Officer (Acting), The Siam Commercial Bank PCL
Positions in listed companies	None
Positions in non-listed companies/entities	None
SCB shareholding	None
Family relationship with director and management	None

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

Bank Executives Information

(AS OF DECEMBER 31, 2025)

2. Mr. Tanapot Parksuwan

Age	56 years	
Current position	Chief Corporate and Institutional Banking Officer	
Education/Training Program	- Bachelor of Arts (Economics), University of Massachusetts Amherst, U.S.A. - Master of Business Administration, SASIN Graduate Institute of Business Administration of Chulalongkorn University	
Experience	2018-2023	Managing Director, Head of Banking, Capital Markets & Advisory, Citibank, Thailand
	2023-2024	Senior Executive Vice President, Chief Wholesale Banking Officer, The Siam Commercial Bank PCL
Positions in listed companies	None	
Positions in non-listed companies/entities	None	
SCB shareholding	None	
Family relationship with director and management	None	

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

3. M.L. Chiradej Chakrabandhu

Age	58 years
Current position	Chief Risk, Legal and Compliance Officer
Education/Training Program	- Bachelor of Economics, University of Thai Chamber of Commerce - Master of Business Administration, SASIN Graduate Institute of Business Administration of Chulalongkorn University - Executive Development Program, Thai Listed Companies Association (TLCA)

Bank Executives Information

(AS OF DECEMBER 31, 2025)

Experience	2020-2024	Senior Executive Vice President, Chief Credit Officer, The Siam Commercial Bank PCL
Positions in listed companies	None	
Positions in non-listed companies/entities	2020-Present	Director, Siam Commercial Bank Myanmar Limited
	2021-Present	Director, Cambodian Commercial Bank
SCB shareholding	None	
Family relationship with director and management	None	

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

4. Mrs. Pikun Srimahunt

Age	57 years	
Current position	Chief Debt Recovery Management Officer and Chief Business Banking Officer	
Education/Training Program	- Bachelor of Economics, Chiang Mai University - Master of Science (Development Economics), National Institute of Development Administration	
Experience	2019-2024	Senior Executive Vice President, Chief SME Banking Officer, The Siam Commercial Bank PCL
	2025	Chief Business Banking Officer, The Siam Commercial Bank PCL
Positions in listed companies	None	
Positions in non-listed companies/entities	None	
SCB shareholding	None	
Family relationship with director and management	None	

Remark: She does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

Bank Executives Information

(AS OF DECEMBER 31, 2025)

5. Mr. Trirat Suwanprateeb

Age	56 years	
Current Position	- Chief Technology Officer - Member of the Technology Committee	
Education/Training Program	- Bachelor of Engineering, Chulalongkorn University - Master of Business Administration, Chulalongkorn University	
Experience	2022-2023	Chief Technology Officer (Acting), The Siam Commercial Bank PCL
	2021-2025	Chief Executive Officer, SCB Tech X Company Limited
Positions in listed companies	None	
Positions in non-listed companies/entities	2025-Present	Director, National ITMX Co., Ltd.
	2025-Present	Director, National Digital ID Co., Ltd.
SCB shareholding	None	
Family relationship with director and management	None	

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

6. Mr. Yunyong Thaicharoen

Age	56 years	
Current position	Chief Economist and Sustainability Officer	
Education/Training Program	- Bachelor of Economics, Massachusetts Institute of Technology, U.S.A. - Doctor of Philosophy (Economics), Massachusetts Institute of Technology, U.S.A.	
Experience	2021	Senior Executive Vice President, Chief Economist, Economic Intelligence Center, The Siam Commercial Bank PCL
	2021-2022	Senior Executive Vice President, Chief Wholesale Banking Officer, The Siam Commercial Bank PCL

Bank Executives Information

(AS OF DECEMBER 31, 2025)

	2022-2023	Senior Executive Vice President, Chief Wholesale Banking Officer and Chief Wealth Banking Officer, The Siam Commercial Bank PCL
	2023-2024	Senior Executive Vice President, Chief Wealth Banking Officer, The Siam Commercial Bank PCL
	2024	Senior Executive Vice President, Chief Wealth Banking Officer and Head of Private Banking Function (Acting), The Siam Commercial Bank PCL
Positions in listed companies	None	
Positions in non-listed companies/entities	2006-Present	Director, Ban Ruamtangfun Co., Ltd.
	2022-Present	Director, SCB-Julius Baer Securities Co., Ltd.
SCB shareholding	None	
Family relationship with director and management	None	

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

7. Miss Chitlada Hanvoravongchai

Age	47 years	
Current Position	Chief Strategy Officer	
Education/Training Program	- Bachelor of Business Administration, Chulalongkorn University - Master's Degree in Globalization and Development, University of Warwick, UK - Master of Business Administration, The Wharton School, University of Pennsylvania, U.S.A.	
Experience	2020-2025	President of Officemate (Thai) Limited
	2022-2025	President of B2S Company Limited
Positions in listed companies	None	
Positions in non-listed companies/entities	2022-Present	Director and Member of the Finance Subcommittee, AFS Thailand Foundation

Bank Executives Information

(AS OF DECEMBER 31, 2025)

SCB shareholding	None
Family relationship with director and management	None

Remark: She does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

8. Miss Pornpat Ongnithiwat

Age	46 years	
Current position	Chief Financial Officer	
Education/Training Program	- Bachelor of Business Administration, Assumption University - Master of Business Administration (Exchange Program), Rotterdam School of Management, Erasmus University - Master of Science Program in Marketing (International Program), Thammasat University	
Experience	2021-2023	Group Chief Financial Officer, Pruksa Real Estate Public Company Limited
	2022-2023	Deputy Group Chief Financial Officer, Pruksa Holding Public Company Limited
	2023-2024	First Executive Vice President, Chief Financial Officer, The Siam Commercial Bank PCL
Positions in listed companies	None	
Positions in non-listed companies/entities	2025-Present	Director, SCB-Julius Baer Securities Co., Ltd.
SCB shareholding	None	
Family relationship with director and management	None	

Remark: She does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

Bank Executives Information

(AS OF DECEMBER 31, 2025)

9. Mr. Worawat Suvagondha

Age	55 years	
Current position	Chief People Officer	
Education/Training Program	- Bachelor of Business Administration (Banking and Finance), Chulalongkorn University - Master of Business Administration (Strategy and Finance Majors), Kellogg School of Management, Northwestern University, U.S.A. - Stanford Executive Program, Graduate School of Business, Stanford University, U.S.A. - Advanced Certificate Course – Good Governance for Medical Executive, Mahitala Dhibesra Institute	
Experience	2020-2023	First Executive Vice President, Head of SCB Academy, The Siam Commercial Bank PCL
	2023-2024	First Executive Vice President, Chief People Officer, The Siam Commercial Bank PCL
Positions in listed companies	None	
Positions in non-listed companies/entities	2024-Present	Director, SCB Protect Co., Ltd.
SCB shareholding	None	
Family relationship with director and management	None	

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

Bank Executives Information

(AS OF DECEMBER 31, 2025)

10. Miss Nipaporn Kullertprasert

Age	49 years	
Current position	Chief Audit Officer	
Education/Training Program	Bachelor of Accounting, Thammasat University	
Experience	2021	First Senior Vice President, Audit Process Function, The Siam Commercial Bank PCL
	2021	Head of Audit (Acting), The Siam Commercial Bank PCL
	2022	Executive Vice President, Head of Audit, The Siam Commercial Bank PCL and Head of Audit (Acting), SCB X PCL.
	2022-2025	Executive Vice President, Head of Audit, The Siam Commercial Bank PCL
Positions in listed companies	None	
Positions in non-listed companies/entities	2005-Present	Director, Honda Thapra Co., Ltd.
SCB shareholding	None	
Family relationship with director and management	None	

Remark: She does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

Information of Personnel Responsible for the Board's Support

(AS OF DECEMBER 31, 2025)

1. Miss Nipaporn Kullertprasert

Age	49 years	
Current position	Chief Audit Officer	
Education/Training Program	Bachelor of Accounting, Thammasat University	
Experience	2021	First Senior Vice President, Audit Process Function, The Siam Commercial Bank PCL
	2021	Head of Audit (Acting), The Siam Commercial Bank PCL
	2022	Executive Vice President, Head of Audit, The Siam Commercial Bank PCL and Head of Audit (Acting), SCB X PCL.
	2022-2025	Executive Vice President, Head of Audit, The Siam Commercial Bank PCL
Positions in listed companies	None	
Positions in non-listed companies/entities	2005-Present	Director, Honda Thapra Co., Ltd.
SCB shareholding	None	
Family relationship with director and management	None	

Remark: She does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

Information of Personnel Responsible for the Board's Support

(AS OF DECEMBER 31, 2025)

2. Mr. Niwate Kiratisoothisathorn

Age	46 years	
Current position	Head of Compliance	
Education/Training Program	- Bachelor of Engineering, King Mongkut's Institute of Technology Ladkrabang - Master of Science (Engineering Management), The George Washington University, U.S.A.	
Experience	2016-2022	Wholesale Compliance Senior Vice President, Standard Chartered Bank (Thai) PCL.
	2022	Senior Compliance officer, Alipay (Thailand) Co., Ltd.
	2022-2025	Head of Regulatory Compliance Department, Bank of Ayudhya PCL.
Positions in listed companies	None	
Positions in non-listed companies/entities	None	
SCB shareholding	None	
Family relationship with director and management	None	

Remark: He does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

Information of Personnel Responsible for the Board's Support

(AS OF DECEMBER 31, 2025)

3. Mrs. Siribunchong Uthayophas

Age	64 years	
Current position	Company Secretary	
Education/Training Program	- Bachelor of Arts (Economics) (Honors), Thammasat University - Master of Business Administration, Sasin Graduate Institute of Business Administration of Chulalongkorn University - Director Certification Program (DCP), Thai Institute of Directors Association - Company Secretary Program (CSP), Thai Institute of Directors Association - Financial Institutions Governance Program (FGP), Thai Institute of Directors Association	
Experience	2016-2018	Executive Vice President, Head of Corporate Office, The Siam Commercial Bank PCL
	2018-2022	Executive Vice President, Head of Corporate Office and Company Secretary, The Siam Commercial Bank PCL
	2022	Executive Vice President, Head of Corporate Office and Company Secretary, SCB X PCL
Positions in listed companies	2023-Present	Head of Corporate Office and Company Secretary, SCB X PCL
Positions in non-listed companies/entities	2010-Present	Director, Kler Kaew Kor Kit Co., Ltd.
SCB shareholding	None	
Family relationship with director and management	None	

Remark:

1) She does not hold any current position as chairman, executive director, authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.
2) She resigned as executive of the Bank on January 1, 2023, to take an executive position at SCB X PCL. In this regard, she is still the Company Secretary of the Bank.