



Towards Continuous Sustainability



Annual Report 2024

The Siam Commercial Bank Public Company Limited



Towards a Future of Enriched Living



Digital Bank with Human Touch through AI-First Bank

We are shaping the future of banking with our "Digital Bank with a Human Touch" strategy, which seamlessly integrates AI to drive innovation throughout our organization. By leveraging technology to anticipate customer needs, refine our services, and enhance our operations, we remain committed to being customer-centric. We aim to deliver fast and intuitive financial solutions that simplify everyday life, making banking effortless and more accessible. As we enter the next era of finance, we reaffirm our dedication to the "Digital Bank with a Human Touch."



Towards a Meaningful Wealth



Digital Wealth with Human Touch through AI-First Bank

We aim to be the leading wealth management provider in Thailand by focusing on the development of tailored products and advisory services that address the unique needs of each customer group. We offer Digital Wealth solutions powered by AI technology, including our AI Advisory Chatbot for fund information and My Alert, a personalized investment recommendation and alert service. In addition to our comprehensive life insurance products, we are dedicated to helping our customers create stable and sustainable wealth.



Towards a Sustainable Future



Supporting
Sustainable Banking for
“Sustainable Living”.

As climate challenges continue to grow, we are at the forefront of Sustainable Banking. We provide solutions such as Green Financial Solutions and sustainability-linked loans to facilitate the transition to a greener economy. Our goal is to empower businesses of all sizes to adopt environmentally responsible practices while fostering long-term social impact. Through our Digital Technology and AI, we enhance financial accessibility and strive to innovate for a better future. Committed to achieving Net Zero by 2050, we are shaping a more sustainable world for future generations.

Vision and Core value

Vision

To be “The Most Admired Bank.”
In other words, the Bank aspires to be recognized by each of its constituents as follows:



Customers

The Most PREFERRED Partner



Society and Environment

The Most RESPONSIBLE Corporate Citizen



Employees

The Most CARING Employer



Regulators

The Most PRUDENT Bank



Shareholders

The Most SUSTAINABLE RETURN Company

Core Value

The Bank’s core values are known as ISCB, which stands for



Integrity First

(I: Integrity First)



Sustainability to the Core

(S: Sustainability to the Core)



Customer-Centric Innovation

(C: Customer Centric Innovation)



Building Our People

(B: Building Our People)

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2024 Financial Highlights

🏠 Total Assets | 🏠 Loans | 📄 Deposits | 🏠 CET1

3.3

Trillion Baht

2.3

Trillion Baht

2.5

Trillion Baht

17.4%

Net profit

49.2 Billion Baht

Cost-to-income Ratio

38.5%

ROE

11.4%

Net interest margin

3.26%



Digital revenue

15.2%



Monthly active users on SCB EASY

81%



SCB EASY users

15.4 million users



Message from the Board of Directors

We are committed to achieving robust and sustainable growth through responsible business practices that benefit all stakeholders. This commitment is reflected in the SCB Bank's return on equity, which was the highest among Thailand's Domestic Systemically Important Banks.

Dear Shareholders,


In 2024, the Thai financial sector faced challenges likely to persist into 2025, driven by domestic factors such as sluggish economic growth. A primary issue was the high level of household debt, which reduced the effectiveness of government economic stimulus measures. Additionally, demographic changes toward an aging society posed risks to state revenue and highlighted a lack of labor resources that will be needed to drive the economy. These factors increased credit risks for financial institutions due to declining debt repayment capacities among businesses and households. Furthermore, advancements in financial technology and the transition toward branchless banking (Virtual Banks) represented a major turning point in Thailand's financial system, affecting both competition and regulatory frameworks. Externally, intensified and prolonged geopolitical tensions, coupled with the uncertain policies of major economies impacting the global economy, further influenced Thailand's economic and financial sector growth.

Amid this environment, Siam Commercial Bank Public Company Limited remained committed to achieving robust and sustainable growth through responsible business practices benefiting all stakeholders. This commitment was reflected in the Bank's return on equity, which was the highest among Thailand's Domestic Systemically Important Banks (D-SIBs). The Board of Directors actively provided oversight, guidance, and support to ensure the management team effectively executed strategies and business plans. The Bank maintained a balance between enhancing efficiency and reducing costs, while adopting a comprehensive risk management approach. Additionally, it ensured compliance with laws, regulations from the Bank of Thailand, and related supervisory authorities. The Board also promoted good governance practices aligned with international standards and tailored to SCB X Public Company Limited's governance framework.

To enhance competitiveness under its vision of becoming "The Most Admired Bank," the Board collaborated with management to set strategic directions, aiming to establish the Bank as a "Digital Bank with a Human Touch." Its mission focused on becoming the leading digital bank in wealth management, offering seamless service experiences across all channels. The Bank aimed to transform into "The Bank of the Future" by being an AI-First Bank, fully integrating Artificial Intelligence (AI) into its operations. This transformation sought to position

SCB as an innovative organization delivering sustainable returns to shareholders. In 2024, the Board partnered with management to develop key operational plans to address the deteriorating business environment. These included effective portfolio management under a selective growth strategy, improving loan quality, boosting non-interest income from wealth management and insurance businesses, and continuously enhancing cost efficiency.

On behalf of the Board of Directors, I would like to express our gratitude to shareholders, customers, and all stakeholders for their unwavering support. This support drives the Bank to continually improve and strive to become "The Most Admired Bank." The Bank remains a key player within the SCBX Financial Group, delivering value to Thai society and contributing to the country's stable and sustainable economic development



Mr. Apisak Tantivorawong
Chairman of the Board

Message from the CEO

We continue to advance our 'Digital Bank with Human Touch' strategy and are committed to transitioning from a Digital Bank to an AI-First Bank, leveraging AI technology to drive banking operations across all dimensions in order to strengthen our ability to provide greater value-added services and enhance the overall customer experience.

Dear Shareholders,

In 2024, Siam Commercial Bank (SCB) remains committed to operating on a strong foundation while integrating innovation to drive sustainable growth. Amidst economic challenges, the Bank continues to advance its "Digital Bank with Human Touch" strategy, an essential pillar in developing products and services that truly meet customer needs. This approach seamlessly blends cutting-edge technology with the genuine understanding and sincerity of our employees in delivering superior services.

This year, the Bank has enhanced its digital capabilities by continuously improving key infrastructure, including the Core Banking system, which serves as the backbone for processing all financial transactions. The focus is on ensuring system stability, security, and scalability to accommodate the growing volume of transactions. Additionally, SCB places great emphasis on developing a seamless Omnichannel customer experience, integrating both online and offline services to enhance convenience and connectivity. As a result, the Bank has witnessed strong growth in digital revenue, which is expected to play a crucial role in achieving its goal of a 25% digital revenue contribution by 2025.



The Bank is committed to transitioning from a Digital Bank to an AI-First Bank. This year, we have begun leveraging artificial intelligence (AI) technology to drive banking operations across all dimensions, including product development, internal process optimization, and upskilling employees in technology, all while maintaining a customer-centric approach. Our goal is to deliver hyper-personalized products and services that understand and cater to each customer's unique needs, ensuring seamless access to banking services through our digital platforms and enhancing the overall customer experience.

The transition to an AI-First Bank will enable the Bank to filter and analyze customer data more effectively, allowing us to develop tailored solutions that precisely meet individual customer needs. With advanced data analytics and predictive modeling, the Bank can adapt swiftly and accurately, offering enhanced financial services and introducing innovative solutions that align with the rapidly evolving behaviors of our customers. This transformation will strengthen our ability to provide greater value-added services, both by optimizing existing financial products and creating new services that seamlessly integrate into customers' digital lifestyles.

Additionally, the Bank has developed a Holistic Wealth Management strategy to enhance financial well-being for all customer segments, comprehensively addressing their financial needs. By integrating intelligent digital technology with expert advisory services, we empower customers to effectively plan and manage their wealth in a way that aligns with their unique goals and lifestyles. This approach ensures that every customer has access to growth opportunities and long-term financial sustainability.

Regarding social and environmental responsibility, the Bank remains committed to operating under the "Live Sustainably" vision. As part of this commitment, we have set an ambitious target to increase sustainable financing to 150 billion baht by 2025, supporting Thailand's transition toward a Net Zero economy. This initiative will drive positive change across key industries, including energy, real estate, and tourism while embedding sustainability at the core of our operations to foster a long-lasting culture of responsible business practices.

Finally, with our unwavering dedication to continuous development, we strive to build trust and long-term relationships with our customers, shareholders, business partners, and stakeholders. Siam Commercial Bank will remain a pillar of the SCBX financial group, playing a pivotal role in advancing Thailand's economy and society, while progressing toward a sustainable future.



Mr. Kris Chantanotoke
Director and Chief Executive Officer

Board of Directors and Senior Executive Officers

Board of Directors

(As of 31 December 2024)



Mr. Apisak Tantivorawong

Independent Director and Chairman of the Board



Air Chief Marshal Satitpong Sukvimol

Director and Member of the Corporate Social
Responsibility Committee



**Police Colonel Thumnithi
Wanichthanom**

Director, Chairman of the Executive Committee, and
Chairman of the Corporate Social Responsibility
Committee



Mr. Kan Trakulhoon

Independent Director, Chairman of the Nomination,
Compensation and Corporate Governance
Committee, and Member of the Executive Committee



Mr. Chaovalit Ekabut

Independent Director and Chairman of the Audit
Committee



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

Board of Directors and Senior Executive Officers

Board of Directors

(As of 31 December 2024)



Mr. Arthid Nanthawithaya

Director, Chairman of the Executive Committee, and Member of the Technology Committee



Mr. Prasan Chuaphanich

Director and Member of the Executive Committee



Mr. Chakkrit Parapuntakul

Director



Mr. Pasu Decharin

Independent Director, Member of the Audit Committee, and Member of the Risk Oversight Committee



Ms. Lackana Leelayouthayotin

Independent Director



Mr. Prasong Vinaiphath

Independent Director and Member of the Nomination, Compensation and Corporate Governance Committee

Board of Directors and Senior Executive Officers

Board of Directors

(As of 31 December 2024)



Mrs. Prisana Praharnkhasuk

Independent Director and Member of
the Audit Committee



Ms. Kulaya Tantitemit

Director, Member of the Risk Oversight Committee,
and Member of the Corporate Social Responsibility
Committee



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

Remark: Appointed on 17 January 2023 as Director and Member of the Risk Oversight Committee and end of position as Corporate Social Responsibility Committee

Board of Directors and Senior Executive Officers

Senior Level Officers

(As of February 1, 2025)



Mr. Vitoon Pornsakulvanich

Chief Consumer Banking Officer



Mr. Tanapot Parksuvan

Chief Corporate and Institutional Banking Officer



Mr. Orapong Thien-ngern

Chief Technology and Operations Officer



M.L. Chiradej Chakrabandhu

Chief Risk, Legal and Compliance Officer



Mrs. Pikun Srimahunt

Chief Business Banking Officer



Mr. Yunyong Thaicharoen

Chief Economist and Sustainability Officer

Board of Directors and Senior Executive Officers

Senior Level Officers

(As of February 1, 2025)



Mr. Somprawin Manprasert

Chief Strategy Officer



Ms. Pornpat Ongnithiwat

Chief Financial Officer



Mr. Worawat Suvagondha

Chief People Officer



Mr. Krieng Wongnongtaey

Advisor to CEO and Head of Digital & AI

First Executive Vice President

(As of February 1, 2025)

No.		Name
1	Mr.	Ekkapol Apinun
2	Mr.	Kiradit Arromdee
3	Mr.	Paisal Kiattananan
4	Mr.	Parnu Chotiprasidhi
5	Miss	Pitiporn Phanaphat
6	Mr.	Rungsan Ongsaranakom
7	Miss	Soramon Inkatanuvatana
8	Mr.	Sornchai Suneta
9	Mr.	Tanik Tarawisid
10	Mr.	Thanawatn Kittisuwan
11	Miss	Wannarat Phanjan

Executive Vice President

(As of February 1, 2025)

No.		Name
1	Mr.	Akkarapol Sa-ngasoongsong
2	Miss	Anchalee Suriyanta
3	Mrs.	Apiradee Symsukpermpoon
4	Mr.	Arnon Tonmukayakul
5	Miss	Aroonrath Sangalungkarn
6	Mr.	Artapong Porndhiti
7	Mr.	Chalitti Nuangchamngong
8	Mr.	Chanvit Rungruanglada
9	Mr.	Chirapol Mathawaphan
10	Mrs.	Chomporn Suwannakul
11	Miss	Chunpen Vitichichunthakhron

No.		Name
12	Mr.	Ekaphon Phrutthipalakorn
13	Miss	Indira Chitranukroh
14	Miss	Jinda Chobpattana
15	Mr.	Kanabadee Pholyasrisawat
16	Mr.	Kanin Rangkla
17	Miss	Kanokwan Jaisri
18	Mr.	Kaweepap Kongkittisan
19	Mr.	Kittipong Wejjanchai
20	Miss	Kongkaew Boonprasit
21	Miss	Nipaporn Kullertprasert
22	Miss	Nutthiya Amornsurakarn
23	Miss	Parichart Changprai
24	Mr.	Patiphan Lerdprasertsiri
25	Mr.	Patrick Poulter
26	Miss	Pavadee Phongpanangam
27	Miss	Phanee Prachantrikal
28	Mr.	Piya Sukhvibul
29	Miss	Piyahpa Charoenvej
30	Miss	Ravigunya Kosaisaevee

No.		Name
31	Mr.	Rungsi Vongkitbuncha
32	Miss	Ruttaya Tongrut
33	Mrs.	Sakara Asvaraksh
34	Mr.	Sakda Dumnakkaew
35	Mr.	Sakkawat Itthisawad
36	Miss	Salisa Hanpanich
37	Mr.	Sarunyu Asavanich
38	Miss	Sasima Thongsamak
39	Mr.	Siri Ruttanawetwong
40	Mr.	Somnuek Siriwan
41	Miss	Somruethai Rattanamanee
42	Miss	Soontharee Rajitprueksa
43	Mrs.	Tadporn Hiranyasthiti
44	Mr.	Tapakorn Siritanawutichai
45	Mr.	Teeravit Tharmmaphornphilas
46	Mr.	Theeradate Sritarachyanon
47	Mr.	Thitipong Srisomburananont
48	Miss	Vipasiri Chantanumat
49	Mr.	Yossavee Suttikulpanich

5-Year Key Financial Statistics

Unit: Billion Baht

Financial Status (Consolidated)

As of December 31,

	2024	2023	2022	2021	2020
Total assets	3,310.7	3,285.3	3,367.8	3,314.6	3,278.4
Loans *	2,272.4	2,320.9	2,306.7	2,301.8	2,255.2
Loans and accrued interest receivables, net	2,159.5	2,206.0	2,187.9	2,165.5	2,130.3
Total liabilities	2,872.5	2,862.2	2,946.6	2,871.9	2,866.6
Deposits	2,482.7	2,454.6	2,577.4	2,467.5	2,420.5
Total shareholders' equity	438.2	423.1	421.3	442.6	411.8

* After deducting deferred revenue

Unit: Billion Baht

Financial Results (Consolidated)

For the year ended December 31,

	2024	2023**	2022	2021	2020
Interest income	141.7	137.4	125.4	112.2	118.4
Less interest expenses	37.1	33.5	18.9	17.0	21.5
Net interest income	104.6	103.9	106.5	95.2	96.9
Non-interest income	39.2	39.5	58.4*	55.2	47.9
Total income	143.8	143.3	164.8*	150.3	144.8
Less operating expenses	55.4	55.9	64.1	63.5	64.3
Pre-provision operating profit	88.4	87.4	100.7	86.8	80.4
Less expected credit loss/impairment loss of loans and debt securities	27.1	27.9	32.7	42.0	46.6
Less income tax and non-controlling interests	12.1	11.5	13.8	9.2	6.6
Net profit (attributable to shareholders of the Bank)	49.2	48.0	54.2	35.6	27.2

* Including gain from investment in associates and Joint Ventures, and transfer of business

** The Bank's 2023 revenue and net profit declined from the year before due to the restructuring of SCBX Group in 2022.

Unit: Percent

Key Financial Ratios (Consolidated)

As of December 31,

	2024	2023	2022	2021	2020
Profitability ratio					
Return on assets (ROA)	1.5	1.5	1.6	1.1	0.9
Return on equity (ROE)	11.4	11.4	12.6	8.4	6.7
Net interest margin (NIM)	3.3	3.2	3.3	3.0	3.2
Non-interest income to total income	27.3	27.5	30.8*	36.7	33.1
Efficiency ratio					
Cost to income ratio	38.5	39.0	41.7*	42.3	44.4
Cost to assets	1.7	1.7	1.9	1.9	2.1
Financial ratio					
Equity to assets	13.2	12.9	12.5	13.3	12.5
Loans to deposits	91.5	94.6	89.5	93.3	93.2
Capital adequacy ratios of the bank under Basel III framework					
Total capital to risk assets	18.5	18.0	16.6	18.8	18.1
Tier 1 capital to risk assets	17.4	16.9	15.5	17.7	17.0
Tier 2 capital to risk assets	1.1	1.1	1.1	1.1	1.1
Asset quality ratio					
Non-performing loans to total loans	3.28	3.29	3.27	3.79	3.68
Total allowance to non-performing loans (Coverage ratio)	152.3	154.9	151.2	139.4	140.8
Allowance for expected credit loss/doubtful accounts on loans to total loans	5.8	5.7	5.9	6.6	6.2

* Excluding gain from investment in associates and Joint Ventures, and transfer of business (in case of including gain from investment in associates and Joint Ventures, and transfer of business, non-interest income to total income will be 35.4%, while cost to income ratio will be 38.9%.



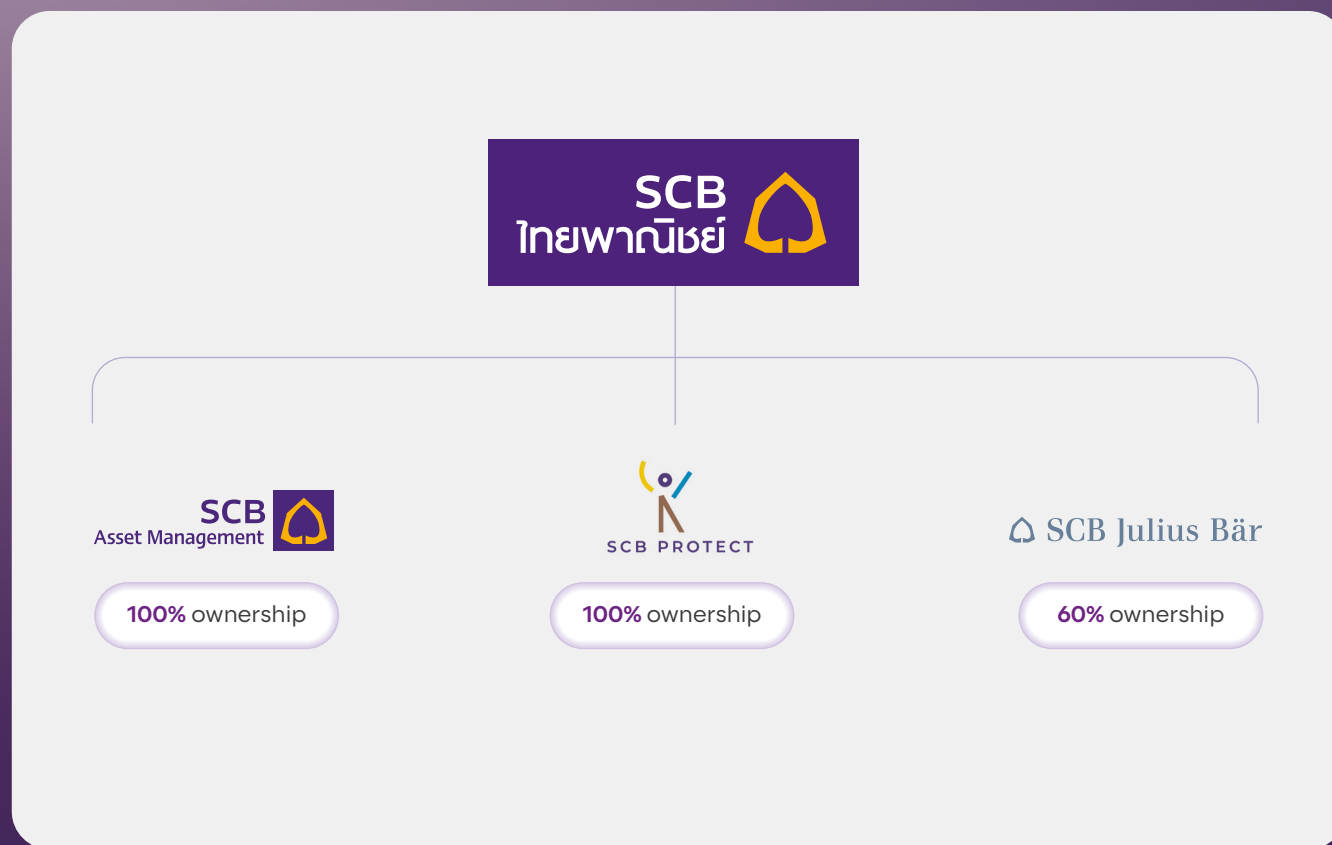
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Major SCB Financial Group Companies



Background

Siam Commercial Bank (SCB) was founded on January 30, 1906 by Royal Charter to serve as the first indigenous bank in Thailand. The Bank has played a pivotal role in shaping the country's financial services landscape through countless business cycles and political changes. Backed by the strong support of its major shareholders, the Bank has successfully navigated the ups and downs of these changes to become a better and stronger bank today.

Following the Asian financial crisis in 1997, the Bank undertook major recapitalization by joining the Ministry of Finance's Tier 1 Capital Support Scheme (also known as the August 14, 1998 Measure). As a result, the Ministry of Finance became one of the two largest shareholders of the Bank in May 1999, along with the Crown Property Bureau. The Ministry of Finance subsequently established the Vayupak Fund 1 and transferred a substantial part of its stake to the Fund on December 1, 2003. SCB restructured its organization on April 22, 2022 by establishing a parent company under the name "SCBX" that aims to transform the organization into a regional financial technology group. SCB shares were delisted from the stock exchange and transferred the shareholders to SCBX where SCB operates commercial banking business as a subsidiary under SCBX Public Company Limited.

Thailand's Economy in 2024 and Outlook for 2025

In 2024, the Thai economy grew by 2.5%, accelerating from 2.0% in the previous year, driven by robust tourism from a bounce back of 35.5 million tourist arrivals and government measures boosting domestic tourism which, in turn, supported strong private consumption growth.

In the second half of 2024, the Thai economy was supported by additional tailwinds from the export sector benefiting from an electronic upcycle and accelerated global demand due to concerns over potential U.S. tariff hikes on imported goods this year. Furthermore, government spending picked up from expedited budget disbursement and government cash handouts to vulnerable groups, further bolstering domestic consumption.

Despite this positive development, the Thai economy will still face downward pressures from a sluggish manufacturing sector with high inventory, and subdued private investment, particularly in construction activities and commercial vehicle purchases. This comes amidst high debt burdens and tightened credit standards by financial institutions to vulnerable households and businesses.

Headline inflation in 2024 registered at 0.4% below the target range, largely due to softened demand-side pressure and government measures to delay domestic energy price increases throughout the year.

The Thai economy in 2025 is projected to grow at a slower pace of 2.4% (as of the December 2024 forecast), driven by intensifying trade protectionism under Trump 2.0 policies, as most Thai exports to the U.S. could be targeted to reduce the U.S. trade deficit and promote the US domestic supply chain. Additionally, renewed trade wars could increase Chinese imports into Thailand, further exerting pressures on

the competitiveness of Thai products in both domestic and global markets. As a result, Thai export growth is expected to slow, particularly in the second half of the year, when U.S. tariff hikes take effect across various trading partners.

Private investment is expected to rebound in activities related to investment promotion certificates issued by the Board of Investment, which have been substantially increased. However, construction investment is expected to remain subdued. Investment in commercial vehicles will take time to recover following tightened credit conditions, and manufacturing investment is still encountering challenges from an influx of Chinese imports and subdued domestic demand.

Looking ahead, a limited recovery in household income and the overall economy together with multiple risks and household debt problems are expected to improve slowly, pressured by private consumption. Further monitoring of the quality of retail lending is warranted amidst financial institutions' cautious credit standards. The additional debt relief measures introduced at the end of 2024 have been aimed at reaching out to more vulnerable individuals with a high potential for debt settlement. The success of such measures, however, would largely depend on borrowers' income recovery. **Headline inflation in 2025 is projected to remain stable near the lower bound of the inflation target range at 1%.**

In 2024, the Thai policy interest rate was lowered from 2.5% to 2.25%, and to 2.0% in early 2025 with a further 1 to 2 cuts expected in the remaining of 2025. Additional rate cuts will depend on the need to utilize policy space to cushion rising economic risks stemming from internal vulnerabilities and external challenges. Moreover, rate cuts could help ease the debt burden and partially alleviate the impact of tight financial conditions on economic activities.

In 2024,
the Thai economy
grew by

2.5%

accelerating from 2.0% in the previous year

The Thai economy in 2025
is projected to grow
at a slower pace of

2.4%

driven by intensifying trade protectionism
under Trump 2.0 policies

Business Overview and Strategy

The bank has adopted the "Digital Bank with Human Touch" strategy to position itself as a "Universal Digital Bank that leads in wealth management while delivering seamless, integrated service experiences across all channels to customers."

In 2024,
the Retail &
Wealth Segment
contributed

45%

of the Bank's revenue

In 2024,
the consolidated
net profit of SCB
and its subsidiaries
totaled

49,199

million baht

SCB Today

Siam Commercial Bank Public Company Limited (SCB) is one of the country's leading universal financial institutions. It offers a wide range of products and services to meet the needs of every customer group. For retail customers, the bank provides services such as home loans, auto hire-purchase loans, foreign currency exchange, domestic and international money transfers, as well as investment and insurance products. For business customers, SCB offers services related to business cash management, trade finance products, treasury products, debt and capital market product solutions, financial advisory services, investment banking, and other financial services. With an extensive and comprehensive service network, the bank is well-positioned to support the relentless progress of a rapidly advancing world.

In addition, there are also services offered by the Bank's subsidiaries as financial specialists meeting specific customer needs. For example, SCB Asset Management Co., Ltd., manages mutual funds, provident funds, and private funds. SCB Protect Co., Ltd., operates a comprehensive life and non-life insurance brokerage business. SCB Julius Baer Co., Ltd., a strategic joint venture, delivers wealth management and impactful advice and solutions to high- and ultra-high-net-worth clients in Thailand.

SCB remains the cornerstone of the SCBX financial group, focusing on delivering strong returns and building a stable and sustainable profit base. The bank is committed to advancing toward becoming the bank of the future that resonates with all customer groups by continuously developing and offering products and services that meet the needs of both today and the future.

In 2024, the bank aims to become a "Digital Bank with Human Touch" by integrating cutting-edge digital technology with attentive and holistic customer service. The bank offers a comprehensive

range of products and services for both personal and business finance, leveraging data and AI to analyze customer needs and provide tailored solutions swiftly and accurately. The bank remains committed to developing stable and secure digital platforms, offering in-depth consultations from experts, and building an inclusive financial ecosystem that supports every stage of customers' lives while driving sustainable growth in the digital era. Additionally, the bank emphasizes asset quality management, stringent risk control, efficient cost management, and growth in wealth management services to deliver sustainable long-term returns.

The bank's revenue structure is derived from three main business segments: 1) Corporate & International businesses 2) SMEs & SSMEs, and 3) Retail & Wealth. In 2024, revenue from Retail and Wealth Segment accounted for 45% of the bank's total revenue, followed by Corporate & International Businesses Segment at 23%, and SME & SSME Segment at 20%. The table below presents the bank's revenue structure categorized by client segments.

Performance in 2023

In 2024, SCB operates amidst a highly uncertain economic environment. While the Thai economy benefits from growth in tourism, domestic consumption, and continued expansion of exports, it faces challenges from internal factors. These include the vulnerability of households amid persistently high household debt levels, particularly low-income groups. Additionally, the country's competitiveness remains constrained, and workforce skill development has yet to keep pace with global market demands. External risks also pose significant challenges, such as geopolitical uncertainties affecting global trade and the ongoing climate crisis.

The bank recognizes its critical role in supporting customers overcoming these challenges by implementing various financial assistance measures to mitigate the impacts of adverse situations. These measures include debt repayment deferrals and interest rate reductions for individuals and businesses affected by flooding, as well as extending loan repayment periods to ease financial burdens. Additionally, the bank has reduced lending rates in line with the Monetary Policy Committee's policy rate cuts to lower interest burdens for retail and business customers. The bank remains committed to helping customers recover from challenges and maintain stable operations.

The bank places significant emphasis on supporting sustainable growth by focusing on environmentally friendly initiatives. This includes providing loans and investing in projects that reduce greenhouse gas emissions, promote renewable energy, and develop sustainable infrastructure. The bank also offers financial products tailored to the transition toward a green economy, such as Green Bonds. In 2023–2024, the bank approved sustainable finance totaling 145 billion baht, progressing toward its target of 150 billion baht for 2023–2025. Additionally, the bank is committed to supporting customers

Share of Revenue by Customer Segment (Consolidated)	2024	2023	2022
Retail & Wealth Segment	45%	48%	48%
Corporate & International Segment	23%	22%	16%
SME & SSME Segment	20%	20%	15%
Others *	12%	10%	21%

* Including group treasury, FM trading, equity investments, subsidiaries, and affiliates whose revenue is not included in customer segments.

across all business sectors in raising awareness and adapting to more environmentally conscious practices, aiming to minimize environmental impacts and generate positive long-term effects on society.

In 2024, the consolidated net profit of SCB and its subsidiaries attributed to owners of the Bank totaled Baht 49,199 million, representing a 2.7% increase from the previous year. This growth was driven by a significant increase in net interest income, which reached Baht 104.6 billion, supported by loan optimization and price discipline. Meanwhile, operating expenses were still under effective cost control, thereby sustaining the cost-to-income ratio at 38.5% in 2024.

SCB maintained a strategy of quality-driven growth, selectively expanding loans based on risk-adjusted returns. However, total loans in 2024 contracted due to a decline in auto loans and unsecured personal loans. On the other hand, deposits saw strong growth, particularly from business client accounts. The non-performing loan (NPL) ratio for 2024 remained stable at 3.3%, the same level as in 2023. Additionally, the coverage to NPL ratio remained high at 152.3% as of December 2024.

Given a broadened customer reach thanks to new channels, including the SCB EASY App and digital lending platforms that increased the digital customer base and expanded the breadth of offerings, the number of SCB EASY App users surged from 14.9 million at the end of 2023 to 15.4 million at the end of 2024, an increase of 3%. Furthermore, SCB EASY App monthly active users stood at 81%. On the other hand, the number of traditional branches throughout the country, including express service points, fell from 724 in 2023 to 684 in 2024.

Business Plan and Key Performance Targets for 2025

The bank has adopted the "Digital Bank with Human Touch" strategy to position itself as a "Universal Digital Bank that leads in wealth management while delivering seamless, integrated service experiences across all channels to customers." Over the next three years (2025–2027), the strategy will focus on strengthening three core areas:

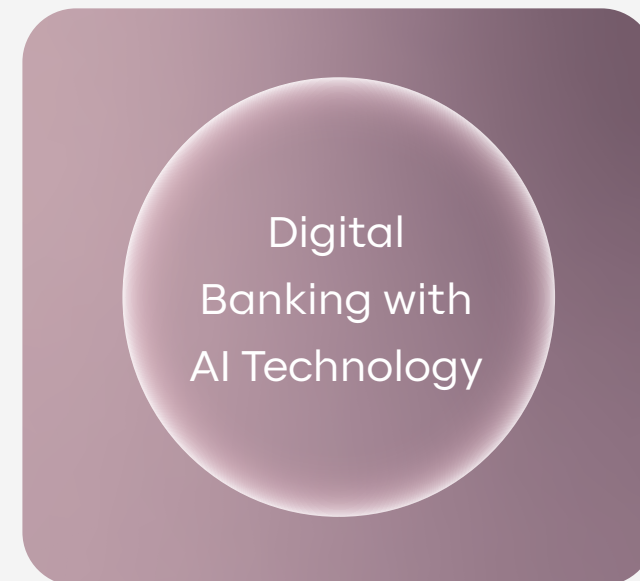
1. Value Driven Customer Strategy with Credit Efficiency

Focus: Delivering value to customers with a customer-centric approach, the bank will leverage advanced technology and in-depth data insights to analyze customer behavior and potential. This will enable the development of financial products and services that better meet customer needs, enhance satisfaction, and foster sustainable relationships. All of this will be achieved within an appropriate risk appetite framework, aligned with economic conditions and business opportunities.

2. Productivity Optimization:

The Bank will enhance operational efficiency to maintain an optimal cost-to-income ratio while strengthening the bank's long-term competitiveness. This will be achieved through effective productivity improvements and resource management in two key areas; (1) Human Resources: Integrating technology into workflows alongside skill development and fostering a positive organizational culture. (2) Information Technology (IT): Focusing on excellence in system stability, cybersecurity, and service quality by optimizing workflows for maximum efficiency. This includes modernizing IT infrastructure within a cost-effective framework and increasing the proportion of automated processes by utilizing digital technologies.

3. AI-First Bank: To become an AI-driven bank, the organization is investing in foundational technologies to enable the integration of AI across all operations. This includes the core banking system and the development of a centralized database that is accurate, secure, and operates in real-time. AI will be further utilized to analyze and leverage the vast amount of data the bank possesses. Additionally, AI will be employed to enhance efficiency in key areas, such as loan approvals, debt collection, fraud risk assessment, employee productivity, and developing a deeper understanding of customers. This will enable the delivery of hyper-personalized products and services quickly and effectively. By using AI as a driving mechanism, the bank aims to achieve efficient cost management, improve customer and employee satisfaction, and create new revenue opportunities.



Corporate Segment

Thailand's economy is expected to grow modestly in 2024. Industrial production is gradually recovering alongside slight improvements in exports. The corporate bond rollover situation was a concern after more defaults occurred in the first half, resulting in debt market liquidity pressure.

In 2025, it is expected that the Thai economy will maintain moderate growth with increased risks in various areas reflecting the household debt issue. The production and investment sectors are likely to slow down while awaiting clarity on the policies of the new US president. The tourism and service sectors however have shown a strong recovery, and exports are gradually improving with continuous momentum. The Bank therefore continues to focus on balancing business growth with appropriate credit quality management.

Key strategic initiatives are as follows:

1. Create growth prudentially by focusing on customer groups that are strong market leaders in promising business sectors aligned with the country. In addition, the bank will also focus on diversifying income even further by searching for customers in other dimensions that have potential with appropriate levels of risk.
2. Aim to be a leading One-Stop shop platform for various business transaction products that help enhance business process efficiency, lower service costs, as well as bring Gen AI and Machine Learning abilities to perform in-depth analytics in response to the needs of customers.

3. Optimize portfolios through adjusting loan portfolios to achieve a rate of return against the level of risk in an appropriate ratio, including closely and efficiently managing NPLs to create long-term sustainability in the Bank's business.

Overall, the Bank is committed to creating sustainability for its customers, shareholders, and other key stakeholders by being a leader in developing financial products that meet the needs of its customers, being responsible for society and the environment by supporting sustainable development goals and supporting the Bank's and Thailand's net zero goal for 2050.



SME Segment

The situation in 2025 still presents many challenges, especially the transformation of the business toward sustainability. The bank remains focused on both risk factors and opportunities associated with conducting business, especially balancing loan portfolios and optimizing risk-adjusted returns to deliver satisfactory returns under prudent risk control with appropriate and disciplined operating cost management. Meanwhile, the Bank will place emphasis on improving SME entrepreneurs' potential through strategies, tactics, and business models to support its customers' quality growth while focusing on using technology and innovation to uplift business efficiency to achieve business goals. Moreover, the Bank continuously focuses on balancing economic, social, and environmental factors under "Live Sustainably" and "Embarking on Survival" concepts. The bank has prepared a plan to support SME entrepreneurs in undergoing business process adaptation to save energy, reduce costs, and conserve the environment in order to increase business opportunities, expand marketing

channels, and recognize the critical role of energy conservation and environmental stewardship in driving sustainable business practices for the future.

The strategic initiatives seek to:

1. Continuously focus on assisting and giving impactful advice to sustain SME entrepreneurs and lead them to be adaptive and able to run their businesses under uncertain environments with security and sustainability.
2. Focus on providing services and truly understanding customer needs to offer appropriate products, enhance knowledge, and provide comprehensive consulting for trading businesses. The bank has a Change business model aligned with the changing environment, while also increasing the knowledge and expertise of employees to enable them to become business consultants supporting customers in growing steadily and sustainably.

3. Focus on portfolio rebalancing to create optimal portfolios focusing on loan quality with appropriate cost and revenue management as well as a long-term sustainability dimension.
4. Create a "Digital Business Solution" and apply AI technology models, including fostering innovation, which is an important factor in accommodating SME entrepreneurs in sustainably growing and expanding their businesses in an era of digital dependency, such as by making financial services easy and convenient, providing digital commerce advisory services, and offering recommendations to help customers reach online services and expand their business opportunities.
5. Use technology to uplift business levels and reduce costs in every essential aspect of future business operations. Develop digital platforms to stimulate sustainable growth, leverage in-depth data analytics in credit approval efficiency, and offer more customized products and services.
6. The Bank plans to create academy courses for SME entrepreneurs to help them meet their business goals. Courses emphasize sustainable business adaptation while focusing on awareness of the environment, society, and good governance (ESG), including in-depth courses by industry, such as:
 - Digital Innovation for Sustainability. This is a course that the SCB SME unit created in collaboration with the Digital Economy Promotion Agency (DEPA) and National Innovation Agency (NIA), focusing on helping developing entrepreneurs grow sustainably by introducing innovative concepts and AI implementation in business and being a starting point to create Product Process Service Innovation. In addition, SME entrepreneurs will be assisted in seeking government support and accessing funding from the NIA and DEPA. to mitigate the risk of exclusion due to insufficient attention to ESG policies.

Wealth Segment

The SCB Wealth Management Business is a strategic focus of the bank, aspiring to become a leader in wealth management in Thailand. Its primary mission is to grow the wealth of clients across all segments, adhering to a customer-centric approach. To achieve this goal, the bank acknowledges the necessity of transforming our business operations, a long-term initiative projected to span 3-5 years. This year, the emphasis has been on establishing a robust foundation to elevate the advisory and wealth management business. The key pillars of focus include the development of product and advisory tailored to the diverse needs of clients. This includes the enhancement of the skills and advisory quality of people, especially financial advisors, and the advancement of digital platforms and tools to improve the wealth management experience for both clients and financial advisors, aligned with the bank's overarching vision of "Digital Wealth with a Human Touch" and "AI First Bank". Our key strategies that align with the core pillars of the wealth business are as follows.

1. Leveraging the collaboration and strengths within the SCB Bank Wealth business unit and SCBX group to enhance the capabilities of our wealth management operations, we offer holistic advisory and solutions. This includes elevating investment business through global partnerships with renowned investment experts, including Julius Baer, a leading private bank from Switzerland, and expanding our advisory capabilities to offshore investment. In addition, holistic solutions such as comprehensive life insurance have been offered to meet all life goal and life stage needs, including protection, savings, and unit-linked plans, through partnership with strategic partners (FWDs). Furthermore, internal bank collaborations allow us to offer personalized wealth management services in conjunction with clients' businesses and offer wealth lending to leverage client's valuable assets for additional returns to optimize their financial goals.
2. SCB bank is committed to providing wealth management and financial planning with a customer centric approach, putting a strong emphasis on customer needs. Personalized advisory services tailored to individual clients' risk profiles and financial goals are offered under the Core-Opportunistic Portfolio principle. With this approach, client portfolios contain both short-term and long-term investments, fostering portfolio growth and stable returns. Our key strengths have been leveraged in sourcing the right products for onshore & offshore investment through Open Architecture. This allows for timely strategic adjustments to navigate all market conditions for short-term investments. Meanwhile, products based on asset allocation and risk diversification are offered as long-term investment options. The bank is dedicated to enhancing its clients' wealth by generating sustainable returns and ensuring overall portfolio stability.
3. Uplifting the capabilities of financial advisors certified by international financial planning programs through intensive development programs. This initiative aims to improve their ability to provide portfolio recommendations that align with volatile market conditions and to advise more complex products meeting the needs of clients. The use of data and technology platforms is also embedded into operating rhythms to better understand the individual needs and financial goals of clients. Additionally, the bank places significant emphasis on personnel development by implementing a Talent Program to further the capabilities of outstanding financial advisors. Alongside this, the talent program is also provided to middle office staff in the Wealth Management Division to enhance their knowledge and skills, thereby supporting the growth of the bank's wealth management business.



- Continuing the strategy of "Digital Wealth with a Human Touch," the wealth management experience has been enhanced through digital platforms to expand the customer base and cater to the lifestyles of the new generation of investors. Aligned with the expanding scope of becoming an AI-First Bank, AI has been utilized and integrated to provide a comprehensive investment experience through various services such as Wealth LINE OA, AI Advisory Chatbot, WEALTH4U, and My Alert notifications. These services help clients capture investment opportunities at the right moment and provide personalized fund recommendations while clients can access a wide range of mutual funds through Omnibus Funds. Additionally, AI is embedded in digital wealth platforms and tools to assist advisors in analyzing and better understanding client needs, thereby improving account planning and enhancing overall productivity.

Retail Segment

The Bank is committed to becoming better in every aspect of our business and aims to become a Digital Bank with a Human Touch, utilizing technology to enhance customer satisfaction while fostering better relationships through genuine service. We offer products and services that cater to our customers' unique needs and expectations. Our key strategies for individual customers are as follows:

- Balancing Portfolios and Growing the Quality Loan Base:** Adopt a prudent lending approach while maintaining our market leadership in home loan. By balancing high-quality and high-yield portfolios, we aim to strengthen our market share in these segments. To optimize credit costs, we will enhance our collection strategy using AI and machine learning, ensuring the right tools are utilized at the right time. We are also working with the Bank of Thailand to help people manage their household debt. This means we support them before the loan is issued, while they are dealing with debt, and if they struggle to repay. Our support



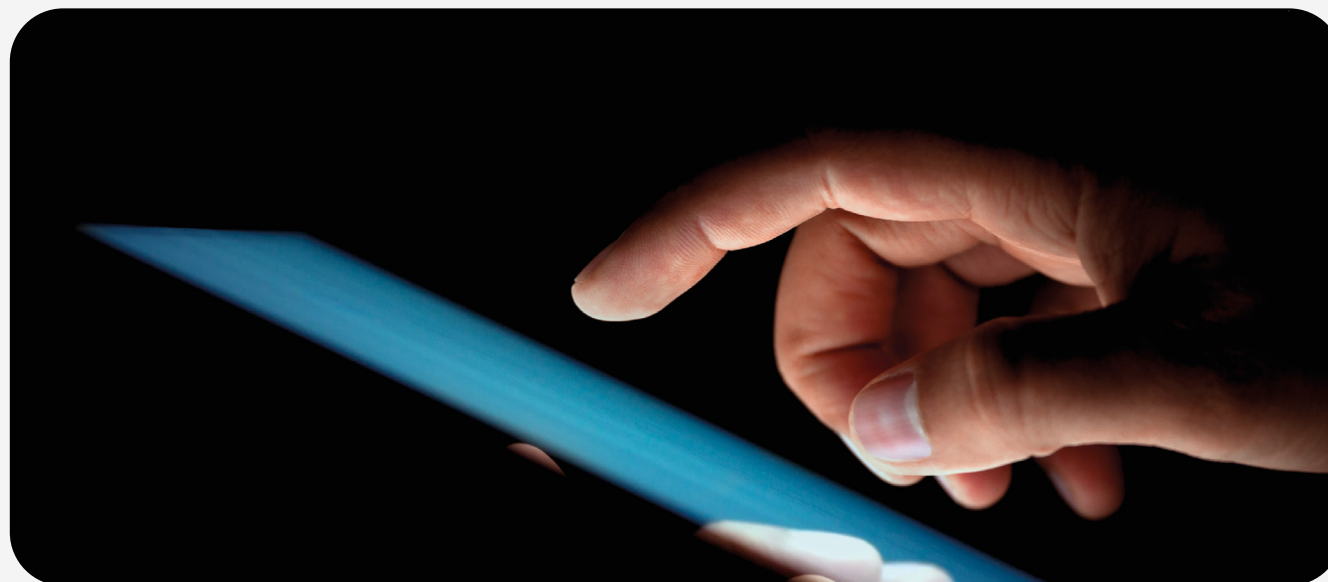
- includes pausing debt payments, lowering interest rates, and giving more time to pay back loans to solve long-term debt issues. The bank is committed to providing accurate, complete, and clear information to support customers who demonstrate stability and trustworthiness, such as those with regular incomes or salary accounts with us. Prioritizing these customers not only reduces risks but also promotes sustainable growth, helping us maintain a high-quality credit portfolio. Furthermore, we will continue to offer efficient and comprehensive financial services that meet the diverse needs of our customers.
- Delivering an Excellent Customer Experience** remains a top priority: Utilize AI technology to optimize productivity and enhance customer interactions. Our AI assistance for call center personnel significantly reduces handling time, allowing them to focus more on customer service. Additionally, we have focused on lead generation through social media platforms. To ensure a fast and appropriate

- response, leads are automatically allocated to various sales teams best suited to address each customer's needs, creating a direct and proactive customer support model. The bank has also seen continued success with our auto sales tools, which assist new customers in finding loan amounts and interest rates, while reducing process time for sales advisors.
- Leveraging AI to create hyper-personalized customer engagement** is another key focus: Utilize machine learning to generate a propensity model for lead generation and recommendations for personalized media and channel strategies. This ensures that products are being offered at the right time through the right channels. We have applied this throughout the bank, including both physical and digital touchpoints, creating a seamless hyper-personalized journey for the customer.

Digital Banking

The Bank's overarching goal in digital banking is to leverage artificial intelligence and machine learning technologies through utilizing large-scale data analytics to address pain points and assess the diverse needs of customers more precisely, and tailor services to individuals at the right times. Leveraging the strengths of product integration, platforms, data analytics, and digital capabilities will enable continuous and meaningful relationship-building with customers. The Bank focuses on consistently creating new value for customers in terms of user-friendliness, readiness, and a genuine understanding of customer needs, through five key strategies:

1. Prioritizing customer interaction to deliver an outstanding user experience: Offering hyper-personalized products and services through the seamless integration of digital and branch channels (Hybrid) to meet customer needs at the right time.
2. Enhance digital platforms with data augmented to meet customer needs: Utilizing AI to develop models that aid in data analysis through intelligent data modelling and in-depth customer data analysis.
 - SCB Easy App: New services feature Easy Store, a Hyper-personalized financial service hub offering a wide range of financial products.
 - Comprehensive Digital Wealth: Including AI Advisory Chatbot and WEALTH4U, catering to both potential new investors and those seeking sustainable wealth growth. Expanding MyAlert services to include news and investment updates, such as fund maturity due date, buy/sell recommendations by CIO, tax planning, and currency exchange rate changes to help customers manage their wealth effectively.



- Digital Insurance: Allowing customers to find suitable insurance products through Easy Protect Advisory by answering a few questions and managing all insurance-related information via the Insurance Customer Portal, which consolidates policy information purchased through the bank for easier and more organized management.
 - LINE SCB Connect Platform: Providing personalized services with a Personalized Rich Menu and 24/7 service through Chatbot and Voicebot, which utilize advanced learning and language models to understand customer behaviors, lifestyles, and needs, thus enhancing convenience and accuracy. This will enable customers to achieve their goals through digital platforms independently.
3. Focus on Quality Lending: Using data for analysis and developing models to support the entire credit approval process, setting interest rates according to risk levels, as well as Collection Management strategies.
 4. Proactive in risk management and fraud prevention: Employing data to analyze and develop models to detect anomalies and prevent fraud risks, such as mule accounts used by scammers, thereby protecting customers and the public from financial harm.
 5. Enhanced stability and efficiency across digital channels: Ensuring that digital channels can accommodate the various needs of customers and larger transactions.

the largest asset
management company
in Thailand

total AUM of Baht

1.9 trillion

reflecting

7.4% growth



SCB Asset Management Co., Ltd. (SCBAM)

The Bank provides asset management services by offering products in the form of mutual funds, provident funds, and private funds through its wholly owned subsidiary, SCB Asset Management Co., Ltd. As of December 31, 2024, SCBAM remained the largest asset management company in Thailand in terms of assets under management (AUM), with a total AUM of Baht 1.9 trillion, reflecting 7.4% growth compared to the prior year (including mutual funds for resolving financial institution problems). Robust inflows into Fixed Income Funds, particularly Term Funds, are primarily driven by the benefits of elevated interest rates, alongside the expectation of forthcoming rate cuts. Meanwhile, Foreign Investment Funds have been supported by the strong earnings performance of publicly listed companies.

SCBAM is committed to offering a diverse range of investment products to meet client needs while driving sustainable

economic growth and prioritizing ESG considerations. In January, membership in UN PRI was attained, fostering a global sustainable business practice. Simultaneously, a rigorous focus is maintained on long-term investments, particularly Tax Incentive Funds, contributing a dominant market share in the Super Saving Funds in 2024, further solidifying industry leadership and client trust. For the mutual fund business, solid investment performance and effective distribution through SCB has enabled SCBAM to gain an 18.2% market share, which amounts to Baht 1,075 billion in AUM. This total AUM, which represents an increase of 12.5% from the prior year, includes Baht 180 billion of property funds (Type I) and infrastructure funds, as well as Baht 84 billion of real estate investment trusts (REITs) in net asset value under SCBAM trusteeship.

The company's AUM reached Baht 213 billion at the end of 2024 for the provident fund business, an increase in the growth

rate of 7.3%, while AUM for the private fund business grew 0.001% annually to Baht 648 billion at the end of 2024.

In 2024, SCBAM received multiple prestigious awards from leading Thai and international institutions, including:

- The Asset Benchmark Research Awards 2024** – Ranked 2nd as the Top Investment House Asset Manager Thailand, Most Astute Investor in Thai Baht Bonds, and received Highly Commended recognition from The Asset (HK).
- SET Awards 2024 – Recognized as an Outstanding Asset Management Company and Outstanding Asset Management Company - ESG by SET and Money & Banking Magazine.
- Best Mutual Fund of the Year 2024 – Awarded for SSF Equity Fund (SCBLEQ-SSF) and Commodities Fund (SCBGOLD) by Money & Banking Magazine.



SCB-Julius Baer Securities Co., Ltd.

SCB-Julius Baer Securities Co., Ltd. (SCBJB) was established in 2018 as a strategic joint venture between Siam Commercial Bank Public Company Limited (SCB), holding a 60% share, and Julius Baer Group AG (Julius Baer), holding a 40% share. This partnership combines SCB's strong brand and domestic expertise with Julius Baer's comprehensive international wealth management capabilities for Thai clients. SCB-Julius Baer offers a holistic approach to wealth management through securities brokerage and private fund management, leveraging global investment opportunities. The company was recognized as [the 'Best International Private Bank in Thailand' by Asian Private Banker in 2022 and 2023, and by Euromoney in 2024. The awards truly emphasize the company's strength and capability in providing international wealth management services.

Despite challenges from new offshore tax regulations, significant fluctuations in the USD/THB exchange rate, and market volatility, SCB-Julius Baer has achieved record-breaking performance in assets under management, revenue, and client growth. These remarkable achievements set the stage for our most successful year. This milestone highlights our unwavering commitment to excellence and reinforces our reputation as a trusted and respected private bank in Thailand. We remain dedicated to providing outstanding service and innovative solutions to our valued clients. In 2025, the company aims to enhance services by strengthening key accounts through wealth planning and becoming the primary banker for our clients through shareholder collaboration.

SCB Protect Company Limited

SCB Protect Company Limited is a wholly owned subsidiary of the SCB X Group, with full ownership by Siam Commercial Bank Public Company Limited. Committed to elevating financial protection standards, the company has continuously expanded its operations since 2020, amidst the challenges posed by the COVID-19 pandemic. Recognizing the importance of accessible and reliable financial protection, SCB Protect focuses on developing straightforward, value-driven products and services that genuinely address customer needs. These services are delivered through diverse distribution channels, including telesales, online insurance platforms, and professional financial protection consultants, with the mission to foster long-term financial security for Thai society.

Currently, SCB Protect has three branches in Bangkok, Chiangmai and Khonkaen, serving over 500,000 customers, with a significant increase of more than 260,000 new clients in 2024. The company's strong performance during the year resulted in a total premium income (covering both life and non-life insurance) of THB 4 billion and a total revenue of THB 1.6 billion, reflecting 24% year-on-year growth. The company remains committed to enhancing services to meet evolving consumer demands in the digital era by emphasizing a well-integrated sales approach and excellent aftersales services across both online and offline channels.

Strategic Direction for 2025: Sustainable Growth and Profitability

In 2025, SCB Protect continues to build sustainable business expansion and profitability, with a focus on integrating both sales and service channels seamlessly. The company is dedicated to enhancing the customer experience through three key strategic pillars:

1. Seamless Customer Experience

SCB Protect is committed to delivering a truly seamless customer experience by integrating an omni-channel



service model across both life and non-life insurance. This includes comprehensive service coverage through Digital Brokers, SCB Protect Contact Center, VDO Call, and Face-to-Face consultations. This unified approach ensures convenience, accessibility, and a consistent, high-quality customer experience across all channels.

2. AI-Powered Sales and Service Excellence

To further strengthen service efficiency, SCB Protect has embraced Artificial Intelligence (AI) across multiple areas to support sales and service delivery:

- **Sales Assistance:** AI-powered tools support the sales team with precise product information and personalized insurance recommendations tailored to individual customer needs, while also providing guidance on optimizing sales techniques.
- **Customer Service Enhancement:** AI-driven support enables customers to seamlessly manage insurance

tasks, such as policy updates, renewal premium payment, and claim submissions, ensuring faster and more efficient service.

- **Service Quality Control:** AI systems are utilized to monitor and evaluate the quality of sales presentations and service interactions, ensuring the highest standards of reliability and transparency.

3. Enhanced Online Sales Capabilities

SCB Protect continues to enhance its digital sales channels by offering a fully integrated online experience. This includes comprehensive support ranging from initial product education, personalized product recommendations, and side-by-side policy comparisons to post-sales services. The objective is to provide customers with an exceptional end-to-end digital journey while maintaining service excellence and trust.

Industry and Competition Review

In 2024, the Thai economy continued to expand, driven primarily by a recovering tourism sector, strong private consumption, and an improving global trade outlook. However, the supply side faced challenges, particularly in manufacturing, where many industries remained in contraction with no clear signs of recovery. This poses a significant challenge that could impact the growth of Thailand's commercial banking sector.

Meanwhile, Thai commercial banks are navigating risks related to credit quality, especially among small businesses struggling with debt repayment. Additionally, increased volatility in global financial markets, driven by uncertainty over major central banks' interest rate policies, adds further pressure. Despite these challenges, Thai commercial banks, backed by strong financial fundamentals and strengthened capital, continue to play a crucial role in supporting economic recovery. They are also adapting and innovating financial solutions to meet the evolving needs of businesses and the public effectively.

By the close of 2024, the Thai commercial banking landscape comprised 17 institutions, including 13 domestic commercial banks, 1 retail commercial bank, and 3 subsidiaries of foreign banks.

The Thai commercial banking system remained strong and stable in 2024. Net profit increased by 7.3% from the previous year, primarily driven by increasing non-interest income, higher net interest income, and reduced provisioning expenses.

In 2024, loans in the Thai commercial banking system contracted slightly by 0.6% from the previous year, driven by a continued decline in SMEs loans and consumer loans, while large corporate loans saw slight growth. Thai commercial banks remain cautious in lending and continue to focus on high-quality customers. Meanwhile, SCB's market share in loans stood at 14.8%

Comparison of SCB's performance with the Thai commercial banking sector*

as of December 31, 2023

(Unit: Baht billion)

Consolidated	Thai commercial banking sector*		% Change yoy	SCB 2024	SCB's market share (%)
	2024	2023			
Assets	22,112	22,176	-0.3	3,311	15.0
Gross loans	14,542	14,628	-0.6	2,272	15.6
Deposits	15,364	15,276	0.6	2,483	16.2
Net profit	249	232	7.3	49.2	19.7

* The Thai commercial banking sector as defined here consists of 10 companies in the financial industry group classified in the banking sector listed on the Stock Exchange of Thailand.

Deposits in the Thai commercial banking system in 2024 remained close to the previous year. As of December 31, 2024, SCB's market share in deposits remained at 16.2%.

The Thai commercial banking system boasts a robust **capital position**¹, with the BIS capital adequacy ratio, as per bank-only financial statements, standing at 20.4% as of December 31, 2024, exceeding Basel III minimum requirements.

Meanwhile, the **NPL ratio** of the Thai commercial banking system declined to 2.78%,² reflecting effective debt management, returning to repayment according to the debt restructuring conditions by some debtors, and ongoing debtor assistance programs. However, banks must continue monitoring SMEs debtors' repayment capability and retail borrowers whose incomes have yet to fully recover.

Thai commercial banks reduced expected credit loss provisions, with the system's **coverage ratio** reaching 186.2% as of year-end, reinforcing their commitment to loan quality.

Amid the fragile economy of 2024 and rapid shifts in technology, geopolitics, and consumer behavior, Thai commercial banks continued to operate prudently, emphasizing responsible and fair lending in alignment with the Bank of Thailand's Responsible Lending guidelines. They also maintained a strong capital base to navigate regulatory changes and future uncertainties. Additionally, to enhance competitiveness, Thai commercial banks must accelerate the adoption of financial technology (FinTech), leverage artificial intelligence (AI), and drive innovation to meet evolving customer needs in the digital era while fostering sustainable economic growth in Thailand.

Sources: ¹ Bank of Thailand, Banking Sector Quarterly Brief (Q4 2024 and 2024)
² Bank of Thailand, Banking Sector Quarterly Brief (Q4 2024 and 2024)

Prestigious Awards in 2024



Fulfilling its vision of becoming the "The Most Admired Bank [in Thailand]", Siam Commercial Bank has continually advanced its digital services under the **Digital Bank with a Human Touch** approach. A standout achievement has been its progress in Digital Wealth Management, showcased through cutting-edge innovations like the AI Advisory Chatbot and WEALTH4U. These initiatives have earned SCB an impressive 75 prestigious awards, both internationally and domestically, in 2024. This recognition highlights the bank's leadership in financial innovation and its unwavering commitment to becoming an AI-First Bank of the future.

Best Bank Awards 2024

The six prestigious "Best Bank" awards reaffirm Siam Commercial Bank's (SCB) remarkable capability in leveraging financial innovations to develop new products, solutions, and services tailored to diverse customer needs. This aligns seamlessly with SCB's "Digital Bank with a Human Touch" strategy, which integrates advanced digital technologies to understand customers through data and connect with them on a deeper emotional level. Furthermore, SCB remains steadfast in conducting its business within the framework of Environmental, Social, and Governance (ESG) principles, fostering sustainable growth across all dimensions.

- Bank of the Year in Thailand 2024 by The Banker, part of the Financial Times, for the third consecutive year
- Thailand's Best Bank for Cash Management Technology 2024 by Euromoney
- Bank of the Year 2024 at the Money & Banking Awards 2024 by Money & Banking magazine, marking the second consecutive year and the 16th time SCB has won this award
- Best Brand Performance Bank Thailand 2024 by Global Business and Finance Magazine
- Thailand's Most Admired Company 2024 by BrandAge Magazine Thailand
- Best Bank for Digital Solutions by Asia Money

Thailand Corporate Excellence Awards

The TMA Excellence Awards 2024, organized by the Thailand Management Association (TMA) in collaboration with the Sasin Graduate Institute of Business Administration of Chulalongkorn University, recognizes organizations that demonstrate outstanding management excellence across various dimensions. The awards are determined through a survey of senior executives from leading organizations in Thailand and an evaluation by a panel of distinguished experts.

- Innovation Excellence Award 2024 for Exceptional Innovation and Creativity
- SMEs Excellence Award 2024: Micron Group Co., Ltd.

Wholesale Banking Group

15 Prestigious Awards from 9 Leading Institutions

Siam Commercial Bank's Wholesale Banking Group demonstrated outstanding performance in 2023–2024, earning 15 prestigious awards from both domestic and international institutions. These accolades recognize SCB's exceptional financial solutions for corporate clients, its role as a trusted financial advisor, and its contribution to clients' success in fundraising through bond issuance. The bank's innovative approach not only gained widespread investor confidence, but also significantly enhanced Thailand's capital markets. SCB remains committed to developing financial products and services, delivering digital financial experiences, and empowering corporate clients to drive sustainable business and economic growth while safeguarding the environment.

- Best Investment Bank Thailand 2023 from Global Business Review Magazine Award
- Outstanding Deal Award, Business Excellence Capital Market Fund Raising Deal from the SET Awards 2023, for its role as a financial advisor to Thai Oil Public Company Limited in the issuance and public offering of newly issued ordinary shares
- Green Deal of the Year – Thailand from ABF Corporate and Investment Banking Awards 2023
- Project Infrastructure Finance Deal of the Year – Thailand from the ABF Corporate and Investment Banking Awards 2023
- Debt Deal of the Year – Thailand from the ABF Corporate and Investment Banking Awards 2023, for supporting BTS Group Holdings Public Company Limited in successfully issuing Sustainability-Linked Bonds (SLBs) worth a total of THB 31 billion.

This marked the largest SLB issuance by a private company in Thailand

- Wind Deal of the Year (Monsoon Project, Laos) from the Asia-Pacific Awards
- Frontier Markets Issue for Monsoon Wind's USD 693 million financing package from the IFR Asia Awards 2023
- Thailand Capital Markets Deal from the IFR Asia Awards 2023, for supporting Ek-Chai Distribution System Co., Ltd. in its inaugural public offering of bonds with tenors ranging from 15 years to 10 years
- Transport Deal of the Year : The Asset Triple A Sustainable Infrastructure Awards 2023 SCB was awarded the Transport Deal of the Year for its role in supporting BTS Group Holdings Public Company Limited in issuing and offering Sustainability-Linked Bonds (SLB) with a total issuance size of THB 31 billion. BTSG became the largest private-sector issuer of SLBs in Thailand, reinforcing its commitment to sustainable financing.
- Best New Bond - The Asset 25th Anniversary Triple A Awards for Sustainable Finance 2024 SCB received the Best New Bond award for its role in supporting CP Aextra Public Company Limited in successfully issuing its inaugural bond offering to both retail and institutional investors. The bonds, with maturities ranging from 1 year 6 months to 7 years, were well-received, achieving the targeted issuance size of THB 15 billion.
- Best Inaugural Bond Deal in Southeast Asia & Best Local Currency Bond Deal of the Year in Thailand Alpha Southeast Asia SCB was recognized for its instrumental role in facilitating CP Aextra Public Company Limited's successful debut bond issuance. The bond offering, spanning maturities of 1 year

6 months to 7 years, raised THB 15 billion, marking a significant milestone in Thailand's capital markets.

- Best High Yield Bond Deal of the Year – Alpha Southeast Asia SCB played a key role in B.Grimm Power Public Company Limited's issuance of subordinated perpetual bonds, which attracted strong investor demand. Initially planned at THB 5 billion, the overwhelming response led the company to increase the issuance size by THB 3 billion, bringing the total offering to THB 8 billion.
- Best Bond Deal for Retail Investors in Southeast Asia – Alpha Southeast Asia SCB was recognized for supporting Ek-Chai Distribution System Co., Ltd. in launching its first-ever bond issuance to the general public. The bonds, with tenors ranging from 1 year 6 months to 10 years, reached the targeted issuance size of THB 31.5 billion, making it one of the largest retail bond offerings of 2023.
- Deal of the Year Best Bond Awards 2023 – Thai Bond Market Association (Thai BMA) SCB was honored with the Deal of the Year award for its role in SCB X Public Company Limited's inaugural bond issuance. Comprising six tranches, the total issuance size reached an impressive THB 50 billion, the largest bond offering in Thailand for 2023.
- Most Innovative Deal Best Bond Awards 2023 – Thai Bond Market Association (Thai BMA) SCB was recognized for its innovation in facilitating SCB X Public Company Limited's 4-year bond offering, which was exclusively distributed through digital channels via the SCB EASY App. The offering, totaling THB 25 billion, became the largest-ever fully digital retail bond issuance in Thailand.

Technology Group

Achieving 6 Excellence Awards in Digital Solutions for 2023–2024

Driven by a commitment to leveraging digital technology to enhance its products and services, the Technology Group of Siam Commercial Bank has delivered innovative solutions catering to businesses across all dimensions. This effort has resulted in 24% year-over-year growth in the number of corporate clients utilizing digital transaction channels. Through services designed to boost revenue, reduce costs, and deliver seamless financial experiences, the bank continues to achieve high levels of customer satisfaction.

This success has been recognized by five world-class institutions, with six prestigious awards for excellence in digital financial solutions for corporate clients. These accolades reflect SCB's capability to propel business sustainability and modernization effectively.

- Best Bank API Solution in Thailand from Alpha Southeast Asia, a leading magazine focused on investment, banking, and capital markets in Southeast Asia
- Best Mobile Payments & Authorization Solution in Thailand from Alpha Southeast Asia, awarded for the “Mae Manee” application, an integrated payment acceptance solution tailored for business operators
- Cross Border QR Payment from the Digital CX Awards 2023, hosted by The Digital Banker, for delivering a seamless cross-border payment experience for international tourists via Thai QR Code Payment

- Best Bank for Digital Solution from Asian Money, a leading financial publication in Asia
- Most Innovative Digital Bank Thailand 2023 from Global Business Review, recognizing SCB's excellence in ISO 20022 solutions. Global Business Review is a prominent magazine offering global business insights and trends.
- Certificate of Compliance PCI DSS v 4.0.1 from the Payment Card Industry Security Standards Council, reflecting SCB's commitment to the highest standards in payment card security compliance.

- Thailand's Best Bank for SMEs 2024 – Euromoney
- Prime Minister Award: Innovation for Sustainability
- SMEs Excellence Awards 2024 – Micron Group Co., Ltd. at the TMA Excellence Awards 2024
- Best SME Bank in Thailand 2024 – World Business Outlook
- Best SME Bank 2024 – Global Brand Frontier Awards by Boston Brand Research & Media
- Honorary Award for Financial Institutions Supporting SME Financing for Government Partnerships (Fiscal Year 2023) – THAI SME-GP AWARDS 2024
- 2024 Thailand's Most Admired Bank for SMEs – BrandAge Magazine Thailand

Business Banking Group

The bank has been honored with seven prestigious awards for being the Best SME Bank of 2024, reflecting its unwavering commitment to fostering an ecosystem that promotes sustainable growth for both SMEs and their business partners. By leveraging digital technology, the bank enhances the competitiveness of Thai SMEs while developing financial products and services tailored to their needs, supporting environmental sustainability across all dimensions.

Retail Banking Group

SCB WEALTH Achieved 5 Prestigious Awards in 2023–2024

SCB WEALTH's success in securing five prestigious awards reflects its unwavering commitment to customer-centricity and sustainable wealth creation. With a focus on delivering tailored solutions for all market conditions, SCB WEALTH stands out for its innovative use of technology and data through its cutting-edge Wealth Platform. This platform enables precise investment analysis and planning, while its open architecture approach allows customers to select financial products that best suit their needs. These accolades reinforce SCB's leadership in wealth management and its dedication to empowering customers in achieving their investment goals.

- Best Private Bank in Asia for Digital Customer Experience from PWM (Professional Wealth Management)
- Best Client Services – Thailand from Citywire
- Best Digital & Technology – Thailand from Citywire
- Top 25 ASEAN Selectors 2024: Mr. Sornchai Suneta, Executive Vice President and Head of the SCB Chief Investment Office (SCB CIO), was honored by Citywire as one of the top 25 ASEAN Selectors. This recognition reflects his exceptional expertise, the trust of his high-net-worth clients, and his significant influence in the financial and investment sectors
- Thailand Best Bank for Investment Solutions (FX) from The Asset Triple A Awards

- Excellence in Omni-Channel Integration from Retail Banker International
- Best Retail Bank Thailand 2023 from World Economic Magazine, marking the third consecutive year of recognition
- Best Retail Banking Experience in Thailand 2024 from Global Brands Magazine
- Automobile Lending Initiative of the Year – Thailand from Asian Banking & Finance, awarded for the second consecutive year
- Domestic Retail Bank of the Year – Thailand from Asian Banking & Finance
- Best Digital Banking Bank Thailand 2024 from Global Business & Finance Magazine
- Best Brand Performance Bank Thailand 2024 from Global Business & Finance Magazine
- Best Retail Bank – Thailand from The Global Economics, a financial media outlet based in the UK

- Asian Banking & Finance FinTech Awards (ABF) 2024 – Wealth Tech Initiative Award for the My Alert service
- Global Retail Banking Innovation Awards 2024 – Excellence in Digital Wealth Management for WEALTH4U
- Global Retail Banking Innovation Awards 2024 – Best Gen-AI Chatbot Initiative for Digital Wealth's AI Advisory Chatbot
- Best LINE Official Account in Finance and Banking at the LINE Thailand Awards 2023
- International Finance Award 2024 – Most Innovative Digital SME Lending Product (SSME) for Digital SME Lending solutions

The Retail Banking Group's remarkable achievement of receiving **8 prestigious** international awards underscores SCB's commitment to leveraging AI to drive banking innovation in every dimension. The Group meets the financial banking needs of its customers with speed and precision, offering standout financial solutions such as its Auto Business Solution, which integrates seamless omnichannel strategies linking online and offline services. SCB has also developed three types of sustainable loans—Clean Mobility Loans, Housing Loans, and Green Loans for SMEs—to support environmentally responsible growth. Additionally, SCB continues to enhance its digital service platforms to deliver a convenient and satisfying customer experience, aligning with its goal to become a continuously improving digital bank.

Digital Banking Awards



5 Prestigious Awards in Digital Banking

SCB continues to elevate the digital banking experience to new heights, driving the organization toward becoming an AI-First Bank. The bank has achieved significant success by integrating AI technology into its digital investment services through three innovative Digital Wealth offerings: AI Advisory Chatbot, MyAlert, and WEALTH4U. These solutions cater seamlessly to the wealth management needs of digital-era customers, resulting in over 20% growth in SCB's Digital Wealth user base.

Marketing Awards



7 Prestigious Global Marketing Awards

These accolades highlight SCB's success in executing customer-centric marketing strategies, showcasing a commitment to delivering financial products and solutions that address diverse customer needs. Guided by the Bank's philosophy of striving to become a "Digital Bank with a Human Touch", SCB seamlessly integrates advanced technologies with deep customer insights to elevate financial experiences across every dimension. The recognition received affirms the bank's outstanding marketing ideas that resonate powerfully with its target audience.

- Excellence in B2B Marketing for the Bank's "Empowering Small Giants in Trade" campaign at the Marketing Excellence Awards 2024
- Excellence in Influencer / KOLs Marketing for the Bank's "Mae Manee Chuan Chim" campaign at the Marketing Excellence Awards 2024
- Thailand's Most Admired Brand 2024 by BrandAge Magazine Thailand
- The Most Powerful Brand of Thailand 2024, awarded by the Department of Marketing, Faculty of Commerce and Accountancy, Chulalongkorn University
- Best Social Impact Influencer Campaign at the Thailand Influencer Awards 2024
- Excellence in Data Privacy and Security Marketing for the "Fraud Fighter" campaign at the Marketing Excellence Awards 2024
- Best Booth Design Award at the Money Expo 2024

Other Awards



In 2024, SCB reaffirmed its unwavering commitment to corporate social responsibility (CSR), emphasizing customer care, employee welfare, and environmental sustainability. The bank's efforts were recognized through 14 prestigious national and international awards, reflecting its achievements in sustainability, safety standards, and environmental stewardship. Furthermore, a notable accolade in human resource management highlighted SCB's dedication to employee well-being and fostering a supportive work culture that promotes growth across all career stages. By continuously integrating innovation to enhance its organization, SCB remains focused on delivering solutions that benefit customers, communities, and the environment, driving positive and sustainable change for all stakeholders.

- Best CSR Bank in Thailand 2024 from World Business Outlook
- Prime Minister's Insurance Awards 2024
- Most Attractive Employer 2024 – Over 30 Years from the Future Trends Corporates Awards 2024
- Most Attractive Employer 2024 – Under 30 Years from the Future Trends Corporates Awards 2024
- Corporate of the Future 2024 from the Future Trends Corporates Awards 2024
- Leader of Leader 2023 – Mr. Kris Chantanotoke from the Future Trends Corporates Awards 2024
- Outstanding Achievement in Coaching and Mentoring from the NEWS Compass® Global Award 2024 by Accom Group and N.E.W.S.® Navigation
- Coursera 2024 Outstanding Partner Achievement Award
- Thailand HR Innovation Gold Award 2024 for the "AFAST:1MillionLearning,1MillionOpportunities" initiative
- Zero Accident Campaign Gold Award for three consecutive years, achieving over 142 million accident-free working hours
- Model Workplace for Safety and Health Award 2024 at the provincial level
- ISO 45001 and ISO 14001 Certifications, underscoring readiness for sustainable operations
- BSA Building Safety Gold Award, recognizing seven consecutive years of maintaining top safety standards for facilities
- Award for Cultivating a Culture of Safety in All Operational Dimensions, emphasizing SCB's holistic approach to workplace

DIGITAL BANK WITH

SCB

Human Touch

ธนาคารไทยพาณิชย์
คว้า
75
รางวัล

แห่งความสำเร็จประจำปี 2567
ด้วยความมุ่งมั่นสู่การเป็น
"ธนาคารที่น่าชื่นชมที่สุด"

ต่อความสำเร็จด้วยกลยุทธ์ Digital Bank with Human Touch
ซึ่งเคลือบองค์กรเพื่อนบนประสบการณ์ที่เป็นเลิศ โดยยึดลูกค้า
เป็นศูนย์กลาง

Bank of the Year 2024
Marketing Excellence Awards 2024
Thailand Corporate Excellence Awards
Banking Finance Future Awards
The Digital Banker
Triple Awards 2024
FinanceAsia Awards 2024
2024 Most Valuable Brands

Product and Service Offering Funding Policy

Funding Policy

The Bank has a policy to ensure balanced growth between the source and use of funds, taking into account the costs, revenue, and maturity profiles of both sources and uses of funds. The objective is to remain consistent with market conditions without relying on a single source of funding. The Bank's primary source of funding is deposits, and it has developed a policy to maintain a stable deposit base under all market conditions.

Lending Activities

The Bank has established a clear set of credit policies, strategies, and lending targets, focusing on maintaining credit quality in line with market opportunities and adapting to situations and trends following the increasing role of technology. Over the past year, the bank has continued to prioritize the use of AI technology through processes and machine learning to drive business in all dimensions. This includes product development, service integration, enhancing internal processes, and improving employees' technological skills. The goal is to elevate the bank's technological capabilities to become an AI-First Bank, enabling it to respond to financial needs quickly and accurately with a customer-centric approach. This will create a competitive advantage in an increasingly competitive market and allow the bank to reach and serve new customer segments while satisfying existing customers at a lower cost and with greater efficiency.

These credit-related goals and strategies are determined jointly by business units and the Risk Management Group and are subject to regular review. The Bank's lending policy upholds good environmental, social, and governance practices by adhering to regulatory requirements while considering overall economic growth and specific business trends. The Bank will not fund projects that will have a significant negative impact on

society or the environment, or that do not meet international standards. Instead, the Bank places a priority on ensuring that the entire credit process is conducted in accordance with Responsible Lending Guidelines to create sustainable value for the Bank and all of its stakeholders.

The Bank marked another key milestone by becoming a signatory of the Equator Principles (EPs) Association in 2021, allowing the Bank to apply the internationally recognized EPs designed for financial institutions as a framework for identifying, assessing, and managing environmental and social risk when financing large projects. This adoption will raise the bar for the Thai banking industry and ensure that the Bank supports projects with appropriate environmental and social risk management implemented to suit the nature and risk level of projects. In addition, the bank has established an Exclusion List and a Statement on Fossil Fuel Financing, as part of the transition toward Net Zero

As part of its efforts to promote sustainable development and maintain the confidence of the public, the Bank will consider regulatory requirements, overall economic growth, and trends for each type of business, while maintaining adaptability, resilience, and the ability to deal with new risk factors, such as economic uncertainty, digital technology changes, and climate change while continually assessing emerging risks.

The Bank defines its Credit Policy Guide (CPG) as the framework of credit operations that will enable the Bank to increase the effectiveness and efficiency of its credit procedures and upgrade operation standards in accordance with applicable regulations, international best practices, and the SCBX Group Risk Management Policy. Underwriting standards have been

implemented to serve as a tool for monitoring and outlining strategies in dealing with existing and new clients by specifying target clients, strategies for each client group, strategic objectives, minimum underwriting standards, or other services for target clients or target businesses.

The Bank places a high value on appropriate credit underwriting checks and balances by maintaining a clear distinction between business units and credit approval units.

Business units are responsible for managing relationships, acquiring new clients, creating new markets, and originating loans. These business units are organized based on the nature of each business to best serve different clients, which are categorized into Corporate, SME, SSME, Wealth, and Retail segments.

Credit approval units under the Credit Risk Management Division provide independent advice and recommendations in accordance with the Credit Policy Guide to support authorized approvers in making credit decisions.

In addition, credit approval authority is assigned to reflect different risk profiles and is governed by the three-signature rule.

For the Bank's Retail SSME and Wealth customers, credit approval will be carried out in accordance with product programs or test programs approved by the Executive Committee, the Retail Credit Committee, or the Wealth Credit Committee. Credit approval authority and criteria, including exceptions, are clearly and explicitly specified.

Lending Policy

The Bank's lending policy covers a wide range of business segments, including Retail, Wealth, SSME, SME, and Corporate customers. For business lending, the Bank targets high-potential, high-growth businesses among both existing and new clients. The Bank makes credit decisions based on a customer's cash flow, using alternative data (if any) to analyze the ability to repay, including considering the quality of collateral used for risk mitigation. Recognizing the importance of conserving energy and the environment, the Bank has developed financial products and services to assist customers in migrating to environmentally friendly business operations, including sustainability-linked loans and a variety of green loan facilities.

For retail and small business customers, the bank will consider the Debt Service Ratio (DSR) along with the assessment of affordability and living expenses, in addition to considering the customer's income and credit risk. This is to ensure that the customer's quality of life is not adversely affected. If information-based lending is required, the Bank shall ensure that any alternative data used is accurate, reasonable, and dependable, and that clear standards and practices are in place.

For Wealth customers, the Bank focuses on providing personal/family loans for wealth management and will analyze repayment ability and loan structure based on product type.

Credit Underwriting and Approval Process

The Bank strives to achieve appropriate risk diversification and reasonable risk-adjusted returns in its credit underwriting process. Each employee involved in the credit process, regardless of his or her level of credit approval authority, is expected to use professional judgment, avoid any conflict of interest, and comply with the Bank's Credit Policy Guide and underwriting standards.

Credit approval authority is delegated to both committees and employees, depending on the risk level both in terms of the lending amount and the potential damage incurred. In the case of individuals, experience and expertise are also considered.

Approval authority for retail and SSME loans will be delegated to qualified individuals who have met the necessary criteria and passed the necessary tests according to the criteria of the responsible functions. The bank controls risk through models and underwriting criteria.

Committees with credit approval authority are as follows:

1. The Board of Directors has the authority to consider, review, and approve loans within the scope set forth by SCB's rules on credit approval authority, including any lending to SCB-related business entities or SCB major shareholders or their related parties including the approval authority for large loans, and high-risk transactions.
2. The Executive Committee has the authority to consider, review, and approve loans within the scope set forth by SCB's rules on credit approval authority and to make recommendations to the Board of Directors concerning cases that require the Board's approval.
3. The Credit Committee, Retail Credit Committee, Wealth Credit Committee, and Special Assets Committee are responsible for approving loans under their areas of authority and for making recommendations to the Executive Committee or the Board of Directors for cases beyond their scope of authority.

Credit Quality Control and Review

After a loan has been approved, the Bank will monitor the customer's account regularly as well as conduct periodic customer reviews with an analytic objective that goes beyond ex-post rationalization. The Bank focuses on forward-looking analysis to gain insight on both positive and negative changes in a specific industry or business pertaining to each customer, as well as the customer's future financial status. This approach enables the Bank to review and monitor the risks of each customer in order to formulate appropriate business strategies and action plans going forward.

Each relationship manager and special business officer is responsible for conducting customer reviews when warranted by events that have material impact on customers or by routine customer reviews within a specified timeframe at least once a year. Reports on customer reviews shall be prepared according to a specified format and submitted for approval.

The Bank reviews customer risk ratings for retail and small business clients in order to gain insight into customer behavior and build an appropriate portfolio management plan. It will serve to assess the quality of assets for the development of an early warning system. Reviews are undertaken at least annually, or more frequently if there is a significant change in the risk ratings of the clients.

Depending on a borrower's risk assessment, the Bank will pursue alternative collection techniques for retail and small business customers with delinquent payments, allowing the Collection Unit and/or the Special Business Unit to monitor and reach prompt resolutions.

For Wealth customers, the Bank will monitor returns on investment and financial ratios to determine the status of their investments before they become NPLs.

For Corporate and SME customers, the Bank has a policy to enhance monitoring efficiency and asset quality assessment to ensure quick, thorough, and accurate identification of problem loans. The Special Business Unit works closely with business units to oversee and manage customers to prevent NPLs by approaching customers to understand their problems and challenges in order to remedy and prevent loans from turning into NPLs. Moreover, there are qualitative loan classifications that reflect customer quality to ensure that adequate provision is set aside for potential losses.

However, once a loan is classified as non-performing, collection responsibility shall be transferred to the Special Business Unit within one month from the date of NPL classification, for further action by work-out specialists. NPLs that are not transferred to the Special Business Unit shall be approved by the Credit Committee or Retail Credit Committee, as the case may be, to allow business units to continue taking responsibility for their NPLs.

Business Assets

Main Fixed Assets for Business Operations Premises and equipment, net

As at December 31, 2024 and 2023, the net premises and equipment were as follows:

Unit: Million Baht

(Consolidated)	2024	2023
Land	23,154	23,266
Premises and building improvements	27,820	27,403
Equipment	19,434	19,178
Others	162	351
Right-of-use assets	2,790	2,695
Total	73,360	72,893
<u>Less</u> Accumulated depreciation	(31,277)	(30,355)
Allowance for impairment	(124)	(124)
Premises and equipment, net	41,959	42,414

Capital Structure

The Bank's Stock

Registered capital and paid-up capital

Registered capital, as of October 10, 2024,
stood at Baht 70,000 million and comprised:

Ordinary Shares

3,420,234,445 ordinary shares
with a par value of Baht 10.

Preferred Shares

3,579,765,555 preferred shares
with a par value of Baht 10.

Paid-up capital, as of October 10, 2024,
stood at Baht 33,992 million and comprised:

Ordinary Shares

3,398,551,000 ordinary shares
with a par value of Baht 10.
and one voting right per share.

Preferred Shares

641,198 preferred shares
with a par value of Baht 10.
and one voting right per share.

Details about the Bank's shares are available on
www.scb.co.th under the section "Stock Information."

Shareholders

Principal shareholders
(as of December 30, 2024)

No.	Name	Common shares	Preferred shares	Total shares	Percentage of shares
1	SCB X Public Company Limited	3,384,351,952	10,552	3,384,362,504	99.56
2	BNP PARIBAS, PARIS, ZURICH BRANCH	973,226	-	973,226	0.03
3	B.V. Holding Co., Ltd.	904,000	-	904,000	0.03
4	Miss Nuathip Lueamrung	547,000	-	547,000	0.02
5	CLEARSTREAM NOMINEES LIMITED	397,461	4,000	401,461	0.01
6	STATE STREET EUROPE LIMITED	336,630	-	336,630	0.01
7	Mr. Piboon Suwanasilapa	292,310	10,000	302,310	0.01
8	Mr. Krishna Boontiang	301,600	-	301,600	0.01
9	M.L. Rongrit Pramoj	300,000	-	300,000	0.01
10	Mr. Kriangkrai Siravanichkan	235,228	4,472	239,700	0.01
11	OTHERS	9,911,593	612,174	10,523,767	0.30
TOTAL ISSUED AND PAID-UP SHARES		3,398,551,000	641,198	3,399,192,198	100.00
Shareholder structure (as of December 30, 2024)					
THAI SHAREHOLDERS		3,395,889,645	602,571	3,396,492,216	99.92
FOREIGN SHAREHOLDERS		2,661,355	38,627	2,699,982	0.08
TOTAL ISSUED AND PAID-UP SHARES		3,398,551,000	641,198	3,399,192,198	100.00

Remark: Based on issued and paid-up shares (common shares and preferred shares).

Dividend Policy

SCB's Dividend Policy

The Bank's Board of Directors has set a policy to pay a maximum dividend with consideration for prudential capital levels and regulatory requirements, which are payable in any year of positive profits net of all legal reserves and other reserve requirements, provided that there is no accumulated loss and the Bank maintains sufficient capital to meet legal requirements.

In 2024, the Bank paid a dividend from 2023 operational results at Baht 10.48 per share to ordinary and preferred shareholders totaling Baht 35,624 million, or 75.0 percent of the bank-only 2023 net profit. The Bank has a policy to pay a maximum dividend with consideration for prudential capital levels and regulatory requirements.

Dividend Policies of SCB's Subsidiaries

For a subsidiary over which the Bank has full control and which is not listed on the Stock Exchange of Thailand (SET), dividends shall be paid at the maximum amount of net profits after appropriation for legal reserves or at an appropriate level given the subsidiary's business requirements.

In the case of a subsidiary being a SET-listed company or a company over which the Bank does not have full control, dividend payment will depend on the individual company's dividend policy and shall comply with applicable laws, rules, and regulations.

Investment Policy

Investment Policy of the Bank

The Bank's investment activities are governed by the Investment Policy, which defines investment scope, investment criteria, and risk management practices in accordance with regulatory requirements and the SCBX Financial Group's Investment Policy.

The Bank's investments in subsidiaries, affiliates, and other companies as of 31 December 2024 follow two distinct investment management approaches, as follows.

1. Investment in Companies in the SCBX Financial Group

As the leader of the Commercial Banking Business Group within the SCBX Financial Group, our emphasis is on achieving quality and sustainable growth. The Bank invests in nine subsidiaries within the SCBX Financial Group, fostering a collaborative environment wherein the Bank and each subsidiary work together seamlessly. This collaborative effort allows us to provide our customers with a diverse range of financial products and services across various channels. Our commitment to excellence aligns with our business philosophy of becoming "The Most Admired Bank".

2. Investment Policy of the Bank in Other Business Groups

For investment in Non-Financial Group Companies, the Bank aims to achieve investment returns, whether in the form of dividends, capital gains, as well as building long-term relationships with both business partners and customers.

Investment Oversight and Investment Risk Management

The Bank maintains stringent oversight and risk management practices for its investments, both broadly and at the individual company level. It also conducts regular performance monitoring and risk assessments. Executives are appointed as directors in invested companies, ensuring that business operations meet the Bank's expectations.

Investment risks encompass a diverse array of elements, including business (credit) risk, market risk, and liquidity risk. Investment risk management is executed through comprehensive policies and necessitates regular reporting submitted to the Board of Directors of the Bank or designated committees.

In terms of sustainability, the Bank adheres to the principles of the SCBX Financial Group. Investments are made responsibly, focusing on environmental, social, and related persons, and under good governance considerations, aiming for the sustainable long-term growth of both business and society.

Investments of Siam Commercial Bank PCL in Other Companies

As of December 31, 2024 the Bank owned 10% or more of the issued shares of the following companies.

No.	Company name and Address	Type of business	Type of share	Issued and paid-up capital (Baht)	Paid-up shares (share)	Number of shareholding (share)	Percentage of ownership*	Amount* (Baht)
Group 1: SCBX Financial Group Companies								
1	SIAM COMMERCIAL BANK MYANMAR LIMITED Sule Square Tower, Unit No.18-06/07, 221 Sule Pagoda Rd. Kyauktada Township, Yangon, Myanmar Tel: +95-9-774-555559, +95-9-773-999919	Banking	Ordinary	USD 150,000,000	1,500,000	1,500,000	100.00%	4,513,500,000
2	CAMBODIAN COMMERCIAL BANK LIMITED ⁽¹⁾ 26 Monivong Rd., Sangkat Phsar Thmei 2, Khan Daun Penh, Phnom Penh, Kingdom of Cambodia Tel: 001-855 (23) 426-145, 213-601-2	Banking	Ordinary	USD 75,000,000	750,000	750,000	100.00%	2,687,885,051
3	SCB-JULIUS BAER SECURITIES CO., LTD. 108 Sukumvit Rd., North Klongton, Wattana, Bangkok 10110 Tel: 0-2098-9999	Securities	Ordinary	2,650,000,000	265,000,000	158,999,999	60.00%	1,589,999,990
4	SCB PROTECT CO., LTD. SCB Park Plaza Bldg., Tower East C, 14th,15th,16th, 21st Floor, 19 Rutchadaphisek Rd., Jatujak, Jatujak, Bangkok 10900 Tel: 0-2037-7899	Insurance broker	Ordinary	513,800,000	83,000,000	82,999,997	100.00%	513,799,970

No.	Company name and Address	Type of business	Type of share	Issued and paid-up capital (Baht)	Paid-up shares (share)	Number of shareholding (share)	Percentage of ownership*	Amount* (Baht)
5	SCB TRAINING CENTRE CO., LTD. 9 Rutchadaphisek Rd., Jatujak, Jatujak, Bangkok 10900 Tel: 081-847-9297	Training center	Ordinary	549,000,000	5,490,000	5,490,000	100.00%	389,504,400
6	SCB ASSET MANAGEMENT CO., LTD. SCB Park Plaza Bldg., Tower 1, 7th - 8th Floor, 18 Rutchadaphisek Rd., Jatujak, Jatujak, Bangkok 10900 Tel: 0-2949-1500	Asset management	Ordinary	100,000,000	20,000,000	20,000,000	100.00%	221,573,983
7	MAHISORN CO., LTD. ⁽¹⁾ SCB Park Plaza Bldg., 18 - 19 Rutchadaphisek Rd., Jatujak, Jatujak, Bangkok 10900 Tel: 0-2937-5400	Property management	Ordinary	66,949,000	669,490	669,490	100.00%	88,168,273
8	RUTCHAYOTHIN ASSETS MANAGEMENT CO., LTD. 9 Rutchadaphisek Rd., Jatujak, Jatujak, Bangkok 10900 Tel: 0-2795-4131	Asset management	Ordinary	25,000,000	2,500,000	2,500,000	100.00%	25,000,000
9	SCB PLUS CO., LTD. SCB Park Plaza Bldg., Tower East C, 8th,9th Floor, 19 Rutchadaphisek Rd., Jatujak, Jatujak, Bangkok 10900 Tel: 0-2792-3900	Collection	Ordinary	1,000,000	100,000	100,000	100.00%	1,000,000

No.	Company name and Address	Type of business	Type of share	Issued and paid-up capital (Baht)	Paid-up shares (share)	Number of shareholding (share)	Percentage of ownership*	Amount* (Baht)
Group 2: Non-SCBX Financial Group Companies								
10	THAI OBAYASHI CORP., LTD. O-NES Tower, 9th Floor, 6 Soi Sukhumvit 6, Sukhumvit Rd., Khlong Toei, Khlong Toei, Bangkok 10110 Tel: 0-2252-5200	Construction	Ordinary	10,000,000	20,000	2,000	10.00%	1,598,365,300
11	NATIONAL ITMX CO., LTD. 5/13 Moo 3, Chaengwattana Rd., Khlongkluea, Pakkret, Nonthaburi 11120 Tel: 0-2558-7555	Payment system service provider	Ordinary	50,000,000	500,000	127,237	25.45%	207,937,956
12	BCI (THAILAND) CO.,LTD. 5/13 Moo 3, 4th floor, Chaengwattana Rd., Khlongkluea, Pakkret, Nonthaburi 11120 Tel. 0-2029-0200	Blockchain platform	Ordinary	530,000,000	53,000,000	11,750,000	22.17%	117,500,000
13	RUAMRUDEE ABOVE LIMITED Suite 5508, 55th Floor, Central Plaza 18 Harbour Rd., Wanchai, Hong Kong	Property investment	Ordinary	USD 3,500,000	3,500,000	350,000	10.00%	2,876,704
14	ESSE COMPLEX LIMITED Suite 5508, 55th Floor, Central Plaza 18 Harbour Rd., Wanchai, Hong Kong	Property investment	Ordinary	USD 3,800,100	3,800,100	380,010	10.00%	2,036,297

No.	Company name and Address	Type of business	Type of share	Issued and paid-up capital (Baht)	Paid-up shares (share)	Number of shareholding (share)	Percentage of ownership*	Amount* (Baht)
15	SAHAVIRIYA STEEL INDUSTRIES PCL ⁽⁴⁾ Prapawit Bldg., 2nd-3rd Floor, 28/1 Surasak Rd., Silom, Bangrak, Bangkok 10500 Tel. 0-2238-3063-82	Steel industry	Ordinary	11,444,458,319	11,444,458,319	4,469,534,816	39.05%	1
16	SIAM SAT NETWORK CO.,LTD. ⁽²⁾⁽³⁾ SCB Park Plaza Bldg., Tower 2 West, 21st Floor 18 Rutchadaphisek Rd., Jatujak, Jatujak, Bangkok 10900	Sattelite service	Ordinary	112,500,000	11,250,000	9,182,012	81.62%	-
17	SIAM TECHNOLOGY SERVICE CO.,LTD. ⁽¹⁾⁽³⁾ SCB Park Plaza Bldg., Tower 1 West, 18 Rutchadaphisek Rd., Jatujak, Jatujak, Bangkok 10900	Consultant	Ordinary	30,000,000	3,000,000	2,249,993	75.00%	-
18	SIAM MEDIA AND COMMUNICATION CO., LTD. ⁽³⁾ SCB Park Plaza Bldg., Tower 2 West, 17th - 22nd Floor, 18 Rutchadaphisek Rd., Jatujak, Jatujak, Bangkok 10900	Holding company	Ordinary	700,000,000	7,000,000	2,333,800	33.34%	-
19	SUPERNAP (THAILAND) CO., LTD. Sindhorn Tower 3 Bldg. 18th Floor, 130-132 Wittayu Rd. Lumpini, Pathumwan, Bangkok 10330 Tel: 0-3312-5100	Data center	Ordinary	2,000,000,000	200,000,000	20,000,000	10.00%	-

No.	Company name and Address	Type of business	Type of share	Issued and paid-up capital (Baht)	Paid-up shares (share)	Number of shareholding (share)	Percentage of ownership*	Amount* (Baht)
20	THAI U.S. LEATHER CO., LTD. ⁽³⁾ 39/98 Rama II Rd., Banghrachao, Muang, Samutsakhon 74000 Tel: (034) 490-082-7	Leather Industry	Ordinary	193,750,000	25,000,000	2,500,000	10.00%	-
21	NAVUTI CO., LTD. 920/4 Moo7, Mae Fah Luang, Mae Fah Luang, Chiang Rai 57110 Tel. 053-767-015 (HO.Chiang Rai), 02-252-7114 (MFLF Bangkok)	Agribusiness	Ordinary	60,000,000	600,000	60,000	10.00%	-

Remarks:

- * In case of indirect investment by bank affiliates, in which the Bank hold more than 30% of their shares, the figures will depict the aggregate percentage of shareholding and value of investment (under Section 258 of Securities and Exchange Act.)
- (1) Company held jointly by the Bank and a Bank affiliate in which the Bank holds more than 30% of shares.
 - (2) Company held by a Bank affiliate in which the Bank holds more than 30% of shares.
 - (3) Discontinued operations, or in process of dissolution or liquidation.
 - (4) Debt restructuring investment.

Risk Management and Risk Factor

Risk Management

Under the organizational structure of the SCBX Financial Group ("the Group"), the Bank retains oversight of the risk management of its subsidiaries. To ensure that the Bank and its subsidiaries have adequate risk management and adhere to the Group's risk management guidelines as specified by the parent company ("SCBX"), the Bank has established a risk management framework for the Bank and its subsidiaries that enables operators to understand risk, risk management, and the transparency of risk management at all levels. It will ensure that the Board of Directors, relevant committees, and all personnel are cognizant of and accountable for risk management in all activities in accordance with applicable laws and Bank of Thailand regulations.

Risk management aims to create long-term stability for the business to achieve its goals within its risk appetite. It also mitigates risks in critical or uncontrollable situations. SCB is committed to continuously developing and strengthening its entire risk management system, including risk identification, risk assessment and measurement, risk control and mitigation, and risk monitoring to be prepared for ongoing and future challenges.

The backbone of SCB's risk management consists of the policy formulation process, implementation framework, and audit process, in tandem with building a strong risk management

culture by empowering our people with knowledge and accountability so that they can all participate in this crucial discipline.

SCB's overall risk management system and risk governance structure comprise the following:

Risk Management System

SCB's risk management system has four major components:

1. Risk identification

Major risks of the Bank include transactions and activities involving customers and counterparties. These risks include strategic risk, credit risk, market risk, interest rate risk in the banking book (IRRBB), liquidity risk, investment risk, operational risk, model risk, reputational risk, people risk, technology risk, and legal and compliance risk. These risk categories are discussed in detail in the section below titled "Key Risk Factors for the Banking Business."

Beyond the risks mentioned earlier, the Bank acknowledges the significance of environmental, social, and governance risks (ESG Risks). These risks have the potential to evolve into financial risks, potentially affecting profit generation, competitive positioning, as well as the reputation and

resilience of the Bank's capital. Hence, the Bank acknowledges the importance of ESG risk management, incorporating it into the Bank's traditional risk as well as Concentration risk management to proactively prevent and address potential risks.

2. Risk assessment and measurement

To assess and measure each type of risk, the Bank employs a wide range of quantitative and qualitative methods based on internal rating-based approaches and/or other appropriate internal models:

- **For strategic risk**, The bank assesses and evaluates risks by focusing on qualitative risk factor analysis and quantitative economic indicators. This includes evaluating external factors such as GDP growth in Thailand, the Volatility Index and Catastrophic Risk as well as internal factors such as CET1, Leverage Ratio, and Net Profit (NP). Additionally, the bank considers strategic progress to monitor risk trends on a monthly basis. Strategic risk indicators are also reviewed annually.
- **For credit risk**, measures include borrower risk ratings to gauge the probability of default (PD). The Bank applies credit scoring, such as application scores, and behavioral scores to assess risk profiles of retail clients and small SMEs. In addition, the Bank has developed risk models to

estimate loss given default (LGD) and exposure at default (EAD). For derivative products, the Bank relies upon potential future exposure (PFE) methodology to measure credit risk exposure.

- **For market risk**, measurements include both statistical tools, such as value at risk (VaR), and non-statistical methods, including risk-factor sensitivity analysis, position measures, and stress testing for trading book exposures.
- **For interest rate risk in the banking book (IRRBB)**, the Bank assesses risk by measuring the impact of interest rate fluctuation on net interest income and economic value of equity (EVE) using interest rate volatility assumptions under stress scenarios.
- **For liquidity risk**, the measures cover balance-sheet structure, cash flows of assets and liabilities, and off-balance-sheet items. Liquidity risk measurements include liquidity coverage ratio (LCR), net stable funding ratio (NSFR), liquidity ratio, and maximum cumulative outflow (MCO).
- **For investment risk**, the Bank employs statistical tools to assess and quantify investment risk. These tools are instrumental in establishing a market risk limit for investments, with the utilization of Value at Risk (VaR) as a key metric.
- **For operational risk**, the Bank has developed and regularly improved risk and control self-assessment (RCSA) as a tool to identify and assess risks and controls, as well as Incident and Loss data, to determine operational risk and internal control effectiveness for each of the Bank's Business Units/

Support Units. It has also established key risk indicators (KRIs) to identify causes of operational risks and track the movement of operational risk trends as an early warning tool to effectively manage operational risks. A threshold level is defined for each KRI, and KRI reporting is required to be performed within a defined period. In case KRI is at a warning level for three months consecutively or at an unacceptable level, it requires consideration of the development of an action plan/appropriate measure/control to effectively manage operational risk or mitigate such operational risk at an acceptable level. The Bank has also defined Key Control Testing to test control effectiveness in terms of control design and control performance. The Key Control Owner/ Independent Assigned Unit is responsible for control testing and defining a control management approach/control gap action plan in case that there is no control process established / designed and a control gap exists, or if there is a control process defined / designed and performed but a control effectiveness gap exists because test results revealed defects requiring a control management approach /control effectiveness gap action plan and the appointment of responsible persons for the execution and completion of action plans and Operational Risk Management for consultation. All relevant Business Units and Support Units have been notified and are required to acknowledge their roles and responsibilities as defined in internal RCSA and KRI regulations to ensure consistent and transparent operational risk management practices.

Additionally, the Bank has defined a New Product/Process Approval Internal Regulation to govern all new products and processes/ projects and any material changes to existing products and processes /projects in order to

protect or mitigate impacts on the Bank. This is to ensure that all new products and processes/ projects undergo a thorough risk profile review prior to launch and related risks are managed at an acceptable level and in line with the Bank's operational risk management framework. Any risks or issues after launch will be monitored and reviewed following post implementation review as defined in the New Product/Process Approval internal regulation to ensure that there are no errors, or that any errors can be managed in a timely basis. Moreover, as part of its risk mitigation process, the Bank has established a Business Continuity Management (BCM) function to ensure the continuity of key activities during any crisis event that might disrupt business. This strategy guarantees that operational risk remains within the Bank's risk appetite in order to mitigate the potential impact of operational risk incidents.

- **For model risk**, the performance of a model is measured using statistical quantitative factors, including key performance indicators and other qualitative indicators to validate that the employed model is suitable. Qualitative analysis and measurement are also conducted to validate risks arising from the usage of a model.
- **For Technology risk**, The Bank has tools to manage information technology risks to maintain them within an acceptable risk appetite level, such as Risk and Control Self-Assessment (RCSA), which allows risk owners to conduct internal risk assessments under the supervision, support, advice, and approval of risk results by the Technology Risk Management team. There are also in-depth ad hoc risk assessments that rely on specialized expertise by the Technology Risk Management team. If any risk is found whose residual risk

level exceeds the acceptable level (risk appetite level), the appropriate risk reduction plan must be provided with clearly responsible people (risk owners) and target dates, including the determination of the risk indicator (Key Risk Indicator: KRI), which determines the status of acceptable indicators (Threshold Level) for use in monitoring and monitoring risks.

Information technology risk status is usually reported to managements and related committees regularly under the framework of the Bank's Technology risk management policy, which is reviewed annually to comply with the international standards requirements of relevant regulatory agencies and SCBX group directions.

- **For other operation risks** such as reputational risk, people risk, and cyber risk, the Bank mainly applies risk analysis, including quantitative and qualitative risk management according to the Bank's policies and standard / international standards. In addition, an overall risk assessment will be reported to the committee and relevant senior management regularly.

In the past year, the bank has developed tools to measure the amount of greenhouse gas emissions from lending activities (Financed Emissions Measurement) according to the PCAF (Partnership for Carbon Accounting Financials) standards, which are standards for financial institutions to assess and disclose the amount of greenhouse gases associated with financial activities. Additionally, the bank has hired a consulting firm to develop tools for assessing the Environmental, Social, and Governance (ESG) risk score of each debtor, covering 11 industries.

To implement forward-looking risk management, the Bank also performs stress tests in addition to other risk measurement tools, particularly for market risk, credit risk, and liquidity risk.

3. Risk control and mitigation

To guide its overall risk considerations and controls, the Bank has formulated a risk appetite statement (RAS) aligned with its short- and long-term goals and the RAS of the SCBX Financial Group. The Bank regularly evaluates its capital adequacy and monitors and controls risk by defining key risk indicators and risk limits for the Bank's exposure at various organizational, customer, product, transaction, and other levels. The Bank has a mechanism of internal control to manage risks in compliance with its policies and procedures.

4. Risk reporting

Overall risk is reported through the Risk Dashboard, which is presented to relevant executives, including the Risk Management Committee, the Risk Oversight Committee, and the Board of Directors on a monthly basis. This ensures that risks remain at an acceptable level. Risk reporting is conducted at the product level, the departmental level, and for the bank as a whole.

Additionally, the Bank reports its risk status to SCBX, the parent company, through the Risk Dashboard on a monthly basis. Timely reporting of significant events and identified risk issues that could impact the Group's financial position or reputation is crucial. This enables SCBX to manage risks in a timely manner.

Risk Governance Structure

The risk governance structure comprises five key components:

1. Policies

The Board of Directors has the responsibility to review and approve the Bank's risk appetite and major risk management policies, such as the Risk Management Policy of SCB and subsidiaries, Credit Policy Guide, Internal Capital Adequacy Assessment Process Policy (ICAAP Policy), Recovery Plan Policy, Stress Testing Policy, Market Risk Policy, Trading Book Policy, Interest Rate Risk in the Banking Book Management Policy, Liquidity Risk Management Policy, Operational Risk Management Policy, Business Continuity Management (BCM), Crisis Management Policy, Strategic Risk Management Policy, ESG Risk Management Policy, Reputational Risk Management Policy, People Risk Management Guidelines, Technology Risk Management Policy, and Model Risk Management Policy.

2. Authority

The Board of Directors is responsible for appointing and approving the roles and responsibilities of the Board Committees, as well as delegating operational authority to these committees and senior executives. This operational authority includes credit approval authority and the management of various types of risks, as deemed necessary and appropriate, in line with acceptable risk levels. The Board of Directors remains accountable for the delegated tasks through subsequent reporting for acknowledgement.

3. Committees with significant roles in risk management

Committees with significant roles in risk management have been categorized into two levels as specified below:

3.1 Sub-Board committees

The Board of Directors has delegated its risk management duties to management and other committees. The following committees have been appointed to oversee the Bank's risk management implementation:

- 3.1.1 The Executive Committee** is responsible for considering and approving matters related to the business of the Bank according to the Bank's regulations — such as for credit, debt restructuring, and investments — and for administering related functions as assigned by the Board of Directors.
- 3.1.2 The Risk Oversight Committee** is responsible for reviewing the adequacy and efficiency of overall risk management policy, strategies, and risk tolerance to ensure that they are effective and efficient, as mandated by the Board of Directors.
- 3.1.3 The Technology Committee** is responsible for providing support to the Board of Directors in forecasting long-term technology trends and developing corresponding strategies, addressing the integrity of technology services, and managing technology risk.
- 3.1.4 The Audit Committee** comprises independent directors who are responsible for reviewing the adequacy of the Bank's internal control as well as the effectiveness of risk management implementation of the Bank and subsidiaries.

3.2 Management committees

In addition to the above-mentioned sub-board committees, the following management committees have also been set up to oversee the Bank's risk management processes:

- 3.2.1 The Risk Management Committee** is responsible for developing risk management strategies in line with the SCB and subsidiaries' risk management framework, including reviewing the adequacy of overall risk management policies/guidelines and overseeing the SCB Group's compliance with its risk management policy and strategies. The Committee also manages the overall risk of the Bank.
- 3.2.2 The Assets and Liabilities Management Committee** is responsible for managing liquidity risk and interest rate risk in the banking book.
- 3.2.3 The Equity Investment Management Committee** is responsible for approving investment in equities within its approval authority and has the authority to set the investment process, operation process, and other management pertaining to investment, including managing risk of the Bank's equity investment portfolio.
- 3.2.4 The Underwriting Risk Committee** is responsible for reviewing and approving underwriting limits based on market risk considerations. The Committee makes recommendations to the Executive Committee or the Board of Directors for approval in any case of a high-risk transaction, or when an underwriting limit exceeds its approval authority.

3.2.5 The Technology Strategy Steering Committee

is responsible for setting the strategic direction for technology and the system architecture of the bank. This includes ensuring the integrity of technology risk management and promoting best practices in technology operations

3.2.6 The Credit Committee, Retail Credit Committee, Wealth Credit Committee, and Special Assets Committee

are responsible for approving loans within their approval authority. Any loan exceeding a committee's authority level requires approval from the Executive Committee or the Board of Directors as set forth in the Credit Approval Authority Regulation and the NPL and NPA Approval Authority Regulation. However, any loan involving Bank-related businesses, major shareholders, or related persons must be approved by the Board of Directors. Loans viewed by the Executive Committee as contentious and having potential reputational risk shall be proposed to the Board of Directors for approval as deemed appropriate.

With regard to the consideration of non-performing assets (NPAs), the Management Committee is responsible for approving NPAs within its approval authority. Any NPA having a fair market value exceeding the Management committee's authority level requires approval from the Executive Committee or the Board of Directors as set forth in the NPL and NPA Approval Authority Regulation.

3.2.7 The Model Risk Management Committee

is responsible for validating and overseeing all internal models employed by the Bank to ensure that model risk management frameworks perform as expected. The Committee is also responsible for approving models as well as the validation of results.

3.2.8 ESG Steering Committee The bank recognizes the increasing importance of ESG risks in sustainable business operations. Therefore, it has established the ESG Steering Committee to drive various initiatives related to ESG risk management. This includes monitoring and evaluating performance against targets to ensure alignment with the sustainable business policies and plans of both the bank and the SCBX financial group

3.2.9 Other committees, such as the Investment Committee, Data Privacy and Data Governance Committee

In 2024, the Bank expanded the responsibilities of the Data Privacy Committee to cover Data Governance according to regulatory requirement and therefore changed its name to Data Privacy and Data Governance Committee.

4. Risk governance

4.1 Credit risk governance

The Bank has long emphasized the importance of proper checks and balances in its organizational structure by separating business functions and credit approval functions for effective internal control. Credit approval authority is determined in accordance with the risk level or expected

loss, which will depend on the credit line, borrower risk rating, and severity class. For non-retail credit, the Bank assigns approval authority to both credit committees and individuals. For retail credit, the Bank monitors and controls retail lending by means of the established Credit Policy Guide and approval authority as well as underwriting criteria according to the Product Program/Risk Program approved by the Executive Committee or the Retail Credit Committee. In addition, the Bank assesses and measures credit risk by product and/or customer segment.

4.2 Market risk governance

The Bank sets a variety of market risk limits for its trading and banking portfolios, and these limits have been endorsed by the Risk Oversight Committee and approved by the Board of Directors. For the Bank's key market risks, which are interest rate risk, foreign exchange risk, and investment risk in the banking book, the Committee sets risk limits for trading and banking book positions. These limits are based on information from a number of risk monitoring and assessment tools, such as value at risk (VaR), risk sensitivity measures (basis point value), position measures, and stress testing. In addition, trading portfolio performance is monitored and controlled by using management action triggers (MATs).

4.3 Interest rate risk in the banking book (IRRBB) governance

The Bank sets risk limits for IRRBB by measuring the impact of interest rate fluctuations on net interest income and the economic value of equity (EVE) using interest rate volatility assumptions under stress scenarios. To monitor

IRRBB, the Bank produces repricing gap reports for risk analysis and risk assessment. The analysis, assessment, and risk management strategies are then reported to the Assets and Liabilities Management Committee (ALCO) for further action.

4.4 Liquidity risk governance

The Bank manages and controls liquidity risk to ensure that it maintains adequate sources of liquidity in order to maintain sufficient future cash flows to cover its activities under both normal and stressful situations by using cash flow reports or liquidity gap reports. The Bank's policy is to maintain its liquidity coverage ratio (LCR), net stable funding ratio (NSFR), and liquidity ratio (liquid assets as a percentage of total deposits) at the appropriate level and to monitor net cash outflows over different time horizons to ensure that the Bank will be able to meet its liquidity needs on a timely basis.

4.5 Investment risk governance

Given that investment risks encompass various elements such as business risk (credit), market risk, and liquidity risk, the Bank employs diverse risk management policies to effectively manage these risks. The establishment of an Investment Policy is a crucial component in defining the framework and scope of investments, along with criteria for investment, risk management protocols, internal controls, and approval authority. Additionally, the Bank has implemented market risk limits for its investments, with ongoing monitoring and reporting to the Bank's Board of Directors or assigned committees.

4.6 Operational risk governance

The Bank has adopted the "Three Lines of Defense" model as a fundamental tenet of its risk management procedures. The first line of defense consists of business units and support units responsible for operational risk managing and detecting relevant risks in their own activities, conducting analyses based on the complexity and size of the business, and implementing risk management and control principles in their day-to-day operations (i.e., continuous monitoring of key activities such as suspicious access to customer data).

The centralized functions are the second line of defense, providing consultation, support, and scrutiny regarding the approach/methodology that the first line implements to manage its operational risk. It comprises functions such as operational risk management, compliance, IT security, and fraud management. The third line of defense comprises independent assurance providers (e.g., internal audit and other independent assurance providers), which provide independent review and objective assurance regarding the effectiveness of the Bank's internal control system. In addition, the third line of defense also provides assurance to the Audit Committee and the Bank's Board of Directors that the Bank and its subsidiary companies have effective and sufficient operational risk control.

The Risk Management Function participates in regular meetings with business-level committees to discuss operational risk issues, and it provides /supports operational risk management information to management across key functions to facilitate their business decision-making.

4.7 Technology risk governance

The Bank has adopted a "3 lines of defenses" governance framework to give the Board and senior management confidence in the Bank's effectiveness in technology risk management, divided as follows:

The first line of defense consists of the information technology functions, supporting functions, and related business units which are responsible for managing technology risks. They are responsible for identifying key risks with analysis appropriate to the size and complexity of IT activities, related applications/systems, and other related factors. This includes applying principles and methods of risk and control management in daily IT operations.

The second line of defense is a central function that acts as a provider of advice and support to related risk owners in the first line of defense, including testing how various functions manage technology risks. These central functions consist of various functions such Technology Risk Management, Compliance, etc.

The third line of defense is the Audit function, which is responsible for testing controls to ensure operation effectiveness and providing confidence to the Audit Committee and the Bank's Board of Directors that the Bank and its subsidiaries have a sufficiently efficient control environment.

4.8 People risk governance

The Bank applies the Three Lines of Defense model to manage people risk in the same manner as it does for

operational risk. The first line of defense involves the People Function, business functions, and relevant support functions. The second line of defense involves a shared service group, which is responsible for providing recommendations, support, alerts, and testing for approaches adopted by the People Function to manage people risks. The shared service group comprises Operational Risk Management, Compliance & Operational Control, Technology Security & Risk, Fraud Control, and others. Lastly, the third line of defense is carried out by independent units, which conduct tests on processes and procedures set out by the People Function, including the people risk management process. The third line of defense, which is under the responsibility of the Audit Division, provides assurance to the Audit Committee and the Board of Directors that the Bank and subsidiaries have effective control measures for people risk.

4.9 Model risk management governance

The Bank has established a dedicated unit for Model Risk Management, to ensure balances and independent validation, thereby enhancing the effectiveness of model usage as the Second Line of Defense. This unit provides advice, support, and validation to the First Line of Defense. Model risk management oversight covers the validation of models using both quantitative and qualitative approaches to ensure that the usage of models achieves the expected target and controls have been put in place according to model governance to prevent any misuse of models and minimize model risks.

4.10 Legal and Compliance Risk Governance

Legal and compliance risk refers to the risk posed by noncompliance with laws, rules, regulations, standards, and guidelines governing financial institution transactions, business operations, and the inability to execute law enforcement, including market conduct. Noncompliance may result in fines, punishment, or other consequences as a result of complaints, litigation, and legal action, all of which will have an impact on the Bank's financial property and reputation.

As the Bank's business operations become more diverse and complicated, in order to serve client needs efficiently legal and compliance risk management has become a vital foundation for the Bank's business operations. Therefore, the Bank is obliged to comply with relevant regulators' laws, rules, and regulations. Thus, to ensure that Bank operations are conducted in accordance with the law, the Bank has established a Compliance and Legal Function that is independent of the business unit. The Compliance and Legal function is responsible for analyzing and assessing risks by applying the Risk-Based Approach to cover all material risks.

Furthermore, the function is accountable for establishing review plans for Legal and Compliance risk by utilizing Data Analytics as a technological governance tool. Another responsibility is conducting Compliance guidelines and monitoring any changes in regulations and laws that may impact the Bank. In addition, the function holds responsibility for overseeing and advising various departments of the Bank to ensure that the Bank operates properly, in accordance with its internal policies and

applicable laws, regulations, and the standards of governing regulators. In consequence, these will enable the Bank to continue maintaining the efficiency of its operational control and review process, which includes reporting to management and the supervisory committee regarding performance and material risks. This also reflects the Bank's effective measures for prevention, detection, and corrective action in a timely manner. In terms of regulatory and legal compliance oversight, the Bank has developed policies, visions, and missions, and communicates them with its executives and employees for acknowledgment and compliance.

Regarding the risk management of SCB and its subsidiaries, the Bank as the parent company has an oversight responsibility for the risk management of subsidiaries. The Bank's subsidiaries are responsible for establishing risk and internal control policies and practices to ensure effective risk management at a level equivalent to that of the Bank and consistent with the Bank of Thailand's guidelines on consolidated supervision. The Board of Directors has approved the Risk Management Policy of SCB and its subsidiaries, which requires each subsidiary to formulate a risk management policy, set up an appropriate organizational structure, set risk tolerance limits, establish risk management approaches, and prepare risk reports as specified by the Bank's risk management guidelines, which depend on the nature of the subsidiary's business.

For transactions between SCB and companies in the SCBX Financial Group, the Bank adheres strictly to the Bank of Thailand's consolidated supervision criteria for both quantitative and qualitative aspects, as well as the SCBX Intra-transaction policy, by conforming to good governance

principles and requiring that these transactions be conducted with transparency and fairness using market prices or with conditions stipulated on an arm's length basis, as well as comprehensively taking into account the risks of the group, including all stakeholders.

5. Chief Risk Office

The Chief Risk Office, under the Chief Risk Officer (CRO) who reports directly to the Chief Executive Officer, is responsible for setting the risk management framework, making risk policy recommendations, and reporting and monitoring major types of risk. The Chief Risk Office is responsible for bringing the Bank's risk management policies and practices up to global standards, the SCBX Group Risk Management Policy, and for ensuring that the Bank and its subsidiaries have a comprehensive and integrated risk management framework. Moreover, other relevant functions are responsible for specific risks. For example, the Chief Financial Office is responsible for liquidity risk and interest rate risk in the banking book (IRRBB); the Chief People Office is in charge of people risk; and the Chief Strategy Office handles strategic risk.

Key Risk Factors for the Banking Business

1. Risks from Economic Uncertainties

In 2024, the Thai economy is expected to grow by 2.5%, increasing 2.0% from the previous year, driven by robust tourism from a bounce back of 35.5 million tourist arrivals and government measures boosting domestic tourism which, in turn, supported strong private consumption growth.

In the second half of 2024, the Thai economy should be supported by additional tailwinds from the export sector benefiting from an electronic upcycle and accelerated global demand due to concerns over potential U.S. tariff hikes on imported goods this year. Furthermore, government spending picked up from expedited budget disbursement and government cash handouts to vulnerable groups, further bolstering domestic consumption.

Despite this positive development, the Thai economy will still face downward pressures from a sluggish manufacturing sector with high inventory, and subdued private investment, particularly in construction activities and commercial vehicle purchases. This comes amidst high debt burdens and tightened credit standards by financial institutions to vulnerable households and businesses.

Headline inflation in 2024 registered at 0.4% below the target range, largely due to softened demand-side pressure and government measures to delay domestic energy price increases throughout the year.

The Thai economy in 2025 is projected to grow at a slower pace of 2.4% (as of the December 2024 forecast), driven by intensifying trade protectionism under Trump 2.0 policies, as most

Thai exports to the U.S. could be targeted to reduce the U.S. trade deficit and promote the US domestic supply chain. Additionally, renewed trade wars could increase Chinese imports into Thailand, further exerting pressures on the competitiveness of Thai products in both domestic and global markets. As a result, Thai export growth is expected to slow, particularly in the second half of the year, when U.S. tariff hikes take effect across various trading partners.

Private investment is expected to rebound in activities related to investment promotion certificates issued by the Board of Investment, which have been substantially increased. However, construction investment is expected to remain subdued. Investment in commercial vehicles will take time to recover following tightened credit conditions, and manufacturing investment is still encountering challenges from an influx of Chinese imports and subdued domestic demand.

Looking ahead, a limited recovery in household income and the overall economy together with multiple risks and household debt problems are expected to improve slowly, pressured by private consumption. Further monitoring of the quality of retail lending is warranted amidst financial institutions' cautious credit standards. The additional debt relief measures introduced at the end of 2024 have been aimed at reaching out to more vulnerable individuals with a high potential for debt settlement. The success of such measures, however, would largely depend on borrowers' income recovery. Headline inflation in 2025 is projected to remain stable near the lower bound of the inflation target range at 1%.

In 2024, the Thai policy interest rate was lowered from 2.5% to 2.25%, and to 2.0% in early 2025 with a further 1 to 2 cuts expected in the remaining of 2025. Additional rate cuts will depend on the need to utilize policy space to cushion rising economic risks stemming from internal vulnerabilities and external challenges. Moreover, rate cuts could help ease the debt burden and partially alleviate the impact of tight financial conditions on economic activities.

As for the Bank's management of risk in the face of uncertain economic conditions, SCB robustly monitors the credit quality of its borrowers on a regular basis to ensure an adequate allowance for expected credit loss

2. Credit Risk

2.1 Concentration risk

Concentration risk relates to any single exposure or group of exposures in an entity or a business sector with the potential to produce large losses for the Bank if problems arise in that entity or sector.

The Bank manages credit concentration risk by setting concentration limits based on loss potential for each borrower group. For large borrower concentrations, the Bank controls and monitors lending ratios under the Bank of Thailand's guidelines, whereby lending, investment, contingent liabilities, or lending-like transactions with any major borrower and related parties or projects must not exceed 25% of solo consolidated capital. Additionally, the Bank requires that lending not be concentrated in any specific industry. This is determined by industry trends,

business opportunities, probability of loss, and probability of default. The Bank has applied statistical tools to determine industry limits, such as the Herfindahl-Hirschman Index (HHI), which is an index adopted for measuring industry concentration.

2.2 Counterparty risk

Counterparty risk is the risk of losses from counterparties violating contract agreements, particularly for derivatives contracts, such as interest-rate swaps, currency swaps, equity instruments, and forward-rate agreements. Generally, the Bank enters into derivative contracts with customers that need to square their positions and minimize their risk exposure. To keep market risk exposure under the limit, the Bank may hedge its risk exposure in part or in whole by entering into off-setting agreements (back-to-back) with foreign banks in the OTC derivatives markets, which creates counterparty risk with these banks.

The Bank sets a risk limit for each counterparty based on the same underwriting process as for credit customers. To determine counterparty limits, specifically for financial institutions (FIs), the Bank takes into consideration the counterparty's credit ratings and level of Tier 1 capital. The Bank also establishes a country limit for each country. For risk monitoring, the Bank closely monitors counterparties' credit conditions based on aggregate exposure, credit default swap (CDS) spread, changes in credit ratings, and changes in equity prices. This information is reported to senior management on a daily basis as input to assist with keeping the risk level within the Bank's risk appetite during normal and stressful situations.

To mitigate counterparty risk, the Bank signs ISDA credit support annexes (CSAs) with its major counterparties, which require posting collateral in the form of cash or highly liquid securities when a contract's fair market value changes more than the threshold.

Over the past year, counterparty credit risk has increased, as reflected in the rise of Credit Valuation Adjustment (CVA). This increase was driven by higher transaction volumes and market factors such as foreign exchange (FX) rates and interest rates (IR), which contributed to elevated exposure levels. Additionally, the deterioration in the credit ratings of certain counterparties, influenced by economic challenges, was a significant factor in the heightened risk. Nevertheless, the Bank continues to place strong emphasis on assessing, monitoring, and managing these risks closely.

2.3 Country risk

When the Bank engages in international lending or a cross-border transaction, it undertakes not only customer credit risk but also country risk arising from the economic, social, and political conditions of the country. The Bank sets out a risk management framework to ensure that adequate policies and processes are in place to identify, measure, evaluate, monitor, report, and control or mitigate country risk, both direct and indirect, on a timely basis.

The Bank manages country risk by setting a maximum exposure limit and a country limit for each country, based on a sovereign scorecard model, external credit ratings, and the Bank's level of Tier 1 capital.

In 2024, country risk continued to face numerous challenges, particularly from escalating geopolitical conflicts, such

as the prolonged war between Israel and Hamas, which is likely to persist and significantly impact the Middle East region. In terms of monetary policy, central banks worldwide began reducing interest rates toward the end of 2024 to stimulate economic growth and mitigate the effects of geopolitical uncertainties. At the same time, the Bank has suspended credit limits for certain countries, while closely assessing, monitoring, and managing the associated risks and reporting to relevant committees.

2.4 Non-performing loan (NPL) risk

NPLs arise when borrowers fail to repay debts according to schedule, which may cause the Bank to lose not only interest income, but sometimes part of or all the principal, with an impact on the Bank's profitability and capital adequacy.

In 2024, The Bank continues to face a fragile Thai economy facing an uneven recovery. External factors, such as a slow global economy, continuing geopolitical risks, elevated trade wars, and technological changes will affect the competitiveness and adaptability of businesses. These factors put pressure on the loan quality and credit worthiness of business and retail debtors.

At the end of 2024, NPLs stood at Baht 90,701 million, or 3.3%, increasing from Baht 89,302 million, or 3.3%, in 2023. Note: Further explanation regarding NPLs is provided in the Management Discussion and Analysis section of this Annual Report.

The Bank manages its NPL risk by setting aside adequate expected credit loss. At the end of 2024, the Bank had a total expected credit loss of Baht 138,132 million with an NPL Coverage Ratio of 152.29%.

2.5 Off-balance-sheet risk

To adhere to Thai Financial Reporting Standards, some of the Bank's obligations with customers and counterparties are classified as off-balance-sheet items, which have underlying credit risk from the potential of failure to comply with contract terms.

At the end of 2024, the Bank's obligations from loan commitments, financial guarantee contracts, and unused bank overdrafts amounted to Baht 497,526 million, an increase of 0.6% from the previous year.

To manage this off-balance-sheet exposure, the Bank treats such obligations as a form of loan, and business units are required to follow the normal credit approval process. The Bank controls this risk by setting a counterparty risk limit for each customer along with the country risk limit. Monitoring is also done by keeping abreast of the current situation and related information.

For the credit risk of a derivative transaction, unlike general credit risk in which losses are often one-sided, both sides of a contract can face losses as a result of a change in the contract's value from market movements. To quantify the credit equivalent amount of a derivative transaction, the Bank uses the Monte Carlo simulation and current exposure method, depending on product type, to determine the credit exposure of a derivative transaction with a counterparty.

Derivative transactions introduce additional market risk arising from changes in a contract's value. The Bank controls its derivative risk exposure to market volatility by setting limits using a variety of risk indicators, such as VaR, and risk sensitivities that include option Greeks, loss action triggers, and stress testing.

2.6 Risk from impairment in value of real estate collateral

Because most collateral is in the form of real estate, a sluggish property market and lower housing prices will negatively affect the value of the Bank's collateral, which may result in higher losses from NPLs. The Bank has established the Collateral and Non-Performing Assets Appraisal Policy as part of the Credit Risk Management Policy to ensure that collateral and NPA values reflect fair market values, especially for setting expected credit loss and capital calculation as well as for consideration in credit approval and debt restructuring.

The Bank has managed impairment risk through the Collateral and Non-Performing Assets Appraisal Policy as mentioned above, which requires collateral for credit lines of Baht 20 million or more to be reassessed every five years and every three years or sooner for Wealth Lending collateral. Collateral for non-performing loans (NPLs) is reassessed every three years, unless any decision needs to be made that depends on collateral value, such as the restructuring of a problem loan. In that case, collateral value must be reassessed within one year to reflect fair market value. For non-performing assets, collateral is re-appraised every year per the BOT's requirement.

For the choice of appraiser, the Bank is authorized by the BOT to use its internal appraiser for loans of any size. According to the policy of the Bank, either an internal appraiser or an external appraiser may be an appropriate choice. The Bank has established a list of qualified criteria for use in selecting any external appraiser in order to be confident that they conform to professional standards and ethics.

The criteria must be approved by the Risk Management Committee and reviewed annually so that the Acceptance Valuation Assessment Committee (AVA Committee) can use them as a guideline for selecting external valuation companies. The companies on the qualified list are reviewed every six months.

To ensure transparency and prevent conflicts of interest, the Bank's internal appraisal process is independent of the credit approval function. The Bank's internal appraiser together with the AVA Committee are responsible for monitoring and updating property price movements in the market and reporting them to the Credit Committee annually.

3. Market Risk and Interest Rate Risk in the Banking Book (IRRBB)

3.1 Foreign exchange risk

Fluctuation in exchange rates affects the value of the Bank's foreign currency-denominated assets and liabilities. Transactions exposed to foreign exchange risk include proprietary trading transactions and money transfers as well as payments related to international trade and foreign investment, which may result in the Bank's net currency position being short or long at any point in time. Thai baht appreciation against the currency in which the Bank has a net long position will result in foreign exchange losses, whereas baht depreciation will result in foreign exchange gains. On the other hand, if the Bank is in a net short position, the Bank will make a gain on the position when the baht strengthens, but a loss when the baht weakens.

The Bank controls foreign exchange risk by setting risk limits on foreign exchange risk exposure both in terms of statistical limits, such as VaR, and monetary limits, such as

net open position, open position by currency, management action triggers, and other limits.

As of December 31, 2024, the Bank's foreign currency position was a net open position equivalent to USD 28.82 million, with a VaR in the foreign exchange rate portfolio of Baht 4.5 million.

3.2 Interest rate risk

Interest rate fluctuation affects the Bank's interest income and expenses as well as the economic value of equity. Four main sub-types of interest rate risk are defined as follows:

- **Repricing risk** is the risk from maturity/timing mismatches of the Bank's assets and liabilities, which cause interest rates at reset to differ due to yield curve movements. For example, assuming all other factors are constant if the Bank's assets can be repriced faster than liabilities (positive gap), interest margins increase when interest rates rise. On the other hand, if the Bank's ability to reprice assets is slower than liabilities (negative gap), then interest margins narrow when interest rates rise.
- **Yield curve risk** arises from interest rates at different maturities changing.
- **Basis risk** occurs when the Bank's assets and liabilities are based on different reference interest rates, e.g., fixed-deposit rates, interbank lending rates, etc. Therefore, any change in reference rates will affect interest rates tied to assets and liabilities differently.

- **Options risk** arises from implicit and explicit options in the Bank's assets and liabilities and off-balance-sheet items, where exercising these options might affect the Bank's revenue and costs. For example, an option on a three-month deposit that allows early withdrawal before maturity will, if exercised, cause the Bank's costs to rise sooner than expected.

The Bank and its subsidiaries adopt various tools for interest rate risk management which include risk tolerance limits for both the Trading book and Non-Trading book. For Trading book exposures, there are limits on Value-at-Risk (VaR), sensitivities to yield curves and basis shifts (basis point value), and stress testing. For Non-Trading book exposures, limits are determined based on impact assessments on Net Interest Income (NII) and Economic Value of Equity (EVE).

As of December 31, 2024, the VaR of the interest rate risk portfolio in the trading book was Baht 45.65 million. In a scenario of a 1% increase in interest rates affecting the banking book's interest rate risk, the Bank anticipates a decrease in Net Interest Income (NII) within one year. Conversely, NII (after behavioral adjustment) is expected to increase by Baht 6.7 billion or 6.75%. The Bank adopted a behavior model in measuring interest rate risk in the banking book to better reflect the risk by adjusting asset and liability repricing tenors, i.e., maturity of non-maturity deposits (NMDs), fixed-rate loans subject to prepayment risk, and term deposits subject to early redemption risk, as well as adjusting the relationship of loan and deposit interest rates to the policy rate. The behavior adjustment is in accordance with the Bank of Thailand's notification number Sor. Kor. Sor.1. 2/2564 dated 19 August 2021, regarding the Supervisory Criteria of Pillar 2 Capital Requirement.

4. Liquidity risk

Liquidity risk is the risk that the Bank and its subsidiaries may not be able to meet their obligations as they fall due to an inability to realize assets or to cover funding requirements at an appropriate price, thus resulting in losses to the Bank and its subsidiaries.

In order to manage liquidity risk, the Bank and its subsidiaries established the Liquidity Risk Management Policy. The policy has been approved by the Board of Directors, with the Assets and Liabilities Management Committee (ALCO) taking an oversight responsibility to ensure compliance with the policy.

The Bank manages and controls liquidity risk to ensure that it maintains adequate sources of liquidity in order to maintain sufficient future cash flows to cover its activities during both normal and stressful situations by using cash flow reports or liquidity gap reports to monitor and control the Bank's overall liquidity risk. The Bank's policy is to maintain its Liquidity Coverage Ratio (LCR), Net Stable Funding Ratio (NSFR), and Liquidity Ratio (liquid assets to deposits) at appropriate levels and to monitor net cash outflows over different time horizons to ensure that the Bank will be able to meet its liquidity needs on a timely basis.

Additionally, the Bank conducts stress testing on a regular basis under BoT scenarios and the Bank's own scenarios. Stress test results are incorporated into the Bank's contingency funding plan, which establishes scenario-specific action plans and explicit roles and responsibilities for liquidity management in the event of a crisis.

The Bank has a policy of maintaining its daily liquidity ratio at 20% or higher, measured as liquid assets to deposits.

At the end of December 2024, the Bank's liquidity ratio stood at 32.5% of deposits (2023: 31.8%). In addition, the Bank's average month-end liquidity coverage ratio (LCR) for the fourth quarter of 2024 was 212%, which shows that there will be adequate liquidity under both normal and crisis scenarios.

5. Strategic risk

Strategic risk refers to the risk arising from the formulation of strategic plans, operational plans, and their implementation that are either inappropriate or misaligned with internal factors and external conditions, which can negatively impact on the bank's revenue, capital, reputation, or its continued existence.

The Board of Directors has adopted a Strategic Risk Management Policy as a framework to formalize and provide a structured approach to managing strategic risk. Strategic risk is managed throughout the strategy-setting process itself and through the assessment of strategic risk. The strategy process — including 1) strategic planning, 2) alignment and change management, 3) implementation, monitoring, and performance, and 4) evaluation and feedback — is designed to ensure the sufficiency of information taken into consideration in formulating and implementing strategy. Risk assessment, which is a part of the Bank's risk materiality assessment framework, is performed to monitor potential strategic risks arising from both external and internal factors.

In 2024, the strategic risks from external factors improved from Medium level in 2023 to Rather Low level due to the global economic recovery. Meanwhile, internal factors remain at the same level as the previous year. However, there are still risk factors that may cause significant impacts, such as Donald Trump's U.S. Presidency, geo-political uncertainties, climate change,

high household debt, and a domestic economy that has not clearly recovered, all of which continue to be major pressures on vulnerable households and businesses. These situations need to be closely monitored.

The Strategy Office is responsible for developing the bank's strategic plans and supporting the Board and senior management in defining and reviewing the strategy. The division closely monitors factors that may pose strategic risks to ensure the bank implements its strategy with caution, amidst the increasing vulnerabilities of both households and businesses. Additionally, the division continuously evaluates strategic risks and prepares risk assessment reports to be presented to the Risk Management Committee (RMC) and the Risk Oversight Committee (ROC) monthly.

6. Operational risk

The Bank defines operational risk, based on the Basel II definition and complying with the Bank of Thailand's guideline, as "the risk of loss resulting from inadequate or failed internal processes, people and systems, or from external events." This definition does not include strategic risk but does include legal risk and reputational risk resulting from operational risk. However, Operational Risk also covers Environment, Social, and Governance Risks (ESG Risks) including climate-related risks that may potentially have significant impacts on the operations of SCB and Subsidiaries or lead to liability due to the impact to individual/businesses or environment. Note: Details regarding reputational risk are discussed in item No. 6 below. Operational risk factors can arise from both internal and external environments, such as changes in key personnel, organizational structure, processes, systems, products, natural disasters, riots, and others.

The Bank realizes that its businesses must face operational risks and therefore places great emphasis on operational risk management and has continually improved this crucial process over time.

Business Units and Support Units within the Bank are responsible for managing their operational risk by applying the methodologies and approaches that the Bank has developed as well as those indicated in the Operational Risk Management Policy for SCB and subsidiaries and related internal regulations, which are the Risk Control Self-Assessment (RCSA) and Key Risk Indicator (KRI) internal regulations. Each unit performs RCSA, which entails identifying and assessing key operational risks, evaluating the effectiveness of controls, and establishing action plans to mitigate or prevent these operational risks to limit them to within the level of risk appetite appropriate for each unit. The Bank prioritizes the collection of data and the systematic categorization of operational processes within its various units, aligning them with specified standards. This strategic approach aims to leverage this information for the purpose of assessing, enhancing, and optimizing operational processes. The primary focus is on preventing and minimizing operational risks stemming from potential errors in manual operations. Furthermore, the Bank is committed to ensuring the effective management of operational risks in accordance with the nature of its business activities. This includes adherence to the Bank's operational risk management framework. Through a comprehensive approach, key operational risks are identified, assessed, controlled, monitored, and mitigated as deemed necessary. These measures are instrumental in aligning the Bank with its business objectives and maintaining operational risks at acceptable levels. The Bank has reviewed the previous RCSAs

and identified key risks at the Bank level for which senior management must establish mitigation and prevention measures to control such risks to maintain them within the stated risk appetite. Each function must specify KRIs for certain important risks that require monitoring to ensure that these key risks are within the risk appetite and managed in a timely fashion. In any case of loss, the Bank not only has a process to rectify the issue systematically but also capitalizes on lessons learned by collecting the information to guide future prevention and mitigation plans. In the year 2024, the process of collecting and processing operational risk data of all related Business units and Support units has been uplifted to semi automation to reduce human error and ensure the effectiveness of data management and report/dashboard development.

The Bank's risk assessment and control process undergoes periodic reviews to identify new emerging risks and detect ineffective controls that worsen existing risks. The results are reported to relevant committees and senior management for approval and to determine action plans to reduce or eliminate such risks. The Bank has focused on RCSAs to cover all units and to perform key control effectiveness assessments in the dimensions of key control design and key control performance.

SCB formed a multidisciplinary task force to execute a privacy program to comply with the spirit of the Thai government's Personal Data Protection Act (PDPA). The PDPA was published in the Government Gazette in May 2019 with an effective date of June 2022. SCB worked toward PDPA readiness, such as by adopting many privacy-by-design techniques to enhance the privacy journey of its clients. The Bank has been using this additional time to further strengthen its privacy protection and upgrade existing controls to embrace global best practices. SCB has completed the following privacy protection enhancements:

- Provided online privacy and role-based privacy training over our Data Privacy and Protection Policy and upgraded numerous internal procedures and standards to comply with the PDPA.
- Published our Privacy Notice.
- Developed consent messages and enhanced our consent management system.
- Performed third-party and cross-border data transfer assessments.
- Developed a data subject rights handling process and exercised privacy breach management handling.
- Performed a data privacy impact assessment and identified mitigation and control actions for high-risk data processing processes.
- Oversaw the entire organization's information privacy and protection framework to ensure that information quality, security, privacy, and value protection are in the interest of customers' privacy and protection.

Risk pertaining to changes in statutory policies, laws, rules, and regulations are part of operational risk. Besides the operational risks already mentioned, the Bank, as a financial institution, has a duty to comply with laws, statutory rules, and regulations of several regulatory agencies, such as the Bank of Thailand, the Securities and Exchange Commission, the Stock Exchange of Thailand, the Anti-Money Laundering Office, and others. The Bank's Compliance and Operational Control Function is responsible for providing regulatory advice, clarifications, and recommendations to other related functions to ensure that

the Bank and its subsidiaries comply with laws, regulations, and internal rules. The Compliance Function reports any material regulatory risks to senior management and related committees to ensure effective regulatory risk management.

Furthermore, the Bank has prepared for handling crises by putting in place a Business Continuity Plan and Crisis Management Plan, which are ready to be used when needed, ensuring customer satisfaction.

7. Reputational risk

Maintaining an organization's reputation is a critical part of running a business, especially for any financial business, and the Bank's reputation results from the confidence and trust that have been built up over many years. Reputation is not easy to build and is easy to lose.

Recognizing the importance of reputational risk, SCB has developed a Reputational Risk Management Policy and Process, which is applied to the Bank and its subsidiaries. Each business is required to take necessary preventive measures against potential reputational risk from both internal operations and external factors, regardless of whether its operations are income-generating.

The application of the Reputational Risk Management Policy depends on the nature of the business in terms of reputational risk exposure. SCB's subsidiaries that are highly exposed to reputational risk must implement a reputation risk management policy with a clear reputational risk management process, whereas companies with non-material reputational risks are required to report any reputational risk incidents to senior management.

Any transaction that could negatively affect the Bank's reputation requires prior approval by the Executive Committee and may be reported to the Board of Directors if deemed appropriate by the Chairman of the Executive Committee.

In era where the online news and social media news are spreading rapidly, The operational risk management is responsible for monitoring unusual incident and crisis together with front-end business unit such as Social Media, PR, and Call Center in which the team are monitoring in various channels by using the tools such as social monitoring tool, incident management tool, customer complaints management in which the team will monitor and the case and identify severity of the incident to be at controllable level. In addition, if there is a high severity on reputation risk, there will be an immediately escalation to top management in timely reporting and manage via crisis management plan and crisis communication plan. The additional reputation risk factors will be assess and revisit with head of function and senior management and related committees.

8. People risk

People risk refers to an organization's exposure to risk from the actions or negligence of its people, and, vice versa, the risks to people from an organization's actions or negligence. As people are the most important assets of an organization, people risk can influence other risk types, e.g., credit risk, market risk, liquidity risk, reputational risk, operational risk, and strategic risk.

SCB recognizes the importance of people risk and has made serious efforts to address this risk. The Board of Directors has set an effective framework for people risk management as well as for conducting overall risk reviews. Senior management oversees people risk management and control within their functions and coordinates with the People Function and other relevant functions.

The People Function, together with business functions and relevant support functions, is responsible for identifying people risks based on appropriate analysis given the business complexity of each function, as well as for assessing, controlling, monitoring, and reporting risks to the Bank's management, with periodic reviews and updates regarding potential risks.

The people risk management framework involves three major considerations:

- 1. People capability and capacity:** SCB's business approach is based on transforming employees and equipping them with the right skills and capabilities for future banking, as well as engaging them with the work and performance of the functions. The Bank expands the scope of employees' decision-making authority, increases their capabilities, and provides learning opportunities and a conducive working environment to enable them to reach their fullest potential.
- 2. People conduct:** SCB's business approach is based on requiring all employees to adhere to the highest level of integrity; promoting risk ownership; defining accountabilities and collaboration among business units for a positive work culture; objectively achieving positive employee relations; and good governance. The Bank accepts complaints and grievances, including via the Whistle Blower Policy. The committee considers the matter and initiates a prevention plan. The Bank upholds the utmost privacy of its employees with regard to the Privacy Act.
- 3. People health and safety:** SCB's business approach is based on a strong commitment to creating a safe working environment for people with due consideration for both their physical and emotional health, extending to employees' families and communities.

Failure to put any of the above considerations into practice may lead to varying degrees of people risk depending on the situation. Therefore, it is critical to assess, control, and mitigate people risks within the Bank's risk appetite.

People are vital resources in the banking business. Not only must the Bank provide suitable products and services that meet customer needs, but there are also rules and regulations dealing with customer protection with which the Bank and its staff must comply to avoid market misconduct. Therefore, the Bank needs people capacity and capabilities to help achieve its business goals in a sustainable manner. SCB duly recognizes the importance of human resources, which have been subject to significant and constant challenges in today's environment.

A key challenge is the advent of new technologies, which may replace existing service delivery platforms and put pressure on an organization to reform or transform itself. Such broad-scale organizational change increases the demands on human resources in terms of both quality and quantity. Specifically, an organization requires knowledgeable, well-rounded, and adaptable people to drive change within the organization. SCB has taken measures to mitigate such risks by building a risk culture whereby risk awareness and ownership are the norm, and risk mitigation and prevention are the responsibilities of all staff. Moreover, the Bank established the SCB Academy to build additional skills and knowledge for its people, such as product knowledge and data analytics skills related to business analysis and planning, as well as putting an emphasis on helping people build their career paths to ensure business success and sustainable growth. The Bank places importance on providing a safe and conducive work environment to foster employee engagement.

For people risk management, the Bank and subsidiaries also apply the “Three Lines of Defense” principle used in operational risk management to ensure the effectiveness of people risk management and internal control.

9. Technology risk

Today's technology is changing rapidly. If the Bank cannot adapt or come up with a long-term plan to accommodate such change, the Bank's business may not be sustainable. Specifically, the Bank may not be able to serve customers effectively in terms of meeting their product or pricing needs. Moreover, technology risk may also cause business and service disruptions, which may lead to lower profitability and market share for the Bank.

Because of these wide-ranging and interrelated impacts, managing technology risk is the Bank's priority. SCB has adopted a comprehensive technology risk management framework with the following key components: 1) risk identification, 2) risk assessment, 3) risk response, and 4) monitoring and reporting. Furthermore, the Bank emphasizes and has taken steps to build and enhance the organization's risk culture, particularly for technology risk, by educating and training people; managing knowledge platforms on technology risk to ensure that they are accurate and up to date; applying risk management tools that meet international standards; along with continually improving its risk management framework in line with global practices.

The technology risk management process enables the Bank to adequately manage technology risk at both the strategic and operational levels. At the strategic level, the Bank aims to build a modern, flexible, and secure IT architecture to support omnichannel service delivery for customers, along with

providing data management capabilities for marketing and credit management analysis. At the operational level, the Bank takes into consideration the IT organizational structure; system procurement and development; system accuracy and security; and critical data management, such as customer data. The Bank also builds system capacity to support transaction workloads, including service continuity in case of any emergency or critical situation; IT third-party management; and other factors, which help increase its competitiveness and profitability.

Advances in digital technology and changing human behavior, the Bank may face higher cybersecurity risk as a result of many employees working from home and requiring remote access to the Bank's IT system, which could open up opportunities for data theft or cyber-attack. At the same time, the pandemic has caused the use of mobile banking applications to grow exponentially. The Bank must therefore make sure cyber risk management and its mobile applications system can accommodate a high volume of transactions and, upon encountering problems, be restored within the fastest possible recovery time to ensure that the Bank can provide continuous service to customers.

IT threats such as hackers, various techniques for attacking systems, etc. are currently more diverse and increasing in number due to advances in digital technology, changes in people's behaviors, and motivations for actions with different purposes, resulting the Bank may be exposed to increased cybersecurity risks. The Bank is aware of and ready to manage such risks in accordance with international standards, regulatory requirements, and legal requirements related to the above cybersecurity risks by establishing a process for prevention, monitoring, reporting and governing including setting a response plan, a plan for immediate risk reduction, to reduce

the impact on the bank and customers through close cooperation between the bank's internal teams/functions such Security, Information Technology Risk Management, IT Compliance, IT Audit, etc, to ensure that relevant banking processes are established and implemented effectively and efficiently.

10. Model risk

The Bank is fully prepared to deal with changes which may affect its business operations. It has developed models used for business analysis and decision making which may trigger model risk, such as models that give unverifiable or inaccurate results, or models adopted for irrelevant purposes. The natures of such risks are divided into 4 categories, as follows:

- Input data and risks arising from low-quality input data, data not yet ready, insufficient historical data or size of data, and others.
- Methodology that may arise while models are being developed or data processing, including the application of irrelevant theories, previous models that may not be applicable in the current context, or inappropriate assumptions, etc.
- Incorrect implementation or inappropriate IT environments affecting results derived from calculation.
- Usage that may arise from employing models beyond the intended purposes or scope of model constraints.

To minimize potential model risks, the Bank established a Model Risk Management Policy to manage and control potential model risks.

For ESG risk management, the Bank has established a comprehensive policy that incorporates ESG risk considerations into the Bank's significant risk management processes across various domains, including credit risk, market risk, liquidity risk, and others. In the loan approval process, the Bank formulates an Exclusion List and mandates compliance with the Equator Principles (EPs) for significant project loans subject to EPs standards. Furthermore, the Bank actively engages with customers to foster adherence to a transition plan aimed at achieving the ambitious goal of reducing net-zero greenhouse gas emissions.

Over the past year, the bank has developed an ESG risk management policy with the objective of defining the roles and responsibilities of the Board of Directors and internal units within the bank. This policy also establishes a framework for managing ESG risks, taking into account the opportunities and risks related to business operations, to achieve goals and align with the sustainability strategy and business operations of the bank and SCBX Group.

Emerging Risk

Emerging Risk	Description	Potential Business Impact of the Risks	Mitigation
<p>Risks associated with managing polycrises</p>	<p>In its most recent global risks report, the World Economic Forum addressed the concept of a polycrisis, wherein a crisis in one domain triggers crises in others. This interconnectedness poses a substantial risk as various factors, spanning environmental, geopolitical, economic, and social dimensions, become intertwined. The ramifications create a domino effect, potentially escalating into more severe and widespread events. For instance, an international political conflict can affect economic activities and global trade, disrupting production processes and logistics. This, in turn, impacts the supply chain, leading to inflation and increased prices for products and energy. Beyond the economic sphere, it also erodes overall confidence, contributing to investment volatility and delays in economic activities, international trade, and new investments.</p>	<p>The Bank bears in mind that polycrises are factors that pose risks, particularly credit risk, to the banking business, its main source of income. In terms of debt repayment ability, debtor repayment capacity will deteriorate because many customers operate in the import and export industry. Political tensions within or between countries may disrupt manufacturing processes, logistics, and supply chains. This negatively impacts businesses' cash flow, affecting their ability to repay debts on time. Additionally, the demand for the Bank's financial products from import and export enterprises may decline. Retail customers, facing inflation and increased living costs, may also struggle to repay debts, further impacting the Bank. If the situation persists, it could potentially trigger an economic crisis and unemployment, widening the impact on both business and retail customers. Consequently, the Bank may not achieve its target.</p>	<p>Considering the potential impacts stemming from the aforementioned risks, the Bank underscores the significance of credit risk management processes. The Bank has established a clear set of credit policies, strategies, and lending targets. Regular risk assessment and monitoring are conducted. The Bank also places high importance on credit review and utilizes technology and internal data to analyze debtor behavior and develop an early warning system to ensure that credit risk is proactively identified and managed.</p> <p>Furthermore, the Bank will conduct impact assessments and stress tests to gauge the potential effects of various events on the quality of the loan portfolio. This approach aims to ensure that the Bank maintains adequate reserves and capital to absorb potential losses that may arise during a crisis, including the allocation of reserves under the Management Overlay to accommodate uncertainties arising from such events.</p>

Emerging Risk	Description	Potential Business Impact of the Risks	Mitigation
<p>Geopolitical Risk</p>	<p>Geopolitical risk refers to potential threats stemming from international conflicts across various dimensions, including political situations, military operations, trade agreements, power struggles, access to natural resources, terrorism, and the threat of weapons of mass destruction. These risks have the potential to impact international relations, escalating from isolated conflicts to regional or even global warfare.</p>	<p>Geopolitical risk has a profound impact on the economic and business sectors, particularly within the import and export industry group. Given Thailand's reliance on importing raw materials for production and exporting finished goods, these risks can lead to disruptions in manufacturing processes, logistics, and supply chains. Furthermore, the tourism industry, hotels, and various services heavily dependent on income from foreign tourists may experience reduced revenue, as operational costs continue to rise. This dynamic negatively affects cash flow and the ability to meet debt obligations, contributing to credit risk. If the situation persists or escalates over an extended period, it could potentially trigger an economic crisis and unemployment, creating a broader impact and serving as a factor in customers' liquidity risk.</p>	<p>The Bank is concerned with the potential impact of geopolitical risks and conducts thorough assessments of their severity. Close monitoring and reporting of various risk situations are integral to the Bank's approach. Additionally, the Bank is committed to providing suitable assistance and relief measures for customers affected by these risks. Furthermore, country risks are effectively managed by establishing Maximum Exposure Limits (MEL) and Country Limits. Rigorous control measures are implemented to ensure the use of credit within approved limits.</p> <p>As a Domestic Systemically Important Bank (D-SIB), the Bank prioritizes the maintenance of provision and capital adequacy to ensure resiliency in conducting business continually under any crisis.</p>
<p>Cybersecurity risks arising from evolving business models increasingly reliant on digital technology</p>	<p>Presently, customers have shifted their behavior toward greater reliance on technology, conducting transactions primarily through digital banking channels. Because of this trend, banks remain a primary target for cyberattacks, with criminals attempting to devise intricate attack patterns to bypass the security systems in place.</p>	<p>A cyberattack on the Bank could potentially trigger incidents resulting in damage to its IT infrastructure, service interruptions, and the theft or leakage of bank information to external sources. These occurrences would directly impact the Bank's image and reputation, potentially eroding customer confidence and leading to a loss of customers. Furthermore, if the event generates widespread panic, it may instigate a Contagion Effect, precipitating a crisis that could adversely affect the Bank's liquidity</p>	<p>In establishing a secure digital platform, the Bank emphasizes technology risk management. The risk management framework is continuously enhanced following international principles to align with both current and future scenarios. The Bank has augmented its investments to enhance technological infrastructure, deploy various tools, and fortify systems, ensuring preparedness to identify and address potential risks promptly. This includes establishing operational standards for IT third parties to prevent leakage of the Bank's information. Moreover, the Bank actively promotes the development of necessary skills and awareness of cyber threats among all stakeholders, including the bank's employees at all levels, partners, service providers, and customers.</p>

Emerging Risk	Description	Potential Business Impact of the Risks	Mitigation
<p>Risks Related to AI and Big Data</p>	<p>In the digital era, information is a crucial tool to create business directions and a competitive edge. Business sectors widely use artificial intelligence (AI) and big data to gain insight into their customers' needs. The Bank inevitably adopts these tools to tailor services for the best customer experience. However, the utilization of AI and big data poses potential risks such as data leakage and data breaches, inaccurate or illegal data processing, cyberattacks, etc.</p>	<p>Complications associated with the utilization of artificial intelligence and big data introduce risks for the Bank across various domains, including information security, data privacy, leakage of customer data (especially sensitive personal data), the potential misuse of data, data processing without consent, or inaccurate data processing, resulting in products or services being unable to effectively respond to or meet customer needs, etc.,</p> <p>These issues could affect the Bank in various dimensions such as reputational risk from losing the Bank's credibility and legal and compliance risk from lawsuits due to violations of laws and regulations, and other potential legal liabilities, etc. These factors would prevent the Bank from achieving its AI-First Bank goal.</p>	<p>The Bank fosters an awareness of ongoing changes, ensuring that executives and employees are equipped to confront the challenges posed by innovation and digital transformation. To safeguard Personally Identifiable Information (PII) privacy and enhance risk management, the Bank has fortified its data architecture and infrastructure. The right to access information and the transfer of personal data align with the provisions of the Personal Data Protection Act (PDPA).</p> <p>Moreover, the Bank is actively enhancing its risk management framework across various domains, encompassing areas such as model risk management, information security, and data privacy protection. This initiative includes the recruitment of knowledgeable and capable personnel to ensure the appropriate application of artificial intelligence and big data within the organization.</p>
<p>Transition to an aged society</p>	<p>Thailand is becoming an aging society because of the continuously declining birth rate and longer life expectancy. These factors affect the Thai population structure in many ways. A significant decreased workforce will lower productivity, especially in the sectors that are labor intensive. In addition, labor shortages cause wages to increase. This will lead to a rising cost of living. These changes will also result in slower economic growth.</p>	<p>The Bank faces a challenge from Thailand becoming an aging society. Thailand must drive economic growth despite a shrinking labor force. The expansion of an aging society creates both risks and opportunities for the Bank. The changing population structure has an impact on future demand patterns for the bank's products and services, both for business and retail customers, whether loan products, deposit products, life insurance products, or investment products. Credit demand increases and decreases in some industries to support the growth of an aging society. Retail customers may demand more deposit products, fewer loans, or more investment products to manage their wealth after retirement. If the bank is unable to adapt to these changes or unable to offer products and experiences that meet customer needs, it may cause strategic risks to the bank and the Bank might not meet its strategic plan in the long term.</p>	<p>The Bank pays attention to various changes that may affect the Bank's operations. The Bank has established both short-term and long-term strategies to prepare for potential impacts in advance. In addition, the Bank places great importance on risk management in all dimensions. For retail customers, the Bank provides a variety of loan, deposit, insurance, and investment products responding to the needs of customers of all ages, especially elderly customers or customers who need a plan for their retirement. For business customers, the bank has established a clear set of lending strategies and targets. Credit risk analysis of debtors is in place to ensure that debtor businesses can respond to future trends. This will affect their repayment ability. In addition, the bank also supervises asset and liabilities management and asset allocation to ensure that the bank earns sustainable returns based on acceptable risk levels.</p>

Capital Adequacy

Since January 1, 2013, Siam Commercial Bank PCL (SCB) has adopted the Standardized Approach (SA) under the Basel III framework of the Bank of Thailand (BOT) to assess regulatory capital adequacy for credit risk, market risk, and operational risk. Furthermore, the BOT designated SCB as a Domestic Systemically Important Bank (D-SIB) in September 2017, resulting in a requirement to maintain the minimum regulatory capital shown in the table below.

Minimum regulatory capital requirements	
Common Equity Tier 1 (CET-1 ratio)	4.50%
Tier 1 Capital	6.00%
Total Capital	8.50%
Capital buffer	
Capital Conservation Buffer	2.50%
D-SIB Buffer	1.00%
Total minimum regulatory capital requirements	
Common Equity Tier1 (CET1 ratio)	8.00%
Tier 1 Capital	9.50%
Total Capital	12.00%

Maintaining adequate capital is crucial for the financial stability of the Bank as it provides a cushion against risk arising from business operations. SCB manages risk through the internal capital adequacy assessment process (ICAAP), which includes developing estimates for future capital requirements and

stress testing, as well as developing its own recovery plan to ensure that the Bank is well-prepared to respond effectively to risk events and shocks that may jeopardize each bank's financial soundness, as well as the financial sector as a whole. Furthermore, in order to encourage market discipline the BOT

requires commercial banks to disclose key information on capital structure and adequacy, risk exposure, as well as risk assessment and management, on a semi-annual basis. This information appears on SCB's website under the heading "Pillar III Disclosure."

As of December 31, 2024, under the Basel III framework, the Bank had total capital of Baht 398 billion (18.5% of risk-weighted assets), of which Baht 374 billion was classified as CET1/Tier 1 capital (17.4% of risk-weighted assets) and Baht 24 billion (1.1% of risk-weighted assets) was classified as Tier 2 capital.

In 2024, Thailand's economic and financial situation remained uncertain, resulting in an increase in non-performing loans within the financial system. To address this challenge, the Bank has committed to accumulating its CET1 capital, the highest quality capital, to maintain the Bank's financial stability and resilience. As of December 31, 2024, the Bank's CET1 ratio remained at a high level compared to other systemically important financial institutions in Thailand.

The policy of maintaining capital levels well above the minimum regulatory requirements, as well as adequate loan loss provisions, remains in place to allow the Bank to absorb unexpected events and new types of risks.

LIVE
SUSTAINABLY

Driving Business Toward Sustainability

For over 118 years, Siam Commercial Bank (SCB) has embarked on a journey of sustainability, committed to conducting business responsibly while strengthening the country's financial and economic systems. Today, SCB's focus is on passing on a sustainable future to future generations through the concept of "LIVE SUSTAINABLY".

Throughout this sustainability journey, SCB moves forward alongside partners, customers, and society as a whole, working together to set goals, create impact, and drive meaningful changes towards a sustainable future for the next 100 years. SCB's sustainability efforts are guided by three main pillars:

*** Note:** Details on sustainability management and performance under the Better Society initiative can be found in the 2024 Annual Report under the Social Responsibility section.

S | Sustainable Banking



- Sustainable Finance
- Net Zero Financed Emissions from Lending and Investment
- Socially and Environmentally Responsible Lending
- Promoting the Potential of Entrepreneurs

C | Corporate Practice Excellence



- Net Zero Greenhouse Gas Emissions from Bank Operations
- Digital Solutions and Cybersecurity
- Employee Capacity Development

B | Better Society



- Community and Social Engagement for Well-being
- Social Development, Disaster Relief, Environmental Conservation, and Religious Preservation
- Promotion of Medical and Public Health Initiatives
- Support for Youth Education

Sustainability Governance Structure

SCB has established a sustainability governance structure to ensure adherence to the Sustainability Policy and Framework through systematic deployment. The Bank has specified a sustainability governance structure tasked with roles and responsibilities from the Board to business units in order to embed sustainability thinking as part of the SCB culture and work process.

Board of Directors (BOD)

Approves policies and strategic direction, oversees sustainability operations.

Executive Committee (EXCOM)

Reviews and approves policies and strategic direction, oversees organizational structure, and drives sustainability efforts.

Management Committee (MCOM)

Reviews and provides input on acceptable ESG risk levels, strategic plans, sustainability-related KPIs and targets, monitors and evaluates performance, oversees knowledge development and capacity building on sustainability, and reviews sustainability disclosures.

Environmental, Social, and Governance Steering Committee (ESG STEERING COMMITTEE)

Chair: Chief Economist and Sustainability Officer

Members: Senior executives responsible for sustainability performance

Refines policies, drives sustainability strategic plans, and supports operational implementation, particularly strategic and technical initiatives or those requiring collaboration across multiple departments.

Corporate Sustainability Function

Supports and coordinates operations with relevant departments.

Sustainability Policies and Practices

In 2024, under SCB's vision to become "The Most Admired Bank," SCB focused on conducting business based on natural resource and environmental conservation, with a commitment to achieving Net Zero emissions, in line with SCB's and the SCBX Group's sustainability policies. SCB also prioritized and strived to achieve the goals of the Paris Agreement and supported the United Nations Sustainable Development Goals (SDGs).

Sustainability Policies
of Siam Commercial Bank



Sustainability Policy



Climate Change and
Sustainable Environment Policy



Human Rights Policy



Responsible Investment Guidelines



Sustainable Lending and
Financial Services Guidelines



Sustainability Performance

SCB has jointly set three-year sustainability targets (2023-2025) aligned with SCBX to achieve the organization's mission and goals across the three pillars toward concrete operations. Below is a summary of SCB's 2024 sustainability performance compared to its 2025 targets:

3 Pillars	Commitment	2025 Target	2024 Performance
 S Sustainable Banking	Sustainable Finance	Providing 50,500 million THB in financial support to customers transitioning to a low-carbon economy and promoting sustainable development goals, with a 3-year target (2023-2025) of 150,000 million THB.	Providing sustainable finance to groups, representing a total of 60,279 million THB , with a total loan amount of 144,990 million THB between 2023-2024.
	Net Zero Financed Emissions from Lending and Investments	Achieving Net Zero Financed emissions from lending and investment by 2050.	Received validation for short-term targets (Near-term Targets) from the Science Based Targets initiative or SBTi. Developed a Sectoral Decarbonization Strategy for SCB's customers in 5 high-emitting sectors.
	Responsible Lending to Society and Environment	Supporting large-scale projects (Project Finance) with social and environmental responsibility in accordance with the Equator Principles (EPs).	SCB considered 36 loan projects under the EPs. SCB has assessed risks under the EPs since 2022 - present, totaling 89 projects.
	Supporting SME Entrepreneurs	Supporting and promoting the potential of 1,650 entrepreneurs and SMEs for better business opportunities and an improved quality of life, with a 3-year target (2023-2025) of 5,000 businesses.	Supported 2,260 entrepreneurs and SMEs. SCB has provided support and promoted the potential of 3,095 entrepreneurs and SMEs between 2023-2024.

3 Pillars	Commitment	2025 Target	2024 Performance
 C Corporate Practice Excellence	Achieving Operational NetZero	Achieving Operational Net Zero by 2030.	Reduced greenhouse gas emissions from operations (Scope 1 and 2) by 3.8% from the previous year.
	Digital Solutions and Cybersecurity	Investing 1,945 million THB in digital innovation under the Zero Tolerance commitment to information security, with a 3-year target (2023-2025) of 5,967 million THB.	Invested over 4,358 million THB in developing and improving digital products and services under the Zero Tolerance commitment to information security.
	People's Potential	Developing People's Potential: Developing digital skills for 5,000 employees.	15,789 employees received support and development in AI, data analytics, and other technologies crucial for current and future business operations and models.
 B Better Society	Community and Social Engagement for Well-being	Investing approximately 325 million THB to support communities and society at large for a better quality of life, with a 3-year target (2023-2025) of 1.5 million individuals and an investment of approximately 977 million THB.	Invested approximately 328.52 million THB to support communities and society at large for a better quality of life. SCB has supported communities and society at large with 671.22 million THB between 2023-2024.

Part of Key Operations and Sustainability Initiatives in 2024

1. Sustainable Finance

SCB is committed to offering sustainable financial solutions in a variety of formats covering all customer segments to participate in driving the Sustainable Development Goals and the Paris Agreement at the international level, supporting Thailand's Bio-Circular-Green Economy (BCG Model) development policy, as well as promoting ESG integration in business operations and sustainable living for Thai people. In 2024, sustainable finance support to customers totaled 60,279 million THB, divided into:

1.1 Sustainable Financing

First-Time Sustainable Financial Innovations



Corporate Customers

SCB is committed to driving the transition to a low-carbon economy and supporting Sustainable Development Goals (SDGs). SCB applies Green Loan Principles and Sustainability-Linked Loan Principles, established by the Loan Market Association (LMA), Asia Pacific Loan Market Association (APLMA), and Loan Syndications and Trading Association (LSTA), to provide sustainable financing solutions for corporate customers.

In 2024, SCB approved and signed sustainable loans for

21 Corporate Customers

Totalling

52,274 Million THB.



Green Loan

Supporting green loans for environmentally friendly projects and activities such as renewable energy, electric vehicles, rail transport, and energy-efficient buildings.



Sustainability-Linked Loan

Supporting loans linked to sustainability performance with special interest rates under conditions and agreements linked to sustainability strategies and targets (Sustainability Performance Targets: SPTs) where customers have set key performance indicators (KPIs) in advance, such as sustainability rankings by external agencies, increased energy efficiency, reduced greenhouse gas emissions, and reduced water consumption.

SCB remains committed to developing and offering innovative sustainable financial solutions to corporate customers. In 2024, SCB partnered with Thai Oil Public Company Limited to integrate two innovative financial products: 1) Interest Rate Risk Management with Sustainability-Linked Performance (Sustainability Linked Swap), and 2) Sustainable Deposit products. This marks the first time that interest rate risk management has been incorporated into sustainable deposit investments.

Additionally, SCB introduced a sustainable and efficiency-enhancing loan program specifically for the hotel industry. The hotel sector is closely linked to tourism, a key driver of Thailand's fragile economic recovery. However, hotels significantly contribute to greenhouse gas emissions and face increasing regulatory pressure from EU consumer and environmental protection policies, online travel agencies, and global hotel networks. To remain competitive, hotel businesses must upgrade existing projects and/or invest in new initiatives that align with a low-carbon and Net Zero economy.

Small and Medium-sized Enterprise (SME)

Small and Medium-sized Enterprises (SMEs) and Small and Micro Enterprises (SSMEs), integral to Thailand's economic growth, play a crucial role in various aspects, including economic value creation, labor market mobilization, and exports. SCB is dedicated to supporting SMEs and SSMEs interested in or committed to environmentally friendly business practices by providing access to funding at special interest rates and terms. This support aims to prepare and enhance their competitiveness for the transition to a low-carbon economy.

In 2024, sustainable loans
were supported for

191 SME Customers

With a total approved loan amount
(new bookings) of

929.68 Million THB.

Sustainable financial products for SME and SSME customers



SCB SME Green Finance

Supporting SMEs' transition to sustainability



Green Forward

Supporting environmentally friendly SSMEs



PM 2.5 Reduction Loan

Supporting the reduction of air pollution with the cooperation of 5 agencies



Sustainable and Efficiency-Enhancing Hotel Loans

Supporting the transition to green hotels

Retail Customers

SCB is committed to promoting sustainable lifestyles for retail customers through environmentally friendly travel, use of renewable energy, and energy conservation, by partnering with relevant allies to continuously promote environmentally conscious car and home loans.

In 2024, SCB approved
sustainable loans for

2,498 Individual Customers

Totaling in new bookings.

2,157.64 Million THB



Clean Mobility

Supporting loans for sustainable travel through partnerships with capable allies and the development of comprehensive financial solutions for the electric vehicle ecosystem.



SCB Home Loan: Green Energy

Supporting loans for environmentally friendly homes, energy-efficient homes, covering purchases, construction, and renovations to install solar rooftops, including energy-saving equipment or technology.

1.2 Sustainable Advisory

SCB recognizes the importance of raising capital to support projects that contribute to reducing environmental impact and climate change. Therefore, SCB has consistently provided advice and co-managed the underwriting of green bonds.

In 2024, SCB participated in underwriting green bonds that passed the Use of Proceeds review for environmental benefits, along with other key components as specified in the Green Bond Principles and/or Sustainability Bond Guidelines and/or Sustainability-linked Bond Principles set by the International Capital Market Association (ICMA), ASEAN Green Bond Standards (ASEAN GBS), and ASEAN Sustainability Bond Standards (ASEAN SUS). There were a total of 3 companies, representing a total value of 4,917.79 million THB of the total bond issuance value.

SCB participated in underwriting green bonds that passed the Use of Proceeds review for environmental benefits

4,917.79 Million THB

In 2024, SCBAM offered customers In assets under management (AUM) in sustainable funds.

43,161.52 Million THB

1.3 Sustainable Investing

Asset Management Business Group

SCB Asset Management (SCBAM) has applied responsible investment principles since 2014 and has further developed toward sustainable investment. In 2024, SCBAM joined as a signatory to the UN PRI principles, demonstrating its commitment to sustainable management and investment.

With the principle of managing investments to deliver the best returns to investors and create positive impacts for everyone, SCBAM has established a good governance structure, such as establishing a Sustainable Executive Committee to set guidelines and consider operational strategies, while using ESG factors as part of the investment and risk analysis and consideration, based on fiduciary duty. In addition, it has continuously developed sustainable investment management guidelines, whether developing tools or metrics for the sustainability performance of invested companies, setting targets, developing measurement systems and reporting, or promoting understanding and creating a culture that emphasizes ESG factors.

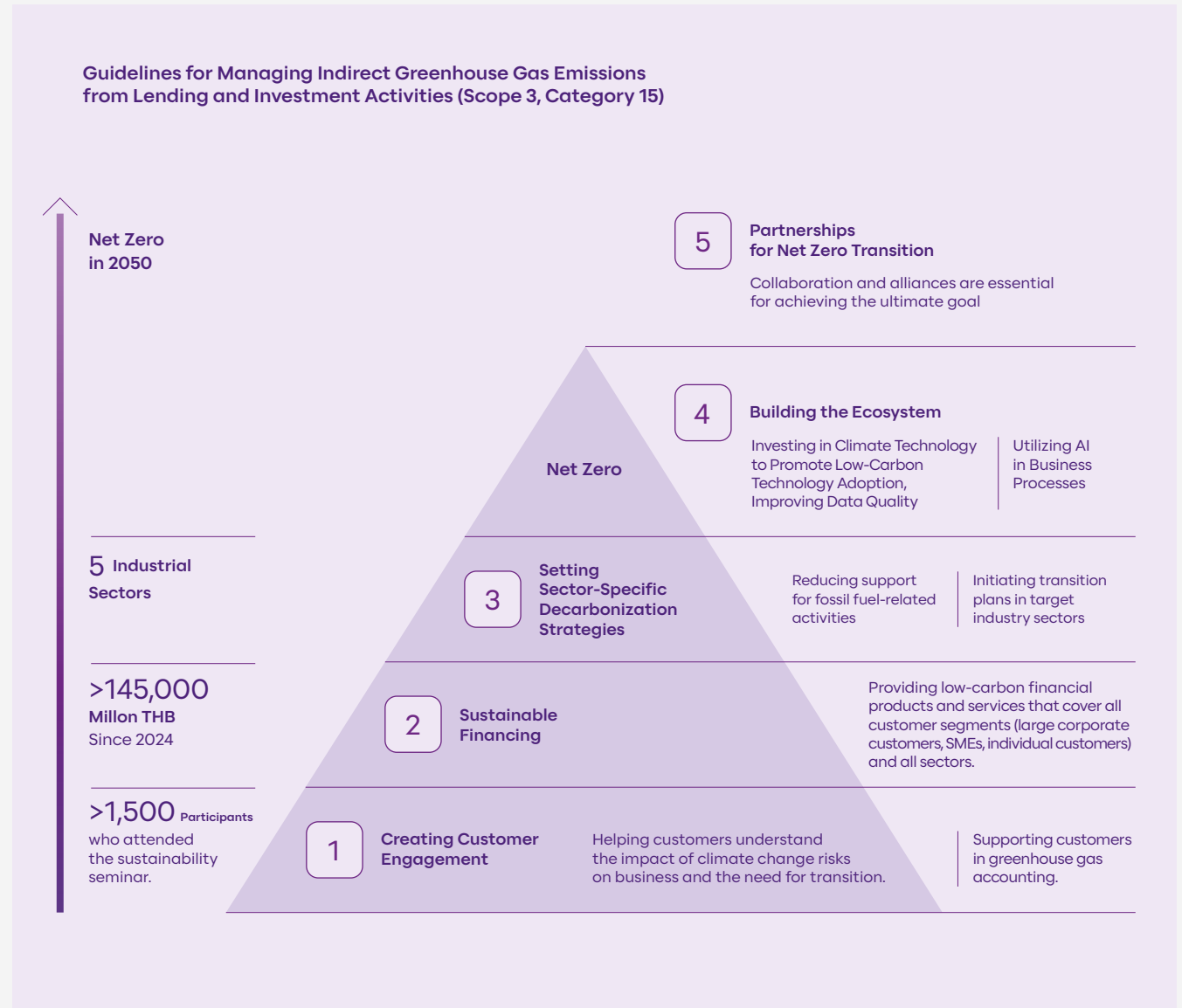
SCBAM has products and asset types covering a variety of investments, with a steadily increasing proportion of investment in funds that focus on sustainability, whether funds related to energy transition, funds that aim to create positive impacts on society and the environment, or funds related to electric vehicles, etc. In 2024, SCBAM offered customers a total of 43,161.52 million THB in assets under management (AUM) in sustainable funds.



2. Net Zero Financed Emissions from Lending and Investment

In 2024, SCBX made history as the first Thai financial institution to have its short-term greenhouse gas emission reduction targets (Near-term Targets) approved by the Science Based Targets initiative (SBTi). This achievement reflects a firm commitment to jointly driving an urgent agenda that requires cooperation from all sectors. SCB is ready to elevate its internal management, support customers, and collaborate with allies and stakeholders across the value chain to reduce impact and seek new business opportunities in responding and adapting to the climate change crisis for sustainable growth together.

Setting science-based short-term targets is an important step in driving long-term greenhouse gas emission reductions that will ultimately lead to achieving SCBX's Net Zero target by 2050. The total greenhouse gas emission reduction targets of SCBX that have been approved by SBTi include greenhouse gas emissions from SCBX's operations, which include direct greenhouse gas emissions (Scope 1), indirect greenhouse gas emissions from purchased energy (Scope 2), and indirect greenhouse gas emissions throughout the organization's value chain (Scope 3) in category 15 investments, which are summarized as follows:



Sector Decarbonization Strategy

The Sector Decarbonization Strategy is a crucial approach for SCB to achieve its Net Zero target by 2050. SCB focuses on 5 high-emitting sectors: Power Generation, Fossil Fuels, Commercial Real Estate (Hospitality), Industry Chemical & Raw Materials, and Automotive & Parts, by offering management solutions that address the specific challenges and opportunities of each sector. This involves working with customers, industry leaders or experts, and relevant stakeholders to effectively drive emissions reduction and accelerate the transition to a low-carbon economy.

Sector Decarbonization Strategy

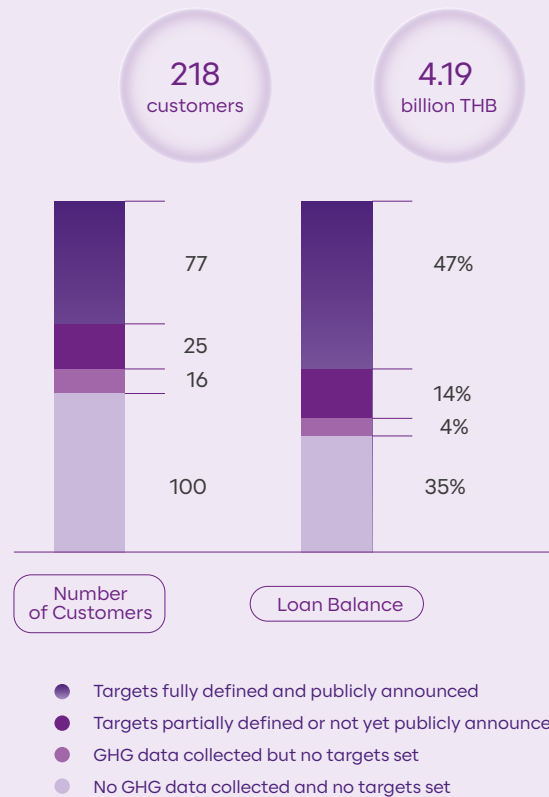
Industry	Key Decarbonization Strategies
Power Generation	<ul style="list-style-type: none"> ▪ Cease lending to new coal-fired power plant projects or project expansions. ▪ Promote renewable energy, increase the proportion of loans in clean energy projects by increasing the proportion of outstanding debt in renewable energy power plants and reducing the proportion of outstanding debt in natural gas power plants. ▪ Support customers in setting emissions reduction targets and provide financial support to customers in transitioning their businesses to achieve their set targets. ▪ Collaborate with various sectors to create a clean energy ecosystem, such as government agencies, regulators, organizations, associations, and capable companies that can help support the reduction of greenhouse gas emissions in the power generation business.
Fossil Fuels	<ul style="list-style-type: none"> ▪ Encourage major customers to set more challenging emissions reduction targets. ▪ Support clean energy businesses, allocate capital to renewable energy and natural gas projects to reduce dependence on coal considering the country's energy plan, such as the use of liquefied natural gas (LNG) to support energy security, and support the transition from coal to renewable energy. ▪ Prepare for the future by providing knowledge and support to all customer groups, including oil entrepreneurs, retailers, and gas stations, in adapting to sustainable businesses when a favorable environment develops, ensuring that SCB is ready to support these customers groups when opportunities arise with a more conducive ecosystem for adaptation.
Commercial Real Estate (Hospitality)	<ul style="list-style-type: none"> ▪ New Hotels: Support construction according to Green Building standards by collaborating with experts to ensure customers meet standards and are cost-effective. ▪ Existing Hotels: Most customers still need to recover from COVID-19 and often invest in minor renovations that do not require service closures. <ul style="list-style-type: none"> ○ Groups with Networks or Chains from Parent Companies: Encourage compliance with emissions reduction targets set by the network. ○ Groups without Targets: Provide information and tools to measure and manage energy to provide a clear picture and set clear targets.

Industry	Key Decarbonization Strategies
<p>Industry Chemical & Raw Materials</p>	<ul style="list-style-type: none"> Corporate customers in the chemical industry sector are ready and have set greenhouse gas reduction targets, including environmental targets. SCB is ready to support customers' targets with sustainability-linked loan products. Helping small and medium-sized enterprises (SMEs) adapt to the low-carbon social economy era, SCB has prepared plans to provide knowledge and raise awareness about relevant technologies and policies, while supporting customers to start by setting achievable goals and building collaborative networks to jointly solve problems and prepare customers for adapting to sustainable business operations. Research and develop new financial products to support technologies that reduce greenhouse gas emissions and environmental impact, in line with industry and national targets. SCB will collaborate with the government to push for policies that promote investment in clean technologies to address environmental problems, support customers in the industrial sector in achieving their greenhouse gas emission reduction targets, and building a sustainable ecosystem, such as recycling ecosystems and clean technologies like CCUS, synthetic chemicals, and hydrogen energy, etc.
<p>Automotive & Parts</p>	<ul style="list-style-type: none"> The automotive industry has high GHG emissions, with cars using internal combustion engines being a major source of greenhouse gas emissions in Thailand, accounting for 20% of all greenhouse gas emissions in 2019. The transition to electric vehicles (EVs) is therefore critical for national emissions reduction. SCB will support the development of a robust EV ecosystem by providing educational resources and financial products to various stakeholders, including EV manufacturers, parts suppliers, charging station operators, and related businesses. The focus will be on companies with strong potential in technology, finance, and management. Collaboration with groups like the Thai Electric Vehicle Association will further promote widespread EV adoption. SCB is committed to supporting the transition to electric vehicles by prioritizing individual and business customers who choose reputable and trusted electric vehicle brands. At the same time, SCB is also focused on balancing customers' support and credit risk management to help SCB manage risks at an acceptable level.

Survey on Readiness for Transition to Net Zero of Corporate Customers

To enable SCB to develop strategies and operational plans based on an understanding of each industry's needs, in 2024 SCB conducted a survey on the readiness of 218 corporate business customers for their transition to Net Zero. This covered 84% of the loan portfolio of customers under the greenhouse gas reduction target in the ITR framework. The results showed that the level of readiness varied among customers. Notably, 47% of customers had already set clear targets and publicly announced them (survey results as of May 2024).

Results of Readiness Survey on the Path to Net Zero for Corporate Customers



The survey results led to a Customer Engagement Plan focused on being a true partner throughout the sustainable journey, including:

TRUE PARTNER THROUGHOUT THE SUSTAINABLE JOURNEY



Support for Sustainable Finance



Awareness Building and Education



Collaboration with Expert Partners

3. Enhancing Customers' Capabilities

SCB continues to promote knowledge and understanding of sustainability to SME and corporate business customers across a wide range of industries, including hotels, construction, manufacturing, import-export, transportation, auto parts, and retail through various training programs.

Between 2023 and 2024
customers participated in training programs
More than

1,500 Customers

Examples of SCB's sustainability training programs:

SCB MISSION X

SCB SME Driving Business with Green Transportation

NIA SCB IBE#5 SUSTAINNOVATION ENTERPRISE

SCB IEP BOOTCAMP: The Hospitality Survival

BOOTCAMP CHAT GPT&ESG

SCB x NEA ITP#6

Global Trade Leading the Way in ESG

In 2024, SCB launched the "ESG Start Now" project, which aims to turn the challenges of sustainability into business opportunities. The project focuses on raising awareness and understanding among SMEs about how to operate in the new era, considering environmental, social, and governance (ESG) factors, along with financial empowerment, to address the challenges SMEs face in adapting to the ESG trend that SCB has learned from participating in activities with SMEs in various previous courses.

5 Key Challenges for SMEs in Adopting ESG

1. Lack of knowledge and understanding
2. Concerns about increased costs from adaptation
3. Limited access to capital and liquidity
4. Lack of importance placed on ESG by business partners
5. Low awareness among employees

Due to its continuous efforts in strengthening Thai SMEs, in 2024 SCB was honored with the Prime Minister Award: Innovation for Sustainability by the National Innovation Agency (NIA) under the Ministry of Higher Education, Science, Research, and Innovation. This recognition highlights SCB's outstanding use of innovation to drive sustainability, addressing environmental impact, climate change, and improving the quality of life. A key achievement leading to this award was the NIA X SCB Innovation-Based Enterprise (IBE) fifth Sustainnovation Enterprise Program, which helped 63 SMEs from various industries reduce their carbon footprint and improve energy efficiency through ESG-driven business strategies.

2 Key Support Strategies to Help SMEs Transition to Green Business

1. Sustainable Financing Program – Special interest rate of 3.99% per year
2. Business consulting project by joining forces with 3 agencies and 1 private company, namely the Office of Small and Medium Enterprises Promotion (OSMEP), the National Innovation Agency (NIA), the Digital Economy Promotion Agency (depa), and Pack Corporation Co., Ltd. to transfer knowledge, experience, and expertise in building sustainability for SME entrepreneurs, including providing funding to support SMEs in transitioning to sustainability.

Target: Supporting at least

1,000 SMEs

And providing
in sustainable financing annually.

2 Billion THB

4. Operational Net Zero at SCB Operations

SCB recognizes that environmental issues and resource depletion, caused by industrial growth, overuse of natural resources, and pollution, pose severe risks to humanity and biodiversity, such as global climate change, water scarcity, destruction of natural habitats, and various types of pollution. Addressing these challenges requires global collaboration to mitigate negative impacts and restore natural resources and the environment for future generations.

2024 Performance

Operational Net Zero by

2030

Aims to reduce
greenhouse gases by

50% by 2027

In 2024, greenhouse gas emissions from
operations (Scope 1 and 2) amounted to

63,194 Tons of Carbon Dioxide Equivalent

Which decreased from the previous year

3.8%

Key Initiatives Toward Operational Net Zero in 2024



Solar Rooftop Installation:
Installing solar panels on
the head office and training center.



Air Conditioner Replacement:
Replacing **2,283**
air conditioning units
older than 10 years.



Chiller System Optimization:
Managing the chiller cooling system
to operate for
1.5 hours per day



Temperature Control:
Setting air conditioners to
25°C
and adjusting their operation by 1 hour
before and after business hours.



Refrigerant Transition:
Switching to R32 refrigerant
in air conditioning units by 2027.
100%



Renewable Energy Adoption:
Using renewable energy by 2030
100%



Electric Vehicle Transition:
Transitioning to electric vehicles
by 2028.
100%



48%
A reduction in water consumption
was achieved by installing
water-saving faucets and using
treated wastewater to water plants.

5. Developing People Capabilities

People development is a key priority for SCBX and SCB, which aim to equip their employees with future skills, emphasizing digital proficiency alongside essential work skills to navigate rapidly evolving environments.

SCB supports employee skill enhancement through Individual Development Plans (IDPs), delivered via both offline and online platforms, including SCB Academy and external training partnerships. SCBX also offers an internal "Anywhere Anytime" learning platform and provides budget support for external training programs tailored to specific employee and organizational needs.



Diverse Learning Methods
(Learning Method)



e-Learning
Online learning that is flexible and accessible anytime, anywhere. Content can be used at any time.



Virtual Learning
Simulated learning through an online platform, creating an interactive learning experience.



Face to Face Workshop
Hands-on training through in-person sessions, emphasizing participation and practical exercises.



Blended Learning
A blended learning approach combining online and offline formats to enhance learning effectiveness.



Extended Responsibility
Expanding the scope of responsibility to develop skills and create growth opportunities within the organization.



Mentoring & Coaching
Structured guidance, knowledge, and skills transfer from experienced individuals to develop employee potential.



Special Assignment
Hands-on projects to build new skills and prepare for leadership roles

Developing Leadership and Essential Skills for Career and Life Success

Recognizing the importance of adaptability in today's dynamic environment, SCBX, through its SCB Academy, invests in developing both digital proficiency and crucial life skills for its employees. These skills empower employees to navigate change, collaborate effectively, and make sound decisions under pressure. Beyond specialized AI and digital training, SCB Academy offers programs focused on leadership development and essential skills, enhancing the overall capabilities of banking group personnel.

Leadership DNA 2024

The "Leadership DNA 2024" initiative is designed to equip employees with the leadership qualities needed to achieve SCB's "To Be A Better Bank" vision. In 2024, SCB introduced four core behavioral competencies and practices associated with this leadership DNA. Learning and development programs were then structured around these competencies, employing diverse learning methodologies to enhance leadership skills and prepare employees for future challenges. These initiatives are grounded in the principles of Diversity, Equity, and Inclusion (DEI), emphasizing equitable development opportunities for all employees, fostering diverse perspectives, and building a participatory culture.

The four key Leadership DNA competencies are supported by targeted development programs, including:

<p>1. Leading Strategy Focuses on developing the ability to create long-term positive change and identify short-term opportunities.</p>	<p>Digital Leadership Essentials</p>
<p>2. Leading Execution Emphasizes effective management and results delivery.</p>	
<p>3. Leading People Cultivates empathy, understanding, and team empowerment.</p>	<p>Creating Psychological Safety & Inclusive Leadership</p>
<p>4. Leading Self Promotes self-motivation, adaptability, continuous learning, and inspiration</p>	<p>Self-Leadership</p>

Empowering Through Knowledge: Employee Financial Literacy Initiative

In 2024, SCB continued its "Financial Literacy the Series" project, providing employees with valuable knowledge in financial planning and debt management. The program covers three key areas as follows

	EP.1 Financial Planning	EP.2 Debt Management	EP.3 Financial management and wealth creation
Objective	Ignite knowledge	Solve problems with the principle of self-sufficiency	Create wealth sustainably
Content	<ul style="list-style-type: none"> Financial management starting point Why financial planning is necessary Knowing yourself: nothing defeats self-awareness 	<ul style="list-style-type: none"> Personal debt management planning Tactics to adjust, reduce, and pay off debt Application of the Self-sufficiency Economy Philosophy in money management 	<ul style="list-style-type: none"> Basic investment Personal financial planning Personal financial planning Provident fund Retirement planning
Expected outcome	MINDSET	TOOL SET & SKILL SET	KNOWLEDGE

In 2024,

1,954 Employees

completed the leadership development program under the Leadership DNA framework.



33

Workshops Conducted



4,995

Employees Participated

Enhance Sustainability Capabilities of People to Deliver Sustainability to Customers

Guided by the organizational value of "Sustainability to the Core," SCB fosters a culture where sustainability begins with individual employees and extends to the organization and society. This commitment translates into the development of sustainable financial products that address the evolving needs of customers seeking to transition to low-carbon businesses. SCB empowers its employees with the skills to provide expert advice, build strong customer relationships, and support responsible investment decisions that consider long-term benefits, financial returns, and social and environmental impact. This approach ensures that SCB can deliver sustainable value to its customers while simultaneously growing as a leading bank in Thailand.

In 2024, SCB, in collaboration with Chulalongkorn Business School (CBS Academy), developed and implemented the "Sustainable Banking Program" for 240 bank employees involved in credit approval processes, particularly those responsible for setting credit policies. This program focuses on industries that support Thailand's carbon neutrality goals and align with the Thailand Taxonomy. The objective is to develop essential skills that can be applied to credit processes across all industries and ensure alignment with ESG principles, contributing to the nation's sustainable development.

The Sustainable Banking Program consists of 4 areas

1

Integrating ESG into Business Strategy

Understanding how to incorporate sustainability objectives into business strategies and identify related opportunities for SCB

2

Managing ESG Risk for Business Success

Recognizing and mitigating ESG-related risks that can impact financial performance, reputation, and long-term sustainability.

3

Sustainable Financing Instruments

Understanding the range of sustainable financial tools and products available to support customers in achieving their sustainability goals.

4

Getting to Know Sustainability Disclosure

Understanding the principles and best practices for disclosing sustainability information to build trust between SCB and its stakeholders.

Management Discussion and Analysis

2024 Operating performance

SCB reported a consolidated net profit of Baht 49.2 billion for 2024, a 2.7% yoy increase from Baht 48.0 billion in 2023. This was attributable to an increase in NII and a decrease in operating expenses and expected credit loss (ECL).

Net interest income in 2024 expanded by 0.7% to Baht 104.6 billion, driven by NIM expansion (+4 bps) despite a 2.1% yoy decrease in loan volume.

Non-interest income decreased marginally by 0.6% to Baht 39.2 billion primarily from lower fees from bancassurance and lending-related activities, which were partly offset by higher wealth management fees, higher transactional fees and increased investment and trading income.

Total operating income as a result increased to Baht 143.8 billion mainly driven by higher net interest income as explained above.

Operating expenses decreased by 0.9% yoy to Baht 55.4 billion due to stringent cost control measures. The Bank remains committed to maintaining a key focus on cost discipline, resulting in a cost-to-income ratio of 38.5% in 2024, down from 39.0% in 2023.

In 2024, **expected credit losses** declined 2.8% yoy to Baht 27.1 billion (118 bps of total loans) after additional provisions recorded in 2023 as a prudent measure.

Statement of profit and loss

Consolidated Unit: Baht million	2024	2023	(% yoy)
Net interest income	104,594	103,853	0.7%
Non-interest income	39,230	39,477	-0.6%
Total operating income	143,824	143,330	0.3%
Operating expenses	55,432	55,922	-0.9%
Pre-provision operating profit	88,391	87,408	1.1%
Expected credit loss	27,135	27,910	-2.8%
Income tax	12,057	11,573	4.2%
Non-controlling interests	(33)	(33)	NM
Net profit (attributable to shareholders of the company)	49,233	47,958	2.7%
ROAE	11.4%		
ROAA	1.5%		

NM denotes "not meaningful"

The Bank continued to focus on quality growth, aiming to optimize returns within its risk tolerance. **Loans** at the end of 2024 decreased by 2.1% yoy, primarily due to declines in the retail and SME segments. As **deposits** expanded 1.1% yoy, the loan-to-deposit ratio fell to 91.5% from 94.6% at the end of 2023.

At the end of December 2024, **non-performing loans** remained relatively stable yoy at 3.3% with a strong coverage ratio of 152.3%.

Statement of financial position

Consolidated Unit: Baht million, %	2024	2023	(% yoy)
Loans	2,272,376	2,320,865	-2.1%
Deposits	2,482,670	2,454,617	1.1%
Loans to Deposits ratio	91.5%	94.6%	-3.0%

Consolidated Unit: Baht million, %	2024	2023	(% yoy)
Non-Performing Loans (Gross NPLs)	90,701	89,302	1.6%
Gross NPL ratio	3.3%	3.3%	0.0%
Total allowance to NPLs (Coverage ratio)	152.3%	154.9%	-2.6%

On a Bank-only basis, the **Capital Adequacy Ratio** improved to 18.5% in 2024 from 18.0% a year ago due mainly to an appropriation of net profit after dividend payment. The Bank believes that its capital position, which is currently well above the minimum regulatory requirement, in combination with high loan loss provisions, will enable the Bank to withstand unforeseen adverse shocks and pursue any growth opportunities within the BOT's regulatory boundary.

Unit: Baht million, % (Basel III)	Bank only	
	2024	2023
Statutory Capital		
Common Equity Tier 1/Tier 1 capital	374,444	361,170
Tier 2 capital	23,752	23,499
Total	398,196	384,669
Risk assets	2,154,228	2,135,900
Capital Adequacy Ratio	18.5%	18.0%
Common Equity Tier 1/Tier 1 capital	17.4%	16.9%
Tier 2 capital	1.1%	1.1%

Credit ratings

Credit Ratings of Siam Commercial Bank PCL		December 31, 2024
Moody's Investors Service		
Outlook		Stable
Bank deposits		Baa1/P-2
Senior unsecured MTN(P)		(P) Baa1
Other short term		(P) P-2
S&P Global Ratings		
Issuer Credit Rating		BBB/A-2
Outlook		Stable
Senior Unsecured (Long Term)		BBB
Senior Unsecured (Short Term)		A-2
Fitch Ratings		
<u>Foreign Currency</u>		
Long Term Issuer Default Rating		BBB
Short Term Issuer Default Rating		F2
Outlook		Stable
<u>National Rating</u>		
Long Term Rating		AA+(tha)
Short Term Rating		F1+(tha)
Outlook		Stable

General Information and Other Important Information

Reference Information

The Siam Commercial Bank Public Company Limited

Head office address:	9 Ratchadapisek Road, Jatujak, Bangkok 10900
Type of business	Banking
Company registration number	0107536000102
Website	www.scb.co.th
Tel:	+66-2544-1000
SCB Customer Center	+66-2777-7777
SCB Business Call Center	+66-2722-2222

Registrar

Ordinary and Preferred Shares	The Thailand Securities Depository Company Limited 93 Ratchadapisek Road, Dindaeng Dindaeng, Bangkok 10400 Tel: +66-2009-9000 Fax: +66-2009-9991
Senior Unsecured Notes USD 500 million 4.40% due February 202	Deutsche Bank Luxembourg S.A 2 Boulevard Konrad Adenauer L-1115 Luxembourg Luxembourg

Fiscal Agent

Senior Unsecured Notes
USD 500 million 4.40% due February 2029

Deutsche Bank AG, Hong Kong Branch
Level 52, International Commerce Centre
1 Austin Road West, Kowloon
Hong Kong

Auditor

Ms. Orawan Chunchakitpaisan

Certified Public Accountant (Thailand) Registration No. 6105

or Ms. Pantip Gulsantithamrong

Certified Public Accountant (Thailand) Registration No. 4208

or Ms. Thitima Pongchaiyong

Certified Public Accountant (Thailand) Registration No. 10728

KPMG Phoomchai Audit Ltd.

Empire Tower, 50th Floor,
1 South Sathorn Road
Yannawa, Sathorn
Bangkok 10120, Thailand
Tel: +66-2677-2000

Legal Disputes

SCB did not have any unsettled legal disputes with the potential to negatively impact its assets, with no claimed amount worth over 5% of net equity according to financial statements for the accounting year ending December 31, 2024.

Report of Holdings of SCB Ordinary Shares by SCB Directors and Members of Senior Management

	Name	as of Dec 31, 2024			as of Dec 31, 2023			Change: increase / (decrease)
		Number of shares held by a director or a senior management member	Number of shares held by (a) related person(s) **	Total	Number of shares held by a director or a senior management member	Number of shares held by (a) related person(s) **	Total	
1	Mr. Apisak Tantivorawong Chairman of the Board and Independent Director	-	-	-	-	-	-	-
2	ACM. Satitpong Sukvimol Director and Member of the Corporate Social Responsibility Committee	-	-	-	-	-	-	-
3	Pol. Col. Thumnithi Wanichthanom Director, Chairman of the Executive Committee and Chairman of the Corporate Social Responsibility Committee	50	-	50	50	-	50	-
4	Mr. Chaovalit Ekabut Independent Director and Chairman of the Audit Committee	-	-	-	-	-	-	-
5	Mr. Kan Trakulhoon Independent Director, Chairman of the Nomination, Compensation and Corporate Governance Committee, and Member of the Executive Committee	-	-	-	-	-	-	-

Name	as of Dec 31, 2024			as of Dec 31, 2023			Change: increase / (decrease)
	Number of shares held by a director or a senior management member	Number of shares held by (a) related person(s) **	Total	Number of shares held by a director or a senior management member	Number of shares held by (a) related person(s) **	Total	
6 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	-	-	-	-	-	-	-
7 Mr. Arthid Nanthawithaya Director, Member of the Executive Committee, and Member of the Technology Committee	-	-	-	-	-	-	-
8 Mr. Prasan Chuaphanich Director and Member of the Executive Committee	-	-	-	-	-	-	-
9 Mr. Pasu Decharin Independent Director, Member of the Audit Committee, and Member of the Risk Oversight Committee	-	-	-	-	-	-	-
10 Miss Lackana Leelayouthayotin Independent Director	-	-	-	-	-	-	-
11 Mr. Chakkrit Parapuntakul Director	-	-	-	-	-	-	-
12 Mrs. Prisana Praharnkhasuk Independent Director and Member of the Audit Committee	-	-	-	-	-	-	-

Name	as of Dec 31, 2024			as of Dec 31, 2023			Change: increase / (decrease)
	Number of shares held by a director or a senior management member	Number of shares held by (a) related person(s) **	Total	Number of shares held by a director or a senior management member	Number of shares held by (a) related person(s) **	Total	
13 Mr. Prasong Vinaiphath Independent Director and Member of the Nomination, Compensation and Corporate Governance Committee	-	-	-	-	-	-	-
14 Miss Kulaya Tantitemit Director, Member of the Risk Oversight Committee, and Member of the Corporate Social Responsibility Committee	-	-	-	-	-	-	-
15 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	-	-	-	-	-	-	-
16 Mr. Orapong Thien-Ngern President & Chief Technology Officer	-	-	-	-	-	-	-
17 Mrs. Pikun Srimahunt SEVP, Chief SME Banking Officer	-	-	-	-	-	-	-
18 Miss Poramasiri Manolamai SEVP, Chief Insurance Business Officer	-	-	-	-	-	-	-
19 MI Chiradej Chakrabandhu SEVP, Chief Credit Officer	-	-	-	-	-	-	-

Name	as of Dec 31, 2024			as of Dec 31, 2023			Change: increase / (decrease)
	Number of shares held by a director or a senior management member	Number of shares held by (a) related person(s)**	Total	Number of shares held by a director or a senior management member	Number of shares held by (a) related person(s)**	Total	
20 Mr. Vitoon Pornsakulvanich SEVP, Chief Integrated Channels Officer and SEVP, and Chief Retail and Business Banking Officer (Acting)	-	-	-	-	-	-	-
21 Mr. Krieng Wongnongtaey SEVP, Chief Risk Officer	-	-	-	-	-	-	-
22 Mr. Yunyong Thaicharoen SEVP, Chief Wealth Banking Officer, and Head of the Private Banking Function (Acting)	-	-	-	-	-	-	-
23 Mr. Tanapot Parksuvan SEVP, Chief Wholesale Banking Officer	-	-	-	-	-	-	-

Remarks

Since January 1, 2025, there have been changes in the executive positions according to the bank's organizational restructuring as follows:

- Executive no. 16 has been appointed as Chief Technology and Operations Officer.
- Executive no. 17 has been appointed as Chief Business Banking Officer.
- Executive no. 18 has ended her tenure as SEVP, Chief Insurance Business Officer.
- Executive no. 19 has been appointed as Chief Risk, Legal, and Compliance Officer.
- Executive no. 20 has been appointed as Chief Consumer Banking Officer.
- Executive no. 21 has been appointed as Advisor to CEO and Head of Digital & AI.
- Executive no. 22 has been appointed as Chief Economist and Sustainability Officer.
- Executive no. 23 has been appointed as Chief Corporate and Institutional Banking Officer.

**Related person(s) of directors or senior management members include(s):

- (1) Spouse or a minor child of a director or senior management member.
- (2) A juristic person in which aggregate shareholding by a director or senior management member and (1) exceeds 30 percent of the total number of voting rights of such juristic person.
- (3) A juristic person in which aggregate shareholding by a director or senior management member and (1) and (2) exceeds 30 percent of the total number of voting rights of such juristic person.
- (4) A juristic person in which a person described under (3) holds its shares and its shareholders in all levels of downward shareholding, beginning from the shareholder in the juristic person under (3), providing that shareholding in each level exceeds 30 percent of the total number of voting rights of the juristic person in the immediate lower level.

Information on Executives' Directorships held in Other Companies

Information on Executives' Directorships held in Other Companies as of December 31, 2024

No.	Name	Position	Company
1	Mr. Kris Chantanotok Chief Executive Officer	Chairman of the Board Chairman of the Board Independent Director Independent Director	SCB-Julius Baer Securities Co., Ltd. SCB Protect Co., Ltd MC Group PCL Talis Asset Management Co., Ltd.
2	Mr. Orapong Thien-ngern President & Chief Technology Officer	Director	National ITMX Co., Ltd.
3	Miss Poramasiri Manolamai SEVP, Chief Insurance Business Officer	Director and Chief Executive Officer	SCB Protect Co., Ltd.
4	ML. Chiradej Chakrabandhu SEVP, Chief Credit Officer	Director Director	Cambodian Commercial Bank Siam Commercial Bank Myanmar Limited
5	Mr. Vitoon Pornsakulvanich SEVP, Chief Integrated Channels Officer and SEVP, Chief Retail and Business Banking Officer (Acting)	Director	SCB Asset Management Co., Ltd.
6	Mr. Yunyong Thaicharoen SEVP, Chief Wealth Banking Officer	Director and Director of Risk Management Committee Director Director	SCB Asset Management Co., Ltd. SCB-Julius Baer Securities Co., Ltd. BanRuamtangfun Co., Ltd.
7	Mr. Kiradit Arromdee FEVP, Credit Product Function	Director	Saimake Co., Ltd.

No.	Name	Position	Company
8	Miss Soramon Inkatanuvatana FEVP, Corporate Banking 1 Function	Director	SUPERNAP (Thailand) Co., Ltd.
9	Miss Wannarat Phanjan FEVP, Head of Operations	Chairman of the Board Chairman of the Board Director	Mahisorn Co., Ltd. SCB Training Centre Co., Ltd. SCB Plus Co., Ltd.
10	Mr. Somprawin Manprasert FEVP, Chief Economist and FEVP, Chief Strategy Officer	Director and Audit Committee Director Director	SCB-Julius Baer Securities Co., Ltd. Thailand Development Research Institute (TDRI) Office of the National Economic and Social Development Council
11	Mr. Ekkapol Apinun FEVP, Head of Legal and Control	Director Director Director	SCB Plus Co., Ltd. Mahisorn Co., Ltd. SCB Training Centre Co., Ltd.
12	Mr. Thanawatn Kittisuwan FEVP, Head of Digital Juristic & Payment	Director	Siam Commercial Bank Myanmar Limited
13	Mr. Rungsi Vongkitbuncha EVP, Corporate Banking 2 Function	Director	UD Drugstore (2001) Co., Ltd.
14	Mr. Kanin Rangkla EVP, Head of Special Business	Chairman of the Board and Managing Director Chairman of the Board	Rutchayothin Assets Management Co., Ltd. SCB Plus Co., Ltd.
15	Miss Vipasiri Chantanumat EVP, Client Coverage 3.2 Division	Authorized Director	VP Professional Co., Ltd.
16	Mr. Sakda Dumnakkaew EVP, Group Treasury Function	Director Director Director	Cambodian Commercial Bank Siam Commercial Bank Myanmar Limited The Provident Fund The Staff Of Siam Commercial Bank PLC.
17	Mr. Chalitti Nuangchamnong EVP, Securities and Corporate Law Division	Director Director	SCB Asset Management Co., Ltd. Baan Bueng Holdings Co., Ltd.

No.	Name	Position	Company
18	Mrs. Apiradee Symsukpermpoon EVP, International Banking Function	Director Director	Cambodian Commercial Bank Siam Commercial Bank Myanmar Limited
19	Mr. Parnu Chotiprasidhi FEVP, Corporate Banking 2 Function	Director Director	Nuntawan Co., Ltd. Nuntawan Management Co., Ltd.
20	Mr. Patiphan Lerdprasertsiri EVP, Finance Function and EVP, Financial Planning and Analysis Function	Director and Audit Committee Director and Audit Committee Director	Cambodian Commercial Bank SCB Asset Management Co., Ltd. Rutchayothin Assets Management Co., Ltd.
21	Miss Nipaporn Kullertprasert EVP, Head of Audit	Director	Honda Tha Phra Co., Ltd.
22	Mr. Tapakorn Siritanawutichai EVP, Enterprise Risk Management & CISO Function	Director	BCI (Thailand) Company Limited
23	Mr. Thitipong Srisomburanant EVP, Wholesale Banking Data, Strategy and Segment Management Function	Director Director Director	Toyota Thaitani Company Limited Toyota Buengkan Company Limited BCI (Thailand) Company Limited
24	Mr. Chirapol Mathawaphan EVP, Corporate Solution & Development Support Function	Director	Healthy Joey Co., Ltd.
25	Miss Somruethai Rattanamanee EVP, People Strategic Partner Function	Director	Pam International Food Co., Ltd.
26	Mr. Saruny Asavanich EVP, Corporate Banking 2 Client Coverage 2.3 Division	Director	Sahaviriya Steel Industries PLC

Note: The above executives do not hold any current position as chairman, executive director, authorized director, or all of the aforementioned positions in other companies exceeding 3 business groups.

Banking Network

as at December 31, 2024

Area Office		34	Offices
Branch, nationwide		639	Branches
Express		85	Service points
Investment Center		4	Branches
Express		1	Centers
Overseas Branch		6	Branches
Affiliated Bank (Cambodian Commercial Bank)		4	Branches
Affiliated Bank (Siam Commercial Myanmar Limited)		1	Branch
Representative Office		1	Office
SME Center		27	Centers
Bangkok and its vicinity	11		Centers
Upcountry	16		Centers
International Trade Service Center		42	Centers
Foreign Exchange Service Center		31	Centers
Bangkok	16		Centers
Tourist locations, Upcountry	15		Centers
ATM		10,982	Machines
Bangkok	2,366		Machines
Upcountry	8,616		Machines

Overseas Branches

Shanghai Branch

General Manager: Ms. June Qiong Fu
Address: Room 74 T15, 74th Floor,
Shanghai World Financial
Center
No. 100 Century Avenue,
Shanghai, P.R. China
200120
Telephone: +86-21-60587777
Swift: SICCNESH
E-Mail: june.fu@scb.co.th

Vientiane Branch

General Manager: Ms. Weeranuch Tharmasakti
Address: 117 Lanexang-Samsenthai
Road, Ban Sisaket,
Muang Chanthaburi,
Vientiane, Lao P.D.R.
Telephone: +856-21-213-501
Fax: +856-21-213-502
Swift: SICOLALA
Email: weeranuch.tharmasakti@
scb.co.th

Hong Kong Branch

General Manager: Mr. Weijian Wan
Address: Suite 3209, 32/F, Jardine
House, Connaught Place,
Central, Hong Kong
Telephone: +852-2524-4085
Fax: +852-2845-0293
Swift: SICOHKHH
E-Mail: weijian.wan@scb.co.th

Ho Chi Minh Branch

General Director: Mr. Dinh Viet Thanh
Address: Room 605-609, Floor 6,
MPlaza Saigon,
39 Le Duan Street, District 1,
Ho Chi Minh City, Vietnam
Telephone: +848-6285-6600
Fax: +848-3822-6556
Swift: SICOVNVX
E-Mail: thanh.dinh@scb.co.th

Singapore Branch

General Manager and Head of
Operations: Mrs. Chan Miew Kheng
Address: 61 Robinson Road #10-03,
Robinson Centre,
Singapore 068893
Telephone: +65-6536-4290
Fax: +65-6536-4728
Swift: SICOSGSG
E-Mail: gillian.chan@scb.co.th

Cayman Islands Branch

General Manager: Ms. Chau Man Lai
Address: P.O. Box 705 George Town,
Grand Cayman,
Cayman Islands
Telephone: +852-2524-4085
Fax: +852-2845-0293
Swift: SICOKYKY
E-Mail: wendy.chau@scb.co.th

Affiliated Banks

Cambodian Commercial Bank - Head Office - Phnom Penh

Director and
General Manager: Mr. Watcharapong
Pornchaichanakit
Address: 26, Preah Monivong Blvd,
Sangkat Phsar Thmei 2,
Khan Daun Penh,
Phnom Penh, Cambodia
Telephone: +855-23-213-601,
+855-23-213-602,
+855-23-426-145
Fax: +855-23-426-116
Swift: SICOKHPP
E-Mail: watcharapong.
pornchaichanakit@
ccb.com.kh

Cambodian Commercial Bank - Siem Reap Branch

Acting Branch
Manager: Mr. Sokha Phlok
Address: No. 130 Sivatha Road,
Mondol 1, Sangkat Svay
Dangkum,
Siem Reap District,
Siem Reap Province
Telephone: +855-63-964-392
Fax: +855-63-380-154
E-Mail: sokha.phlok@ccb.com.kh

Cambodian Commercial Bank - Battambang Branch

General Manager: Mr. Ty Kheng
Address: 116-117, Phum Maphey
Osakphea,
Sangkat Svay Por,
Krong Battambang,
Battambang Province
Telephone: +855-11-811-344
Fax: +855-53-952-266
E-Mail: ty.kheng@ccb.com.kh

Cambodian Commercial Bank - Sihanoukville Branch

Branch Manager: Mr. Nara Heng
Address: 242, Ekareach Street,
Sangkat 2, Krong Preah
Sihanouk, Preah Sihanouk
Province
Telephone: +855-34-934-777
Fax: +855-34-934-999
Email: nara.heng@ccb.com.kh

Siam Commercial Bank Myanmar Limited - Head Office – Yangon

Director and
General Manager: Mr. Worapong Utisayapongsa
Address: Sule Square Office Tower,
221 Sule Pagoda Road,
Unit #18-06/07,
Kyauktada Township,
Yangon, Myanmar
Telephone: +95-9765-446-725
Fax: +95-19-255-225
E-Mail: worapong.utisayapongsa@
scb.co.th

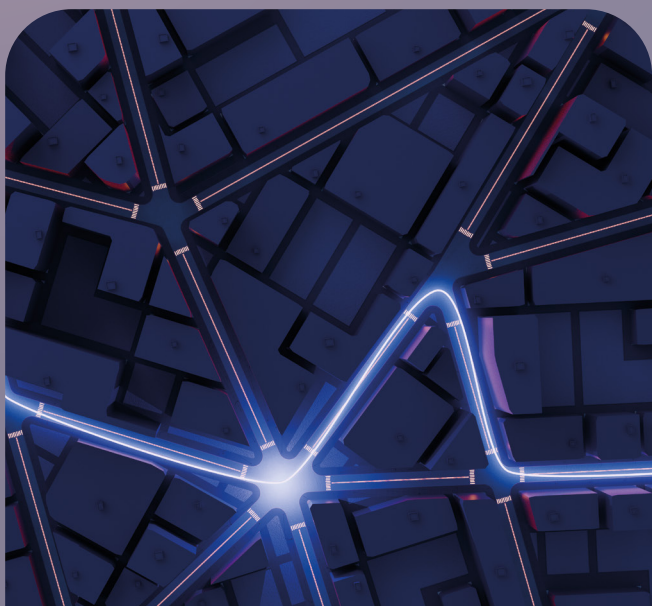
Representative Offices

Beijing Representative Office

Chief
Representative: Mr. Yao Chen
Address: Units 02-03, Level 15th
China World Office 1
Jianguomenwai Ave,
Chaoyang District
Beijing, P.R. China
Telephone: +86-10-65994996
E-Mail: yao.chen@scb.co.th



Corporate Governance



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Corporate Governance

Amid a rapidly changing business environment, particularly in the increasingly complex financial sector, the Board of Directors of Siam Commercial Bank Public Company Limited (the Bank) places importance on conducting business with good corporate governance. This is accomplished by adopting good governance principles tailored to the Bank's business context to enhance competitiveness within the framework of ethics and accountability toward all stakeholders, in alignment with the concept of sustainable banking and fostering confidence among shareholders, customers, employees, partners, creditors, society, and regulatory bodies.

Beyond strict compliance with laws, regulations, and rules related to commercial banking operations, public company obligations, the Bank's articles of association, the Policy for Governance of Subsidiaries and Associates under SCB X Public Company Limited, the Bank's corporate governance policy, and relevant internal policies and regulations, the Bank has developed effective management processes and systems with robust controls, supervision, and audits to ensure transparent and equitable management, thereby building trust among all relevant 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 and monitor compliance therewith as well as to regularly review and update the policy to ensure that it is appropriate and in line with regulatory guidelines pertaining to the Bank. The Bank's Corporate Governance Policy is available on the Bank's 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." In other words, 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: The Most RESPONSIBLE Corporate Citizen
- Regulators: The Most PRUDENT Bank
- Core values: The Bank's core values are known as ISCB, which stands for Integrity First, Sustainability to the Core, Customer-Centric Innovation, and Building Our People.
- Strategy: The Bank is guided by its "Digital Bank with Human Touch" strategy in its journey to emerge as a full-fledged digital bank while stepping up to serve as more than just a bank and leveraging SCB's unique blends of strengths in technological prowess and a human touch. At the same time, the Bank aims to integrate AI-powered solutions and analytics into the processes of designing and developing personalized

products and services to offer convenient and seamless access via seamless omni-channels.

- **Code of Business Conduct**

The Board has approved SCB Codes of Conduct which encompass the Code of Business Conduct and the Code of Conduct for Directors, Executives, and Employees that must be complied with by all.

Under its Code of Business Conduct, the Bank prioritizes and monitors the following aspects: 1) Compliance with business ethics; 2) Strengthening the trust of customers and stakeholders through service standards; 3) Providing resources to all employees in support of their performance efficiency; 4) Customer centricity and responsible treatment of customers demonstrated through, among others, the Bank's business operations. These are intended to offer quality and fair financial services in accordance with the Bank of Thailand's Market Conduct, sustainable customer relationships, and offer products and services that are suitable for customers in light of their needs and capabilities; 5) Implementing measures to manage conflicts of interests in the course of business operations; 6) Prioritizing the confidentiality and management of information of the Bank and its customers, employees, and business partners through the adoption of rigorous information management practices; 7) Operating businesses in strict compliance with relevant laws, regulations, the Bank's policies and rules, and corporate governance principles; 8) Operating businesses efficiently and sustainably; and 9) Operating businesses with social and environmental responsibility.

Further, the Bank's Code of Conduct for Directors, Executives, and Employees provides ethical standards governing: 1) Corporate governance, 2) Protecting SCB's interest, image, honor, reputation, and virtue, 3) Conflicts of interest, 4) Information integrity, 5) Information confidentiality, 6) Insider trading, 7) Anti-money laundering and combating the financing of terrorism and proliferation of weapons of mass destruction, 8) Anti-corruption and bribery, 9) Gambling, alcohol, and drugs, 10) Giving and receiving gifts and entertainment, 11) Corporate assets, 12) Outside employment or other commercial activities, 13) Harassment, and 14) Whistleblowers.

The Code of Business Conduct and the Code of Conduct for Directors, Executives, and Employees are regularly reviewed by the Board to achieve alignment with the guidelines set forth by SCBX and are available on the Bank's website at www.scb.co.th under the "Code of Conduct" section.

- **Corporate Governance Structure:** To establish an operating framework for key duties of the Board, the policy clearly enumerates the composition, authority, duties and responsibilities of the Board; meetings of the Board; tenure of directors; nomination and election of directors; onboarding programs for new directors; development programs for directors; holding of positions in other companies/entities by directors; Board committees; segregation of positions between the Chairman of the Board and the Chief Executive Officer; compensation and performance assessment of

directors; matters related to persons with management authority such as their performance assessment, their compensation and succession planning for key positions; and roles and functions of the Company Secretary.

- **Rights and Treatment of Stakeholders:** The Bank recognizes the rights of all stakeholders, including shareholders, customers, employees, business partners, competitors, creditors, suppliers, society, communities, and the environment. This awareness underpins the Bank's vision and codes of conduct, emphasizing the Bank's commitment to ensuring that each group of stakeholders can fully enjoy and exercise their rights based on the principle of fairness for sustainable growth among all. Stakeholders can directly contact the relevant units of the Bank and raise suggestions, make comments, or register complaints with the Board and the management of the Bank via the multiple channels provided. Further, the Bank has set forth a disclosure policy to ensure that its disclosures to shareholders and all groups of stakeholders are transparent, complete, appropriate, fair, and timely.
- **Internal Controls:** The Bank implements internal controls to prevent conflicts of interest and the use of inside information by directors and employees. These controls include the reporting of conflicts of interest of directors and persons with management authority, criteria and procedures for connected transactions that address their pricing, conditions, and approvals; and the SCB Anti-Corruption and Bribery Policy which is based on SCBX Group's guidelines.

1.2 Major Changes and Developments in Corporate Governance Policy, Practices, and Guidelines in 2024

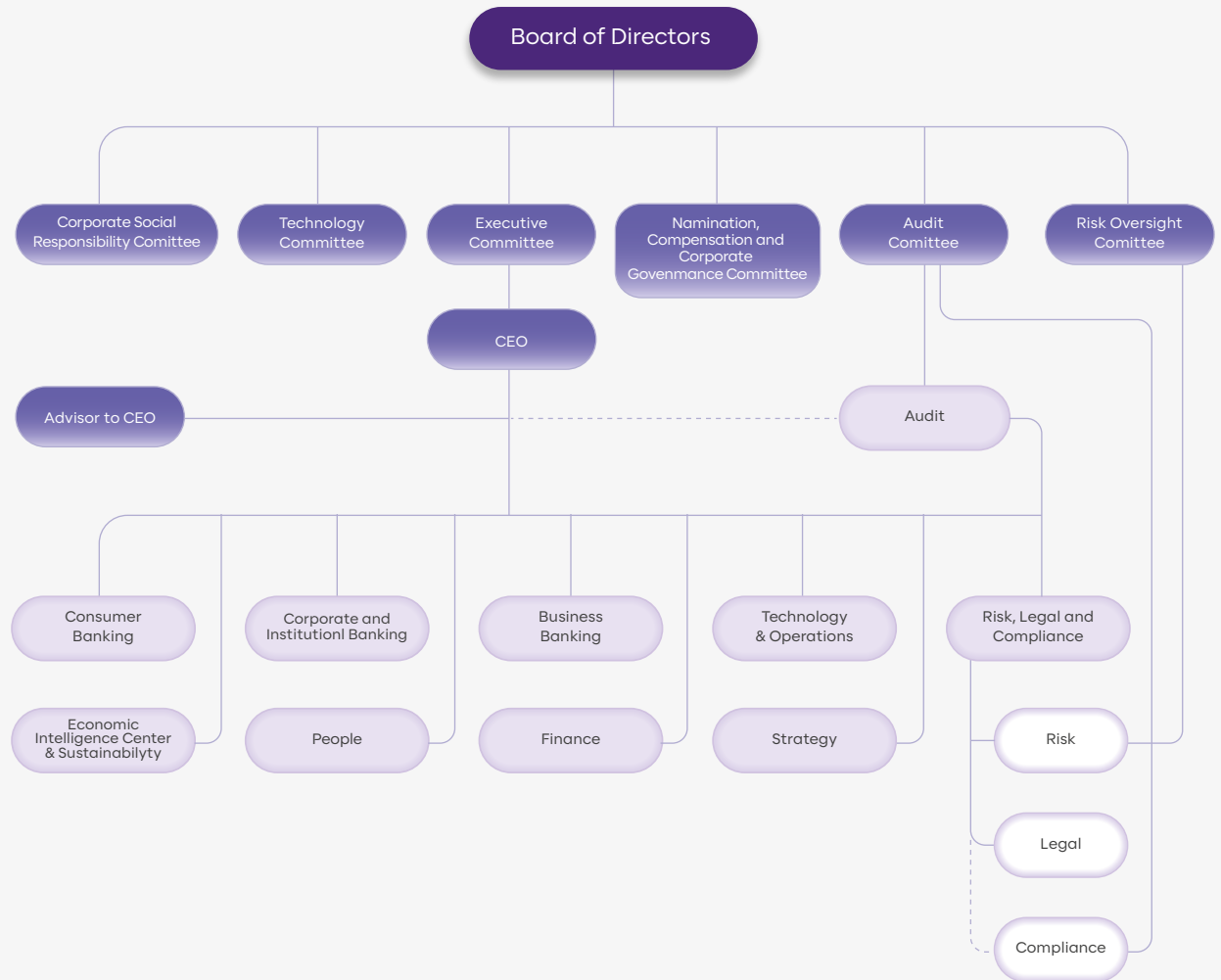
In 2024, the Bank updated its policies, practices, and corporate governance guidelines to align with the policies of SCB X Public Company Limited. Key operations undertaken are summarized as follows:

- Established tenure limits for the Bank's directors in accordance with the criteria regarding the term of office for directors of companies within SCBX Group.
- Revised the process for director nomination and remuneration determination.
- Updated the criteria for holding positions in other companies/juristic persons for senior executives.
- Adjusted the criteria for the nomination and remuneration of the Chief Executive Officer, senior executives, and the top executives of the financial units.
- Refined the performance evaluation guidelines for the Bank's Board of Directors and senior executives to reflect the objectives and goals of the Bank and SCBX Group, incorporating clear and transparent criteria aligned with their duties, responsibilities, and associated risks.

Please visit the relevant sections for more details on key corporate governance operations.

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

2.1 Corporate Governance Structure of the Bank (Effective on January 1, 2025)



2.2 Board of Directors

Board Composition

At the end of 2024, the Bank had 15 directors. The Bank structured its Board of Directors in compliance with the regulations of supervisory authorities and the policies of SCB X Public Company Limited, emphasizing diversity in gender, nationality, race, age, educational background, work experience, skills, knowledge, and other differences. These factors were incorporated into the process of selecting the Bank's directors to ensure that the Board of Directors embodies 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 all stakeholders and promoting the Bank's sustainable development and growth.

Of the total 15 directors, there were 3 women and 12 men with diverse professional backgrounds in banking, accounting and finance, organizational management, strategic planning, risk management, social development, corporate governance, law and technology, and other experience considered beneficial and relevant to the Bank's business. The composition of the Board is as follows:

- o Eight independent directors¹ (representing 53.33 percent of the total directorship): 1) Mr. Apisak Tantivorawong, 2) Mr. Chaovalit Ekabut, 3) Mr. Kan Trakulhoon, 4) Mr. Thaweesak Koanantakool, 5) Mr. Pasu Decharin, 6) Ms. Lackana Leelayouthayotin, 7) Mrs. Prisana Praharnkhasuk, and 8) Mr. Prasong Vinaiphat.
- o Six non-executive directors (representing 40 percent of the total directorship): 1) Air Chief Marshal Satitpong Sukvimol, 2) Police Colonel Thumnithi Wanichthanom, 3) Mr. Prasan Chuaphanich, 4) Mr. Chakkrit Parapuntakul, 5) Mr. Arthid Nanthawithaya and 6) Ms. Kulaya Tantitemit.
- o An executive director (representing 6.67 percent of the total directorship): Mr. Kris Chantanotoke.

Additionally, the Bank made changes to its directors and subcommittees during 2024, with details provided in the appendix at the end of the Corporate Governance Report.

¹ The term "independent director" has the meaning 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 his/her 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 of which he/she is a director.

Board of Directors

(As of December 31, 2024)

	Name	Position	Date of appointment	Number of years in directorship
1	Mr. Apisak Tantivorawong	Independent Director and Chairman of the Board	April 18, 2023	1 year 8 months
2	Air Chief Marshal Satitpong Sukvimol	Director and Member of the Corporate Social Responsibility Committee	June 13, 2018	6 years 7 months
3	Police Colonel Thumnithi Wanichthanom	Director, Chairman of the Executive Committee, and Chairman of the Corporate Social Responsibility Committee	June 13, 2018	6 years 7 months
4	Mr. Chaovalit Ekabut	Independent Director and Chairman of the Audit Committee	April 5, 2019	5 years 9 months
5	Mr. Kan Trakulhoon	Independent Director, Chairman of the Nomination, Compensation and Corporate Governance Committee, and Member of the Executive Committee	April 5, 2016	8 years 9 months
6	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	April 5, 2016	8 years 9 months
7	Mr. Arthid Nanthawithaya	Director, Member of the Executive Committee, and Member of the Technology Committee	April 2, 2015	9 years 9 months
8	Mr. Prasan Chuaphanich	Director and Member of the Executive Committee	April 4, 2013	11 years 9 months
9	Mr. Pasu Decharin	Independent Director, Member of the Audit Committee, and Member of the Risk Oversight Committee	October 19, 2018	6 years 2 months
10	Ms. Lackana Leelayouthayotin	Independent Director	April 5, 2019	5 years 9 months

Board of Directors

(As of December 31, 2024)

	Name	Position	Date of appointment	Number of years in directorship
11	Mr. Chakkrit Parapuntakul	Director	November 25, 2015 January 18, 2021	1 st tenure: 4 years 10 months (2015–2020) 2 nd tenure: 3 years 11 months
12	Mrs. Prisana Praharnkhasuk	Independent Director and Member of the Audit Committee	June 2, 2022	2 years 7 months
13	Mr. Prasong Vinaiphath	Independent Director and Member of the Nomination, Compensation and Corporate Governance Committee	June 2, 2022	2 years 7 months
14	Ms. Kulaya Tantitemit	Director, Member of the Risk Oversight Committee, and Member of the Corporate Social Responsibility Committee	March 20, 2024	9 months
15	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	2 years 5 months

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

Chairman of the Board – Pursuant to the Bank's Corporate Governance Policy, the Chairman of the Board must be an independent director or a non-executive director. The Chairman of the Board is not involved in the Bank's routine management. This conforms to the principle of segregation of policymaking and oversight duties from those in operations management. The key roles and responsibilities of the Chairman of the Board are: to oversee the Board's adherence to corporate governance

principles and established policies; to ensure that Board meetings are conducted effectively and matters that are essential to the Bank's operations and/or performance are placed on the meeting agenda; to allocate sufficient time for management to present clear and timely information; to allow attending Board members to voice their opinions and ask questions; and to ensure that Board resolutions are clear and that meeting minutes are complete and correct. The Chairman

of the Board also presides over shareholder meetings. Another key responsibility of the Chairman is to ensure that the Bank's governance practices comply with established policies.

Chief Executive Officer – The Chief Executive Officer is the Bank's top-ranking executive who is chiefly responsible for directing and driving the Bank's business and operations toward the policies, strategies, and goals set forth by the Board as well as the policies and strategies of SCBX Group; recommending alternatives and strategies that are fit for the evolving business environment to achieve sustainable growth; and considering and approving matters according to the Bank's regulations and as assigned by the Board and/or the Board committees. The Chief Executive Officer also assumes the key responsibility in building corporate culture.

- **Duties and Roles of the Board**

The Board is committed to pursuing the highest standards of ethics. The Board has the authority, duties, and responsibilities 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. It is also responsible for ensuring that the Bank has in place effective control, supervision, and audit mechanisms, and for ongoing monitoring to ensure that the Bank operates its businesses within the frameworks of ethics, transparency, and responsibility toward all stakeholders in accordance with corporate governance principles. Details are available on the Bank's website at www.scb.co.th under the "Charter and Independent Director Definition", and "Corporate Governance" section headings.

2.3 Board Committees

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

(1) Executive Committee

The major duties and roles of the Executive Committee are to oversee and ensure that the Bank's businesses and operations are in line with its strategies, policies, and regulations and to perform tasks as assigned by the Board.

(2) Audit Committee

The Audit Committee's scope of duties and responsibilities encompasses financial reporting, internal controls, internal audits, and oversight of compliance with regulations, codes of ethics, codes of conduct, and risk management principles. Another major duty of the Audit Committee is to propose the appointment and discharge of external auditors, including corresponding audit fees, to the Board for consideration prior to obtaining approval at the meeting of shareholders on an annual basis. Furthermore, the Audit Committee is responsible for evaluating the performance of external auditors.

(3) Nomination, Compensation and Corporate Governance Committee

The Nomination, Compensation and Corporate Governance Committee has primary responsibilities in four key areas: 1) Overseeing the nomination of Bank directors, members of subcommittees, senior executives, and advisors to the Bank, as well as directors

and executives of the Bank's subsidiaries, 2) Managing the compensation policies for the Bank's Board of Directors, subcommittees, and senior executives, 3) Establishing policies related to human resources and corporate culture, and 4) Ensuring the Bank's corporate governance and compliance with related policies and regulations.

(4) Risk Oversight Committee

The Risk Oversight Committee's duties and responsibilities are to provide advice to the Board regarding the risk oversight framework of the Bank and its subsidiaries and to review the adequacy and effectiveness of overall risk management policies and strategies and risk tolerance to ensure that said policies and strategies comprehensively address all relevant risks, including emerging risks, and are effectively and efficiently implemented. The Risk Oversight Committee is also responsible for providing advice to the Board with regard to organization-wide risk culture cultivation and supervising culture adoption and management's compliance with risk management policies/strategies and risk appetite framework.

(5) Technology Committee

The Technology Committee's duties and responsibilities are to steward the Bank's technology strategy and system architecture in alignment with the Bank's goals and objectives, to address the integrity of technology services, to manage technology-related risks, and to promote the adoption of technology-related best practices based on the Bank's core values.

(6) Corporate Social Responsibility Committee

The duties and responsibilities of the Corporate Social Responsibility Committee are to establish the corporate social responsibility policy and framework of the Bank, to formulate relevant operating policies, to work in collaboration with the Siam Commercial Foundation, and to deliberate on the allocation of resources and budgets to relevant projects and activities of the Bank and 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", "Corporate Governance" section headings.

2.4 Executives of the Bank

Executives of the Bank at the Senior Executive Vice President Level and Higher
(As of December 31, 2024)

	Name	Position
1	Mr. Kris Chantanotoke	Chief Executive Officer
2	Mr. Orapong Thien-Ngern	President & Chief Technology Officer
3	Mrs. Pikun Srimahunt	SEVP, Chief SME Banking Officer
4	Ms. Poramasiri Manolamai	SEVP, Chief Insurance Business Officer
5	Mr. Chiradej Chakrabandhu	SEVP, Chief Credit Officer
6	Mr. Vitoon Pornsakulvanich	SEVP, Chief Integrated Channels Officer and SEVP, Chief Retail and Business Banking Officer (Acting)
7	Mr. Krieng Wongnongtaey	SEVP, Chief Risk Officer
8	Mr. Yunyong Thaicharoen	SEVP, Chief Wealth Banking Officer and Head of Private Banking Function (Acting)
9	Mr. Tanapot Parksuwan	SEVP, Chief Wholesale Banking Officer

Remarks: 1) Effective January 1, 2025, there have been changes in the positions of senior executives in line with the Bank's organizational restructuring, as follows:

- Executive No.2 was appointed as Chief Technology and Operations Officer
- Executive No.3 was appointed as Chief Business Banking Officer
- Executive No.5 was appointed as Chief Risk, Legal and Compliance Officer
- Executive No.6 was appointed as Chief Consumer Banking Officer
- Executive No.7 was appointed as advisor to CEO and Head of Digital & AI
- Executive No.8 was appointed as Chief Economist and Sustainability Officer
- Executive No.9 was appointed as Chief Corporate and Institutional Banking Officer

2) Executive No.4 resigned as senior executive of the Bank on January 1, 2025.

▪ 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 the Bank's short-term and long-term performance and aligned with individual performance outcomes. A comparative analysis of various performance indicators is conducted to ensure the Bank's sustainable success, adhering to the principles of transparency and the scope of responsibilities associated with each position. Additionally, consideration is given to the Bank's competitive standing compared to other leading financial institutions and companies in Thailand, in alignment with the policies of SCB X Public Company Limited.

In 2024, the total number of the Bank's executives based on the Bank of Thailand's definition, i.e., Executive Vice President level and higher, was 80 (inclusive of 6 executives who resigned during the year), and collectively they received remuneration in the form of monthly salaries, bonuses, and allowances of Baht 1,120.95 million and severance pay of Baht 27.55 million.

The Bank's executives are entitled to welfare and other benefits similar to those offered to other employees and in accordance with the Bank's regulations, such as medical benefits, annual medical check-up, life and accident insurance, welfare loans, and provident fund contribution. In 2024, the Bank's provident fund contribution for the 80 executives (inclusive of 6 executives who resigned during the year), as defined by the Bank of Thailand, i.e., Executive Vice President level and higher, was 35.62 million in total.

2.5 Employees and Employee Remuneration

At the end of 2024, the total number of the Bank's employees was 19,378, and employee and benefit expenses totaled Baht 23,760 million. These expenses included, among others, 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 its 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	2022	2023	2024
Number of SCB employees	20,840	19,839	19,378

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 and higher	20	5	2	5	42
AVP-FSVP	386	217	52	170	2,046
Staff-Officer	309	556	59	658	14,851

Employees of SCB and its major subsidiaries were 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	18,582	96%
SCB Plus Company Limited	1,217	94%
SCB Asset Management Company Limited	288	97%
SCB-Julius Baer Securities Company Limited	86	98%
SCB Protect Company Limited	344	88%
S.C.B. Training Center Company Limited	29	86%

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 the Bank's proper compliance with laws and regulations as well as the Board's adherence to statutory 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 Ms. Nipaporn Kullertprasert, Executive Vice President, 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. Chirawat Chamrasromran, Executive Vice President, Head of Compliance, who functionally reports to the Senior Executive Vice President, Chief Legal and Control Officer, and independently reports to the Chief Executive Officer and 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 2024, 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 in a bid 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 ascertains that shareholders may appropriately enjoy and equitably exercise their rights, such as the right to attend shareholder meetings, to buy or sell shares, and to receive dividends and information about the Bank. In addition, the Bank encourages all shareholders to exercise their rights to the fullest extent permissible by law and does not violate or derogate the rights of shareholders by any means.

1.1 Shareholder Meeting

In 2024, the Bank arranged the Annual General Meeting of Shareholders No. 201 ("AGM") on March 20, 2024, as an e-meeting. The Bank arranged these meetings with the commitment to ensuring shareholders' ability to exercise their rights related to shareholder meetings in accordance with laws and corporate governance principles as follows:

- (1) To ensure that shareholders receive clear, accurate, and complete information, have sufficient time to consider agenda items of the AGM, and are able to easily access the AGM notice and accompanying documents, the Bank posted the AGM notice and relevant documents on its website and assigned Thailand Securities Depository Company Limited (TSD) as its securities registrar to send AGM-related documents to shareholders at least seven days prior to the meeting date.
- (2) The Bank recognized shareholders' rights to know and gain full access to information. Shareholders were allowed to submit questions or concerns in advance of the 2024 AGM through various contact channels of the Bank for further consideration.
- (3) To encourage and facilitate the participation of all shareholders in the shareholder meeting and so as to allow them to exercise their rights in an equitable manner, the Bank delivered Proxy Form B, which contained thorough details about proxy appointments to shareholders together with the AGM notice and advised shareholders that they could opt to appoint proxies to attend the meeting on their behalf, whereby such proxies could be either one of the independent directors nominated by the Bank as proxies or any other individuals as the shareholders deemed appropriate.
- (4) To facilitate attendance by all shareholders and proxy holders in an equitable manner, the AGM was held during business hours and on a working day. The e-AGM system was made accessible early to allow meeting participants to register their attendance two hours in advance of the meeting.
- (5) Prior to proceeding in accordance with the meeting agenda, the Company Secretary announced the voting procedure and vote counting practices for each agenda item. Holders of the Bank's ordinary and preferred shares, including proxy holders who attended the meeting, were entitled to cast their votes on a one-share-one-vote basis. Shareholders were able to cast online votes from their personal electronic devices. This means offered great convenience for voters and vote tabulation could be swiftly processed after voting was closed. In addition, the Bank engaged representatives from its auditor (KPMG Phoomchai Audit Limited) to witness the meeting attendance registration and vote counting processes at this AGM.
- (6) The Chairman of the Board presided as the chairman of the shareholder meeting. All 16 directors of the Bank attended the 2024 AGM. The chairman of the meeting allowed shareholders to ask questions, express opinions, and make recommendations as appropriate on an equitable basis and provided responses to all questions or issues raised.

- (7) Following the adjournment of the AGM, the Bank prepared the minutes of the meeting within the timeframe specified by law and disclosed the minutes of the meeting (in both Thai and English) on its website.

1.2 Dividend Payment

It is the Bank's policy to pay a maximum dividend with consideration for prudential capital levels and regulatory requirements. Dividend payments will be 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 to adequately preserve capital for its future business needs.

At the 2024 AGM, the shareholders resolved to approve a dividend payment from the Bank's 2023 operating results to holders of the Bank's preferred and ordinary shares at the rate of Baht 10.48 per share, equivalent to a total of Baht 35,624 million or 75.0 percent of the Bank's 2023 net profit under the bank-only financial statements. The Bank paid an interim dividend to its shareholders at the rate of Baht 2.50 per share on September 26, 2023, and paid the remaining dividend of Baht 7.98 per share on April 2, 2024.

Subsequently, the Bank paid an interim dividend from its first-half 2024 net profit to holders of the Bank's preferred and ordinary shares at Baht 2.00, equivalent to a total of approximately Baht 6,800 million on September 18, 2024.

1.3 Election of Directors on an Individual Basis

Pursuant to the Bank's Articles of Association, one-third of the directors shall retire by rotation at every AGM. The Bank arranged for shareholders to elect directors to replace the outgoing directors by independently directing their votes toward each individual nominee as opposed to a slate director election. Profiles and important information of each nominated candidate are disclosed in the notice of the shareholder meeting to support shareholders' decisions on the election of qualified candidates as directors of the Bank. The voting results for each candidate nominated for the election were clearly specified in the meeting minutes.

2. Roles Toward Stakeholders

2.1 Treatment of Stakeholders

Recognizing that listening and responding to the expectations of stakeholders are essential foundations in the path toward inclusive growth and sustainable development, the Bank has consistently attached importance to the engagement of stakeholders through different communication channels and in various forms. The Bank's treatment of each group of its stakeholders is as summarized below.



Customers

The Bank prioritizes strict adherence to market conduct requirements and principles and established a data privacy policy, data privacy management, and cyber security systems in accordance with international standards. Furthermore, artificial intelligence (AI) has been introduced to play a role in developing products and services to suit customer needs and make it easy for customers to reach the Bank through both online and offline service channels. The Bank communicates with its customers through various channels, such as face-to-face meetings, special activities, websites, social media, and satisfaction surveys, and used its service centers as a channel for receiving customer complaints and feedback.



Employees

The Bank provides its employees with a welfare and work environment conducive to a good quality of life and has adopted a "Work from Anywhere" program. The Bank has implemented compensation management and performance assessment systems that are fair and equitable as well as developed and arranged training in critical professional skills for the digital era. Channels for communication with employees included, for example, an intranet, social media, employee engagement surveys, training, and performance assessments.



▪ Shareholders

The Bank encourages all shareholders to exercise their rights to the fullest extent permissible by law and does not violate or derogate the rights of shareholders by any means, while ascertaining that shareholders receive adequate, timely, and complete information about the Bank, and that all disclosures are transparently and accurately made in accordance with law. The Bank also strategizes and optimizes its operations to achieve solid and sustainable returns and effective risk management amid change. Communications with shareholders are made through channels such as shareholder meetings, annual reports, and the SCB website.



▪ Community and Environment

Holistic social development programs have been implemented by the Bank to foster the revenue and business growth of small business owners, youth education and development, and community well-being. The Bank also provides in-cash and in-kind support to disaster-stricken citizens and promoted the offering of products and services that address environmental, social, and governance (ESG) concerns. Corporate social activities and projects, the SCB website, and social media are among the communication approaches and channels used by the Bank in this respect.



▪ Regulators

In addition to corporate governance principles, the Bank adopts proactive risk management and strictly complies with legal and regulatory rules, particularly market conduct guidelines and requirements. The Bank communicates with regulators through channels such as hearings about regulatory guidelines and compliance practices and examinations by regulators.



▪ Business Partners

The Bank emphasizes conformity to procurement regulations and has adopted vendor/supplier selection processes that are based on the principle of fair and equitable competition. The SCB Supplier Code of Conduct is enforced by the Bank to urge its business partners to conduct their businesses ethically and with respect for the freedom and rights of others in accordance with the principles of labor and human rights and occupational health, safety, and environmental standards. Business and partner meetings, a "Vendor Communication Day", which is an annual event for the dissemination of procurement policy and practices, and an annual assessment of business partners are examples of communication channels between the Bank and its business partners.



▪ Competitors

The Bank treats competitors ethically and transparently and avoids actions that may impede fair competition or constitute an infringement of intellectual property rights. The Bank communicates with its competitors through various discussion and consultation forums, which include meetings held by the Thai Bankers' Association.



▪ Creditors

The Bank strictly complies with obligations and agreements made with its creditors, including guarantee conditions and obligations regarding capital and liquidity management. Channels for communicating with creditors include creditor meetings and visits, letters via post and electronic media, and the SCB 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 underlines its determination and commitment to fight corruption in all forms as well as its aspiration to promote a culture of zero tolerance of corruption and bribery. The Bank has re-certified its CAC membership every three years and, as part of the re-certification process, each CAC member is required to complete an anti-corruption self-assessment which is based on a highly rigorous standard.

Anti-corruption practices:

- (1) The Bank has enforced its Anti-Corruption and Bribery Policy, which includes anti-corruption guidelines, and communicates the policy to directors, executives, and employees at all levels to ensure that they recognize and understand their obligations and responsibilities in this respect and apply the policy in the workplace to the best of their abilities.
- (2) All employees are required to enroll in relevant training courses, such as e-learning courses on anti-money laundering/combating the financing of terrorism (AML/CFT), and other anti-corruption and bribery measures. They must pass relevant tests to complete these mandatory courses and must periodically enroll in refresher courses within a specified time frame.
- (3) In 2024, the Bank continued to strictly uphold its No-Gift Policy to promote a culture of transparency and integrity and to prevent corruption.

- (4) The Bank has disseminated its Anti-Corruption and Bribery policy to external parties and stakeholders through its website and encourages its suppliers, as key stakeholders of the Bank, to adopt the same principles and concepts to extend anti-corruption and bribery initiatives to a wider context. In addition, the "SCB Supplier Code of Conduct" has been established as a guiding framework for the Bank's suppliers.
- (5) The Bank has set up channels, such as the Whistleblower Program, to receive complaints about wrongdoing or suspected fraud or corruption. To actively monitor and evaluate compliance with the Anti-Corruption Policy, the Bank regularly assesses its corruption and bribery exposure, with the Audit Committee being responsible for overseeing the Bank's internal controls to ensure that they are adequate and effective in protecting the Bank from the risk of corruption and bribery as well as reporting the results to the Board of Directors.

2.3 Contact Channels for Stakeholders

Each group of stakeholders is provided with channels to directly contact the relevant units of the Bank as follows:

- Customers or third parties can communicate with the Bank through branch staff, or relationship managers/officers, or through the Call Center at 0-2777-7777, or by writing to senior executives of the Bank. All communications are recorded, monitored, and responded to within a specified period.

- Employees can voice their opinions and report any unfair treatment, fraudulent activity, or suspicion of misconduct directly to their supervisors or through the following channels:
 - SCB's Whistleblower Policy provides a channel through which employees can report complaints, acts that may cause damage, fraud or non-compliance with the Bank's regulations, rules, and codes of conduct; including any unfair treatment they might have suffered. The aim is to ensure the Bank's adherence to the principles of transparency and corporate governance. There are multiple reporting channels available to employees, e.g., via e-mail (whistleblower@scb.co.th) or via post to P.O. Box 177, Chatuchak Delivery Post Office 10900, or via telephone (at 0-2544-2000). A brief report on actions taken in this regard is presented to the Audit Committee every quarter.

It is the Bank's policy to maintain strict confidentiality to protect whistle-blowing employees from retaliation or adverse consequences. An independent investigation team will be set up to investigate reported issues or suspicious behavior. If there are proven grounds for a complaint, the matter will be escalated in accordance with the complaint resolution processes. Employees at all levels are encouraged to report incidents or cases that may adversely impact the Bank via channels provided so that the Bank can initiate relevant processes and actions. In addition, the HR Call Center at 0-2544-4444 or Suzy247 (Chat Robot via Microsoft Teams) are channels through which employees can submit their inquiries relating to employment and/or benefits or share opinions with the Bank.

Further, all stakeholders can raise complaints or make suggestions or comments to the Board and the management of the Bank through the following channels:

- o Via post to the Company Secretary at the following address:
The Siam Commercial Bank PCL
Shareholder Services and
Corporate Governance Division
9 Ratchadapisek Road,
Chatuchak, Bangkok 10900
- o Via e-mail to company_secretary@scb.co.th

The Bank has also established a clear policy and procedure for handling complaints from customers, employees, and other stakeholders. All complaints received are kept confidential, investigated, resolved, and reported to the Audit Committee and the Board.

3. Disclosure and Transparency

3.1 Disclosure Policy and Practices

The Bank has set forth a disclosure policy to ensure that its disclosures to shareholders and all groups of stakeholders are complete, appropriate, fair, and timely. The Bank has empowered the Chief Executive Officer, the Chief Financial Officer, the Company Secretary, and persons delegated by the Board of Directors to disclose information of the Bank, and such disclosures are made through, for example, the Bank's website (www.scb.co.th) and press releases.

3.2 Auditors

Auditor qualifications are vetted by the Audit Committee in terms of their independence, suitability, accountability, and absence of any conflict of interest with respect to the Bank, its subsidiaries, management, and major shareholders or their related parties. It is also required that auditors must be on the approved lists of 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 for consideration prior to proposing thereof to the AGM for approval.

In 2024, 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
- Consulting services for improving processes and practices to comply with regulatory requirements
- Tax services

Non-audit fees were Baht 24.7 million, of which Baht 16.8 million was paid in fiscal year 2024, while the remaining outstanding amount of Baht 7.9 million will be paid in 2025.

4. Responsibilities of the Board

4.1 Nomination of Directors and Senior Executives

The Nomination, Compensation and Corporate Governance Committee is responsible for establishing policies, criteria, and procedures for the nomination of directors in alignment with the Policy for Governance of Subsidiaries and Associates under SCBX Public Company Limited. These policies are proposed for approval by the Bank's Board of Directors. The nomination and election process for Bank directors and members of subcommittees is conducted in compliance with applicable regulations, laws, and the Bank's policies. Nominations are submitted to the Bank's Board of Directors, the Board of Directors of SCBX Public Company Limited, the Bank of Thailand, and, when required by law, the shareholders' meeting. The selection process considers the candidates' knowledge, skills, expertise, independence, and prior professional experience that meet the needs of the Bank's Board. A Board Skill Matrix is utilized as a tool to evaluate the qualifications of all candidates to aid in decision-making. Additionally, the Bank ensures that the qualifications of nominees 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, which sets out three aspects of attributes and expertise that constitute the desired qualifications of directors: 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.

Additionally, the Nomination, Compensation and Corporate Governance 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 SCBX Public Company Limited, as applicable, before submission to the Bank of Thailand for final endorsement. The committee is also tasked with overseeing the formulation of policies, criteria, and procedures for the nomination and compensation of directors and senior executives of the Bank's subsidiaries.

The process for nomination, selection, and appointment of directors and executives, and the oversight of the formulation of policies, criteria, and procedures for the nomination and remuneration of directors and senior executives of the Bank's subsidiaries as mentioned above, are conducted by the Bank without any discrimination on the basis of race, religion, gender, marital status, or physical disability.

4.2 Directors' Term of Office

One-third of the total number of directors must retire by rotation at every annual general meeting of shareholders, whereby directors who have held office for the longest time shall retire. In case the total number of directors is not divisible by three, the number of directors to retire shall be the number closest to one-third of all directors. Directors retiring by rotation may be re-elected to continue their office.

Furthermore, to ensure transparency and adherence to good corporate governance principles, in alignment with the Financial Institution Governance Notification issued by the Bank of Thailand, as well as the tenure

guidelines for directors of SCBX Public Company Limited and its group companies, the Bank has established the following terms for the tenure of its directors:

- (1) Independent Directors and Non-Executive Directors: Their tenure is limited to no more than 9 consecutive years or until reaching the age of 72, whichever comes first. The tenure calculation includes any period served as an independent director and/or non-executive director in SCBX group companies. If a director no longer meets the qualification criteria under these rules but is deemed suitable to continue beyond this period, the Board of Directors of SCBX Public Company Limited may make the determination, provided it does not conflict with applicable laws. This guideline does not apply to directors representing shareholders of SCBX 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 on the holding of positions by the Bank's directors and senior executives in other companies. The Bank's directors are not allowed to hold directorships in more than five listed companies in Thailand and other countries. This excludes listed companies on the stock exchange acquired by the Bank through debt restructuring. Furthermore, to comply with the Bank of Thailand's Notification Re: Corporate Governance of Financial Institutions, the holding of positions by directors, managers, persons with management authority, and advisors of the Bank as a

chairman and/or an executive director and/or an authorized director of other companies shall be limited to three business groups only, excluding positions held within the Bank. For non-group companies, each company is counted as a separate business group. However, companies acquired by the Bank through debt restructuring are counted as part of the SCBX Group.

Additionally, as SCBX Group is classified as a complicated financial business group based on the Bank of Thailand's definitions, the Bank requires that SCB directors who do not concurrently serve on the Board of Directors of SCBX Public Company Limited shall not hold directorship in any companies in the SCBX Group which: (1) operate digital asset businesses; or (2) operate financial businesses which hold a significant amount of direct or indirect investments in digital asset businesses, or (3) operate or hold a significant amount of direct or indirect investments in new businesses that SCBX Group has never operated and are as complicated 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 the position.

In addition to the aforementioned policies, the Bank has established internal guidelines for holding positions in other companies. Bank directors are required to notify the Nomination, Compensation and Corporate

Governance Committee of any new appointments to positions in other companies or organizations. The committee will assess their appropriateness and compliance with regulatory requirements. The Company Secretary is responsible for informing the Bank's Board of Directors of any changes to the positions held by each director. Furthermore, the information on other directorships held by the Bank's directors and executives, as disclosed to shareholders in this annual report, demonstrates that such positions (from the level of Executive Vice President and above) comply with the established guidelines.

4.4 Director Orientation

Upon the appointment of new directors, the Bank arranges orientation meetings in which the Chief Executive Officer and/or senior executives of the Bank will brief new directors on the vision, strategies, key business targets, and performance highlights of the Bank and the SCBX Group and desired practices applicable to directors of commercial banks. Important documents are also provided to new directors to support their performance of duties as directors.

4.5 Director, Executive, and Employee Development

▪ Director Development

The Bank consistently attaches importance to director development and encourages directors to regularly participate in courses or activities to enhance their knowledge relevant to their roles and duties as members of the Board and Board committees. Directors are also offered opportunities to attend overseas seminars and activities related to corporate governance practices and are informed of

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

▪ Executive and Employee Development

To build a solid foundation for its strategic endeavor "To Be a Better Bank" and to foster sustainable growth, the Bank focuses on the continuous development of executives and employees at all levels to equip them with diverse skill sets to maximize their potential and build future leaders who can lead highly effective teams, drive the organization toward its goals, and adapt to changes with ambidexterity.

In 2024, the Bank realigned the leadership DNA with its business strategy and goals. The leadership DNA encompasses the following four traits: 1) Leading strategy – Ability to devise a long-term change plan and work around existing strategies to take advantage of short-term opportunities (Perform & Transform). Also, leaders must champion customer-centric innovations; 2) Leading execution – Ability to drive execution, manage operations effectively, and experiment with audacity to consistently deliver results; 3) Leading People – Ability to build a positive team environment that is supportive of members' fulfilment of their duties and established goals, function as a coach and develop highly effective teams, help employees realize their growth potential, be attentive to team members, and achieve excellence. The Bank targets delivering coaching skill development programs to

80 percent of its leaders within three years in order for them to apply the coaching skills to their work. In 2024, the Bank was able to develop leaders who can coach their teams in up to 65% of the leaders within the Bank; and 4) Leading self – Ability to engender self-awareness and growth ambition which are qualities of an inspiring leader.

To develop executives and employees with Leadership DNA, the Bank has divided employees into groups for leadership development, covering all levels of staff. More than 68% of employees have undergone Leadership DNA development. The Bank uses Leadership DNA in selecting new employees, managing people, managing teams, retaining talent, developing leadership, as well as in annual performance and leadership evaluations. Additionally, the Bank measures the impact of leadership and employee development using the Employee Net Promoter Score (eNPS), which for the entire bank has a score of 44 or “excellent” by industry standards. The Bank also conducts additional assessments on business impact.

In terms of essential skills for work, the Bank promotes continuous learning of current and future workplace skills for executives and employees at all levels. This focus is divided into three key skill groups: 1) Critical thinking – The ability to think creatively and critically, find solutions to complex problems, and make decisions; 2) Interacting with others – The ability to work with, communicate with, motivate, and convince others; and 3) Staying relevant: The ability to direct and develop one’s capacity to

learn, adapt to evolving digital technologies and new work contexts, demonstrate self-awareness and learning agility to effectively function in the 21st century workplace, and learn how to learn in order to accelerate employees’ capacity to develop new digital skills through self-learning.

The Bank supports internal learning to transform into a Learning Organization by applying effective learning and development tools. Over the past six years, the Bank has cultivated a culture of learning and adopted new ways of working (Productivity Improvement Culture) to enhance efficiency and adapt to changes. Additionally, the Bank has introduced Low Code No Code (LCNC) tools to automate processes, increasing both effectiveness and efficiency. Employees can learn these tools through E-Learning systems and participate in training sessions with experts for further guidance.

Between 2023-2024, the Bank expanded its learning initiatives through the SCB Purple Belt project, providing employees opportunities to engage in process improvements and enhance the value of product and service delivery across six dimensions: Better Brain (AI), Revenue Uplift, Automation, Process Improvement, Cost Saving, and Sustainability. By the end of 2024, more than 900 projects had been submitted, with over 2,000 employees participating, reflecting the Bank’s success in creating a Productivity Improvement Culture.

Another key focus for the Bank is building a sustainable organization. The Bank develops knowledge,

understanding, and skills in ESG (Environment, Social, Governance) for all levels of staff, fostering responsibility for the environment, creating positive social impacts, and governing transparently. In the past year, the Bank has conducted ESG training for over 10,000 employees, with additional sessions on Sustainable Finance, aiming to apply this knowledge in practice. This includes supporting initiatives that reduce carbon emissions, promote green economies, and guide customers toward sustainable goals.

4.6 Board and Senior Executive Evaluation

- **Board and Board Committee Evaluation**

The Board evaluation is conducted annually and is divided into three parts: 1) Board evaluation, 2) Board committee evaluation, and 3) individual director evaluation. An evaluation form is sent to each director at the end of each year by the Company Secretary, who is also in charge of compiling and presenting the evaluation results to the Nomination, Compensation and Corporate Governance Committee. The evaluation results and recommendations gathered are subsequently presented to the Board for acknowledgment and discussion regarding further improvement of the Board’s performance. The Bank may engage an external consulting firm that has experience and expertise in corporate governance to conduct the Board evaluation process every three years or as appropriate.

For the year 2024, the assessment of the Bank’s Board of Directors’ performance revealed that all three areas received an average rating of “Excellent

(Exceeding Expectations)." The Board concluded that it operates with highly efficient processes, effectively oversees the Bank's performance and strategies, manages risks comprehensively and systematically, and has improved its supervision of management duties and its emphasis on succession planning.

▪ **Senior Executive Evaluation**

The Bank conducts an annual performance evaluation of the Chief Executive Officer (CEO) and senior executives. The Bank's Nomination, Remuneration, and Corporate Governance Committee is responsible for reviewing goals, performance criteria, and monitoring the execution and assessment of the CEO and senior executives for financial functions within the Bank. These evaluations are then submitted to the Bank's Board for approval. Additionally, the Bank's evaluation process requires joint endorsement from the Board of Directors of SCB X Public Company Limited.

For senior executives, the Bank defines key performance indicators (KPIs) based on annual strategies and objectives, tracks performance, and evaluates results. The Bank's Nomination, Remuneration, and Corporate Governance Committee reviews these evaluations and submits them to the Bank's Board to determine appropriate compensation and other benefits.

4.7 Succession Planning

The Nomination, Compensation and Corporate Governance Committee is tasked by the Board with the responsibility for succession planning to ensure that the Bank has in place a succession plan that incorporates nomination, selection, and training for key positions, particularly the positions of Chief Executive Officer and executives at the level of Executive Vice President or higher. This is to ensure the continuity of the Bank's management and business operations when executive positions become vacant due to new appointments, job transfers, retirements, resignations, or any other reasons.

The Bank's succession plans are systematically developed in accordance with well-defined processes and are regularly reviewed.

4.8 Board Meetings

Meetings of the Board are held in accordance with the rules and procedures specified in the charter of the Board and the Corporate Governance Policy. Board meetings are scheduled to be held once every month (except December), and the meeting schedule is planned in advance for the entire year. The Chairman of the Board determines the agenda of each Board meeting, whereby directors and the Chief Executive Officer may propose agenda items through the Company Secretary. In addition, the Board may call a meeting of non-executive directors where necessary and appropriate as a forum for non-executive directors to independently discuss and exchange opinions on management issues without participation by executive directors.

A Board meeting invitation, meeting agenda, and supporting documents are sent to all directors at least five business days prior to the meeting date so that directors may have sufficient time to study such information, except in the case of any urgent meeting that is required to protect the Bank's rights or benefits. Directors can request additional information through the Company Secretary.

In addition, the Board has specified in its charter that each director shall attend at least 75 percent of the total Board meetings held each year in person or via electronic means, unless there is any reasonable justification or necessity preventing attendance. In addition, at least two-thirds of the total directors should be present during the voting procedure at Board meetings. Directors having direct or indirect interest in a given matter shall have no right to decide or vote on such matters and must refrain from participation or involvement in such matters. It is also required that directors with any vested interest inform the Board meeting of the grounds for such conflict of interest prior to the meeting commencement.

In 2024, there were a total of 23 Board meetings. The attendance of each individual director was above 75 percent, in compliance with the Board charter.

Meeting Attendance of Individual Directors in 2024

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	Independent Director and Chairman of the Board	23/23							1/1
2	Air Chief Marshal Satitpong Sukvimol	Director and Member of the Corporate Social Responsibility Committee	22/23						5/5	1/1
3	Police Colonel Thumnithi Wanichthanom	Director, Chairman of the Executive Committee, and Chairman of the Corporate Social Responsibility Committee	23/23	20/20					2/2	1/1
4	Mr. Chaovalit Ekabut	Independent Director and Chairman of the Audit Committee	23/23		12/12					1/1
5	Mr. Kan Trakulhoon	Independent Director, Chairman of the Nomination, Compensation and Corporate Governance Committee, and Member of the Executive Committee	23/23	20/20		16/16				1/1
6	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	22/23			15/16		10/10	4/4	1/1
7	Mr. Arthid Nanthawithaya	Director, Member of the Executive Committee, and Member of the Technology Committee	22/23	17/20				6/10		1/1
8	Mr. Prasan Chuaphanich	Director and Member of the Executive Committee	23/23	17/20				3/3		1/1

	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. Pasu Decharin	Independent Director, Member of the Audit Committee, and Member of the Risk Oversight Committee	22/23		12/12		12/12			1/1
10	Ms. Lackana Leelayouthayotin	Independent Director	21/23			6/6				1/1
11	Mr. Chakkrit Parapuntakul	Director	22/23	5/6			4/4			1/1
12	Mrs. Prisana Praharnkhasuk	Independent Director and Member of the Audit Committee	23/23		12/12					1/1
13	Mr. Prasong Vinaiphath	Independent Director and Member of the Nomination, Compensation and Corporate Governance Committee	23/23			16/16				1/1
14	Ms. Kulaya Tantitemit	Director, Member of the Risk Oversight Committee, and Member of the Corporate Social Responsibility Committee	14/18				8/8		1/2	n/a
15	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	22/23	20/20			11/12	10/10	2/2	1/1
Directors resigning during the year										
1	1. Mr. Vichit Suraphongchai	Director, Chairman of the Executive Committee, and Chairman of the Corporate Social Responsibility Committee	11/14	5/5					3/3	1/1
2	2. Mr. Krirk Vanikkul	Independent Director and Chairman of the Risk Oversight Committee	21/21				10/10			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 a policy that director remuneration shall be commensurate with the functional duties of directors, who must fulfill the expectations of various groups of stakeholders and comply with applicable laws and regulations. It is thus required that the Bank's directors possess appropriate experience and qualifications and each director's remuneration reflects his/her contributions, responsibilities, and any associated risks. The Nomination, Compensation and Corporate Governance Committee is responsible for proposing remuneration of members of the Board and Board committees to the Board for consideration and, subsequently, to shareholders for approval each year.

At the 2024 AGM, the shareholders resolved to approve remuneration at the rate of Baht 1.8 million per year for the Board Chairman and at the rate of Baht 1.2 million per year for each Board member. These rates have been unchanged since 2000. Directors who are the executives of SCBX group companies shall not be remunerated for serving on the Board of Directors

In addition, at the 2024 AGM, shareholders approved a collective bonus pool of Baht 32.00 million for directors whereby the bonus allocation shall be at the Board's discretion.

Remuneration of the Board committees in 2024 as approved by the 2024 AGM is shown below.

Committee		Monthly Remuneration (Baht)	Attendance Fee (Baht/Meeting)
Executive Committee	Chairman	150,000	-
	Member	100,000	-
Audit Committee	Chairman	75,000	15,000
	Member	50,000	10,000
Risk Oversight Committee	Chairman	45,000	15,000
	Member	30,000	10,000
Nomination, Compensation and Corporate Governance Committee	Chairman	45,000	15,000
	Member	30,000	10,000
Technology Committee	Chairman	45,000	15,000
	Member	30,000	10,000
Corporate Social Responsibility Committee	Chairman	45,000	15,000
	Member	30,000	10,000

- Remark:
1. Actual remuneration rate paid to the Board Committees is lower than the rate approved by the 2024 AGM.
 2. Committee members who are the executives of the Bank and SCBX group companies shall not be entitled to remunerations of the Board committees.
 3. The attendance fees shall be payable to the actual number of meeting attendances by the relevant members.

Monetary remuneration of individual directors in 2024

In 2024, director remuneration paid by the Bank totaled Baht 62.25 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 2023 performance
1	Mr. Apisak Tantivorawong	1.80							2.09
2	Air Chief Marshal Satitpong Sukvimol	1.20						0.31	1.97
3	Police Colonel Thumnithi Wanichthanom	1.20	1.28					0.17	1.97
4	Mr. Chaovalit Ekabut	1.20		0.92					1.97
5	Mr. Kan Trakulhoon	1.20	1.18		0.56				1.97
6	Mr. Thaweesak Koanantakool	1.20			0.39		0.50	0.17	1.97
7	Mr. Arthid Nanthawithaya								
8	Mr. Prasan Chuaphanich	1.20	1.16				0.15		1.97
9	Mr. Pasu Decharin	1.20		0.72		0.44			1.97
10	Ms. Lackana Leelayouthayotin	1.20			0.18			0.13	1.97
11	Mr. Chakkrit Parapuntakul	1.20	0.40			0.17			1.97
12	Mrs. Prisana Prahankhasuk	1.20		0.72					1.97

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 2023 performance
13 Mr. Prasong Vinaiphath	1.20			0.39				1.97
14 Ms. Kulaya Tantitemit	0.94				0.29		0.11	0.57
15 Mr. Kris Chantanotoke	1.20							1.97
Directors resigning during the year								
1 Mr. Vichit Suraphongchai	0.66	0.31					0.28	2.26
2 Mr. Krirk Vanikkul	1.00				0.52			1.97
3 Mrs. Pantip Sripimol								1.47
Total	18.80	4.33	2.36	1.52	1.42	0.65	1.17	32.00

Remark: 1. Changes in the Board and the subcommittees in 2024 are detailed in the annex to this Corporate Governance Report. In this regard, Mrs. Pantip Sripimol, Mr. Vichit Suraphongchai and Mr. Krirk Vanikkul resigned as directors of the Bank on October 1, 2023, July 21, 2024, and November 1, 2024, respectively.
2. For each joint meeting of the subcommittees, entitlement to the attendance fee of each director is limited to only one subcommittee (in case the director serves on several subcommittees).

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 higher.

(B) Oversight of Subsidiaries

The Bank attaches importance to aligning the business direction of subsidiaries to its policies and processes and the business plan of the SCBX Group to achieve synergy and operational effectiveness for the Group.

The Board is responsible for considering key matters of the Bank's subsidiaries, such as their annual business and budget plans, appointments of directors of subsidiaries, and nomination of the Bank's executives as directors of subsidiaries to attain representation on their boards of directors at least in proportion of the Bank's shareholding in such subsidiaries. In addition, the Board delegates the Board committees to oversee the policymaking of subsidiaries as well as to control, supervise, and monitor their implementation of relevant policies in order to ensure that operations of subsidiaries are in accordance with the Bank's policies and in line 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 implemented the following measures which are based on ethical principles and supervised by the Audit Committee:

- Adopt controlling, monitoring, and preventive measures for transactions involving potential conflicts of interest or inappropriate connected or related party transactions by establishing policies, procedures, and processes for considering and approving such transactions.
- Compile reports on conflicts of interest for directors and persons with management authority. The Bank requires that its directors and persons with management authority report any conflict of interest concerning themselves and their related parties to the Bank through the Company Secretary on an annual basis as well as to notify the Bank of any changes related to their holding of positions in other entities. This information is used by the Bank to monitor transactions between the Bank and directors, persons with management authority, and/or their related parties in accordance with applicable legal requirements.
- Prevention of Misuse of Inside Information
 - Impose non-trading periods to prohibit directors, executives, and employees involved in the preparation of financial statements from trading securities of SCB X Public Company Limited and securities having ordinary shares of SCB X Public Company Limited 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.
 - Require the separation of workplace locations among units whose operations might involve conflicts of interest in order to prevent information leakage.
- Related Party and Connected Transactions
 - Establish regulations governing connected transactions and a prudent consideration process to protect the best interests of the Bank and its shareholders.
 - Require that related party transactions between the Bank and its executives, major shareholders, and related parties shall in no way constitute the transfer of the Bank's benefits to related parties.
 - Prohibit employees of the Bank who have a stake in or are related to any transactions from participating in the consideration process of such transactions to ensure that the decisions on such transactions are fully for the benefit of the Bank.
- Giving and Receiving Gifts, Entertainment, and Other Benefits
 - Giving and receiving gifts, entertainment, and other benefits are intended as business courtesies and must be discreet, prudent, reasonable, and appropriate in terms of value, occasion, and customary practice.
 - Do not offer, respond to, or solicit bribes or any other benefits directly or indirectly to/from customers, government agencies, private entities, or third parties, for the purpose of influencing their objectivity and discretionary decisions or performance of duty, or to gain undue benefits.

(D) Misuse of Inside Information for Undue Gains

The Bank establishes ethical standards within the framework of prevention against conflicts of interest and misuse of inside information. In doing so, the Bank lays emphasis on the confidentiality and management of information of the Bank and its customers and adopts rigorous information management practices as follows:

(1) Information Management

- Protect, retain, and treat non-disclosable information of customers and the Bank in accordance with relevant law. The collection, handling, protection, and use of customers' personal information must be appropriately conducted.
- Do not disclose information about customers and the Bank, unless consent is granted by customers or the Bank, as applicable or otherwise required by relevant law.

(2) 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 related 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.

training courses specifically related to, for example, codes of conduct, risk management, and anti-corruption. These courses are mandatory for new joiners, and all employees are required to take relevant refresher courses every year. For matters related to directors and executives, the Bank assigns executives of relevant functions, such as executives of the Audit Function, Legal Function, Compliance Function and Human Resources Function, Company Secretary, and secretaries of Board committees, to provide support to the Board in order that the Board can operate in compliance with applicable legal and regulatory requirements. To that end, relevant policies must be cascaded across relevant departments and discussions with such departments about suitable practices must be regularly held. At each Board meeting, the Board monitors corporate governance matters through reports from the Board committees.

(F) Reports of Board Committees

(E) Measures for Compliance with the Corporate Governance Policy and Practices

To ensure compliance with the established Corporate Governance Policy and practices, the Bank initially builds awareness in this respect among employees and executives at all levels through the dissemination of important policies and regulations that are related to corporate governance via its website. The Bank also offers

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 policies, strategies, business targets, and regulations. The Executive Committee is empowered to administer and manage the Bank's businesses and perform tasks assigned by the Board of Directors to achieve the Bank's vision, support the Bank's mission, and promote the Bank's core values. In addition, the Executive Committee is vested with the power to grant approval for credit requests, investments, and business undertakings according to its scope of authority.

The Executive Committee presently consists of five directors as detailed below.

1. Pol. Col. Thumnithi Wanichthanom
Chairman of the Executive Committee
(since July 26, 2024)
2. Mr. Prasan Chuaphanich
Director
3. Mr. Kan Trakulhoon
Independent Director
4. Mr. Arthid Nanthawithaya
Director (served as the Chairman of the Executive
Committee from April 18, 2023 to April 30, 2024)
5. Mr. Kris Chantanotoke
Director and Chief Executive Officer

Major undertakings and achievements of the Executive Committee in 2024 are summarized below.

1. **Review of SCB business plan and strategy:** The Executive Committee has reviewed and refined plans for submission to the Bank's Board of Directors, focusing on the Bank's business plan and strategy. The primary goal is to position the Bank as a "Digital Bank with Human Touch" under the key mission of becoming the leading digital bank in wealth management by achieving its vision of "Wealth

for Everyone." This aims to drive growth in Assets Under Management (AUM) and generate core revenue from the Wealth business segment. Additionally, the Bank strives to attain the highest Net Promoter Score (NPS) and deliver a seamless service experience across all channels. Simultaneously, the Bank aims to efficiently manage its portfolio through a Selective Growth strategy and enhance loan quality, focusing on controlling new loans and managing existing loans. Furthermore, the Executive Committee emphasizes plans to drive non-interest income growth, particularly in wealth management and insurance businesses, as well as digital income, while ensuring the continuous efficient management of operating costs.

2. **Consideration of debt resolution, collection plan, and portfolio management:** Amid a volatile and fragile business environment, coupled with lower-than-expected economic growth and relatively high household debt levels, the Executive Committee has reviewed **plans for debt resolution and collection within the Retail loan portfolio**. Particular attention has been given to controlling loan quality in the SSME loan segment and auto hire-purchase loans, amidst a slowing market. These measures aim to enhance debt management efficiency and mitigate potential losses to the Bank. Additionally, the Committee reviewed management and monitoring **plans for the Corporate loan portfolio, including frameworks for providing financial assistance to Corporate borrowers facing liquidity challenges**. It also considered **strategies to optimize the sale of non-performing loans (NPLs)**, ensuring maximum efficiency while **managing business risks across all areas comprehensively, including credit risk**.

3. **Credit approvals:** Review and approval within the scope of authority, along with refinement for submission to the Bank's Board of Directors, especially including matters related to loans. This encompasses determining

approaches to resolve issues and monitoring the status of major loans, as well as ensuring reports on the impact of various situations on customers' businesses are provided. These insights will guide the consideration of appropriate management strategies.

4. **Financial matters:** Review and approval within the scope of authority, along with refinement for submission to the Bank's Board of Directors, includes **financial matters** such as performance, financial goals, operational plans, annual budgets, and other key aspects related to the Bank's operations and the business of its subsidiaries. Additionally, the Executive Committee closely reviews and monitors **the Bank's liquidity status and deposit management plans** to ensure that the Bank's liquidity levels remain appropriate for the current situation and can withstand fluctuations from various external factors.
5. **Support for business operations of SCB X Public Company Limited and Companies in the SCBX Group:** The Executive Committee has reviewed important matters such as the Bank's operational approach in line with SCBX Group policies, the implementation of the Bank's Vulnerability Exposure policy, and the consideration of investments in ventures that align with SCBX Group's strategic priorities and vision to become a leading technology company in the region.

In 2024, the Executive Committee held 20 meetings.



Pol. Col. Thumnithi Wanichthanom
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.

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, Executive Vice President, Head of Audit, serves as Secretary to the Audit Committee.

In 2024, the Audit Committee held 12 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 risk culture, which is part of the key mechanism to maintain business operations of SCB and its subsidiaries in line with corporate governance requirements. There is a good risk governance framework to mitigate risks to acceptable levels, to maintain adequate effectiveness to support business operations following the strategies, direction, and policies of SCB and its subsidiaries, to have effective and timely internal control to monitor and control damage and mistakes that may arise, and compliance control to oversee SCB and its subsidiaries' proper and complete regulatory compliance, and to investigate and monitor incidents that may arise from risks related to technology development, which is part of the Bank's strategies.

The Audit Committee also encouraged the adoption of the Three Lines Model by leveraging IT systems to maximize capabilities across operating functions and business units that are risk owners and controllers (first line), the Compliance Function (second line), and the Audit Function (third line) for more effective and efficient operations and compliance control, and to prevent activities that are against the law or the Bank's regulations, thus minimizing the risk of fraud and violations of the law.

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 2024, the auditors did not discover any material findings or receive reports of any suspicious circumstances.

▪ **Review of Risk Management**

The Audit Committee reviewed the effectiveness and appropriateness of SCB and its subsidiaries' risk management processes and policies and held monthly meetings with executives in charge of the Risk Management Function. The meetings were to acknowledge risk management guidelines and plans for risks that might affect the performance of SCB and its subsidiaries, monitor potential risk issues including technology risk and cybersecurity and environmental, social, and governance (ESG) factors, and provide recommendations for improvement. The Audit Committee encouraged management to have control and monitoring processes in place for such risks and systematically prepare data for readiness to cope with various situations.

The Audit Committee and management discussed internal and external risk factors and significant risk issues, particularly credit risk issues, provision adequacy, and the Bank's credit approval process for project financing/corporate banking businesses to ensure that SCB and its subsidiaries' risk management guidelines and measures are adequately effective in addressing potential risks from current operations and future risk scenarios. The Audit Committee also discussed the adequacy of the risk management systems and

procedures under the supervision of the Risk Management Function, the Risk Management Committee, and the Risk Oversight Committee. Comments and recommendations of the Risk Oversight Committee on significant matters were considered to ensure that SCB and its subsidiaries' risk management keeps up with acceptable risk levels and is ready to cope with unanticipated incidents.

The Audit Committee reviewed the performance of the Credit Review Unit to ensure that the end-to-end credit process is in accordance with SCB and its subsidiaries' procedures. The Audit Committee received reports on the progress of the Credit Review Function on a monthly basis, including problems and obstacles in reviewing credit processes, so as to identify weaknesses and take corrective actions in a timely manner.

▪ **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 Committee of Sponsoring Organizations of the Treadway Commission (COSO) 2013 framework, 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.

The Audit Committee placed importance on compliance with law, related regulations, and management according to the Three Lines Model. The Audit Committee considered audit reports presented by the Audit Function on a monthly basis and reviewed internal control adequacy assessment by management, the external auditor, the Bank of Thailand, and other regulators overseeing SCB and its subsidiaries. The Audit Committee monitored performance to ensure that corrective actions were completely taken by management and root causes were fixed to prevent recurrence, particularly of high-risk issues, fraud, or serious operational errors. The Audit Committee also met with the audit committees of key subsidiaries to exchange opinions and to ensure that key risk issues were audited and monitored.

The Audit Committee put particular emphasis on information technology systems and regularly met with executives in charge of IT functions to acknowledge and monitor issues regarding IT operations to ensure that SCB and its subsidiaries are prepared for upcoming changes in terms of hardware, software as well as people development and recruitment. The Audit Committee also monitored the integration of artificial intelligence (AI) into the Bank's business processes, such as credit risk assessment in lending and customer data management, to ensure proper and effective technology adoption within a control framework that appropriately mitigates potential risks.

On a quarterly basis, the Audit Committee acknowledged a summary of complaints, mainly received through the Bank's whistleblower channels and assessed them for any indication of potential fraud, misconduct, or corrupt

practices. Further, the Audit Committee held meetings with units concerned with complaint management to ensure that the complaint management process was appropriate and transparent.

Oversight of internal auditing

In 2024, 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 also placed importance on audits of matters related to the Bank's strategies and environmental, social, and governance (ESG) performance, and encouraged continuous technology-assisted audits to enhance data analysis to the predictive analysis level.

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 the Executive Vice President, Head of Audit has appropriately and effectively supervised and monitored the operations of the Audit Function. An annual merit increase was based on the assessment of

the Executive Vice President, Head of Audit's performance (see the profile of the Executive Vice President, Head of Audit on page 191).

▪ **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 2024, 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 2024, 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 2024 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 2024, non-audit services of the audit firm and its affiliates were in accordance with the criteria set forth.

▪ **Others**

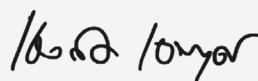
In 2024, the Audit Committee members undertook a self-assessment to enhance the efficiency of the Committee's performance.

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

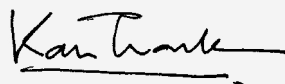
The Nomination, Compensation, and Corporate Governance (NCCG) Committee consists of three independent directors, namely Mr. Kan Trakulhoon (Chairman of the NCCG Committee), Mr. Thaweesak Koanantakool, and Mr. Prasong Vinaiphath. The key responsibilities of the NCCG Committee are as set forth in the NCCG Committee Charter and the Corporate Governance Policy.

Siam Commercial Bank (The Bank) places a strong emphasis on conducting business with integrity and adhering to the principles of Good Corporate Governance, taking into account the interests of all stakeholders comprehensively. The Nomination, Compensation and Corporate Governance Committee is tasked with formulating governance policies that enable the Bank to adopt and adapt best practices appropriately to the context of its business operations. This includes ensuring compliance with the Bank's policies and regulations, the guidelines of the Bank of Thailand, and other relevant regulatory authorities, while aligning with the policies of SCB X Public Company Limited and the SCBX Group's strategies. These efforts aim to instill confidence among the shareholders of the Bank and SCB X Public Company Limited that the Bank, as the core business entity of SCBX Group, operates transparently and upholds high corporate governance standards. This aligns with its status as a Domestic Systemically Important Bank (D-SIB) in Thailand, prepared for sustainable growth amidst rapidly evolving competitive and business environments.

The NCCG Committee held 16 meetings in 2024. In its major undertakings related to the Board of Directors, Corporate Governance, and Human Resources, the NCCG Committee:

1. Considered and nominated candidates for directorship of the Bank. In so doing, the NCCG Committee thoroughly vetted the qualifications of the candidates based on the Bank of Thailand's requirements and relevant laws to ensure their eligibility and suitability as well as their abilities to fulfil the Board's potential and composition to set the Board on the path to comprehensive excellence. This is to achieve the objectives of the Bank and the SCBX Group in alignment with the policies of the subsidiaries and associates of SCB X Public Company Limited. The nominations were subsequently proposed to the SCB Board of Directors, the SCBX Board of Directors, and the Bank of Thailand for endorsement or approval as applicable as well as to the meetings of shareholders for approval where required by law.
2. Considered and proposed nominations for the positions on Board committees to the Board of the Bank and the Board of SCB X Public Company Limited for approval.
3. Considered compensation for the Board Chairman, Directors, and Board Committees based on applicable policies of the SCBX Group prior to proposal thereof to the Board of the Bank and the Board of SCB X Public Company Limited for endorsement and to the shareholders for approval.
4. Arranged for performance evaluations for the Bank's Board of Directors as a whole, including individual directors and sub-committees. Open-ended questions have been added and refined in the evaluation forms to better capture directors' perspectives, focusing on areas emphasized by the Bank of Thailand, the Bank's business context, and the SCBX Group's current and future strategies, both short- and long-term. The aim is to maximize the benefits of the evaluations and use them as a framework to enhance the effectiveness of the Bank's Board of Directors' operations.
5. Considered revisions to the Corporate Governance Policy, the Charter of the Bank's Board of Directors, and the Charter of the Nomination, Compensation and Corporate Governance Committee. This includes establishing director tenure terms in accordance with the guidelines on director tenure for SCB X Public Company Limited and companies within the SCBX Group.
6. Considered the reorganization of the Bank for greater alignment with the Bank's mission and goals and the strategy of the SCBX Group. The NCCG Committee also appointed senior executives of functions by taking into account appropriateness, transparency, checks and balances, enhanced management efficiency, and contribution to the successful and effective implementation of the Bank's strategies. The reorganization and the senior executive appointments were proposed to the Board for approval.

7. Considered rotation among senior executives to offer them opportunities to widen their experience and learn new functional skills with the aim of promoting continuous development and broadening their repertoire of skills and capabilities in all fields relevant to the Bank's business.
8. Arranged for the performance evaluation of the Chief Executive Officer and senior executives of the Bank against established targets and performance criteria. The NCCG Committee also reviewed management's proposal on the compensation policy and appropriate compensation and benefit plans for the aforesaid executives. This review was based on the SCBX Group's compensation guidelines, the assigned scope of duties and responsibilities, performance, general economic conditions, and relevant industry benchmarks, before seeking approval from the Board.
9. Exercised oversight and provided recommendations on the review of succession plans for critical positions and strategic positions to facilitate a smooth transition in these key positions. This is to ensure the Bank is prepared in terms of both the quality and quantity of its workforce, supporting continuous and effective management operations.
10. Considered and reviewed the criteria for employee performance evaluations, with a focus on accuracy, clarity, fairness, and transparency in reflecting actual performance. The objective is to enhance employees' career advancement opportunities and ensure the Bank retains its status as a High-Performing Organization while fostering long-term retention of high-potential employees.
11. Supervised the formulation of policies, criteria, and procedures for the nomination and compensation of directors and senior executives of the Bank's subsidiaries to ensure appropriateness and alignment with the guidelines and policies of the SCBX Group. This aims to secure directors and senior executives who are well-suited to their roles and responsibilities, while establishing clear, transparent compensation aligned with the associated risks, duties, and nature of their work.



Mr. Kan Trakulhoon

Chairman of the Nomination, Compensation,
and Corporate Governance Committee

Report of the Risk Oversight Committee

1. Introduction

The Risk Oversight Committee (ROC) is a board sub-committee appointed by the Board of Directors to oversee risk management. The ROC members in 2024 are summarized as follows:

January – April	Mr. Krirk Vanikkul, Dr. Pasu Decharin, Mr. Chakkrit Parapuntakul, Mr. Kris Chantanotoke
May – October	Mr. Krirk Vanikkul, Dr. Pasu Decharin, Dr. Kulaya Tantitemit, Mr. Kris Chantanotoke
November – December	Dr. Pasu Decharin, Dr. Kulaya Tantitemit, Mr. Kris Chantanotoke

Currently, the ROC is made up of three members, comprising one independent director, namely Dr. Pasu Decharin; one non-executive director, namely Dr. Kulaya Tantitemit; and one executive member, namely Mr. Kris Chantanotoke, Chief Executive Officer. The ROC was chaired by Mr. Krirk Vanikkul, an independent director, during January – October 2024. During November – December 2024, the committee nominated Dr. Pasu Decharin, the independent director, to be the chairman of the meeting.

2. Duties

The ROC has the following duties:

2.1 Overseeing the risk management system through the Risk Management Committee, which is responsible for screening, controlling, and monitoring risk in accordance

with the specified risk framework before proposing to the Board of Directors.

- 2.2 Ensuring that the Bank has an appropriate conceptual framework for risk identification, measurement, control, mitigation, and monitoring to manage different types of risk. The framework shall be concise, easy to understand, and have clear accountability.
- 2.3 Promoting a risk culture throughout the organization to an adequate level, without sacrificing operational efficiency.
- 2.4 Providing oversight on provisioning, which is approved by the Executive Committee, to ensure that provision is appropriate for the Bank's risk level.
- 2.5 Overseeing technology risk, while the Board of Directors assign a direct supervision to the Technology Committee as they are the most knowledgeable experts in this area.

3. Performance in 2024

The ROC held a total of 12 meetings, with a focus on monitoring and controlling five key risk categories, which are strategic risk, credit risk, liquidity risk, market risk, and operational risk. The ROC also ensured that the Bank set aside an adequate level of reserves and capital to deal with uncertainties. In 2024, risk management remained challenging for financial institutions. The Thai economy improved, but recovery remained uneven and fragile due to various domestic downside risks, such as high household debt and political instability. In addition, external factors from a global economic slowdown, ongoing geopolitical tensions, trade wars, and technological changes had the potential to affect the competitiveness and survival of businesses. These factors put pressure on the

loan quality and the repayment ability of business and retail debtors. Therefore, prudent risk management is crucial for both new loans and existing loans. The underwriting criteria for new loans must be tightened, and assistance programs, debt collection, and the sale of existing loans should be carefully undertaken. In addition, the Bank shall maintain adequate provision and capital to mitigate potential losses. The ROC reviewed the following important matters proposed by the Risk Management Committee:

3.1 Risk monitoring via Risk Dashboard

Economic uncertainties and the increasing vulnerability of clients have continued to affect five of the Bank's risk categories. The ROC requested the management to assess and report the impact of each risk type and provided guidance to the management to assist in conducting a Risk Landscape as a comprehensive risk assessment, allowing the management to review the business plan and prepare risk control to ensure that the Bank can achieve business targets accordingly. The ROC regularly monitors the status of each risk type via a risk dashboard on a monthly basis.

In 2024, the ROC continued to place emphasis on the quality of the credit portfolio, covering both new loan and existing loans, and liquidity assistance offered to debtors, especially Corporate clients with rollover risk, small and medium-sized enterprises (SMEs), and retail customers, to ensure that they are able to get through the troubled times. Management regularly updated the ROC regarding portfolio quality, whereby debtors are triaged into borrowers whose ability to pay remains intact, borrowers whose ability to pay is temporarily affected thereby requiring continuous assistance to recover, and borrowers whose ability to pay has significantly deteriorated.

The management utilized internal data and machine learning to develop early warning signals to enhance the capability to segregate risk for each client. Such information is useful for undertaking qualitative assessments and estimating additional provisions to mitigate potential future losses to the credit portfolio.

Market risk remained within the acceptable level and was closely monitored due to high market volatility. The interest rate risk in the banking book was reported via the IRRBB dashboard to ensure that the portfolio was managed appropriate to the interest rate trend. Regarding liquidity risk, the Bank's excess liquidity remained high, and the ROC emphasized managing the concentration of funding. Lastly, regarding operational risk, past experience has taught the Bank to be more prudent. However, because the Bank has increasingly embraced technology as a means of doing business, technology risk, as part of operational risk, has become more and more important and the Bank cannot afford to overlook such risk. The Technology Committee has the responsibility for directly supervising technology risk, while the ROC monitors the operational risk dashboard and attends a joint meeting with the Technology Committee and the Audit Committee to discuss the issues related to technology risk and cyber risk.

3.2 Provision and Capital

During any period in which economic conditions create negative external risk factors that affect customers' repayment ability, the ROC has a key duty to ensure the Bank's financial strength and soundness while striking a balance and sustaining shareholders' returns. The ROC reviewed the framework for setting provisions to absorb potential

future credit portfolio losses from the deterioration of the economy based on the principle of forward-looking assessment of expected credit cost under TFRS 9, which became effective on January 1, 2020. In 2024, the ROC carried on monitoring and reviewing the provision framework, including the adoption of machine learning as a tool for developing early warning signals to support staging and provisioning, and a management overlay setting to mitigate potential losses arising from vulnerable segments, large clients or economic uncertainties, and provided guidance to the management to perform stress testing under various scenarios. The stress test results were used for determining the provision and management overlay level appropriate to assessed risk levels. In addition, the ROC ensured that the Bank maintained a sufficient capital buffer as a domestic systemically important bank (D-SIB) to guard against future uncertainties under stress scenarios.

3.3 Oversight of Material Risks via Risk Management Policies

The Bank has strived to create sustainable growth. In 2023, Environmental, Social and Governance Risk (ESG Risk) was added into SCB's material risks, and the Bank shall integrate ESG into five key risk categories. In 2024, the ROC aligned the risk management policy annual reviews and process enhancement within the Bank with the Fair Lending Principle and Responsible Lending framework. The ROC also endorsed the newly established ESG Risk Management Policy and endorsed the annual review of relevant risk management policies such as Risk Management Policy of SCB and Subsidiaries, Credit Policy Guide, Operational Risk Policy for SCB and Subsidiaries, Business Continuity Management & Crisis Management Policy, and Business Process Outsourcing Policy for SCB and Subsidiaries, etc.

3.4 Technology Risk Management

Apart from credit risk, the ROC also reviewed risks related to technology, which is one of the engines driving the digital banking strategy. As the most knowledgeable expert in this area, the Technology Committee has the responsibility for directly supervising technology risk under the oversight of the ROC. Accordingly, the ROC and the Technology Committee held joint meetings to discuss issues and build a dashboard to monitor risks in order to strengthen the three lines of defense and enhance efficiency, focusing on improving the capability to cope with an increasing number of transactions, preventing digital fraud, and enhancing cyber security.

3.5 Risk Culture

Building a robust risk culture in the organization is a high priority for the ROC. The ROC has started revamping credit processes to strengthen the risk culture foundation at the individual level. The Committee also assigned risk management units to consistently raise risk awareness by collecting data on seven types of operational risk, based on incidents reported by employees, while promoting the "Tone from the Top" practice by the Board of Directors and the Bank's executives. The ongoing task of building a risk culture centered on increasing recognition of the Bank's awareness and focusing on developing a risk culture for employees across the organization, including fostering excellence, leadership, and the use of innovation to help manage risks. Furthermore, the Bank developed knowledge and understanding of personal data protection in accordance with the Personal Data Protection Act B.E. 2562 (2019) in order to prepare executives and employees at all levels.

4. Roadmap for 2025

The ROC will continue to embrace a conceptual framework for the five areas of risk, in line with that of the Bank of Thailand, by focusing on the following areas:

- 4.1 Regular monitoring, which has continued since 2020, to assess the risk level of assisted debtors according to industry, severity level, recovery period, adaptation of debtors, and collateral. Such tasks will be carried out using various data and machine learning to create early warning signals in order to clearly classify debtors based on the appropriate risk level. The efficiency of debt collection, debt recovery, and bad debt management will be improved to minimize the Bank's financial losses. Moreover, the emphasis will be placed staging, provisioning, and management overlays to cover potential losses.
- 4.2 Attaching great importance to the Sustainability Policy under SCBX ESG risk management, the Bank focuses on the development of the ESG risk model, promoting green loans and thereby reducing exposures to activities which are considered harmful to the environment and community.

- 4.3 Supporting the Technology Committee in the management and monitoring of technology and cyber risks, which are currently among the most important risks, by improving indicators to accurately reflect risk levels and early warning signals to strengthen the potential for monitoring and managing this risk.

As an implementation framework, the ROC will focus on strengthening the risk management processes in accordance with SCBX Group's risk management policy to create long-term benefits for shareholders, customers, and depositors.



Dr. Pasu Decharin

Independent director, the Risk Oversight Committee

Report of the Technology Committee

The Technology Committee is responsible for setting and supervising the direction, overall management, and long-term strategy for technology in alignment with the bank's goal of becoming a universal digital bank. This involves introducing modern operational systems combined with artificial intelligence (AI) and other innovations as key drivers of business in the digital age. The committee gave utmost concern on security and a robust technological architecture, alongside strong data governance and effective financial services governance, to align with the vision of SCB X Public Company Limited in driving Thai organizations, society, and the economy toward a sustainable and stable future.

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. Thaweesak Koanantakool	Chairman of the Technology Committee
2	Mr. Arthid Nanthawithaya	Committee Member
3	Mr. Kris Chantanotoke	Committee Member
4	Mr. Orapong Thien-ngern	Committee Member

Mr. Orapong Thien-ngern (President and Chief Technology Officer of the Bank) serves as the Secretary of the Committee.

Meetings in 2024: In 2024, the Technology Committee held a total of ten meetings and considered special agendas with the Executive Committee, the Risk Oversight Committee, and the Audit Committee. These meetings aimed to enhance the joint operations of the Three Lines of Defense and oversee the Bank's future technology improvement policies, including technology risks and cybersecurity while fostering a corporate culture of transparency and credibility.

Key Achievements in 2024

With the rapid growth of online financial transactions, the daily transaction volume reached 25.8 million in 2023 and increased to 27.8 million in 2024. The Bank has developed digital services to meet the needs of the business sector and introduced artificial intelligence (AI) technology as the key part of its services to support business growth and create valuable benefits for customers. Additionally, the Bank has enhanced risk mitigation measures against all forms of cyber threats, which have grown exponentially due to the increasing risk of cybercrimes, posing a major risk to the global financial system. In response, the Technology Committee has addressed the critical need to strengthen the Bank's financial technology

architecture and platforms. This includes robust personal data protection, digital fraud prevention, and enhanced cybersecurity measures. The Committee also prioritizes the continuous development and improvement of system security standards and fosters collaboration with external organizations in cybersecurity. These efforts aim to ensure that customers receive the highest quality service and security from the Bank.

In 2024, the Technology Committee focused on overseeing the Bank's long-term technology strategy and system architecture to support future business expansion. Key priorities included modernizing the system architecture foundation, leveraging artificial intelligence (AI), enhancing customer data security and cybersecurity, and developing IT people capabilities. These efforts were undertaken with a commitment to delivering a seamless omnichannel service experience for customers.

Additionally, the Technology Committee oversees the overall risks associated with technology usage and reviews related policies to ensure they remain comprehensive and up to date with current developments. The Committee also monitors the technology operations of companies within the SCB Group. It plays a crucial role in ensuring the Bank's operations comply with applicable laws, regulations, rules, and international standards set by regulatory agencies. This ensures the Bank adheres to the principles of good governance and maintains its leadership in an ever-changing competitive landscape.



Mr. Thaweesak Koanantakool
Chairman of the Technology Committee

Report of the Corporate Social Responsibility Committee

Introduction

The Corporate Social Responsibility Committee consists of five members: Police Colonel Thumnithi Wanichthanom (Chairman), Air Chief Marshal Satitpong Sukvimol (Committee Member), Dr. Kulaya Tantitemit (Committee Member), Dr. Thaweesak Koanantakool (Committee Member), and Mr. Kris Chantanotoke (Committee Member and Chief Executive Officer). In 2024, the committee held five meetings. Details of the 2024 performance are included in the Corporate Social Responsibility Committee report within this annual report.

Mission

Siam Commercial Bank is dedicated to contributing to Thailand's economic and social development in a sustainable manner. The Bank emphasizes and upholds the principles of good governance and responsibility toward the community, society, and the environment. The Corporate Social Responsibility (CSR) Committee is tasked with setting policies, strategies, and operational frameworks while overseeing and supporting the implementation of corporate social activities. These activities align with the SCBX Group's Corporate Social Responsibility Committee framework and include projects initiated and executed by the Bank in collaboration with partners from public, private, and community sectors. The Committee integrates knowledge, expertise, and resources to ensure project success and effectiveness. It fosters participation in development, addresses societal challenges, alleviates hardship, enhances the quality of life, and creates a positive environment, all aimed at driving sustainable growth in Thailand. The CSR Committee's work is guided by three core missions:

1. Developing society, alleviating hardship, promoting happiness, preserving the environment, and fostering religion

2. Advancing medicine and public health
3. Enhancing youth education

Notable Achievements in 2024

Developing Society, Alleviating Hardship, Promoting Happiness, Preserving the Environment, and Fostering Religion

Amid the challenges posed by natural and other disasters that have impacted the well-being and livelihoods of individuals, Siam Commercial Bank is dedicated to supporting society by promptly alleviating the hardship of those affected. Our goal is to restore happiness, uplift morale, and bring smiles to help people return to their normal lives as quickly as possible. Additionally, the Bank actively supports various initiatives and organizations aimed at enhancing the quality of life. By doing so, we strive to contribute meaningfully to improving living standards and fostering a better society with care and concern from Siam Commercial Bank.

1. "SCB Disaster Relief" Project

In times of disaster—be it floods, cold weather, droughts, or other crises—the Bank remains proactive. Acknowledging the hardships faced by affected individuals, the Bank collaborates with partner organizations to provide timely assistance through the "SCB Disaster Relief" project. This initiative aims to alleviate suffering, support communities in distress, and enhance their quality of life. The "SCB Kindness" initiative seeks to bring smiles, uplift spirits, and help disaster victims overcome crises, enabling their lives to return to normal as soon as possible. In 2024, severe flooding impacted both the northern and southern regions of the country. The Bank responded with the following measures:



"SCB Disaster Relief" Project



Delivered "SCB Kindness" survival bags

6,500 Bags

Improve the environment by establishing community learning centers and learning spaces for children and youths

20 Schools **16,000** Children

Rebuild homes for households in Nan and Chiang Rai provinces.

136 Households

Friends in Need (of "PA")'s Community Disaster Warning Network Project

Constructing water tanks, household water filtration systems, drinking water filtration systems, water retention and flood buffering weirs, and solar water pumping systems

9 Communities **10,321** Households

39,069 People

- Immediate Assistance:** To alleviate initial suffering, the Bank delivered 6,500 "SCB Kindness" survival bags containing essential consumer goods to flood victims in various provinces, including Chiang Rai, Chiang Mai, Sukhothai, Nan, Phitsanulok, Nakhon Si Thammarat, Pattani, Narathiwat, Yala, Songkhla, and Phra Nakhon Si Ayutthaya. These survival bags were distributed promptly through network partners such as the Thai Red Cross Society, the Friends in Need (of "PA") Volunteer Foundation of the Thai Red Cross Society, the Royal Thai Air Force, the Royal Thai Navy, the Royal Thai Army, the Royal Thai Armed Forces Headquarters, provincial governors, and local administrative organizations.
- Rehabilitation Assistance:** The Bank provided long-term support to help disaster victims get back on their feet, enhancing their quality of life by upgrading drinking water systems in 20 schools in Chiang Rai Province under the Mae Fah Luang Foundation and supporting the Thai Red Cross Society in restoring flood-affected residential and public areas in Chiang Rai Province. The Bank also helped improve the environment by establishing community learning centers and learning spaces for over 16,000 children and youths to ensure schools were ready for the new semester, creating service centers to repair electrical appliances, maintaining systems damaged by floods, and collaborating with the Royal Thai Air Force to rebuild homes for 136 households in Nan and Chiang Rai provinces.
- Support During Cold Weather:** To assist people affected by cold weather in the North and Northeast, the Bank distributed 5,500 eco-friendly blankets made from recycled polyester yarn derived from PET plastic bottles (11 bottles per blanket). These blankets were delivered through the Royal Thai Air Force, Royal Thai

Navy, Royal Thai Army, and the Royal Thai Armed Forces Headquarters to provide warmth and reduce waste.

2. Friends in Need (of "PA")'s Community Disaster Warning Network Project

The Bank supports the Thai Red Cross Society's Friends in Need (of "PA") Volunteer Foundation of the Thai Red Cross Society to promote effective disaster management by monitoring potential risks and preparing communities for disasters. This initiative, ongoing since 2020, focuses on two main areas: leveraging technology to equip communities with systems and tools for timely disaster preparedness, and area rehabilitation and development, particularly in water resource management. In 2024, rehabilitation efforts included constructing water tanks, household water filtration systems, drinking water filtration systems, water retention and flood buffering weirs, and solar water pumping systems in nine communities. These initiatives benefited 10,321 households, encompassing 39,069 people across Ban Pa Mak Subdistrict in Phitsanulok Province; Ban Pa Phu Tham and Phu Kratae Communities in Khon Kaen Province; Wa Yai and Akart Subdistrict Communities in Sakon Nakhon Province; Tham Yai and Thi Wang Subdistrict Communities and Thung Song Municipality in Nakhon Si Thammarat Province; Pattani Basin Network Community in Yala and Pattani Provinces; and Mamong and Phu Khao Thong Subdistrict Communities in Narathiwat Province.

3. Housing Renovation and Repair Project for the Underprivileged

The Bank supported the 1st Army Area in its ongoing housing renovation project for underprivileged individuals in densely populated communities across Bangkok and 25 provinces in the Central Region. This initiative, now in its sixth consecutive year, aims to improve hygiene and enhance the quality of life for residents. In 2024, one house will be renovated and delivered in Min Buri District, Bangkok.

In-Depth Community Development Project



Efforts planting grass for animal feed across of public land to Nong Kham Pae Community

15 Rai

A water management system for grass plots and barns for storing animal feed is under development. Initiatives will benefit people and reduce animal feed costs.

30 People 20,000 Baht annually

“We Do Good Deeds with Our Hearts” Royal Volunteer Project

Organized self-reliance learning activities at the 904 Volunteer Training Center School (Bang Khen)

82 Trainees

“SCB, Let’s Do Good” Volunteer Project

Participated as volunteers throughout the year,

5,123 Employees 19,533 Hours

4. 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. This initiative aligns with the royal initiative of the late His Majesty King Bhumibol Adulyadej the Great, leveraging science and technology to create water security, address flooding and drought issues, and develop water maps for networked water sources. The project also focuses on building sustainable drinking water systems and supporting agriculture, allowing communities to actively participate in operations, manage flood monitoring systems, and improve living conditions in economic, social, and environmental dimensions. At the Non Tae Community in Chaiyaphum Province, the project has supported occupations for self-reliance, serving as a model for expansion to nearby communities. In 2024, the project expanded to Nong Kham Pae Community, where efforts included supporting self-reliant occupations and planting grass for animal feed across 15 rai of public land - 5 rai of Napier grass and 10 rai of Pangola grass. A water management system for grass plots and barns for storing animal feed is under development and is expected to be completed by 2025. These initiatives will benefit 30 people and reduce animal feed costs by 20,000 baht annually.

5. Temple Restoration and Religious Preservation Project

The Bank is committed to supporting and safeguarding religious diversity, which serves as the spiritual center and source of ethics, guiding people toward peaceful coexistence. In 2024, the Bank provided funding to repair and elevate the deteriorated Wat Sao Cha-ngok’s Ubosot (ordination hall) in Chachoengsao Province. The restoration aims to meet structural standards and prevent subsidence caused by flooding.

6. “We Do Good Deeds with Our Hearts” Royal Volunteer Project

This project fosters a culture of volunteerism and instills a sense of responsibility toward the community and society by encouraging public service as an act of royal merit. It aligns with the royal initiative of His Majesty the King, who envisions unity and cooperation among all groups of people to perform public activities for the greater good. In 2024, the Bank collaborated with government agencies, the armed forces, and the Crown Property Bureau on seven occasions, engaging 64 volunteers. Additionally, the Bank organized self-reliance learning activities at the 904 Volunteer Training Center School (Bang Khen), benefiting 82 trainees.

7. “SCB, Let’s Do Good” Volunteer Project

Siam Commercial Bank encourages employees to dedicate their time to public service, fostering a culture of helping others, instilling values of love, unity, and responsibility, and promoting a positive attitude toward the community and society. These efforts play a crucial role in driving public welfare projects and activities under the “SCB, Let’s Do Good” initiative. Key activities include packing and distributing survival bags to disaster victims, making dolls to bring joy to children with cleft lips and palates, supporting the Operation Smile Foundation by assisting medical units during surgeries in various provinces, planting trees to expand green areas in Bang Kachao, restoring mangrove forests in Bang Khun Thian, organizing beach cleanups, and cultivating seedlings at Khao Sanam Phiang in Kamphaeng Phet Province. In 2024, 5,123 employees participated as volunteers throughout the year, contributing a total of 19,533 volunteer hours.

Environmental Preservation

The Bank places great importance on environmental conservation and reducing greenhouse gas emissions, aligning with SCB X Public Company Limited's goal of achieving Net Zero greenhouse gas emissions. To this end, the Bank promotes knowledge, fosters understanding, and instills awareness among employees and the Thai public about the significance of protecting, conserving, and restoring natural resources for a healthier environment. This commitment is reflected in the Bank's support for the following projects:

1. Forest Carbon Credit Management Project for Sustainable Development

Since 2020, the Bank, in collaboration with the Mae Fah Luang Foundation under Royal Patronage, has supported communities in sustainably managing forests as vital carbon dioxide absorption sources while improving their quality of life under the "You Take Care of the Forest, We Take Care of You" project, which was rebranded in mid-2023 as the "Forest Carbon Credit Management for Sustainable Development" project. This initiative aligns with the Thailand Voluntary Emission Reduction Program (T-VER) standards developed by the Greenhouse Gas Management Organization (Public Organization) and helps communities register voluntary greenhouse gas reduction projects, enabling them to measure and assess carbon dioxide absorption (carbon credits) within community forest areas. These credits can then be sold, providing a stable income source for villagers. The project has operated in Ban Pa Sang Doi Kaew Community, Wiang Chiang Rung District, Chiang Rai Province (866 rai, 2020–2021), Huai Mak Lak Nuea Community, Pa Sang Subdistrict, Wiang Chiang Rung District, Chiang Rai Province (524.38 rai, 2022), and communities in Chiang Rai, Chiang Mai, Amnat Charoen, and Yasothon provinces (1,800 rai, 2023). In 2024, the project expanded by an additional 1,000 rai in the same areas, with the Bank set to receive carbon credits generated from project support starting in 2025.

2. Our Khung Bang Kachao Project

The Bank has partnered with the Chaipattana Foundation to preserve, drive, and sustainably develop the Khung Bang Kachao area in Phra Pradaeng District, Samut Prakan Province, into a clean air-producing region with rich biodiversity. This initiative focuses on three key dimensions: green space development, waste management, and youth development, aiming to conserve natural resources, expand green areas, enhance the quality of life, and establish Khung Bang Kachao as a vital "lung" that provides oxygen for local residents and Bangkokians. In 2024, the Bank supported the development of the Bang Kobua Forest Park Learning Center as a hub for studying three water forest ecosystems: freshwater forests (swamp forests), brackish water ecosystems (mixed agricultural gardens), and saltwater ecosystems (mangrove forests). The center also includes medicinal plant cultivation for community use, serving as an arboretum, an educational resource for youth from 11 schools, a tourist attraction, and a source of community income. In collaboration with the Bang Kobua Subdistrict Administrative Organization, the Bank promoted waste management awareness by organizing activities to educate the community on separating, reducing, and disposing of household waste. On World Environment Day, the Bank invited volunteers to row boats to collect garbage in the Khlong Pha Phatthana area of Bang Kachao and planted 100 mahogany and pilangkasa trees to preserve the area's environment, protect its ecosystem, and ensure long-term sustainability for the community.

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

SCB spearheads a tree-planting initiative dedicated to bolstering oxygen levels and expanding green spaces. The project involves a campaign to raise awareness among employees and the general public regarding the crucial role of tree planting in fostering a healthy environment. The tree planting endeavor is divided into two key components: planting

in public areas and on individual properties. In alignment with the policy of increasing green spaces outlined by the Governor of Bangkok, Chadchart Sittipunt, the Bank is committed to planting 100,000 trees by 2026 as part of the broader initiative to plant one million trees.

Since the project's inception in mid-2022 through the end of 2024, a total of 72,559 trees have been planted. Additionally, the Bank collaborated with the Big Trees Foundation to educate 30 youth from Chatuchak District on the proper care and maintenance of tree species in the area.

"One Tree for the World, One Tree for Us" Project



The bank has a target to plant 100,000 trees by 2026. Since the project began in mid-2022 until the end of 2024, a total of 100,000 trees have been planted.

72,559 Trees

Forest Carbon Credit Management Project for Sustainable Development

In 2024, it will be implemented in community areas in Chiang Rai, Chiang Mai, Amnat Charoen, and Yasothon provinces.

1,000 Rai

“Happy and Healthy Citizen by the Royal Medical Team”



Provided public health services to patients in the medical unit in 2024, a total of 17 times, covering 14 provinces, with patients receiving eye and dental treatment

2,727 People **5,490** People

Number of employees who volunteered

135 People

SCB Blood Donation

The bank can provide and deliver blood volume

73.75 Million cc

From blood donors

184,384 People

Can save the lives of

553,152 People

Advancing Medicine and Public Health

1. “Happy and Healthy Citizen by the Royal Medical Team”

The Bank actively participates in the “Happy and Healthy Citizen by the Royal Medical Team” project by supporting the Crown Property Bureau in delivering essential public health services to underserved provinces lacking specialist doctors. This initiative includes providing eye and dental treatment units to reduce surgical waiting times, offering convenient and timely services, preventing and lowering the rate of blindness caused by cataracts, and improving patients' quality of vision and overall quality of life. In 2024, the Bank supported the medical unit on 17 occasions across 14 provinces, with 2,727 people receiving eye treatments and 5,490 receiving dental treatments. A total of 135 volunteer employees assisted in facilitating and delivering public health services.

Additionally, the Bank contributed to the “Thai Children Aspiring for Good” program for schools in the areas served by the medical unit. This activity aimed to enhance financial literacy and instill good financial discipline among youth under the theme “Savings Journey to a Million.” Students were taught essential skills such as dividing income into proportions for saving and spending, setting goals and planning finances using the SMART principle, and maintaining continuous income and expense records. Educational materials, including accounting journals for tracking expenses and “Smart Thinking, Smart Savings” resources, were distributed to students and teachers for further dissemination in schools. Furthermore, the project supports the “One Eye, One Kindness Surgery” initiative in collaboration with the Siam Commercial Foundation. This campaign encourages public participation in supporting volunteer doctors in mobile units to provide equal and comprehensive treatment for cataract patients. The initiative seeks to restore vision and improve the quality of life for patients and their families.

2. SCB Blood Donation

Blood is a vital resource for patient treatment, and no substitute has yet been developed. Recognizing the importance of the Thai Red Cross Society's National Blood Center mission to ensure an adequate blood supply nationwide, the Bank has continuously organized blood donation activities under the “SCB Blood Donation” initiative since 1996. This campaign invites customers and the public to donate blood every three months, with support and participation from the Bank at its head office, branches, and other locations.

In 2024, the Bank supported the construction of a mobile blood donation vehicle with eight beds as a royal merit making act to commemorate His Majesty the King's 6th cycle birthday anniversary on July 28, 2024. The Bank also supported blood donation activities at SCB's head office, branches, and partner agencies, in collaboration with the National Blood Service. Additionally, the Bank contributed to the repair of two eight-bed mobile blood donation vehicles for the National Blood Center to ensure they were ready for use in procuring more blood.

Through these efforts, the Bank successfully procured and delivered 73.75 million cc of blood from 184,384 donors in 2024, saving the lives of over 553,152 patients. This achievement solidifies the Bank's position as the leading financial institution in blood donation contributions.

Water Supply Project to Enhance the Quality of Life



Delivering clean water for consumption
For good health, total

1,704 Households

7,906 People

Sustainable Water Supply Project

Donate 2,000-liter water tanks and buildings
to people in areas lacking clean water
for consumption and experiencing drought

2,495 Households

11,203 People

3. Water Supply Project to Enhance the Quality of Life

To address the shortage of clean drinking water in many areas across the country, the Bank, in collaboration with the Air Force Disaster Relief Center, initiated the “Water Supply Project to Enhance Quality of Life.” This project supports the installation of water tanks, water filters, and necessary infrastructure, as well as the installation of solar-powered drinking water filtration systems, leveraging clean energy to provide sustainable solutions for schools and communities in need.

A key aspect of the project is active community involvement. A community committee is established from the outset to ensure sustainable maintenance and operation after the project is handed over.

In 2024, the Bank, together with the Royal Thai Air Force, delivered clean water to schools and communities in six areas across six provinces—Suphan Buri, Songkhla, Sa Kaeo, Udon Thani, Nakhon Sawan, and Phitsanulok—benefiting 1,704 households and 7,906 people.

4. Sustainable Water Supply Project

The Bank supports the Royal Thai Air Force in alleviating the hardships of communities lacking access to clean water and facing drought conditions through the Sustainable Water Supply Project. This initiative provides 2,000-liter water tanks along with the necessary infrastructure to store clean water for use, helping to mitigate water shortages during the dry season. Launched in 2024, the project delivered water tanks to three areas across three provinces—Surat Thani, Songkhla, and Phitsanulok—benefiting 2,495 households, or a total of 11,203 people.

Enhancing Youth Education

Youth development is a critical factor in national progress, encompassing the enhancement of the potential of educational personnel and institutions, which serve as key sources of knowledge transfer. By equipping youth with quality education and essential skills, they become vital resources and a foundation for driving the country toward sustainable development.

Recognizing this, the Bank has consistently implemented educational projects and activities aimed at fostering the growth of youth and teachers. These initiatives focus on creating educational opportunities and equipping youth at all levels with the necessary skills to adapt to the digital age, thrive in the 21st century, and develop both knowledge and moral character. The goal is to nurture individuals who are not only capable and ethical but also prepared to achieve success and play a pivotal role in the country's sustainable development. Key projects include:

1. Scholarship and Educational Activity Projects for Youth, Organizations, and Institutions

In 2024, the Bank supported education for youth by providing scholarships and promoting activities aimed at advancing education. This included assistance for youth with exceptional talent in science and technology to help develop skilled manpower for national progress, as well as support for youth in need of educational opportunities to improve their quality of life and contribute positively to society. Support was provided in various forms, including individual scholarships, funding for organizations, and assistance for educational institutions, as outlined below:

Scholarship and Educational Activity Projects for Youth, Organizations, and Institutions



the Bank provided scholarships to support, promote, and develop youth with exceptional potential in science and technology.

308 Scholarships

The Bank has supported the establishment and operation of the School of Information Science and Technology (IST) at VISTEC.

80 Scholarships and
Research Grants

The Educational Opportunity Fund has provided continuous scholarships to academically talented but financially disadvantaged youth.

485 Scholarships

- **Scholarships and Support for Youth with Science and Technology Talent:** In 2024, the Bank provided a total of 308 scholarships to support, promote, and develop youth with exceptional potential in science and technology. These scholarships aim to nurture talent from secondary school to higher education, including vocational education, to create a skilled workforce capable of driving the digital industry and enhancing Thailand's long-term competitiveness. Key initiatives include:
 - **Support for the Vidyasirimedhi Institute of Science and Technology (VISTEC), Rayong Province:** Since 2016, the Bank has supported the establishment and operations of the School of Information Science and Technology (IST) at VISTEC. This initiative focuses on producing high-quality personnel in science and technology, fostering innovation, and driving the economy toward sustainability. A total of 80 scholarships and research grants have been awarded to date, contributing to Thailand's long-term competitiveness.
 - **Junior Science Talent Project (JSTP-SCB):** In collaboration with the National Science and Technology Development Agency (NSTDA), the Bank provided scholarships and organized youth development camps to cultivate future researchers and scientists. These camps offer opportunities to learn science, conduct research, and develop critical skills.
 - **Young Scientist Competition (YSC):** The Bank supported NSTDA and the National Electronics and Computer Technology Center (NECTEC) in organizing the YSC. This initiative empowers youth to showcase their scientific projects on international stages, such as the Regeneron International Science and Engineering Fair (Regeneron ISEF) and the Genius Olympiad.
- **Vocational Development Scholarship Project:** Support is provided to institutions such as Ban Khai Technical College in Rayong Province.
- **Scholarships through Foundations:** The Bank also provided scholarships through esteemed organizations such as the Prince Mahidol Foundation (for students in medicine, dentistry, and pharmacy) and the Ananda Mahidol Foundation. These scholarships enable recipients to pursue advanced studies abroad and, upon graduation, apply their expertise to contribute to the country's development.
- **Educational Opportunity Fund:** The Educational Opportunity Fund awarded 485 scholarships in 2024, providing continuous support to academically talented and well-behaved youth who lack financial resources. These scholarships aim to reduce inequality, improve the quality of life, and enable recipients to pursue education from secondary school to higher education, including vocational training. Scholarships were distributed through various projects and organizations, including the Sufficiency Economy Scholarship Project, the Crown Property Bureau Scholarship Project, the Border Patrol Police School Alumni Scholarship Project, the Princess Maha Chakri Sirindhorn Foundation Scholarship Project, and scholarship initiatives offered through educational institutions nationwide.

The 19th SCB Challenge Project



Youth from all over the country participated in the project

1,936 People

Educational institutions

364 Institutions

Development of Skills Enhancement Courses for Youth and Educators

Organized activities both on-site and online for youth

1,327 People

Teachers and general public

2,058 People

2. The 19th SCB Challenge Project

The 19th SCB Challenge Project is a youth potential development initiative that goes beyond competition, focusing on fostering essential 21st-century skills and values. It emphasizes the development of the "4 Cs": critical thinking, creativity, communication, and collaboration. The project also integrates the principles of good citizenship and social responsibility, encouraging participants to become capable individuals with a strong sense of societal awareness. The competition is tailored to different age groups with age-appropriate activities:

- **Elementary Level:** Participants engage in art-based activities that encourage imagination and skill development while promoting morality and social awareness. Students express their ideas and creativity on large canvases. The competition includes four regional rounds—Central, Northern, Northeast, and Southern—followed by a final round. This year, 640 students from 160 schools across the country participated.
- **Secondary and Vocational Levels:** Participants design science projects that benefit communities and entrepreneurs, aligning with ESG (Environmental, Social, and Governance) principles. The program emphasizes youth volunteerism and practical action. In addition to the competition, the project provided training sessions, online educational resources, and teaching materials to enhance the youth development process. These resources were shared with schools for further application and expansion. A total of 1,296 students from 204 educational institutions submitted 432 projects for the competition.

3. Development of Skills Enhancement Courses for Youth and Educators

The Bank has developed learning enhancement courses for youth and educators to create educational opportunities, foster youth development, and promote active learning. These courses aim to build essential learning skills, the 4Cs (critical thinking, creativity, communication, and collaboration), and soft skills for youth on topics such as Learning How to Learn (LHL), Storytelling & Communication, Design Thinking, and Project Management. In 2024, additional courses were introduced, including AdenaLean, which covers Lean, Agile, Design Thinking, Communication Techniques, and Morality-Based Learning. These courses also focused on empowering teachers by enhancing their competencies and equipping them with strategies for designing effective classroom teaching through courses like Teacher as Facilitator and Basic Thai Language for Young Kids by Thai language specialist Zainab ES-A. Activities were offered both on-site and online through platforms such as www.khrudeegital.com and the Connexed Foundation (www.connexed.org). The initiative connected educational network organizations and experts, including the Siam Commercial Foundation, the National Electronics and Computer Technology Center (NECTEC), and SCB Academy. In 2024, these programs reached 1,327 youth and 2,058 teachers and members of the general public through both in-person and virtual activities.

Financial Literacy Project



Students

22,283 People

Teachers, and members of
the general public

1,307 People

Educational institutions

361 Institutions

4. Financial Literacy Project

The Bank promotes financial literacy among youth and teachers by providing knowledge on proper financial management. Through engaging activities, participants learn to build financial discipline, develop saving habits, and acquire essential life skills for daily financial planning, grounded in the "Sufficiency Economy Philosophy". Activities are conducted both online and onsite, tailored to different age groups:

- **Primary School Students:** Activities include "Smart Kid, Smart Savings", which uses video clips to inspire children to recognize the benefits of saving and spending wisely, and the "SCB Savings Mission" board game, teaching students how to save, manage expenses, and record accounting journals.
- **Secondary School and Vocational Students:** Activities such as "Saving Journey to Become a Millionaire" help students learn goal setting and basic financial planning, while the "Status Over Savings" card game provides insights into financial goal setting, investment basics, and strategies for achieving financial security.
- **Higher Education and High Vocational Certificate Students:** Activities include "New Generation Students Care about Financial Planning", offering knowledge about financial services and investing to prepare students for a financially secure future.

In addition to youth-focused programs, financial literacy training was provided to teachers and the general public. For instance, the "Sufficiency Finance for Life" activity helped teachers develop financial discipline and debt management skills, enabling them to pass this knowledge on to their students.

In 2024, the Bank organized activities for 22,283 students, 1,307 teachers, and members of the general public from 361 educational institutions.

Police Colonel Thumnithi Wanichthanom
Chairman of the CSR Committee

Annex to the Corporate Governance Report

Changes in the Board and Board Committees in 2024

1. Ms. Kulaya Tantitemit was appointed as Director on March 20, 2024.
2. Mr. Vichit Suraphongchai was appointed as Chairman of the Executive Committee and Chairman of the Corporate Social Responsibility Committee on May 1, 2024.
3. Mr. Arthid Nanthawithaya resigned as Chairman of the Executive Committee on May 1, 2024, but still serves as a member of the Executive Committee.
4. Mr. Prasan Chuaphanich resigned as a member of the Technology Committee on May 1, 2024.
5. Mr. Chakkrit Parapuntakul resigned as a member of the Executive Committee and a member of the Risk Oversight Committee on May 1, 2024.
6. Ms. Lackana Leelayouthayotin resigned as a member of the Nomination, Compensation and Corporate Governance Committee and a member of the Corporate Social Responsibility Committee on May 1, 2024.
7. Ms. Kulaya Tantitemit was appointed as a member of the Risk Oversight Committee on May 1, 2024.
8. Mr. Thaweesak Koanantakool was appointed as a member of the Corporate Social Responsibility Committee on May 20, 2024.
9. Mr. Vichit Suraphongchai resigned as Director and vacated his position as Chairman of the Executive Committee and Chairman of the Corporate Social Responsibility Committee on July 21, 2024.
10. Police Colonel Thumnithi Wanichthanom was appointed as Chairman of the Executive Committee and Chairman of the Corporate Social Responsibility Committee on July 26, 2024.
11. Ms. Kulaya Tantitemit and Mr. Kris Chantanotoke were appointed as members of the Corporate Social Responsibility Committee on July 26, 2024.
12. Mr. Krirk Vanikkul resigned as Director and vacated his position as Chairman of the Risk Oversight Committee on November 1, 2024.

Director Information

(as of December 31, 2024)

1. Mr. Apisak Tantivorawong		
Age	71 years	
Current position	<ul style="list-style-type: none"> - Chairman of the Board - Independent Director 	
Date of appointment	18 April 2023	
No. of years on the board	1 year 8 months	
Education	<ul style="list-style-type: none"> - Bachelor of Engineering (Chemical Engineering), Chulalongkorn University - Master of Business Administration (Industrial Management), University of Tennessee, U.S.A. 	
Training program	<ul style="list-style-type: none"> - Director Certification Program (DCP 18/2002), Thai Institute of Directors Association - Digital Fraud 101, The Siam Commercial Bank PCL - Sustainability Executive Masterclass, The Siam Commercial Bank PCL and McKinsey & Company 	
Experience	2015 - 2019	Minister, Ministry of Finance
	2020 - 2023	Independent Director and Chairman of the Audit Committee, PTT Global Chemical
	2020 - 2023	Director of the Rehabilitation Committee, Thai Airways International PCL
	2022 - 2023	Chairman of the Executive Committee, SCB X PCL
Positions in listed companies	2021 - Present	Chairman of the Board of Directors and Independent Director, S Hotels and Resorts PCL
	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 PCL
	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

(as of December 31, 2024)

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	75 years	
Current position	<ul style="list-style-type: none"> - Director - Member of the Corporate Social Responsibility Committee 	
Date of appointment	13 June 2018	
No. of years on the board	6 years 7 months	
Education	Bachelor of Arts (Mass Communication), Chiang Mai University	
Training program	<ul style="list-style-type: none"> - 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
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

Director Information

(as of December 31, 2024)

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 and Director-General, The Crown Property Bureau
	2018-Present	Trustee of H.M. Private Property, H.M. Private Property Office
	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
	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.

3. Police Colonel Thumnithi Wanichthanom

Age	66 years
Current position	<ul style="list-style-type: none"> - Director - Chairman of the Executive Committee - Chairman of the Corporate Social Responsibility Committee
Date of appointment	13 June 2018
No. of years on the board	6 years 7 months
Education	<ul style="list-style-type: none"> - 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

Director Information

(as of December 31, 2024)

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.
	2023 - 2024	Member of the Executive Committee, The Siam Commercial Bank PCL
	2024	Director, Purple Ventures 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
Positions in non-listed companies/entities	2017 - Present	Grand Chamberlain, Bureau of the Royal Household
	2017 - Present	Director, Office of Privy Purse, Bureau of the Royal Household
	2018 - Present	Director and Deputy Director-General, The Crown Property Bureau
	2018 - Present	Vice Chairman, CPB Equity Co., Ltd. and Chairman of the Board, Vice Chairman, and Director of its groups of companies as assigned
	2022 - Present	Director, Alpha X Co., Ltd.
	2022 - Present	Director and Member of the Risk Oversight Committee, Auto X Co., Ltd.
	2024 - Present	Director, Member of the Risk Oversight Committee, 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	

Director Information

(as of December 31, 2024)

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.

4. Mr. Chaovalit Ekabut

Age	66 years
Current position	<ul style="list-style-type: none"> - Independent Director - Chairman of the Audit Committee
Date of appointment	5 April 2019
No. of years on the board	5 years 9 months
Education	<ul style="list-style-type: none"> - Bachelor of Science (Engineering), Chulalongkorn University - Master of Science (Engineering), Asian Institute of Technology
Training program	<ul style="list-style-type: none"> - 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

Director Information

(as of December 31, 2024)

- 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

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
	2024	Director and Chairman of the Audit Committee, Purple Ventures Co., Ltd.
	2024	Chairman of the Board, Card X Co., Ltd.
Positions in listed companies	2022 - Present	Independent Director, Bangchak Corporation PCL
	2023 - Present	Director, SCG Décor PCL
	2024 - Present	Chairman of the Nomination Committee, OKEA ASA - Oslo Stock Exchange (OSE) (Norway)
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

Director Information

(as of December 31, 2024)

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. Kan Trakulhoon

Age	69 years
Current position	<ul style="list-style-type: none"> - Independent Director - Chairman of the Nomination, Compensation and Corporate Governance Committee - Member of the Executive Committee
Date of appointment	5 April 2016
No. of years on the board	8 years 9 months
Education	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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

Director Information

(as of December 31, 2024)

- 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 Cybersecurity and Intelligence Threats Assessment, 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

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
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, Card X Co., Ltd.

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, Bangkok Dusit Medical Services PCL
2021 - Present	Chairman of the Board and Independent Director, Intouch Holdings PCL
2021 - Present	Independent Director and Chairman of the Nomination, Compensation and Corporate Governance Committee, SCB X PCL
2024 - Present	Member of the SCBX Group Control Committee, SCB X PCL

Director Information

(as of December 31, 2024)

Positions in non-listed companies/entities	Term	Position
	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
	2019 - Present	Chairman, Thailand Science, Research and Innovation Monitoring and Evaluation Committee
	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
	2020 - Present	Member, Cluster Promoting Committee on Innovation Ecosystem and Statutory and Regulatory Development, Office of National Higher Education, Science, Research and Innovation Policy Council

Director Information

(as of December 31, 2024)

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.

6. Mr. Thaweesak Koanantakool

Age	71 years
Current position	<ul style="list-style-type: none"> - Independent Director - Chairman of the Technology Committee - Member of the Nomination, Compensation and Corporate Governance Committee - Member of the Corporate Social Responsibility Committee
Date of appointment	5 April 2016
No. of years on the board	8 years 9 months
Education	<ul style="list-style-type: none"> - Bachelor of Science (Electrical Engineering), Imperial College, University of London, U.K. - Doctor of Philosophy (Electrical Engineering), Imperial College, University of London, U.K.
Training program	<ul style="list-style-type: none"> - Director Certification Program (DCP 21/2002), Thai Institute of Directors Association - Role of the Chairman Program (RCP 26/2011), 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 - Collaboration for the Future of Finance, 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 - 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

Director Information

(as of December 31, 2024)

- e-Factoring Workshop, Bank of Thailand
- Advanced Management Program, Harvard Business School
- 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
- Digital Fraud 101, The Siam Commercial Bank PCL
- Cyber Resilience Leadership: Mission for Embracing the Future of AI & Cybersecurity, Bank of Thailand in collaboration with the Securities and Exchange Commission and the Office of Insurance Commission
- Capital Market Cyber Leader 2024: Trust, Resiliency, Sustainability, The Securities and Exchange Commission
- Sustainability Executive Masterclass, The Siam Commercial Bank PCL and McKinsey & Company

Experience

2017 - 2022	Expert Member on Information Technology, Public Sector Audit, and Evaluation Committee
2017 - 2022	Member, National Economic Reform Committee, National Economic and Social Development Council
2019 - 2022	Director, InnoSpace Co., Ltd.
2019 - 2022	Chairman of the Mahidol University Internal Audit Committee, Mahidol University
2020 - 2022	Chairman of Ad Hoc Subcommittee No. 1, Public Sector Audit and Evaluation Committee
2020 - 2022	Senior advisor to the President, National Science and Technology Development Agency
2018 - 2023	Director and Member of the State Enterprise Board Screening Committee, Board of State Enterprise Policy Office
2019 - 2023	Chairman of the Board, Thailand Institute of Nuclear Technology
2021 - 2023	Director and Member of the Audit Committee, InnovestX Securities Co., Ltd.
2021 - 2023	Independent Director, Member of the Technology Committee, and Member of the Nomination, Compensation and Corporate Governance Committee, SCB X PCL
2017 - 2024	Member, National Economic and Social Development Council
2022 - 2024	Chairman of the Technology Committee, Member of the Audit Committee, and Member of The Risk Oversight Committee, Card X Co., Ltd.
2022 - 2024	Member of the Risk Oversight Committee, SCB DataX Co., Ltd.
2023 - 2024	Member of the Technology Committee, SCB X PCL
2024	Member of the Nomination, Compensation and Corporate Governance Committee, Card X Co., Ltd.

Director Information

(as of December 31, 2024)

Positions in listed companies	2019 - Present	Chairman of the Board, Internet Thailand PCL
	2021 - Present	Director, Member of the Audit Committee, and Chairman of the Corporate Governance and Sustainable Development Committee, Betagro PCL
	2024 - Present	Independent Director, B. Grimm Power PCL
Positions in non-listed companies/entities	2016 - Present	Expert Member of Mahidol University Council, Mahidol University
	2016 - Present	Director and Deputy Secretary General, Information Technology Projects Under the Initiative of H.R.H. Princess Maha Chakri Sirindhorn Foundation
	2017 - Present	Chairman, Ratanarajasuda Information Technology Award Foundation
	2019 - Present	Chairman, Public Administration and Security System Re-Balancing and Development Committee, National Economic and Social Development Council
	2019 - Present	Council Member, Chitralada Technology Institute
	2021 - Present	Member, Subcommittee on Evaluation of Outcomes and Impact of Promotion of Public Participation in Anti-Corruption Efforts
	2021 - Present	Honorary Member, Prince of Songkla University Council
	2022 - Present	Director, Card X Co., Ltd.
	2022 - Present	Director, SCB DataX Co., Ltd.
	2024 - Present	Member of The Risk Oversight Committee, SCB DataX Co., Ltd.
	2024 - Present	Director, Siam Commercial Foundation
	2024 - Present	Chairman of the Technology Committee, Card X Co., Ltd.

Director Information

(as of December 31, 2024)

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. Arthid Nanthawithaya

Age	57 years
Current position	<ul style="list-style-type: none"> - Director - Member of the Executive Committee - Member of the Technology Committee
Date of appointment	2 April 2015
No. of years on the board	9 years 9 months
Education	<ul style="list-style-type: none"> - Bachelor of Arts (Economics), Chulalongkorn University - Master of Business Administration (Finance), Sasin Graduate Institute of Business Administration of Chulalongkorn University
Training program	<ul style="list-style-type: none"> - 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

Director Information

(as of December 31, 2024)

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
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 DataX 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

(as of December 31, 2024)

8. Mr. Prasan Chuaphanich	
Age	72 years
Current position	<ul style="list-style-type: none"> - Director - Member of the Executive Committee
Date of appointment	4 April 2013
No. of years on the board	11 years 9 months
Education	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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 - Cyber Armor: Capital Market Board Awareness about Capital Market Threat 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

Director Information

(as of December 31, 2024)

- 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

Experience

2014 - 2020	Commission Member by Expertise (Accounting) and Chairman of the Audit Committee, Office of Insurance Commission
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
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 - 2024	Expert Member, Public Organization Development and Promotion Committee
2021 - 2023	Chairman of the Risk Oversight Committee, SCB X PCL
2022 - 2023	Chairman of the Executive Committee, The Siam Commercial Bank PCL

Director Information

(as of December 31, 2024)

	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
	2021 - 2024	Member of the Technology Committee, SCB X PCL
	2022 - 2024	Director, SCB DataX 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.
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
	2021 - Present	Director, SCB X PCL
	2022 - Present	Independent Director and Chairman of the Audit Committee, Singha Estate PCL
	2023 - Present	Chairman of the Executive Committee, SCB X PCL
	2024 - Present	Member of the Nomination, Compensation and Corporate Governance Committee and Member of the SCBX Group Control Committee, 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
	2018 - Present	Member, State Enterprise Director List Committee, Ministry of Finance
	2020 - Present	Director, State Enterprise Policy Office
	2020 - Present	Expert Member, Life Insurance Fund Management Committee, Ministry of Finance

Director Information

(as of December 31, 2024)

	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
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. Pasu Decharin

Age	56 years
Current position	<ul style="list-style-type: none"> - Independent Director - Member of the Audit Committee - Member of the Risk Oversight Committee
Date of appointment	19 October 2018
No. of years on the board	6 years 2 months
Education	<ul style="list-style-type: none"> - 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

(as of December 31, 2024)

Training program

- Director Accreditation Program (DAP 121/2015), Thai Institute of Directors Association
- Executive Development Program, Thai Listed Companies Association
- Leadership Development Program, 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 Threat 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 (AAP 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

Experience

2011 - 2019	Dean, Faculty of Commerce and Accountancy, Chulalongkorn University
2017 - 2020	Director, AUA Language Center
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, InnovestX Securities Co., Ltd.
2018 - 2024	Independent Director, Member of the Audit Committee, and Member of the Nomination and Remuneration Committee, Thai Oil PCL

Director Information

(as of December 31, 2024)

	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.
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, 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.
	2024 - Present	Member, Advisory Council to the Deputy Prime Minister (Mr. Phumtham Wechayachai)
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

(as of December 31, 2024)

10. Ms. Lackana Leelayouthayotin	
Age	71 years
Current position	Independent Director
Date of appointment	5 April 2019
No. of years on the board	5 years 9 months
Education	<ul style="list-style-type: none"> - Bachelor of Science (Chemistry), Chulalongkorn University - Master of Business Administration, Catholic University of Leuven, Belgium - Doctor of Philosophy (Business Administration), University of Southern Queensland, Australia
Training program	<ul style="list-style-type: none"> - Executive Development Program, Kellogg Northwestern University, U.S.A. - Director Certification Program (DCP 225/2016), Thai Institute of Directors Association - Advanced Audit Committee Program (AACP 30/2018), Thai Institute of Directors Association - Public Director Certification Program, Public Director Institute - TLCA Leadership Development Program, IMD - Cyber Resilience for Directors of Financial Institutions, 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 - Bank's Preparations for Compliance with 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 - BOT Digital Finance Conference 2022, Bank of Thailand - Cyber Resilience Leadership 2022, Bank of Thailand - Digital Fraud 101, The Siam Commercial Bank PCL - Seminar on Value Audit December 2022, The Securities and Exchange Commission - Sustainability Trends in Business Across Industries, Thai Institute of Directors Association - Director Briefing 6/2023: Sustainability Trends in Business Across Industries 2023, Thai Institute of Directors and Deloitte - Creative Accounting Frauds, Economic Updates and Trends on ESG and CO2 Emission, EY Thailand

Director Information

(as of December 31, 2024)

Experience	2017 - 2020	Independent Director, Aisance Co., Ltd.
	2015 - 2021	Independent Director, GMM Grammy PCL
	2021 - 2022	Independent Director and Member of the Executive Committee, SCB X PCL
	2013 - 2022	Advisor, Brand's Suntory (Thailand) Co., Ltd.
	2016 - 2022	Managing Director, Advisor and Beyond Co., Ltd.
	2019 - 2022	Vice President, Chulalongkorn University Alumni Association
	2021 - 2023	Chairman, Capital Management Committee, Thailand Institute of Scientific and Technological Research
	2022 - 2024	Member of the Nomination, Compensation and Corporate Governance Committee and Member of the Corporate Social Responsibility Committee, The Siam Commercial Bank PCL
	2022 - 2024	Director, Siam Commercial Foundation
Positions in listed companies	2015 - Present	Independent Director and Member of Nomination Committee, Lam Soon (Thailand) PCL
	2016 - Present	Independent Director, Chairman of the Audit Committee, and Member of the Nomination and Remuneration Committee, Techno Medical PCL
	2020 - Present	Chairman of the Board, Rojukiss International PCL
	2023 - Present	Independent Director, Chairman of the Risk Management and Corporate Governance Committee, Member of the Audit Committee, and Member of the Nomination and Remuneration Committee, BBGI PCL
Positions in non-listed companies/entities	1997 - Present	President of the Campaign to Increase Blood Donors Subcommittee in the Blood Donors Procurement and Promotion Committee, The Thai Red Cross Society
	2014 - Present	Chairman, Foundation for Education, Marketing Association of Thailand
	2016 - Present	Independent Director and Member of the Audit Committee, Shera PCL
	2017 - Present	Independent Director, Bangchak Retail Co., Ltd.
	2018 - Present	Member, Fund for Patients and Hospital Affairs Committee, Somdet Phra Nyanasamvara Somdet Phra Sangharaj Wat Bovoranives Vihara Foundation under Royal Patronage

Director Information

(as of December 31, 2024)

	2021 - Present	Vice Chairman, Fund-Raising Committee for Royal Contribution to the Thai Red Cross Society, Chulalongkorn University
	2024 - Present	Member of Subcommittee, The Executive Committee of Biochemical Engineering and Pilot Plant Research and Development Unit, The National Center for Genetic Engineering and Biotechnology (BIOTEC)
	2024 - Present	Member of the Supervisory Board for 'Made in Thailand' Mark Certification and Issuance, Term 2024-2026, The Federation of Thai Industries
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: She does not hold any current position as chairman, or executive director, or authorized director, or any of the aforementioned positions in other companies exceeding 3 business groups.

11. Mr. Chakkrit Parapuntakul

Age	64 years
Current position	Director
Date of appointment	1 st Tenure: November 25, 2015 2 nd Tenure: January 18, 2021
No. of years on the board	1 st Tenure: 4 years 10 months (2015 – 2020) 2 nd Tenure: 3 years 11 months
Education	- Bachelor of Accounting, Thammasat University - Master of Business Administration, Angelo State University, Texas, U.S.A.
Training program	- Director Accreditation Program (DAP 8/2004), Thai Institute of Directors Association - Audit Committee Program (ACP 5/2005), Thai Institute of Directors Association - Ethical Leadership Program (ELP 9/2017), Thai Institute of Directors Association - Board Matters and Trends (BMT 4/2017), Thai Institute of Directors Association - Bangkok Sustainable Banking Forum 2018, Bank of Thailand

Director Information

(as of December 31, 2024)

- 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), National Defense College
- 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

Experience

2015 - 2017	Director-General, Treasury Department
2015 - 2020	Director, Member of the Executive Committee, and Member of the Nomination, Compensation and Corporate Governance Committee, The Siam Commercial Bank PCL
2017 - 2020	Deputy Permanent Secretary, Ministry of Finance
2017 - 2020	President, Federation of Accounting Professions under the Royal Patronage of His Majesty the King
2017 - 2020	Independent Director, Esso (Thailand) PCL
2020	Independent Director, Thai Airways International PCL
2020	Acting President, Thai Airways International PCL
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
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

Director Information

(as of December 31, 2024)

	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	Member of the Risk Oversight Committee, The Siam Commercial Bank PCL
	2022 - 2024	Chairman of the Board and Chairman of the Risk Oversight Committee, Card X Co., Ltd.
	2023 - 2024	Chairman of the Nomination, Compensation and Corporate Governance Committee, Card X Co., Ltd.
Positions in listed companies	2016 - Present	Chairman of the Good Corporate Governance Committee, MFC Asset Management PCL
	2019 - Present	Chairman of the Board and Chairman of the Audit Committee, Sabuy Technology PCL
	2021 - Present	Independent Director and Chairman of the Audit and Risk Committee, Intouch Holdings 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
Positions in non-listed companies/entities	2022 - Present	Director, WHA Industrial Development PCL
	2022 - Present	Honorary Member of Thammasat University Council, Thammasat University
	2022 - Present	Independent Director and Chairman of the Audit Committee, Petchsrivichai Enterprise Co., Ltd.
	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.

Director Information

(as of December 31, 2024)

12. Mrs. Prisana Praharnkhasuk		
Age	70 years	
Current position	<ul style="list-style-type: none"> - Independent Director - Member of the Audit Committee 	
Date of appointment	2 June 2022	
No. of years on the board	2 years 7 months	
Education	<ul style="list-style-type: none"> - Bachelor of Business Administration, Chulalongkorn University - Bachelor of Business Administration (Accounting), Krirk University - Master of Business Administration, Tarleton State University, U.S.A. 	
Training program	<ul style="list-style-type: none"> - 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 (AAP 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 	
Experience	2019 - 2021	Director, Chairman of the Audit Committee, OKEA ASA - Oslo Stock Exchange (OSE) (Norway)
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

(as of December 31, 2024)

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

13. Mr. Prasong Vinaiphat

Age	74 years	
Current position	<ul style="list-style-type: none"> - Independent Director - Member of the Nomination, Compensation and Corporate Governance Committee 	
Date of appointment	2 June 2022	
No. of years on the board	2 years 7 months	
Education	<ul style="list-style-type: none"> - Bachelor of Laws, Thammasat University - Doctoral Degree in Laws, The University of Toulouse, France 	
Training program	<ul style="list-style-type: none"> - 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 	
Experience	1987 - 1993	Director of the Thai Law Division and Secretary to the Legislative Drafting Committee, Office of the Council of State
	2001 - 2013	Deputy Secretary-General, The Securities and Exchange Commission

Director Information

(as of December 31, 2024)

	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
Positions in listed companies	2016 - Present	Advisor to the Audit Committee, The Siam Cement PCL
Positions in non-listed companies/entities	2003 - Present	Councilor of State, 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.

14. Ms. Kulaya Tantitemit

Age	52 years
Current position	<ul style="list-style-type: none"> - 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	9 months
Education	<ul style="list-style-type: none"> - 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.

Director Information

(as of December 31, 2024)

Training program		<ul style="list-style-type: none"> - 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
Experience	2018 - 2020	Executive Director, World Bank Group
	2020	Inspector General, Ministry of Finance
	2020 - 2021	Inspector General, Ministry of Finance, acting as Director of the Fiscal Policy Office
	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
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
Positions in non-listed companies/entities	2022 - Present	Honorary Advisor, Krungthai Asset Management PCL
	2023 - Present	Chairman, National Credit Bureau
	2024 - Present	Director, Siam Commercial Foundation
	2024 - Present	Director-General, the Excise Department, Ministry of Finance

Director Information

(as of December 31, 2024)

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

15. Mr. Kris Chantanotke

Age	49 years
Current position	<ul style="list-style-type: none"> - 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	2 years 5 months
Education	<ul style="list-style-type: none"> - Bachelor of Business Administration, Assumption University - Master of Business Administration, Assumption University
Training program	<ul style="list-style-type: none"> - 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, General Electric Company - Thailand Insurance Super Leadership Program, OIC Advance Insurance Institute - OIC Advanced Insurance Institute, Office of Insurance Commission - Top Executive Program in Commerce and Trade, Commerce Academy - Capital Market Academy Leadership Program, Capital Market Academy

Director Information

(as of December 31, 2024)

		<ul style="list-style-type: none"> - Corporate Governance Program for Entrepreneurs in the Capital Market, Thai Institute of Directors Association - Digital Fraud 101, The Siam Commercial Bank PCL - Sustainability Executive Masterclass, The Siam Commercial Bank PCL and McKinsey & Company
Experience	2017 - 2020	Chief Agency Officer, AIA Thailand
	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 (TSRI)
	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, 2024)

1. Mr. Orapong Thien-Ngern		
Age	62 years	
Current Position	President & Chief Technology Officer	
Education/Training Program	<ul style="list-style-type: none"> - Bachelor of Engineering (Civil Engineering), King Mongkut's University of Technology Thonburi - Master of Business Administration, Lehigh University, U.S.A. - Master of Science (Manufacturing Systems Engineering), Lehigh University, U.S.A. 	
Experience	2018 - 2019	Chief Digital Transformation Officer, The Siam Commercial Bank PCL
	2019	President, The Siam Commercial Bank PCL
	2020 - 2023	Chief Executive Officer, Digital Ventures Co., Ltd.
Positions in listed companies	None	
Positions in non-listed companies/entities	2023 - Present	Director, National ITMX Co., Ltd.
SCB shareholding	None	
Family relationship with director and management	None	

Remark: 1) 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) He was appointed as Chief Technology and Operations Officer on January 1, 2025.

Bank Executives Information

(as of December 31, 2024)

2. Mrs. Pikun Srimahunt	
Age	56 years
Current Position	Senior Executive Vice President, Chief SME Banking Officer
Education/Training Program	<ul style="list-style-type: none"> - Bachelor of Economics (2nd Class Honors), Chiang Mai University - Master of Science (Development Economic), National Institute of Development Administration
Experience	2017 - 2018 Senior Executive Vice President, Head of SME Segment, 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: 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 was appointed as Chief Business Banking Officer on January 1, 2025

Bank Executives Information

(as of December 31, 2024)

3. Ms. Poramasiri Manolamai		
Age	52 years	
Current Position	Senior Executive Vice President, Chief Insurance Business Officer	
Education/Training Program	<ul style="list-style-type: none"> - Bachelor of Business Administration, Assumption University - Master of Science (Computer Information Systems), Assumption University - Certificate of Marketing, Chartered Institute of Marketing, U.K. 	
Experience	2018 - 2020	Chief Executive Officer, FWD Life Insurance Public Co., Ltd.
Positions in listed companies	None	
Positions in non-listed companies/entities	2020 - Present	Director and Chief Executive Officer, SCB Protect 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, 2025.

Bank Executives Information

(as of December 31, 2024)

4. M.L. Chiradej Chakrabandhu		
Age	57 years	
Current Position	Senior Executive Vice President, Chief Credit Officer	
Education/Training Program	<ul style="list-style-type: none"> - 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) 	
Experience	2017 - 2019	Executive Vice President, Head of Credit Risk Management, The Siam Commercial Bank PCL
	2019	First Executive Vice President, Credit Risk Management Function, 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: 1) 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) He was appointed as Chief Risk, Legal and Compliance Officer on January 1, 2025.

Bank Executives Information

(as of December 31, 2024)

5. Mr. Vitoon Pornsakulvanich		
Age	54 years	
Current Position	Senior Executive Vice President, Chief Integrated Channels Officer and Senior Executive Vice President, Chief Retail and Business Banking Officer (Acting)	
Education/Training Program	<ul style="list-style-type: none"> - 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. 	
Experience	2016 - 2019	Executive Vice President, Branch Network Bangkok Division, The Siam Commercial Bank PCL
	2019	Executive Vice President, Retail & SSME Distribution Channel and Channel Strategy Function, Executive Vice President, Retail & SSME Distribution Network-BKK Division, and Executive Vice President, Channel Strategy Division (Acting), The Siam Commercial Bank PCL
	2019 - 2020	First Executive Vice President, Retail & Business Banking Distribution Channel and Channel Strategy Function, First Executive Vice President, Retail & Business Banking Distribution Network-BKK Division and First Executive Vice President, Channel Strategy Division (Acting), The Siam Commercial Bank PCL
	2020	First Executive Vice President, Head of Integrated Channels, The Siam Commercial Bank PCL
Positions in listed companies	None	
Positions in non-listed companies/entities	2023 - Present	Director, SCB Asset Management Co., Ltd.
SCB shareholding	None	
Family relationship with director and management	None	

Remark: 1) 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) He was appointed as Chief Consumer Banking Officer on January 1, 2025.

Bank Executives Information

(as of December 31, 2024)

6. Mr. Krieng Wongnongtaey		
Age	59 years	
Current Position	Senior Executive Vice President, Chief Risk Officer	
Education/Training Program	<ul style="list-style-type: none"> - Bachelor of Accounting, Thammasat University - Master of Accounting, Thammasat University - Advanced Management Program, Wharton School, University of Pennsylvania, U.S.A. - Banking and Financial Institution Executive Seminar 	
Experience	2016 - 2019	First Executive Vice President, Head of Audit, The Siam Commercial Bank PCL
	2020	First Executive Vice President, Chief Audit Officer, The Siam Commercial Bank PCL
	2021	Senior Executive Vice President, Chief Audit 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: 1) 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) He was appointed as an advisor to the CEO and Head of Digital & AI on January 1, 2025.

Bank Executives Information

(as of December 31, 2024)

7. Mr. Yunyong Thaicharoen		
Age	55 years	
Current Position	Senior Executive Vice President, Chief Wealth Banking Officer	
Education/Training Program	<ul style="list-style-type: none"> - Bachelor's Degree in Economics, Massachusetts Institute of Technology, U.S.A. - Doctor of Philosophy (Economics), Massachusetts Institute of Technology, U.S.A. 	
Experience	2017 - 2020	First Executive Vice President, Head of Economic Intelligence Center, The Siam Commercial Bank PCL
	2021	Senior Executive Vice President, Chief Economist, The Siam Commercial Bank PCL
	2021 - 2022	Senior Executive Vice President, Chief Wholesale Banking Officer, The Siam Commercial Bank PCL
	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
Positions in listed companies	None	
Positions in non-listed companies/entities	2006 - Present	Director, Ban Ruamtangfun Co., Ltd.
	2018 - Present	Director and Member of the Risk Management Committee, SCB Asset Management Co., Ltd.
	2022 - Present	Director, SCB-Julius Baer Securities Co., Ltd.
SCB shareholding	None	
Family relationship with director and management	None	

Remark: 1) 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) He was appointed as Chief Economist and Sustainability Officer on January 1, 2025.

Bank Executives Information

(as of December 31, 2024)

8. Mr. Tanapot Parksuwan	
Age	55 years
Current Position	Senior Executive Vice President, Chief Wholesale Banking Officer
Education/Training Program	<ul style="list-style-type: none"> - 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
Positions in listed companies	None
Positions in non-listed companies/entities	None
SCB shareholding	None
Family relationship with director and management	None

Remark: 1) 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) He was appointed as Chief Corporate and Institutional Banking Officer on January 1, 2025.

Information of Personnel Responsible for the Board's Support

(as of December 31, 2024)

1. Ms. Nipaporn Kullertprasert		
Age	48 years	
Current position	Executive Vice President, Head of Audit	
Education/Training Program	Bachelor of Accounting, Thammasat University	
Experience	2018 - 2020	Senior Vice President, Audit Development and Subsidiaries, The Siam Commercial Bank PCL
	2021	First Senior Vice President, Audit Process Function, 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, 2024)

2. Mr. Chirawat Chamrasromran	
Age	43 years
Current position	Executive Vice President, Head of Compliance
Education/Training Program	<ul style="list-style-type: none"> - Bachelor of Laws, Assumption University - Master of Laws (International Trade Law), Brunel University, U.K.
Experience	2017 - 2019 Senior Director Compliance Department, CIMB Thai Bank PCL
	2019 - 2020 Senior Vice President, Business Compliance, The Siam Commercial Bank PCL
	2020 - 2021 Senior Vice President, Retail and Business Banking Compliance Division, 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.

Information of Personnel Responsible for the Board's Support

(as of December 31, 2024)

3. Mrs. Siribunchong Uthayophas		
Age	63 years	
Current position	Company Secretary	
Education/Training Program	<ul style="list-style-type: none"> - 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 - 2021	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.
	2015 - Present	Director, Krabi Ngern Foods 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.

Information on Directors of Subsidiaries

Directors, Executives and Controlling Persons in Subsidiary

Company	Subsidiaries							Associated Company
	Siam Commercial Bank Myanmar Ltd.	Cambodian Commercial Bank Ltd.	SCB-Julius Baer Securities Co., Ltd.	SCB Protect Co., Ltd.	SCB Asset Management Co., Ltd.	Rutchayothin Assets Management Co., Ltd.	National ITMX Co., Ltd.	
Name of Director								
1 Mr. Kris Chantanotoke			X	X				
2 Mr. Orapong Thien-ngern							/	
3 M.L. Chiradej Chakrabandhu	/	/						
4 Miss Poramasiri Manolamai				/				
5 Mr. Yunyong Thaicharoen			/		/			
6 Mr. Vitoon Pornsakulvanich					/			
7 Mr. Patiphan Lerdprasertsiri		/			/	/		

Remark: X = Chairman
/ = Director

Directors of Subsidiary Companies

	Subsidiary Company	Siam Commercial Bank Myanmar Ltd.	Cambodian Commercial Bank Ltd.	SCB-Julius Baer Securities Co., Ltd.	SCB Protect Co., Ltd.	SCB Training Centre Co., Ltd.	SCB Asset Management Co., Ltd.	Mahisorn Co., Ltd.	Rutchayothin Assets Management Co., Ltd.	SCB Plus Co., Ltd.
	Name of Director									
1	Mr. Kris Chantanotoke			X	X					
2	M.L. Chiradej Chakrabandhu	/	/							
3	Miss Poramasiri Manolamai				/					
4	Mr. Yunyong Thaicharoen			/			/			
5	Mr. Vitoon Pornsakulvanich						/			
6	Mr. Thanawatn Kittisuwan	/								
7	Miss Pornpat Ongnithiwat			/						
8	Miss Wannarat Phanjan					X		X		/
9	Mr. Worawat Suvagondha				/					
10	Mr. Somprawin Manprasert			/						
11	Mr. Ekkapol Apinun					/		/		/
12	Mr. Kanin Rangkla								X	X
13	Mr. Chalitti Nuangchamnong						/			

Directors of Subsidiary Companies

Subsidiary Company		Siam Commercial Bank Myanmar Ltd.	Cambodian Commercial Bank Ltd.	SCB-Julius Baer Securities Co., Ltd.	SCB Protect Co., Ltd.	SCB Training Centre Co., Ltd.	SCB Asset Management Co., Ltd.	Mahisorn Co., Ltd.	Rutchayothin Assets Management Co., Ltd.	SCB Plus Co., Ltd.
Name of Director										
27	Miss Lalitphat Toranavikrai			/						
28	Mr. Kamalkant Agarwal	X	X							
29	Mr. Lee Kong Eng			/						
30	Mrs. Kittiya Todhanakasem						X			
31	Mrs. Shui Wei Ho			/						
32	Mr. Prakid Punyashthiti	/	/							
33	Mr. Rajesh Manwani			/						
34	Mr. Leong Yip Lam			/						
35	Mrs. Salinee Wangtal						/			
36	Mr. Senee Vacharasiritham		/							

Remark: X = Chairman
/ = Director

Internal Control and Related Party Transactions

Internal Control and Risk Management

Businesses today are constantly facing new challenges, such as economic uncertainty, digital transformation, and climate change, each impacting operations and daily life. However, the ability of the business sector to adapt to these evolving conditions presents a significant opportunity for economic growth and expansion. SCB's strategy of becoming the "Digital Bank with Human Touch" has driven business transformation, striving to create sustainable value for existing and future customers and shareholders to become "a better bank."

SCB has adopted the Bank of Thailand's requirements on governance and internal control mechanisms for financial institutions and financial businesses to ensure good governance for their operations and readiness to handle changes that may arise in the future, while comprehensively taking every stakeholder into account.

SCB has an Audit Committee to oversee the operations of SCB and its subsidiaries to ensure their compliance with policies and sound internal control. The Audit Function is in charge of regular internal control audits and reports findings to the Audit Committee.

The Board of Directors, the Audit Committee, and Management set the Bank's internal controls based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) 2013 framework. The Audit Function assesses the adequacy of the Bank's internal control system, following

the Securities and Exchange Commission's (SEC) assessment form. Assessments of the internal control system are presented for the Audit Committee's consideration and endorsement before approval by the Board of Directors.

According to COSO's internal control framework, there are five necessary components for internal control, namely: 1) control environment, 2) risk assessment, 3) control activities, 4) information and communications and 5) monitoring activities. The Bank's activities involving each of these components are outlined below:

1. Control environment

The Bank is determined that all business and functional units, including those under the umbrella of SCB and its subsidiaries, maintain a culture and environment providing for a sound and effective internal control system, together with a commitment by employees at every level to adhere to the principles of integrity and transparency. The Bank understands that a sound internal control system is a critical foundation for SCB and its subsidiaries in meeting their business objectives in a sustainable manner, as well as to ensure effective and efficient operations, trustworthy financial reporting, and regulatory compliance. Furthermore, the Bank recognizes the importance of integrating environmental, social, and governance (ESG) principles in its business operations, as they are part of key strategies during 2024-2030. SCB policies focus on balancing business growth and environmental sustainability, by supporting projects

related to renewable energy, reducing greenhouse gas emissions, and investing in businesses with effective ESG management.

In 2024, SCB emphasized the adoption of digital technology to enhance internal control, such as the development of automatic audit systems and the use of Artificial Intelligence (AI) to assess potential risks in customer service, lending, and assessment of ESG policy compliance, all of which are essential to maintaining sustainability. This is to help reduce business risks, prevent internal fraud and corruption, and increase efficiency in quickly and accurately investigating complaints from employees and external stakeholders.

With formal policies and procedures in place, the Bank requires management and staff at every level to have roles, duties, and responsibilities in maintaining sound internal control. The Bank has therefore established a sound internal control structure, with an organizational structure clearly defining supervisory lines, scopes of authority, and responsibilities for management and staff, all of which are under the Board of Directors' oversight. The Board of Directors is independent from management, and it oversees the development and efficiency of internal control.

Management, as the overseer after the Board of Directors, has promoted the development of tools to create a preventive system for business operations to cope with changing risks, as follows:

1.1 Promoting a risk awareness culture

- Developed annual mandatory e-learning courses to educate and promote awareness among staff at all levels, so that they understand their roles and responsibilities as well as concerned products and processes.
- Developed a formal policy to promote and drive the Three Lines Model. The Bank encourages business units or primary risk owners (First Line) to control risk through internal compliance units (Second Line) and audit units (Third Line) by continuously applying the model in performing their duties, from risk assessment to control, monitoring, and evaluation.
- Promoted concrete operations in line with regulatory guidelines on the market conduct of financial institutions. The Bank has set a fair customer service policy. The Board of Directors and senior executives have designated personnel in charge of overseeing operations and have established punishment provisions for inappropriate staff performance. In addition, the Bank reviewed its KPI & Incentives Policy to ensure that it encourages staff at every level to treat customers fairly with integrity and accountability for every action in line with the Bank's policy.
- The Bank continues its No Gift Policy as a guideline for staff and executives at all levels, covering what is appropriate when giving or receiving gifts and other benefits. Strict compliance with the policy is strongly emphasized.

- The Bank continues to promote and adhere to SCB core value as a common norm and appropriate framework for staff at all levels in working together. The Bank held an SCB Citizen Award campaign to encourage a growth mindset amongst staff, develop innovative and creative thinking, and apply ideas to improve and develop products, services, and work processes in line with the organization's ISCB and LDNA values that focus on people development and belief in employees' potential to drive the organization toward mutual goals.

1.2 Whistleblowing

The Bank has whistleblower channels to receive complaints and notifications from staff and external stakeholders that may indicate non-compliance with corporate governance, the code of conduct, regulations, anti-corruption law and policies, potential fraud, or corrupt practices. The whistleblower channels include a Whistleblower Hotline and an e-mail inbox (whistleblower@scb.co.th) to the Chief Audit Officer and the Chief People Officer. The Bank has also established a clear procedure for complaint management. The results and actions taken are reported to the Audit Committee on a quarterly basis. Such whistleblowing has encouraged management and staff to perform their duties with transparency and integrity, and their performance is routinely reviewed to gain the trust of every stakeholder.

As for complaints from external parties, the Bank has gathered customer and third-party complaints from all channels and conducted deep complaint analysis of root causes to find corrective actions.

2. Risk assessment

SCB and its subsidiaries have a strong risk management culture, with a mechanism to encourage executives and staff at every level to be aware of the importance of risk management amid changes in both internal and external factors affecting businesses. The Bank considers risk management an essential component in every process of the business operations of SCB and its subsidiaries. For overall risks, there is systematic management through the Bank's sub-board committees, while operational risks are under the responsibility of executives in charge of each operation. The key sub-board committees having primary roles and responsibilities related to risk management are the Executive Committee, the Risk Oversight Committee, the Technology Committee, and the Audit Committee.

In addition to the above-mentioned sub-board committees, management committees have also been set up to oversee the Bank's risk management matters. They include the Risk Management Committee, the Assets and Liabilities Management Committee, the Equity Investment Management Committee, and more.

The Bank considers external factors led by changes in the business environment that may affect its business in order to help define its overall strategy. The Bank has developed a risk materiality assessment process covering all material risks, namely, strategic risk, credit risk, investment risk, liquidity risk, market risk, technology & cyber and information security risk, operational risk, legal and compliance risk, reputational risk, people risk, model and artificial intelligence risk, and ESG risk. The process is reviewed annually to ensure that it is continuously and regularly exercised, with appropriate risk management, control, and monitoring.

In risk management, the Bank considers the chance of fraud or operational risk, as well as any direct, indirect, or potential impacts to its business.

The risk management policy of SCB and its subsidiaries requires that executives manage and monitor key risks to ensure that they are at acceptable levels and report significant risks to concerned senior executives and committees. The Bank applies the management control model according to the Three Lines Model to increase effectiveness and check the accuracy of each process. For best risk mitigation, risk control self-assessment (RCSA) is used as a tool for preliminary risk management by each unit.

3. Control activities

The Bank has established formal operational control policies, regulations, operational procedures, and manuals. They are reviewed and updated on a regular basis or upon any significant change in events. These include general control for information systems, which cover data center operations, data networks, systems development and testing, technology system maintenance, IT procurement, physical access, and IT security management.

Further, the Bank has specified scopes of duty and approval authority for executives at each level in the Bank's operational regulations, such as those for credit approval, procurement, administrative expenses, capital budget, and investment approval. They emphasize the segregation of duties in operations processes to maintain a system of checks and balances, particularly for activities prone to risk or involving potential conflicts of interest.

The Bank has placed high importance on information security system development and respect for data privacy and customer data privacy, with an information security policy in place for acknowledgment and compliance by all staff of SCB and its subsidiaries. Based on the confidentiality-integrity-availability (CIA) principle, the information security policy clearly defines duties and responsibilities for the development, implementation, and monitoring of policy compliance. The Technology Committee has a duty to screen and support operations to ensure policy compliance, and to review and assess appropriate levels of information security systems to suit the Bank's strategy. The Audit Function has a duty to audit and provide recommendations on improving the effectiveness of this information security policy.

The Bank places the utmost importance on customer data protection to ensure top security in terms of customer data maintenance and management, with operational guidelines in compliance with the Bank of Thailand's regulations, the Personal Data Protection Act, and other related laws. As for guidelines on fair customer service, the Bank has prepared and reviewed its Market Conduct Policy, the SCB Data Governance Framework, the Data Privacy and Protection Policy for SCB and its subsidiaries, and regulations on confidential customer information protection and customer information disclosure. These regulations cover customer data protection, levels of SCB information confidentiality, duties and responsibilities of units concerned with customer data maintenance and management, related approval authority for using customer data, and technology adoption for customer data protection to ensure that these operations are careful and effective. As for data management, the Bank has set requirements on data confidentiality classification, data retention and destruction, data access

control, and the administration of authorized data and system access by staff and ensures that these requirements remain up to date.

4. Information and communications

The Bank has focused on developing and enhancing information and communication technology capabilities to effectively address emerging challenges, including ongoing shifts in financial technology, the evolving business landscape, and the rapid changes in consumer behavior driven by digital trends. As data is key to increasing business competitiveness, the Bank has continuously improved the effectiveness of policy and strategic decision-making with in-depth data analytics. The SCB Data Governance Framework and AI Governance Framework serve as guidelines for effective and efficient data management.

4.1) IT systems

In 2024, the Bank enhanced its digital strategy by integrating Artificial Intelligence (AI) to drive business across every dimension, including product development and service integration. This was achieved through the Better Brain model, which focuses on leveraging AI and machine learning to develop and provide customer-centric services that cater to the evolving needs of customers in the digital age.

The Bank has set forth an IT Outsourcing policy, which covers practice guidelines on cloud computing services, system and data security, system and data integrity, and consumer protection. Additionally, the Bank has continuously upgraded its development of data governance and protection and cyber security covering its digital applications and platforms, to ensure that

they are thorough, vigilant, and adequate to cope with new threats. To safeguard its customers' personal data, the Bank has multi-layered security controls and protective measures in place, including surveillance technology and an in-depth screening process to restrict access to databases.

All these efforts reflect the Bank's commitment to enhancing technological capabilities to deliver better customer experiences and get ready for future changes, while continuously developing to strengthen its business competitiveness in the digital age.

4.2 Communications

The Bank provides internal communication channels for SCB and its subsidiaries to circulate policies, regulations, procedures, manuals, and other essential information. These communications are designed to keep all executives and staff knowledgeable and informed, and to facilitate proper compliance with policies, procedures, and regulations in a timely manner.

5. Monitoring activities

The Bank has internal control monitoring and assessment in place to ensure that the internal control system remains effective and efficient, with complete and appropriate monitoring and assessment to tackle changing risks.

5.1 The Compliance Function

is responsible for reviewing and monitoring the operations of all units within SCB and its subsidiaries to ensure their compliance with important regulations, laws, rules, and regulatory requirements.

5.2 The Credit Review Function,

which is independent from the credit approval process, is responsible for reviewing credit-related operational processes; following up actions taken with troubled debtors; the accuracy of debt classification and provision; and non-compliance issues.

5.3 The Audit Function

performs independent assurance and advisory services to ensure that the organization's internal processes are regulated with sound governance, risk management, and internal control. The Audit Function also considers the root cause of findings as well as risks found during audits.

The three functions report directly to the Audit Committee on a monthly basis and follow up on corrective actions to ensure that issues are solved quickly and efficiently.

The Audit Committee and the Board of Directors have considered the results of internal control adequacy assessment and discussed with the Bank's management any actions to be taken in line with recommendations for internal control development. The Audit Committee and the Board of Directors' opinion is that the Bank's internal control and risk management systems are appropriate and adequate for its business operations. This conclusion was in line with the opinion of the external auditor.

Related Party Transactions

The Bank places great emphasis on transparent and fair conduct, whether transactions with unrelated third parties, intra-group transactions, related party transactions, or transactions with any director or executive. Accordingly, the Bank has established safeguarding measures against the misuse of internal information for personal gain by instituting policies, rules, and approval procedures for related party transactions, as well as guidelines on related party transaction execution and disclosure to prevent and manage any potential conflict of interest in a transparent and fair manner.

The Bank's rules and approval procedures for related party transactions and conflict of interest transactions are as follows:

- The Bank strictly complies with regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission, as well as notifications of the Capital Market Supervisory Board regarding related party transactions and conflict of interest transactions. If any director or executive has a conflict of interest related to a transaction, the Bank will exclude him or her from any deliberations or decision-making regarding such transaction. Furthermore, SCB's Company Secretary would note in meeting minutes a formal record of directors or executives related to the issue under consideration, if applicable.
- The Bank observes a policy of applying pricing, terms, and conditions for transactions between the Bank and related entities on an "arm's length" basis and, broadly, on the same terms as those applied to transactions with unrelated third parties.

- The Board of Directors (excluding any director who has a conflict of interest) has approval authority for loans, investments, obligations, or lending-like transactions with the Bank's major shareholders or related businesses (as defined by the Financial Institution Business Act B.E. 2551 (2008).)
- The Bank has established an Intra-Group Transactions Policy to ensure compliance with applicable regulations and to prevent conflicts of interest and has developed the Joint Policy Statement as a business practice guideline of the group to prevent any conflict between the interests of group companies that might arise from companies that operate an asset management business (asset management company). SCB also complies with the Joint Policy Statement between the Bank of Thailand and the Securities and Exchange Commission Thailand on Consolidated Supervision of Financial Groups that Operate Fund Management Businesses. This is to ensure that the Bank is committed to providing the utmost benefits to customers and investors

Intra-Group Transactions Policy and SCB Group Risk Management Policy

Governance on Intra-Group Transactions

To enhance transparency regarding intra-group transactions within the SCB Group and to avoid any conflict of interest between SCB and other shareholders in businesses that are not wholly owned by SCB, the Bank has established an Intra-Group Transaction Policy, which has been approved by the Board of Directors and is reviewed annually by the Board. This policy

entails risk management for intra-group transactions and controls for material transactions, which are classified into two types of significant transactions, namely, credit transactions (loans, investments, and obligations or lending-like transactions) and non-credit transactions (those other than loans, investments, or obligations). The policy ensures that such transactions comply with regulations and requirements of the Bank of Thailand, the Stock Exchange of Thailand, and the Securities and Exchange Commission as well as local laws and regulations in the countries in which SCB's subsidiaries operate.

A key part of this Policy requires that intra-group transactions be executed without special terms and conditions that are materially different from other risk-equivalent transactions. In the absence of equivalent transactions, intra-group transactions must follow standard market practices with enforceable contracts, proper documentation, and record keeping as well as approval authority based on risk and materiality.

Related Party Transaction Trends and Policy Outlook

SCB's emphasis on good governance principles has led to a clear policy requiring that related party transactions comply with laws, regulations, and notifications of the Stock Exchange of Thailand and the Securities and Exchange Commission, which include the acquisition and disposal of assets of listed companies, as well as compliance with Bank of Thailand notifications.

SCB's related party transactions may arise as part of its normal business operations, for which the Bank has clear and appropriate internal approval measures and procedures.

Information Disclosure

The Bank's policy on disclosure of market-sensitive information focuses on timely, transparent, and adequate disclosure of all material information and prohibits misuse of internal information, either directly or indirectly.

The Bank discloses related party transactions and connected transactions as defined by the Stock Exchange of Thailand in the notes to the financial statements in the Annual Report in accordance with information disclosure requirements and guidelines. Related party transactions are reported to the Audit Committee on a quarterly basis. In addition, the Bank has also reported such information to SCBX Public Company Limited, which is our parent company and listed on the Stock Exchange of Thailand, for consolidation and disclosure in accordance with relevant requirements.

In 2024, the Bank did not have any related party transactions with sufficient materiality to require disclosure per the Stock Exchange of Thailand's criteria. Information pertaining to other related party transactions is disclosed in the notes to the financial statements.



Financial Report

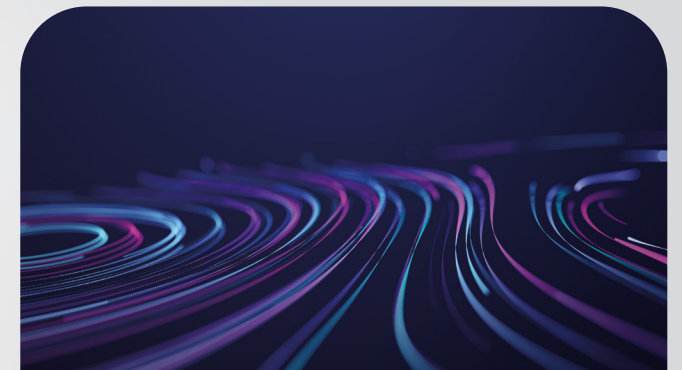
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Report of the Board of Directors'
Responsibility for the Financial statements
Independent Auditor's Report
Financial Report

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Report of the Board of Directors' Responsibility for the Financial Statements

The Board of Directors of the Siam Commercial Bank Public Company Limited places utmost importance on fulfilling its duties and responsibilities in supervising the business undertakings of the Bank in compliance with the Statement of Corporate Governance Principles. The Board of Directors is responsible for the Bank's financial statements and the consolidated financial statements of the Bank and its subsidiaries that are provided in this Annual Report. The financial statements are prepared in accordance with Thai Financial Reporting Standards, using appropriate accounting policies that are applied on a consistent basis. The financial statements are also prepared after careful consideration and, when applicable, use of appropriate estimates and judgments. All significant information related to the accounting policies and the financial statements, including the conventions and practices used for the preparation of these financial statements, are adequately disclosed in the notes to the financial statements in order to facilitate understanding and use as well as for the benefit of the shareholders and general users of the financial statements. The financial statements have been audited by independent certified public accountants whose unqualified opinions are stated in the audit report.

The Board of Directors has required the management of the Bank to adopt and maintain effective internal control and risk management systems to provide reasonable assurance on the accuracy, reliability and adequacy of the Bank's accounts; the safeguarding of its assets; and the prevention against fraud and irregularities which have material effects on the accuracy and reliability of the Bank's financial reports.

The Audit Committee, entirely comprising independent directors, has been assigned by the Board of Directors the responsibility for overseeing the quality of the Bank's financial reports and internal control system. In this respect, the Audit Committee's opinion regarding such matters is stated in this Annual Report under the Audit Committee's Report.

In the context of the nature and scale of the Bank's business, the Board of Directors is of the view that the Bank's overall internal control system is adequate and appropriate and can provide reasonable assurance that the financial statements of the Bank, including the consolidated financial statements of the Bank and its subsidiaries for the year ended December 31, 2024, which present fairly, in all material respects, in accordance with Thai Financial Reporting Standards (TFRSs), the regulations of the Bank of Thailand and related regulations.



(Mr. Apisak Tantivorawong)

Chairman of the Board and Independent Director



(Mr. Kris Chantanotoke)

Director and Chief Executive Officer



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Independent Auditor's Report

To the Shareholders of The Siam Commercial Bank Public Company Limited

Audit Report

Opinion

I have audited the consolidated and the Bank's financial statements of The Siam Commercial Bank Public Company Limited and its subsidiaries (the "Group") and of The Siam Commercial Bank Public Company Limited (the "Bank"), respectively, which comprise the consolidated and the Bank's statements of financial position as at 31 December 2024, the consolidated and the Bank's statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and the Bank's financial statements present fairly, in all material respects, the financial position of the Group and the Bank, respectively, as at 31 December 2024 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs) and the regulations of the Bank of Thailand.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and the Bank's Financial Statements* section of my report. I am independent of the Group and the Bank in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and the Bank's financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and the Bank's financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and the Bank's financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.



Allowance for expected credit loss on loans to customers and accrued interest receivables

Refer to notes 3.2.5, 4.1, 12 and 13.

The key audit matter

As at 31 December 2024, loans to customers and accrued interest receivables, recorded in the consolidated and the Bank's financial statements amounted to Baht 2,293 billion and Baht 2,290 billion, respectively (approximately 69.26% and 69.27% of total assets, respectively), against which allowance for expected credit loss on loans to customers and accrued interest receivables in the consolidated and the Bank's financial statements amounted to Baht 134 billion and Baht 133 billion, respectively, were provided.

TFRS 9 and the related Bank of Thailand ("BoT") notifications requires the Group to recognise expected credit losses ("ECL") on certain types of financial instruments including loans to customers and accrued interest receivables. The Group has developed methods and models in determining the allowance for ECL which involves significant judgment and estimation on relevant assumptions and data.

The areas where management applied significant judgment and estimation include, but are not limited to, the following:

- Selection of criteria to assess whether the financial instruments have a significant increase in credit risk ("SICR");
- Development techniques to develop ECL model parameters, including the probability of default ("PD"), loss given default ("LGD") and exposure at default ("EAD");
- Determination of forward looking macroeconomic variables and probability-weighted scenarios; and
- Qualitative adjustments including management overlays made to incorporate identified credit risks not captured in the ECL models such as the change in trends and risks in underlying portfolios.

How the matter was addressed in the audit

My audit procedures included:

- Performing a risk assessment by considering internal and external factors which could affect the performance of individual customers, industry sectors, customer segments, or which could influence the judgments and estimates.
- Testing the design and/or operating effectiveness of relevant controls surrounding the credit and impairment process. The selected controls include but are not limited to the key controls over selection of criteria to assess SICR, ECL model risk management, determination of macroeconomics variables and the probability-weighted scenario and qualitative adjustments including the management overlay.
- Testing the controls operating effectiveness over the criteria to assess whether the financial instruments have a SICR.
- Testing a sample of credit reviews prepared by management for individual large exposures and loans to customers subject to restructuring and reschedule. I formed my own independent assessment based on the detailed review of the credit profile and other relevant information, which include but are not limited to the reasonableness of the assumptions over ability to repay and collateral valuation, the appropriateness and accuracy of internal credit ratings and ECL parameters assigned for those customers.
- Assessing and testing the reasonableness of the SICR and staging criteria applied by the Group for different types of loans to customers in order to evaluate whether the criteria applied are consistent with the Group credit risk management practices, requirements under TFRS 9 and related BoT notifications.



Allowance for expected credit loss on loans to customers and accrued interest receivables	
Refer to notes 3.2.5, 4.1, 12 and 13.	
The key audit matter	How the matter was addressed in the audit
The carrying amount of allowance for expected credit loss on loans to customers and accrued interest receivables is considered a key audit matter due to the significance of the aforementioned judgments and estimates made.	<ul style="list-style-type: none"> Involving my own credit specialists to assess key data, assumptions, method, models and calculations used by management to derive ECL model parameters on significant loans to customers portfolios. They also perform the test for reasonableness of macroeconomic factors used and probability-weighted multiple scenarios including the back-testing and assess methodology and data used by the management in the identification and estimation of qualitative adjustments including the management overlay. Involving my own IT specialists to test reconciliations of data including ECL parameters among the underlying systems. Testing the mathematical accuracy of the ECL calculation including qualitative adjustment on a sample basis. Considering the adequacy of disclosures in accordance with Thai Financial Reporting Standards and BoT notifications and guidelines.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and the Bank's financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and Bank's financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and Bank's financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and Bank's financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

Responsibilities of Management and Those Charged with Governance for the Consolidated and the Bank's Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and the Bank's financial statements in accordance with TFRSs and the regulations of the Bank of Thailand, and for such internal control as management determines is necessary to enable the preparation of consolidated and the Bank's financial statements that are free from material misstatement, whether due to fraud or error.



In preparing the consolidated and the Bank's financial statements, management is responsible for assessing the Group's and the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Bank or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Bank's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated and the Bank's Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and the Bank's financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and the Bank's financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and the Bank's financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Bank's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Bank's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and the Bank's financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Bank to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and the Bank's financial statements, including the disclosures, and whether the consolidated and the Bank's financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and the Bank's financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

A handwritten signature in blue ink, appearing to read 'Orawan' followed by a flourish.

(Orawan Chunhakitpaisan)
Certified Public Accountant
Registration No. 6105

KPMG Phoomchai Audit Ltd.
Bangkok
18 February 2025

The Siam Commercial Bank Public Company Limited and its Subsidiaries
Statement of financial position

Assets	Note	Consolidated		The Bank	
		31 December 2024	31 December 2023	31 December 2024	31 December 2023
		(in thousand Baht)			
Cash		43,765,845	40,664,413	43,629,849	40,535,654
Interbank and money market items, net	7	533,684,990	436,264,724	544,605,952	427,631,763
Financial assets measured at fair value through profit or loss	8	81,435,642	58,260,916	81,435,642	58,260,916
Derivative assets	9	46,443,245	45,977,069	46,443,322	45,977,069
Investments, net	10	314,314,209	385,747,891	314,197,386	385,478,543
Investments in subsidiaries and associates, net	11	1,084,366	1,217,299	10,120,454	10,120,453
Loans to customers and accrued interest receivables, net	12, 13, 14	2,159,533,181	2,206,047,791	2,156,809,380	2,203,054,546
Properties for sale, net	16	28,214,443	25,928,813	27,999,448	25,713,818
Investment properties, net		451,683	908,483	813,700	1,310,241
Premises and equipment, net	17	41,959,188	42,413,963	39,917,597	40,313,007
Goodwill and other intangible assets, net	18	14,833,192	15,187,843	15,434,857	15,932,559
Deferred tax assets	19	2,445,127	2,741,682	2,218,673	2,562,412
Other assets, net		22,538,197	23,958,171	21,814,919	23,524,774
Total assets		3,310,703,308	3,285,319,058	3,305,441,179	3,280,415,755

The Siam Commercial Bank Public Company Limited and its Subsidiaries
Statement of financial position

Liabilities and shareholders' equity	Note	Consolidated		The Bank	
		31 December 2024	31 December 2023	31 December 2024	31 December 2023
		(in thousand Baht)			
Liabilities					
Deposits	20	2,482,670,467	2,454,616,717	2,480,279,435	2,452,077,539
Interbank and money market items	21	201,262,509	186,591,023	203,617,904	188,683,020
Liabilities payable on demand		9,226,897	13,005,055	9,226,597	13,004,461
Derivative liabilities	9	45,839,875	43,708,272	45,840,046	43,708,272
Debt issued and borrowings	22	21,408,840	56,903,376	21,408,840	56,903,376
Provisions	23	15,449,571	15,118,848	14,777,840	14,571,701
Deferred tax liabilities	19	205,406	206,538	-	-
Other liabilities	24	96,432,231	92,046,542	94,572,153	90,503,062
Total liabilities		2,872,495,796	2,862,196,371	2,869,722,815	2,859,451,431
Shareholders' equity					
Share capital	28				
Authorised share capital					
3,579,765,555 preferred shares of Baht 10 each					
(31 December 2023: 3,582,649,480 preferred shares of Baht 10 each)		35,797,656	35,826,495	35,797,656	35,826,495
3,420,234,445 common shares of Baht 10 each					
(31 December 2023: 3,417,350,520 common shares of Baht 10 each)		34,202,344	34,173,505	34,202,344	34,173,505
Issued and paid-up share capital					
641,198 preferred shares of Baht 10 each					
(31 December 2023: 3,525,123 preferred shares of Baht 10 each)		6,412	35,251	6,412	35,251
3,398,551,000 common shares of Baht 10 each					
(31 December 2023: 3,395,667,075 common shares of Baht 10 each)		33,985,510	33,956,671	33,985,510	33,956,671
Premium on share capital					
Premium on preferred shares		2,508	13,786	2,508	13,786
Premium on common shares		11,121,683	11,110,405	11,121,683	11,110,405
Other reserves	29	21,729,152	21,639,959	20,413,303	20,260,838
Retained earnings					
Appropriated					
Legal reserve	29	7,000,000	7,000,000	7,000,000	7,000,000
Unappropriated		364,082,179	349,051,822	363,188,948	348,587,373
Total owners of the Bank		437,927,444	422,807,894	435,718,364	420,964,324
Non-controlling interests		280,068	314,793	-	-
Total shareholders' equity		438,207,512	423,122,687	435,718,364	420,964,324
Total liabilities and shareholders' equity		3,310,703,308	3,285,319,058	3,305,441,179	3,280,415,755

(Mr. Kris Chantanotoke)
Director and Chief Executive Officer

The Siam Commercial Bank Public Company Limited and its Subsidiaries
Statement of profit or loss and other comprehensive income

	Note	Consolidated		The Bank	
		For the year ended		For the year ended	
		31 December		31 December	
		2024	2023	2024	2023
		<i>(in thousand Baht)</i>			
Interest income	36	141,670,086	137,358,609	141,314,562	137,003,371
Interest expenses	37	37,076,375	33,505,463	37,121,919	33,492,418
Net interest income		104,593,711	103,853,146	104,192,643	103,510,953
Fee and service income	38	38,281,821	40,597,345	33,022,708	36,077,454
Fee and service expenses	38	11,799,131	12,364,473	10,291,707	11,067,979
Net fee and service income	38	26,482,690	28,232,872	22,731,001	25,009,475
Net gain on financial instruments measured at fair value through profit or loss	39	9,706,559	7,825,308	9,665,896	7,800,710
Net gain on investments	40	435,338	68,180	435,338	63,732
Share of profit from investments in associates		595,104	477,335	-	-
Dividend income		136,870	52,238	2,440,822	1,880,069
Other operating income		1,873,366	2,821,208	1,377,104	2,446,963
Total operating income		143,823,638	143,330,287	140,842,804	140,711,902
Other operating expenses					
Employee expenses		27,207,166	26,901,570	24,227,974	24,254,822
Directors' remuneration		69,366	37,690	63,193	29,393
Premises and equipment expenses		9,598,834	9,869,262	9,018,384	9,322,395
Taxes and duties		4,247,997	3,900,447	4,244,925	3,897,260
Other expenses	41	14,308,791	15,212,839	15,752,054	16,708,430
Total operating expenses		55,432,154	55,921,808	53,306,530	54,212,300
Expected credit loss	42	27,135,284	27,910,267	27,180,085	27,848,090
Profit from operations before income tax expenses		61,256,200	59,498,212	60,356,189	58,651,512
Income tax expenses	19	12,056,758	11,572,609	11,604,942	11,166,255
Net profit		49,199,442	47,925,603	48,751,247	47,485,257

The accompanying notes form an integral part of the financial statements.

The Siam Commercial Bank Public Company Limited and its Subsidiaries
Statement of profit or loss and other comprehensive income

	Note	Consolidated		The Bank	
		For the year ended		For the year ended	
		31 December		31 December	
		2024	2023	2024	2023
		<i>(in thousand Baht)</i>			
Other comprehensive income					
Items that will be reclassified subsequently to profit or loss					
Gain on investments in debt instruments at fair value through other comprehensive income		482,959	84,112	482,959	84,112
Gain (loss) arising from translating the financial statements of foreign operations		(46,788)	(118,828)	12,646	(41,174)
Changes in hedge reserve		76,805	(70,680)	76,805	(70,680)
Income tax relating to components of other comprehensive income will be reclassified subsequently to profit or loss	19	(111,953)	(2,686)	(111,953)	(2,686)
		401,023	(108,082)	460,457	(30,428)
Items that will not be reclassified subsequently to profit or loss					
Gain on investments in equity instruments designated at fair value through other comprehensive income		104,893	51,324	103,695	50,463
Actuarial gain (loss) on defined benefit plans	23	(844,521)	160,288	(770,853)	140,070
Income tax relating to components of other comprehensive income will not be reclassified subsequently to profit or loss	19	147,926	(42,323)	133,432	(38,107)
		(591,702)	169,289	(533,726)	152,426
Total other comprehensive income, net of income tax		(190,679)	61,207	(73,269)	121,998
Total comprehensive income		49,008,763	47,986,810	48,677,978	47,607,255
Net profit (loss) attributable to:					
Owners of the Bank		49,232,546	47,958,199	48,751,247	47,485,257
Non-controlling interests		(33,104)	(32,596)	-	-
Total comprehensive income attributable to:					
Owners of the Bank		49,043,488	48,020,872	48,677,978	47,607,255
Non-controlling interests		(34,725)	(34,062)	-	-
Earnings per share of owners of the Bank					
Basic earnings per share <i>(in Baht)</i>	43	14.48	14.11	14.34	13.97


(Mr. Kris Chantanotoke)
Director and Chief Executive Officer

The accompanying notes form an integral part of the financial statements.

The Siam Commercial Bank Public Company Limited and its Subsidiaries

Statement of changes in equity

	Consolidated																	
	Issued and paid-up share capital		Premium on share capital		Gain (loss) on investments in debt instruments at fair value through other comprehensive income			Gain (loss) on investments in equity instruments designated at fair value through other comprehensive income			Total other reserves		Retained earnings		Total owners of the Bank	Non-controlling interests	Total	
Note	Preferred shares	Common shares	Preferred shares	Common shares	comprehensive income	of foreign operations	comprehensive income	Changes in hedge reserve	revaluation surplus	other reserves	Legal reserve	Unappropriated						
(in thousand Baht)																		
Year ended 31 December 2024																		
Balance at 1 January 2024	35,251	33,956,671	13,786	11,110,405	(14,343)	(840,879)	1,061,662	(61,444)	21,494,963	21,639,959	7,000,000	349,051,822	422,807,894	314,793	423,122,687			
Transactions with owners, recorded directly in equity																		
Dividend paid	30	-	-	-	-	-	-	-	-	-	-	(33,923,938)	(33,923,938)	-	(33,923,938)			
Conversion of preferred shares to common shares	28	(28,839)	28,839	(11,278)	11,278	-	-	-	-	-	-	-	-	-	-			
Total transactions with owners, recorded directly in equity		(28,839)	28,839	(11,278)	11,278	-	-	-	-	-	-	(33,923,938)	(33,923,938)	-	(33,923,938)			
Comprehensive income for the year																		
Net profit (loss)		-	-	-	-	-	-	-	-	-	-	49,232,546	49,232,546	(33,104)	49,199,442			
Other comprehensive income		-	-	-	386,367	(46,788)	83,914	61,444	-	484,937	-	(673,995)	(189,058)	(1,621)	(190,679)			
Total comprehensive income for the year		-	-	-	386,367	(46,788)	83,914	61,444	-	484,937	-	48,558,551	49,043,488	(34,725)	49,008,763			
Transfer to retained earnings		-	-	-	-	-	(47,200)	-	(348,544)	(395,744)	-	395,744	-	-	-			
Balance at 31 December 2024		6,412	33,985,510	2,508	11,121,683	372,024	(887,667)	1,098,376	-	21,146,419	21,729,152	7,000,000	364,082,179	437,927,444	280,068	438,207,512		

The accompanying notes form an integral part of the financial statements.

The Siam Commercial Bank Public Company Limited and its Subsidiaries
Statement of changes in equity

	Consolidated																
	Issued and paid-up share capital		Premium on share capital		Gain (loss) on investments in debt instruments at fair value through other comprehensive income		Loss arising from translating the financial statements of foreign operations		Gain on investments in equity instruments designated at fair value through other comprehensive income		Changes in hedge reserve	Total other reserves	Retained earnings		Total owners of the Bank	Non-controlling interests	Total
Note	Preferred shares	Common shares	Preferred shares	Common shares	comprehensive income	of foreign operations	comprehensive income	Changes in hedge reserve	surplus	reserves	Legal reserve	Unappropriated	the Bank	interests	Total		
	<i>(in thousand Baht)</i>																
Year ended 31 December 2023																	
Balance at 1 January 2023	35,251	33,956,671	13,786	11,110,405	(81,633)	(723,859)	1,020,601	(4,900)	21,855,900	22,066,109	7,000,000	346,872,131	421,054,353	208,562	421,262,915		
Transactions with owners, recorded directly in equity																	
Dividend paid	30	-	-	-	-	-	-	-	-	-	-	(46,127,038)	(46,127,038)	-	(46,127,038)		
Liquidation of subsidiary		-	-	-	-	-	-	-	-	-	-	(140,293)	(140,293)	140,293	-		
Total transactions with owners, recorded directly in equity		-	-	-	-	-	-	-	-	-	-	(46,267,331)	(46,267,331)	140,293	(46,127,038)		
Comprehensive income for the year																	
Net profit (loss)		-	-	-	-	-	-	-	-	-	-	47,958,199	47,958,199	(32,596)	47,925,603		
Other comprehensive income		-	-	-	67,290	(117,020)	41,059	(56,544)	-	(65,215)	-	127,888	62,673	(1,466)	61,207		
Total comprehensive income for the year		-	-	-	67,290	(117,020)	41,059	(56,544)	-	(65,215)	-	48,086,087	48,020,872	(34,062)	47,986,810		
Transfer to retained earnings		-	-	-	-	-	2	-	(360,937)	(360,935)	-	360,935	-	-	-		
Balance at 31 December 2023		35,251	33,956,671	13,786	11,110,405	(14,343)	(840,879)	1,061,662	(61,444)	21,494,963	21,639,959	7,000,000	349,051,822	422,807,894	314,793	423,122,687	

The accompanying notes form an integral part of the financial statements.

The Siam Commercial Bank Public Company Limited and its Subsidiaries

Statement of changes in equity

Note	The Bank													
					Other reserves									Total
	Issued and paid-up share capital		Premium on share capital		Gain (loss) on investments in debt instruments at fair value through other comprehensive income	Gain (loss) arising from translating the financial statements of foreign operations	Gain (loss) on investments in equity instruments designated at fair value through other comprehensive income	Changes in hedge reserve	Changes in revaluation surplus	Total other reserves	Retained earnings			
	Preferred shares	Common shares	Preferred shares	Common shares							Legal reserve	Unappropriated		
shares	shares	shares	shares	reserve										
<i>(in thousand Baht)</i>														
Year ended 31 December 2024														
		35,251	33,956,671	13,786	11,110,405	(14,344)	(1,256,244)	1,057,399	(61,444)	20,535,471	20,260,838	7,000,000	348,587,373	420,964,324
Balance at 1 January 2024														
Transactions with owners, recorded directly in equity														
	30	-	-	-	-	-	-	-	-	-	-	-	(33,923,938)	(33,923,938)
	28	(28,839)	28,839	(11,278)	11,278	-	-	-	-	-	-	-	-	-
		(28,839)	28,839	(11,278)	11,278	-	-	-	-	-	-	-	(33,923,938)	(33,923,938)
Total transactions with owners, recorded directly in equity														
Comprehensive income for the year														
		-	-	-	-	-	-	-	-	-	-	-	48,751,247	48,751,247
		-	-	-	-	386,367	12,646	82,956	61,444	-	543,413	-	(616,682)	(73,269)
		-	-	-	-	386,367	12,646	82,956	61,444	-	543,413	-	48,134,565	48,677,978
Total comprehensive income for the year														
		-	-	-	-	-	-	(47,200)	-	(343,748)	(390,948)	-	390,948	-
Transfer to retained earnings														
		6,412	33,985,510	2,508	11,121,683	372,023	(1,243,598)	1,093,155	-	20,191,723	20,413,303	7,000,000	363,188,948	435,718,364
Balance at 31 December 2024														

The accompanying notes form an integral part of the financial statements.

The Siam Commercial Bank Public Company Limited and its Subsidiaries

Statement of changes in equity

Note	The Bank													
					Other reserves									Total
	Issued and paid-up share capital		Premium on share capital		Gain (loss) on investments in debt instruments at fair value through other comprehensive income	Loss arising from translating the financial statements of foreign operations	Gain on investments in equity instruments designated at fair value through other comprehensive income	Changes in hedge reserve	Changes in revaluation surplus	Total other reserves	Retained earnings			
	Preferred shares	Common shares	Preferred shares	Common shares							Legal reserve	Unappropriated		
	<i>(in thousand Baht)</i>													
Year ended 31 December 2023														
Balance at 1 January 2023	35,251	33,956,671	13,786	11,110,405	(81,634)	(1,215,070)	1,017,027	(4,900)	20,891,612	20,607,035	7,000,000	346,760,959	419,484,107	
Transactions with owners, recorded directly in equity														
Dividend paid	-	-	-	-	-	-	-	-	-	-	-	(46,127,038)	(46,127,038)	
Total transactions with owners, recorded directly in equity	-	-	-	-	-	-	-	-	-	-	-	(46,127,038)	(46,127,038)	
Comprehensive income for the year														
Net profit	-	-	-	-	-	-	-	-	-	-	-	47,485,257	47,485,257	
Other comprehensive income	-	-	-	-	67,290	(41,174)	40,370	(56,544)	-	9,942	-	112,056	121,998	
Total comprehensive income for the year	-	-	-	-	67,290	(41,174)	40,370	(56,544)	-	9,942	-	47,597,313	47,607,255	
Transfer to retained earnings	-	-	-	-	-	-	2	-	(356,141)	(356,139)	-	356,139	-	
Balance at 31 December 2023	35,251	33,956,671	13,786	11,110,405	(14,344)	(1,256,244)	1,057,399	(61,444)	20,535,471	20,260,838	7,000,000	348,587,373	420,964,324	



(Mr. Kris Chantanotoke)
Director and Chief Executive Officer


The Siam Commercial Bank Public Company Limited and its Subsidiaries
Statement of cash flows

	Consolidated		The Bank	
	For the year ended		For the year ended	
	31 December		31 December	
	2024	2023	2024	2023
	(in thousand Baht)			
Cash flows from operating activities				
Profit from operating before income tax expenses	61,256,200	59,498,212	60,356,189	58,651,512
<i>Adjustments to reconcile profit from operating before income tax expenses to cash receipts (payments) from operating activities</i>				
Depreciation and amortisation	6,669,538	7,602,739	6,588,293	7,524,739
Expected credit loss	30,096,108	31,217,984	30,139,409	31,155,807
Impairment loss on premises and equipment	-	615	-	-
Impairment loss on intangible assets	228,846	-	228,846	-
Impairment loss on properties for sale	338,839	216,109	338,839	216,109
Provision expenses	1,300,451	1,101,724	1,054,739	1,064,025
Gain on sale of premises and equipment	(13,440)	(1,964)	(9,885)	(1,964)
Loss from write-off of premises and equipment	11,320	2,699	8,610	2,699
Gain on sale of properties for sale	(687,818)	(858,870)	(687,818)	(858,870)
Gain on sale of intangible assets	(276)	(4,879)	(276)	(4,879)
Loss from write-off of intangible assets	-	15,085	-	15,085
(Gain) loss on revaluation of investment properties	(29,259)	-	8,369	-
Net (gain) loss on financial instruments	584,454	(23,214,427)	589,599	(23,205,105)
Net gain on investments	(435,338)	(68,180)	(435,338)	(63,732)
Share of profit from investments in associates	(595,104)	(477,335)	-	-
	<u>98,724,521</u>	<u>75,029,512</u>	<u>98,179,576</u>	<u>74,495,426</u>
Net interest income	(104,593,711)	(103,853,146)	(104,192,643)	(103,510,953)
Dividend income	(136,870)	(52,238)	(2,440,822)	(1,880,069)
Proceeds from interest	137,952,283	134,528,632	137,623,687	134,187,580
Interest paid	(35,517,162)	(29,030,371)	(35,579,638)	(28,998,012)
Proceeds from dividend	864,908	309,674	2,440,822	1,880,069
Income tax paid	(11,207,539)	(12,576,912)	(10,778,217)	(12,108,369)
Profit from operating before changes in operating assets and liabilities	86,086,430	64,355,151	85,252,765	64,065,672
<i>(Increase) decrease in operating assets</i>				
Interbank and money market items	(117,420,245)	86,231,387	(116,973,370)	83,114,217
Financial assets measured at fair value through profit or loss	(23,759,180)	7,109,236	(23,764,325)	7,099,914
Derivative assets	1,005,044	20,564,051	998,849	20,545,531
Loans to customers	2,810,210	(62,679,373)	2,488,944	(62,510,240)
Properties for sale	11,795,840	13,699,117	11,795,840	13,699,117
Other assets	644,489	3,033,843	954,726	3,350,878
<i>Increase (decrease) in operating liabilities</i>				
Deposits	28,053,750	(122,794,498)	28,201,896	(121,576,954)
Interbank and money market items	14,671,486	49,760,867	14,934,884	51,344,266
Liabilities payable on demand	(3,778,158)	1,575,964	(3,777,864)	1,575,773
Derivative liabilities	2,208,408	(16,777,162)	2,208,579	(16,777,265)
Short-term debt issued and borrowings	(138,435)	3,608,773	(138,435)	3,608,773
Other liabilities	2,167,861	8,482,505	2,088,943	8,364,374
Net cash from operating activities	<u>4,347,500</u>	<u>56,169,861</u>	<u>4,271,432</u>	<u>55,904,056</u>

The accompanying notes form an integral part of the financial statements.

The Siam Commercial Bank Public Company Limited and its Subsidiaries
Statement of cash flows

	Consolidated		The Bank	
	For the year ended		For the year ended	
	31 December		31 December	
Note	2024	2023	2024	2023
	(in thousand Baht)			
Cash flows from investing activities				
Acquisition of instruments measured at fair value through other comprehensive income		(92,419,681)	(171,799,015)	(92,419,681)
Proceeds from sale of instruments measured at fair value through other comprehensive income		172,051,215	174,132,396	172,051,215
Acquisition of instruments measured at amortised cost		(38,837,717)	(599,757)	(38,000,000)
Proceeds from redemption of instruments measured at amortised cost		33,927,118	1,357,551	32,900,000
Payment for investments in subsidiaries and associates		-	(104,229)	-
Acquisition of premises and equipment		(1,093,229)	(534,455)	(1,055,739)
Proceeds from sale of premises and equipment		20,409	26,629	15,743
Acquisition of intangible assets		(4,050,539)	(3,886,672)	(4,021,388)
Proceeds from sale of intangible assets		5,326	280,331	5,326
Net cash from (used in) investing activities		<u>69,602,902</u>	<u>(1,127,221)</u>	<u>69,475,476</u>
Cash flows from financing activities				
Proceeds from long-term debt issued		198,565	2,902,629	198,565
Repayment of long-term debt issued		(36,271,916)	(17,382,783)	(36,271,916)
Repayment of long-term borrowings		(10,740)	(33,444)	(10,740)
Payment of lease liabilities		(794,153)	(886,316)	(657,330)
Dividend paid to equity holders of the Bank	30	(33,923,938)	(46,127,038)	(33,923,938)
Net cash used in financing activities		<u>(70,802,182)</u>	<u>(61,526,952)</u>	<u>(70,665,359)</u>
Gain (loss) arising from translating the financial statements of foreign operations		(46,788)	(96,588)	12,646
Net increase (decrease) in cash		<u>3,101,432</u>	<u>(6,580,900)</u>	<u>3,094,195</u>
Cash at 1 January		<u>40,664,413</u>	<u>47,245,313</u>	<u>40,535,654</u>
Cash at 31 December		<u>43,765,845</u>	<u>40,664,413</u>	<u>43,629,849</u>


(Mr. Kris Chantanoatoko)
Director and Chief Executive Officer

The accompanying notes form an integral part of the financial statements.

The Siam Commercial Bank Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

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These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 18 February 2025.

1 General information

The Siam Commercial Bank Public Company Limited, the “Bank”, is incorporated in Thailand and the Bank’s registered office at 9 Ratchadapisek Road, Jatujak, Bangkok.

The Bank was established by Royal Charter on 30 January 1906. The Bank’s parent company during the year was SCB X Public Company Limited, which holds 99.56% of the Bank’s total shares.

The principal activities of the Bank are the provision of financial products and services through its Head Office and branch network in Thailand, its branches in Singapore, Hong Kong, Laos, Vietnam, China and Cayman Islands and its subsidiaries in Thailand, Cambodia and Myanmar. Details of the Bank’s subsidiaries as at 31 December 2024 and 2023 are given in note 11.

2 Basis of preparation of the financial statements

2.1 Statement of compliance

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), guidelines promulgated by the Thailand Federation of Accounting Professions (TFAC), the regulations of the Bank of Thailand (BoT) and applicable rules and regulations of the Thai Securities and Exchange Commission (SEC); and presented in accordance with the BoT notification number Sor Nor Sor 21/2561 dated 31 October 2018, regarding to *Preparation and Announcement of Financial Statements of a Commercial Bank and a Holding Company that is the Parent Company of a Financial Group* and other additional BoT notification.

2.2 Functional and presentation currency

The financial statements are presented in Thai Baht, which is the Bank’s functional currency.

2.3 Use of judgments and estimates

The preparation of financial statements in conformity with TFRS requires management to make judgments, estimates and assumptions that affect the application of the Bank and its subsidiaries’ accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that described in each note are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

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2.3.1 Judgments

Information about judgments made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

Note 3.2.5, 4.1 and 13	Determining the criteria for assessing if there has been a significant increase in credit risk, determining the methodology for incorporating forward-looking information and selection and applying of models used to measure expected credit loss including management overlay.
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2.3.2 Assumptions and estimation uncertainties

Information about assumption and estimation uncertainties at 31 December 2024 that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities in the next financial year is included in the following notes:

Note 3.2.5, 4.1 and 13	Impairment of financial instruments: determination of inputs into the ECL measurement models and management overlay, including key assumptions used in estimating recoverable cash flows and incorporation of forward-looking information.
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3 Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

3.1 Basis of consolidation

The consolidated financial statements relate to the Bank and its subsidiaries (together referred to as “the Bank and its subsidiaries”) and the Bank and its subsidiaries’ interest in associates.

Business combinations

The Bank and its subsidiaries apply the acquisition method. The acquisition date is the date on which control is transferred to the Bank and its subsidiaries, other than those with entities under common control. Expenses in connection with a business combination are recognised as incurred.

Goodwill is measured as the fair value of the consideration transferred including the recognised amount of any non-controlling interests in the acquiree, less net fair value of the identifiable assets acquired and liabilities assumed. Any gain on bargain purchase is recognised in profit or loss immediately.

Consideration transferred includes the assets transferred, liabilities incurred by the Bank and its subsidiaries to the previous owners of the acquiree, any contingent consideration, and equity interests issued by the Bank and its subsidiaries.

Any contingent consideration is measured at fair value at the date of acquisition and remeasured at fair value at each reporting date. Subsequent changes in the fair value are recognised in profit or loss.

A contingent liability of the acquiree is assumed in a business combination only if such a liability represents a present obligation and arises from a past event, and its fair value can be measured reliably.

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Transaction costs that the Bank and its subsidiaries incur in connection with a business combination, such as legal fees, and other professional and consulting fees are expensed as incurred.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Bank and its subsidiaries report provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period, or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed at the acquisition date that, if known, would have affected the amounts recognised at that date.

Step acquisition

When a business combination is achieved in stages, the Bank and its subsidiaries’ previously held equity interest in the acquiree is remeasured to its acquisition-date fair value and the resulting gain or loss, if any, is recognised in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognised in other comprehensive income are reclassified to profit or loss where such treatment would be appropriate if that interest were disposed of.

Acquisitions from entities under common control

Business combination under common control are accounted for using a method similar to the pooling of interest method, by recognising assets and liabilities of the acquired businesses at their carrying amounts in the consolidated financial statements of the ultimate parent company at the moment of the transaction. The difference between the carrying amount of the acquired net assets and the consideration transferred is recognised as surplus or deficit from business combinations under common control in shareholder’s equity. The surplus or discount will be transferred to retained earnings upon divestment of the businesses acquired.

The results from operations of the acquired businesses will be included in the consolidated financial statements of the acquirer from the beginning of the comparative year or the moment the businesses came under common control, whichever date is later, until control ceases.

Subsidiaries

Subsidiaries are entities controlled by the Bank and its subsidiaries. The Bank and its subsidiaries control an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

The Siam Commercial Bank Public Company Limited and its Subsidiaries
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Non-controlling interests

At the acquisition date, the Bank and its subsidiaries measure any non-controlling interests at its proportionate interest in the identifiable net assets of the acquiree.

When there is a change in the Bank and its subsidiaries' interest in a subsidiary that do not result in a loss of control, any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received from the acquisition or disposal of the non-controlling interests with no change in control are accounted for as other surpluses or deficits in shareholders' equity.

Loss of control

When the Bank and its subsidiaries lose control over a subsidiary, they derecognise the assets and liabilities, and any related non-controlling interests and other components of equity of the subsidiary. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

Interests in equity-accounted investees

The Bank and its subsidiaries' interests in equity-accounted investees comprise interests in associates.

Associates are those entities in which the Bank and its subsidiaries have significant influence, but not control or joint control, over the financial and operating policies.

The Bank and its subsidiaries recognised investments in associates using the equity method in the consolidated financial statements except for those interests held by the Bank and its subsidiaries elect to measure investments at fair value through profit or loss.

Investments in associates in the Bank's financial statements are measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date on which the Bank and its subsidiaries' right to receive payment is established. If the Bank and its subsidiaries dispose of part of its investment, the deemed cost of the part sold is determined using the weighted average method. Gains and losses on disposal of the investments are recognised in profit or loss.

Transactions eliminated on consolidation

The consolidated financial statements include the accounts of the Head Office, all domestic and overseas branches and the Bank's subsidiaries. All inter-company transactions and balances within this Group have been eliminated.

The Siam Commercial Bank Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

3.2 Financial instruments

3.2.1 Recognition and initial measurement

The Bank and its subsidiaries initially recognise all financial instruments (including regular-way purchases and sales of financial assets) on the trade date, which is the date on which the Bank and its subsidiaries become a party to the contractual provisions of the financial instrument, except for investments in debt instruments which are recognised on the settlement date.

Financial assets or financial liabilities that are not measured at fair value through profit or loss are measured initially at fair value plus transaction costs that are directly attributable to its acquisition or issuance.

3.2.2 Classification and subsequent measurement

Classification of financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost (AMC), fair value through other comprehensive income (FVOCI) or fair value through profit or loss (FVTPL).

A financial asset is measured at AMC if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt instrument is measured at FVOCI only if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Bank and its subsidiaries may irrevocably elect to present subsequent changes in fair value in OCI. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Bank and its subsidiaries may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

The Siam Commercial Bank Public Company Limited and its Subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

Business model assessment of financial assets

The Bank and its subsidiaries assess the objective of a business model in which an asset is held at a portfolio level because this best reflects the way the business is managed, and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. In particular, whether management's strategy focuses on earning contractual interest revenue, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cashflows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Bank and its subsidiaries' management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and its strategy for how those risks are managed;
- how investment managers are compensated (e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected); and
- the frequency, volume and timing of sales in prior years, the reasons for such sales and its expectations about future sales activity. However, information about sales activity is not considered in isolation, but as part of an overall assessment of how the Bank and its subsidiaries' stated objective for managing the financial assets is achieved and how cash flows are realised.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Bank and its subsidiaries' continuing recognition of the assets.

Financial assets that are held for trading or managed and whose performance is evaluated on a fair value basis are measured at FVTPL.

Assessment of whether contractual cash flows are Solely Payments of Principal and Interest (SPPI)

For the purposes of this assessment,

- "Principal" is defined as the fair value of the financial asset on initial recognition.
- "Interest" is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as profit margin.

In assessing whether the contractual cash flows are SPPI, the Bank and its subsidiaries consider the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making the assessment the Bank and its subsidiaries consider:

- contingent events that would change the amount and timing of cash flows;
- leverage features;
- terms that limit the Bank and subsidiaries' claim to cash flows from specified assets (e.g. non-recourse loans); and
- features that modify consideration of the time value of money (e.g. periodical reset of interest rates).

The Siam Commercial Bank Public Company Limited and its Subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

Subsequent measurement and gain and loss of financial assets

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gain and loss, including any interest or dividend income, are recognised in profit or loss.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit loss. Interest income, foreign exchange gain and loss and expected credit loss are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.
Debt investments at FVOCI	These assets are subsequently measured at fair value. Interest income, calculated using the effective interest method, foreign exchange gain and loss and expected credit loss are recognised in profit or loss. Other net gain and loss are recognised in OCI. On derecognition, gain and loss accumulated in OCI are reclassified to profit or loss.
Equity investments at FVOCI	These assets are subsequently measured at fair value. Dividends income are recognised as income in profit or loss on the date on which the Bank and its subsidiaries' right to receive payment is established, unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gain and loss are recognised in OCI and are never reclassified to profit or loss.

Classification, subsequent measurement and gain and loss of financial liabilities

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gain and loss, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gain and loss are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

The Bank and its subsidiaries record their obligations to return borrowed collateral, in the form of securities for private repurchase or securities borrowing and lending transactions where these securities are used to further borrow or lend in other transactions in financial liabilities measured at FVTPL.

Reclassification

Financial assets are not reclassified subsequent to their initial recognition, except in the period after the Bank and its subsidiaries change their business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

The Siam Commercial Bank Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

3.2.3 *Derecognition*

Derecognition of financial assets

The Bank and its subsidiaries derecognise a financial asset when the contractual rights to the cash flows from the financial asset expire, or they transfer the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Bank and its subsidiaries neither transfer nor retain substantially all of the risks and rewards of ownership and they do not retain control of the financial asset.

On derecognition of a financial asset, the difference between the carrying amount of the asset (or the carrying amount allocated to the portion of the asset derecognised) and the sum of (i) the consideration received (including any new asset obtained less any new liability assumed) and (ii) any cumulative gain or loss that had been recognised in other comprehensive income is recognised in profit or loss.

Any cumulative gain or loss recognised in other comprehensive income in respect of equity instruments designated as at FVOCI is not recognised in profit or loss on derecognition of such securities. Any interest in transferred financial assets that qualify for derecognition that is created or retained by the Bank and its subsidiaries are recognised as a separate asset or liability.

The Bank and its subsidiaries enter into transactions whereby they transfer assets recognised on their statement of financial position but retains either all or substantially all of the risks and rewards of the transferred assets or a portion of them. In such cases, the transferred assets are not derecognised. Examples of such transactions are securities lending and sale-and-repurchase transactions.

When assets are sold to a third party with a concurrent total rate of return swap on the transferred assets, the transaction is accounted for as a secured financing transaction similar to sale-and-repurchase transactions, because the Bank and its subsidiaries retain all or substantially all of the risks and rewards of ownership of such assets.

In transactions in which the Bank and its subsidiaries neither retain nor transfer substantially all of the risks and rewards of ownership of a financial asset and it retains control over the asset, the Bank and its subsidiaries continue to recognise the asset to the extent of its continuing involvement, determined by the extent to which it is exposed to changes in the value of the transferred asset.

In certain transactions, the Bank and its subsidiaries retain the obligation to service the transferred financial asset for a fee. The transferred asset is derecognised if it meets the derecognition criteria. An asset or liability is recognised for the servicing contract if the servicing fee to be received is expected to be more than adequate compensation for the servicing, a servicing asset shall be recognised or a servicing liability if the fee to be received is not expected to compensate the entity adequately for performing the servicing.

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Notes to the financial statements
For the year ended 31 December 2024

Derecognition of financial liabilities

The Bank and its subsidiaries derecognise a financial liability when its contractual obligations are discharged or cancelled, or expire. The Bank and its subsidiaries also derecognise a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

3.2.4 *Modifications of financial assets and financial liabilities*

Modifications of financial assets

If the terms of a financial asset are modified, then the Bank and its subsidiaries evaluate whether the cash flows of the modified asset are substantially different.

If the cash flows are substantially different, then the contractual rights to cash flows from the original financial asset are deemed to have expired. In this case, the original financial asset is derecognised and a new financial asset is recognised at fair value plus any eligible transaction costs. Any fees received as part of the modification are accounted for as follows:

- fees that are considered in determining the fair value of the new asset and fees that represent reimbursement of eligible transaction costs are included in the initial measurement of the asset; and
- other fees are included in profit or loss as part of the gain or loss on derecognition.

If cash flows are modified when the borrower is in financial difficulties, then the objective of the modification is usually to maximise recovery of the original contractual terms rather than to originate a new asset with substantially different terms. If the Bank and its subsidiaries plan to modify a financial asset in a way that would result in forgiveness of cash flows, then it first considers whether a portion of the asset should be written off before the modification takes place. This approach impacts the result of the quantitative evaluation and means that the derecognition criteria are not usually met in such cases.

If the modification of a financial asset measured at amortised cost or FVOCI does not result in derecognition of the financial asset, then the Bank and its subsidiaries first recalculate the gross carrying amount of the financial asset using the original effective interest rate of the asset and recognises the resulting adjustment as a modification gain or loss in profit or loss. For floating-rate financial assets, the original effective interest rate used to calculate the modification gain or loss is adjusted to reflect current market terms at the time of the modification. Any costs, or fees incurred and fees received as part of the modification adjust the gross carrying amount of the modified financial asset and are amortised over the remaining term of the modified financial asset.

If such a modification is carried out because of financial difficulties of the borrower, then the gain or loss is presented together with expected credit loss. In other cases, it is presented as interest income calculated using the effective interest rate method.

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Modifications of financial liabilities

The Bank and its subsidiaries derecognise a financial liability when its terms are modified and the cash flows of the modified liability are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability derecognised and consideration paid is recognised in profit or loss. The consideration paid includes any non-cash assets transferred and new liabilities assumed.

If the modification of a financial liability is not accounted for as derecognition, then the amortised cost of the liability is recalculated by discounting the modified cash flows at the original effective interest rate and the resulting gain or loss is recognised in profit or loss. For floating-rate financial liabilities, the original effective interest rate used to calculate the modification gain or loss is adjusted to reflect current market terms at the time of the modification. Any costs and fees incurred are recognised as an adjustment to the carrying amount of the liability and amortised over the remaining term of the modified financial liability by re-computing the effective interest rate on the instrument.

3.2.5 Impairment of financial assets

The Bank and its subsidiaries recognise allowance for expected credit loss (ECL) on the following financial instruments that are not measured at FVTPL:

- financial assets that are debt instruments;
- lease receivables;
- financial guarantee contracts issued; and
- loan commitments issued.

No impairment loss is recognised on equity investments.

Measurement of ECL

An expected credit loss represents the present value of expected cash shortfalls over the residual term of a financial asset, undrawn commitment or financial guarantee. A cash shortfall is the difference between the cash flows that are due in accordance with the contractual terms of the instrument and the cash flows that are expected to be received over the contractual life of the instrument.

Expected credit losses are computed as unbiased, probability-weighted amounts which are determined by evaluating a range of reasonably possible outcomes, the time value of money, and considering all reasonable and supportable information. This includes forward-looking information.

Estimates of expected cash shortfalls are determined by multiplying the probability of default (PD) with the loss given default (LGD) with the expected exposure at the time of default (EAD).

Forward-looking macro-economic assumptions are incorporated into the PD, LGD and EAD where relevant and where they have been identified to influence credit risk, such as Gross Domestic Product (GDP), unemployment rate, private consumption expenditure, farm income index, agricultural price index, average monthly wage, passenger car sales and household debt to GDP. These assumptions are determined using all reasonable and supportable information, which includes both available internal and external information and are consistent with those used for financial and capital planning.

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The period over which cash shortfalls are determined is generally limited to the maximum contractual period for which the Bank and its subsidiaries are exposed to credit risk where a behavioral life is estimated such as certain revolving and housing loans facilities.

The estimation of expected cash shortfalls on collateralised financial instruments reflects the expected amount and timing of cash flows from foreclosure of the collateral less the costs of obtaining and selling the collateral, regardless of whether the foreclosure is deemed probable or not.

Cash shortfalls are discounted using the effective interest rate.

When discounting the expected cash shortfalls to the present value, the following discount rates are used:

- financial assets other than purchased or originated credit-impaired (POCI) financial assets and lease receivables: the original effective interest rate of an approximation thereof;
- POCI assets: a credit-adjusted effective interest rate;
- lease receivables: the discount rate used in measuring the lease receivable;
- undrawn loan commitments and financial guarantee contracts: the approximation of the rate that reflects the current market assessment of the time value of money and the risks that are specific to the cash flows.

ECL are a probability-weighted estimate of credit losses. They are measured as follows:

- financial assets that are not credit-impaired at the reporting date: as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Bank and its subsidiaries expect to receive);
- financial assets that are credit-impaired at the reporting date: as the difference between the gross carrying amount and the present value of estimated future cash flows;
- undrawn loan commitments: as the present value of the difference between the contractual cash flows that are due to the Bank and its subsidiaries if the commitment might be drawn down and the cash flows that the Bank and its subsidiaries expect to receive; and
- financial guarantee contracts: the expected payments to reimburse the holder less any amounts that the Bank and its subsidiaries expect to recover.

In order to assess the expected credit loss, models are developed based on historical repayment, default information and other information indicating default risk behavior.

In case that the models cannot capture the risk, the management overlay principle, covering industry, model and other risks, will be applied.

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Staging

For ECL recognition, financial assets are classified in any of the below 3 stages at each reporting date. A financial asset can move between stages during its lifetime. The stages are based on changes in credit quality since initial recognition and defined as follows:

- *Performing (Stage 1)*

Financial assets that have not had a significant increase in credit risk (SICR) since initial recognition (i.e. no stage 2 or 3 triggers apply) or debt instrument that considered to have low credit risk at each reporting date with the exception of purchased or originated credit impaired (POCI) assets. The provision for ECL is 12-month ECL. 12-month ECL are the portion of lifetime ECL that result from default events on a financial instrument that are possible within the 12 months after the reporting date.

The Bank and its subsidiaries consider government and state enterprise securities to have low credit risk when its credit risk rating is equivalent to the globally understood definition of “investment grade”. The Bank and its subsidiaries do not apply the low credit risk exemption to any other financial instruments.

- *Under-performing (Stage 2)*

When financial assets have an SICR since initial recognition, expected credit losses are recognised for possible default events over the lifetime of the financial assets. The Bank and its subsidiaries consider reasonable and supportable information that is relevant and available without undue cost or effort when assessing SICR. This includes both quantitative and qualitative information and analysis, based on the Bank and its subsidiaries’ historical experience and expert credit assessment and including forward-looking information.

Financial assets that are more than 30 days past due and not credit-impaired will always be considered to have experienced a significant increase in credit risk.

Quantitative factors include an assessment of whether there has been a significant increase in the probability of default (PD) since origination. Increase in PD is determined from economic conditions that are relating to changes in credit risk such as internal credit rating downgrade or behavior scoring deterioration. If the changes exceed the thresholds, the financial assets are considered to have experienced a significant increase in credit risk.

Qualitative factor assessments are part of current credit risk management processes, such as an assessment of significant deterioration in the customers’ ability to repay. Qualitative indicators include operating results, financial liquidity and other reliable indicators.

Financial assets can be transferred to stage 1 in case they have proven that their ability to repay are back to normal.

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Notes to the financial statements

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- *Non-performing (Stage 3)*

Financial assets that are credit-impaired or in default represent those that are more than 90 days past due in respect of principal and/or interest. Financial assets are also considered to be credit-impaired where the customers are unlikely to repay on the occurrence of one or more observable events that have a significant negative impact on the estimated future cash flows of the financial assets.

Inputs into the assessment of whether a financial instrument are credit-impaired or in default and their significant change may vary over time to reflect changes in circumstances. The definition of default largely aligns with that applied by the Bank and its subsidiaries for regulatory capital purposes.

The Bank and its subsidiaries consider both qualitative and quantitative factors when determining a financial asset to be in default which can be evidenced by the observable data but not limited to the following events:

- The borrower is more than 90 days past due on any material credit obligation to the Bank and its subsidiaries. Overdrafts are considered as being past due once the customer has breached an advised limit or been advised of a limit smaller than the current amount outstanding;
- The borrower is unlikely to repay its credit obligations to the Bank and its subsidiaries in full, without considering any payment that may be received from collateral, as a result of the customer’s significantly reduced creditworthiness;
- The Bank consents to debt restructuring by material forgiveness or postponing principal, interest or fees as it deems that the financial condition of the debtor has deteriorated;
- The Bank has filed litigation against the debtor;
- The borrower has filed for protection under bankruptcy law or other creditors have filed bankruptcy against the debtor, therefore delaying debt repayment to the Bank; or
- The borrower is classified as a non-performing or a purchased or originated credit impaired asset under the BoT’s notification number Sor Nor Sor 23/2561 dated 31 October 2018, regarding to *Regulations on Asset Classification and Provisioning of Financial Institutions*.

For individual qualitative consideration of large corporate loans that are credit-impaired, there will be additional procedures where the Bank’s Special Business Function consolidates and presents the qualitative information and/or expected credit loss to the Quality Credit Assessment Committee to review and propose to the Credit Committee for approval for such staging and/or expected credit losses.

For retail loans which comprise of a large number of loans with the shared similar characteristics, statistical estimates are used through credit scoring analysis. The retail loans are considered to be credit-impaired when they are more than 90 days past due or if the borrower has been filed for bankruptcy or the borrower ceases or closes its operations or qualitative consideration by management.

Expected credit losses of credit-impaired financial assets are determined based on the difference between the present value of the recoverable cash flows under a range of scenarios, including the realisation of any collateral held where appropriate, discounted with the financial assets’ original effective interest rate, and the gross carrying value of the financial assets prior to any credit impairments.

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Notes to the financial statements

For the year ended 31 December 2024

Financial assets that are credit-impaired require a lifetime provision.

Improvement in credit risk and staging

A period may elapse from the point at which instruments enter stage 2 or stage 3 and are reclassified back to stage 1.

For financial assets that are credit-impaired (stage 3), and have not been subject to modification, a transfer to stage 2 or stage 1 is only permitted where the instrument is no longer considered to be credit-impaired. An instrument will no longer be considered credit-impaired when there is no shortfall of cash flows compared to the original contractual terms.

For financial assets within stage 2, these can only be transferred to stage 1 when they are no longer considered to have experienced a significant increase in credit risk.

Where significant increase in credit risk was determined using quantitative measures, the instruments will automatically transfer back to stage 1 when the transfer criteria are no longer met. Where instruments were transferred to stage 2 due to an assessment of qualitative factors, these factors must be resolved or operating results must be met by the conditions set by the Bank and its subsidiaries before loans are reclassified to stage 1.

Loans to customers under modification

For modified loans to customers, exposures under stage 3 can be transferred to stage 2 when the customer performs under the revised terms of the contract for 3 months or 3 periods, whichever is longer. A further 9 months or 9 periods, whichever is longer monitoring is required for such customers to be transferred to stage 1 on the basis that there is no overdue balance on the account and the customer is expected to repay its remaining obligations in full. When transferring to stage 1, credit risk will be reset at the transferring date.

For modified loans to customers, exposures under stage 2 that were not previously credit-impaired can be transferred to stage 1 when the customer performs under the revised terms of the contract for 3 consecutive months or 3 periods, whichever is longer, and the customer is expected to repay its remaining obligations in full.

Financial guarantee contracts held

The Bank and its subsidiaries assess whether a financial guarantee contract held is an integral element of a financial asset that is accounted for separately. The factors that the Bank and its subsidiaries consider when making this assessment include whether:

- the guarantee is implicitly part of the contractual terms of the debt instrument;
- the guarantee is required by laws and regulations that govern the contract of the debt instrument;
- the guarantee is entered into at the same time as and in contemplation of the debt instrument; and
- the guarantee is given by the parent of the borrower or another company within the borrower's group.

If the Bank and its subsidiaries determine that the guarantee is an integral element of the financial asset, then any premium payable in connection with the initial recognition of the financial asset is treated as a transaction cost of acquiring it. The Bank and its subsidiaries consider the effect of the protection when measuring the fair value of the debt instrument and when measuring ECL.

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If the Bank and its subsidiaries determine that the guarantee is not an integral element of the financial asset, then it recognises an asset representing any prepayment of guarantee premium and a right to compensation for credit losses. A prepaid premium asset is recognised only if the guaranteed exposure neither is credit-impaired nor has undergone a significant increase in credit risk when the guarantee is acquired. These assets are recognised in "other assets". The Bank and its subsidiaries present gain or loss on a compensation right in profit or loss in the line item "expected credit loss".

Allowance for expected credit loss on purchased or originated credit impaired instruments (POCI)

The Bank and its subsidiaries measure expected credit loss on a lifetime basis for POCI instruments. However, expected credit loss is not recognised in a separate allowance for expected credit loss on initial recognition for POCI instruments as the lifetime expected credit loss is inherent within the gross carrying amount of the instruments. The Bank and its subsidiaries recognise the change in lifetime expected credit losses arising subsequent to initial recognition in the income statement and the cumulative change as an allowance for expected credit loss. Where lifetime expected credit losses on POCI instruments are less than those at initial recognition, then the favorable differences are recognised as impairment gain in profit or loss and as impairment loss where the expected credit losses are greater.

Presentation of ECL in the statement of financial position

- financial assets measured at amortised cost: as a deduction from the gross carrying amount of the assets;
- loan commitments and financial guarantee contracts: generally, as a provision;
- where a financial instrument includes both a drawn and an undrawn component, the Bank and its subsidiaries separately present ECL of drawn component by deducting from the gross carrying amount while ECL of undrawn component is presented as a provision; and
- debt instruments measured at FVOCI: no loss allowance is recognised in the statement of financial position because the carrying amount of these assets is their fair value. However, the loss allowance is disclosed and is recognised in the other reserves.

Write-off and reversal of impairment

Loans and debt securities are written off (either partially or in full) after all the necessary procedures have been completed and the Bank and its subsidiaries have decided that there is no reasonable expectation of recovering a financial asset in its entirety or a portion thereof. This is generally the case where the Bank and its subsidiaries determine that the borrower does not have assets or sources of income that could generate sufficient cash flows to repay the amount subject to the write-off. The applicable portion of the gross carrying amount is written off and included as expected credit loss line item in profit or loss.

Subsequent recoveries of amounts previously written off are recognised when cash is received and recorded as a decrease in the amount of the expected credit loss in profit or loss.

If, in a subsequent period, the amount of the expected credit loss decreases and the decrease can be related objectively to an event occurring after the expected credit loss was recognised, such as an improvement in the debtor's credit rating, the previously recognised expected credit loss is reversed by adjusting the expected credit loss account. The amount of the reversal is recognised in profit or loss.

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3.2.6 Derivatives and hedge accounting

Derivatives held for risk management purposes and hedge accounting

Derivatives held for risk management purposes include all derivative assets and liabilities that are not classified as trading assets or liabilities. Derivatives held for risk management purposes are measured at fair value in the statement of financial position, except for derivatives used to dynamic hedge.

The Bank and its subsidiaries designate certain derivatives held for risk management as well as certain non-derivative financial instruments as hedging instruments in qualifying hedging relationships. On initial designation of the hedge, the Bank and its subsidiaries formally document the relationship between the hedging instruments and hedged items, including the risk management objective and strategy in undertaking the hedge, together with the method that will be used to assess the effectiveness of the hedging relationship. The Bank and its subsidiaries make an assessment, both at inception of the hedge relationship and on an ongoing basis, whether the hedging instruments are expected to be effective hedge in offsetting the changes in the fair value or cash flows of the respective hedged items during the period for which the hedge is designated, and whether the actual results of each hedge are within a specific range. For a cash flow hedge of a forecast transaction, the Bank and its subsidiaries make an assessment whether the forecast transaction is highly probable to occur and presents an exposure to variations in cash flows that could ultimately affect profit or loss.

These hedging relationships are described below:

Fair value hedges

When a derivative is designated as the hedging instrument in the hedge of the change in fair value of a recognised asset or liability or a firm commitment that could affect profit or loss, changes in the fair value of the derivative are recognised immediately in profit or loss. The change in fair value of the hedged item attributable to the hedged risk is recognised in profit or loss. If the hedged item would otherwise be measured at cost or amortised cost, then its carrying amount is adjusted accordingly.

If the hedging derivative expires or is sold, terminated or exercised, or the hedge no longer meets the criteria for fair value hedge accounting, or the hedge designation is revoked, then hedge accounting is discontinued prospectively.

Any adjustments up to the point of discontinuation to a hedged item, for which the effective interest method is used, is amortised to profit or loss as an adjustment to the recalculated effective interest rate of the item over its remaining life.

On hedge discontinuation, any hedging adjustment made previously to a hedged financial instrument, for which the effective interest method is used, is amortised to profit or loss by adjusting the effective interest rate of the hedged item from the date on which amortisation begins. If the hedged item is derecognised, then the adjustment is recognised immediately in profit or loss when the item is derecognised.

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Cash flow hedges

When a derivative is designated as the hedging instrument in the hedge of the variability in cash flows attributable to a particular risk associated with a recognised asset or liability or highly probable forecast transaction that could affect profit or loss, the effective portion of changes in the fair value of the derivative is recognised in other comprehensive income and presented in the hedging reserve within shareholders' equity. Any ineffective portion of changes in the fair value of the derivative is recognised immediately in profit or loss. The amount recognised in the hedging reserve is classified from other comprehensive income to profit or loss as a reclassification adjustment in the same period as the hedged cash flows affect profit or loss, and in the same line item in the statement of profit or loss and other comprehensive income.

If the hedging derivative expires or is sold, terminated or exercised, or the hedge no longer meets the criteria for cash flow hedge accounting, or the hedge designation is revoked, then hedge accounting is discontinued prospectively.

If the hedged cash flows are no longer expected to occur, then the Bank and its subsidiaries immediately reclassify the amount in the hedging reserve from OCI to profit or loss. For terminated hedging relationships, if the hedged cash flows are still expected to occur, then the amount accumulated in the hedging reserve is not reclassified until the hedged cash flows affect profit or loss; if the hedged cash flows are expected to affect profit or loss in multiple reporting periods, then the Bank and its subsidiaries reclassify the amount in the hedging reserve from OCI to profit or loss on a straight-line basis.

For derivatives used to dynamic hedge of assets or liabilities, the Bank and its subsidiaries continue using an accrual basis for derivatives.

Embedded derivatives

Derivatives may be embedded in another contractual arrangement (a host contract). The Bank and its subsidiaries account for an embedded derivative separately from the host contract when:

- the host contract is not an asset in the scope of TFRS 9;
- the host contract is not itself carried at FVTPL;
- the terms of the embedded derivative would meet the definition of a derivative if they were contained in a separate contract; and
- the economic characteristics and risks of the embedded derivative are not closely related to the economic characteristics and risks of the host contract.

Separated embedded derivatives are measured at fair value, with all changes in fair value recognised in profit or loss unless they form a part of a qualifying cash flow or net investment hedging relationship.

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3.2.7 *Securities purchased under reverse sale-and-repurchase agreements / Securities sold under sale-and-repurchase agreements*

The Bank and its subsidiaries enter into agreements to purchase securities or to sell securities back at certain dates in the future at fixed prices. Amounts paid for securities purchased subject to a resale commitment are presented as assets under the caption of "Interbank and money market items, net (assets)" or "Loans to customers", depending upon the type of its counterparty, in the statements of financial position, and the underlying securities are treated as collateral to such receivables. Securities sold subject to repurchase commitments are presented as liabilities under the caption of "Interbank and money market items (liabilities)" or "Debt issued and borrowings, net", depending upon the type of its counterparty, in the statements of financial position, at the amounts received from the sale of those securities, and the underlying securities are treated as collateral. The difference between the purchase and sale considerations is recognised as interest income or expenses, as the case may be, over the transaction periods.

3.2.8 *Liabilities to deliver security*

Liabilities to deliver security represents the Bank and its subsidiaries' liability to return collateral, in the form of securities for private repurchase or securities borrowing and lending transactions where these securities are used to further borrow or lend in other transactions.

Gains or losses arising from securities sold short are included in determining profit or loss. Fees for borrowing and lending are recognised on an accrual basis.

3.3 *Investments in subsidiaries and associates*

Investments in subsidiaries and associates in the Bank's financial statements are measured at cost less impairment losses (if any).

The measurement of investments in subsidiaries and associates in the consolidated financial statements is described in note 3.1.

Disposal of investments in the Bank's financial statements

On disposal of an investment, the difference between net disposal proceeds and the carrying amount is recognised in profit or loss.

3.4 *Properties for sale*

Properties for sale consist of movable and immovable properties, are measured at the lower of cost or net realisable value, which is determined with reference to the latest appraisal value, less estimated cost to sell. Impairment losses are recognised as expenses in profit or loss.

Gain or loss on sales of properties for sale are recognised as income or expenses in profit or loss.

In accordance with asset warehousing, the assets are transferred to the Bank for repayment based on agreed price with the buy-back conditions not over 5 years and rent-back conditions for business operation. The Bank derecognises loans to customers and presents transferred assets as properties for sale in accordance with the ownership of the transferred assets. The transferred assets have the same measurement as other properties for sale. Income that the Bank receives is recorded as other income.

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For the year ended 31 December 2024

3.5 *Premises and equipment*

Recognition and measurement

Owned assets

Premises and equipment are measured at cost less accumulated depreciation and impairment losses except for land and buildings which are measured at their revalued amounts. The revalued amount is the fair value determined on the basis of the property's existing use at the date of revaluation less any subsequent accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes capitalised borrowing costs and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Differences between the proceeds from disposal and the carrying amount of premises and equipment are recognised in profit or loss.

Revalued assets

Revaluations are performed by independent professional valuers with sufficient regularity according to guidelines prescribed by BoT to ensure that the carrying amount of these assets does not differ materially from that which would be determined using fair values at the reporting date. Any increase in value, on revaluation, is recognised in other comprehensive income and presented in the revaluation surplus in shareholders' equity unless it offsets a previous decrease in value recognised in profit or loss in respect of the same asset, the increase is recognised in profit or loss. A decrease in value is recognised in profit or loss to the extent it exceeds an increase previously recognised in other comprehensive income in respect of the same asset. The revaluation surplus is utilised by reference to the difference between depreciation based on the revalued carrying amount of the asset and depreciation based on the asset's original cost and transferred directly to retained earnings. Upon disposal of a revalued asset, any remaining related revaluation surplus is transferred directly to retained earnings and is not considered in calculating the gain or loss on disposal.

Reclassification to investment properties

When the use of a property changes from owner-occupied to investment property that is measured at fair value, the Bank and its subsidiaries shall remeasure the property to fair value and reclassified as investment property. Any gain arising on remeasurement is recognised in profit or loss to the extent the gain reverses a previous impairment loss on the specific property, with any remaining gain recognised in other comprehensive income and presented in the revaluation surplus in equity. Any loss is recognised in other comprehensive income and presented in the revaluation surplus in equity to the extent that an amount had previously been included in the revaluation surplus relating to the specific property, with any remaining loss recognised immediately in profit or loss.

Subsequent costs

The cost of replacing a part of an item of premises and equipment is recognised in the carrying amount of the item when the future economic benefits embodied within the part will flow to the Bank and its subsidiaries, and its cost can be measured reliably. The carrying amount of the replaced part is amortised. The costs of the day-to-day servicing of premises and equipment are recognised in profit or loss as incurred.

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Depreciation

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on freehold land or assets under construction.

The estimated useful lives are as follows:

Premises	Appraised by independent professional appraisers	20 - 75 years
Building improvement		3 - 20 years
Furniture, fixtures, office equipment, equipment and vehicles		5 - 20 years
Others		5 - 10 years

3.6 Investment properties

Investment properties are measured at cost on initial recognition and subsequently at fair value, with any change recognised in profit or loss. Cost includes expenditure that is directly attributable to the acquisition of the investment property.

Differences between the proceeds from disposal and the carrying amount of investment property are recognised in profit or loss.

3.7 Goodwill and other intangible assets

Goodwill

Goodwill is measured at cost less accumulated impairment losses. In respect of equity-accounted investee, the carrying amount of goodwill is included in the carrying amount of the investment. Internally generated goodwill and brands is recognised in profit or loss as incurred.

Research and development

Development expenditure is capitalised only if development costs can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Bank and its subsidiaries intend to and has sufficient resources to complete development and to use or sell the asset. Other development expenditure and expenditure on research activities are recognised in profit or loss as incurred.

Capitalised development expenditure is measured at cost less accumulated amortisation and accumulated impairment losses. The expenditure cost includes the cost of materials, direct labour, overhead costs that are directly attributable to preparing the asset for its intended use, and capitalised borrowing costs. Subsequent expenditure is capitalised only when it increases the future economic benefits.

Other intangible assets

Other intangible assets which are software licenses that are acquired by the Bank and its subsidiaries and have finite useful lives are measured at cost less accumulated amortisation and accumulated impairment losses. Subsequent expenditure is capitalised only when it will generate the future economic benefits.

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Amortisation

Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss. No amortisation is provided on software under installation. The estimated useful lives are as follows:

Software	3 - 10 years
Others	5 years

3.8 Impairment of non-financial assets

The carrying amounts of the Bank and its subsidiaries' assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. For goodwill and intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. The impairment loss is recognised in profit or loss unless it reverses a previous revaluation credited to shareholders' equity, in which case it is charged to shareholders' equity.

Calculation of recoverable amount

The recoverable amount of a non-financial asset is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Reversals of impairment

An impairment loss of other non-financial assets recognised in prior year is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

3.9 Contract liabilities

A contract liability is the obligation to transfer services to the customer. A contract liability is recognised when the Bank and its subsidiaries receive or has an unconditional right to receive non-refundable consideration from the customer before the Bank and its subsidiaries recognise the related revenue.

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3.10 Employee benefits

Defined contribution plans

Obligations for contributions to the Bank and its subsidiaries' provident funds are expensed as the related service is provided.

Defined benefit plans

The Bank and its subsidiaries' net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior years.

The defined benefit obligations is discounted to the present value which performed by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in other comprehensive income. The Bank and its subsidiaries determine the interest expenses on the net defined benefit liability by applying the discount rate used to measure the defined benefit obligations at the beginning of the year, taking into account any changes in the net defined benefit liability as a result of contributions and benefit payments. Net interest expenses and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Bank and its subsidiaries recognise gain and loss on the settlement of a defined benefit plan when the settlement occurs.

Other long-term employee benefits

The Bank and its subsidiaries' net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior years. That benefit is discounted to determine its present value. Remeasurements are recognised in profit or loss in the period in which they arise.

Termination benefits

Termination benefits are expensed at the earlier of when the Bank and its subsidiaries can no longer withdraw the offer of those benefits and when the Bank and its subsidiaries recognise costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the reporting period, then they are discounted.

Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Bank and its subsidiaries have a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

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3.11 Fair value measurement

Fair value is the price that would be received to sell an asset or pay to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Bank and its subsidiaries have access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Bank and its subsidiaries use observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Bank and its subsidiaries measure assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price - i.e. the fair value of the consideration given or received. If the Bank and its subsidiaries determine that the fair value on initial recognition differs from the transaction price and the fair value is evidenced neither by a quoted price in an active market for an identical asset or liability nor based on a valuation technique for which any unobservable inputs are judged to be insignificant in relation to the measurement, then the financial instrument is initially measured at fair value, adjusted to defer the difference between the fair value on initial recognition and the transaction price. Subsequently, that difference is recognised in profit or loss on an appropriate basis over the life of the instrument but no later than when the valuation is wholly supported by observable market data or the transaction is closed out.

The Bank and its subsidiaries recognise transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

3.12 Share capital

Preferred shares

Preferred shares are classified as equity if they are non-redeemable, or redeemable only at the Bank's option, and any dividends are discretionary. Dividends thereon are recognised as distributions within shareholders' equity upon approval by the Bank's shareholders.

Common shares

Common shares are classified as shareholders' equity. Incremental costs directly attributable to the issue of common shares are recognised as a deduction from equity, net of any tax effects

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3.13 Interest

Effective interest rate

Interest income and expense are recognised in profit or loss using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

- the gross carrying amount of the financial asset; or
- the AMC of the financial liability.

When calculating the effective interest rate for financial instruments other than purchased or originated credit-impaired assets, the Bank and its subsidiaries estimate future cash flows considering all contractual terms of the financial instrument, but not expected credit loss. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated using estimated future cash flows including expected credit loss.

The calculation of the effective interest rate includes transaction costs and fees that are an integral part of the effective interest rate. Transaction costs include incremental costs that are directly attributable to the acquisition or issue of a financial asset or financial liability.

The gross carrying amount of a financial asset is the AMC of a financial asset before adjusting for any expected credit loss allowance.

Calculation of interest income and expense

The effective interest rate of a financial asset or financial liability is calculated on initial recognition of a financial asset or a financial liability. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the AMC of the liability. The effective interest rate is revised as a result of periodic re-estimation of cash flows of floating rate instruments to reflect movements in market rates of interest. The effective interest rate is also revised for fair value hedge adjustments at the date amortisation of the hedge adjustment begins.

However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the AMC of the financial asset. If the financial asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

For financial assets that were credit-impaired on initial recognition, interest income is calculated by applying the credit-adjusted effective interest rate to the AMC of the asset. The calculation of interest income does not revert to a gross basis, even if the credit risk of the asset improves.

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3.14 Fee and service income

Fee and service income and expense that are integral to the effective interest rate on a financial asset or financial liability are included in the effective interest rate.

Other fee and service income are recognised when a customer obtains control of the services in an amount that reflects the consideration to which the Bank and its subsidiaries expect to be entitled to. In addition, judgment is required in determining the timing of the transfer of control for revenue recognition - at a point in time or over time. For the fee and service income that contain variable consideration, the Bank and its subsidiaries estimate and measure the amount of variable consideration based on the method established under TFRS 15. In determining the amount of variable consideration, the Bank and its subsidiaries also considers whether the extent of the amount recognised is highly probable that a significant reversal in the amount of cumulative fee and service income recognised will not occur.

Where the Bank and its subsidiaries act in the capacity of an agent and it recognises the net amount of consideration as commission revenue.

3.15 Long-term advances received from customer

Long-term advances received from customer is recognised as revenue when the Bank and its subsidiaries transferred control over the services to the customer.

3.16 Net gain on financial instruments measured at FVTPL

Net gain on financial instruments comprises gain less loss related to trading, fair value changes, transfer of financial assets measured at FVTPL, foreign exchange differences or translation of assets and liabilities denominated in foreign currency into the functional currency.

3.17 Contributions to the Deposit Protection Agency and Financial Institutions Development Fund

Contributions to the Deposit Protection Agency and Financial Institutions Development Fund are recorded as expenses on an accrual basis.

3.18 Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Bank and its subsidiaries currently have a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

3.19 Financial guarantee and loan commitments

Financial guarantees are contracts that require the Bank and its subsidiaries to make specified payments to reimburse the holder for a loss that it incurs because a specified debtor fails to make payment when it is due in accordance with the terms of a debt instrument. Loan commitments are firm commitments to provide credit under pre-specified terms and conditions.

Financial guarantees issued or commitments to provide a loan at a below-market interest rate are initially measured at fair value. Subsequently, they are measured at the higher of the loss allowance determined in accordance with TFRS 9.

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3.20 Income tax

Income tax expenses for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that they relate to a business combination, or items recognised directly in shareholders' equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination or at the time of the transaction affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and differences relating to investments in subsidiaries and associates to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Bank and its subsidiaries expect, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset if there is a legally enforceable right to offset.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

3.21 Related parties

A related party is a person or entity that has direct or indirect control or joint control, or has significant influence over the financial and managerial decision-making of the Bank and its subsidiaries; a person or entity that are under common control or under the same significant influence as the Bank and its subsidiaries; or the Bank and subsidiaries have direct or indirect control or joint control or has significant influence over the financial and managerial decision-making of a person or entity.

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3.22 Foreign currency

Foreign currency transactions

Transactions in foreign currencies are translated into the respective functional currencies of the Bank and its subsidiaries at the spot exchange rates at the date of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated to the functional currency at the exchange rate announced by the BoT at the reporting date. Non-monetary items that are measured based on historical cost in a foreign currency are translated using the spot exchange rate at the date of the transaction.

Foreign currency differences arising on translation are generally recognised in profit or loss. However, foreign currency differences arising from the translation of the following items are recognised in other comprehensive income:

- an investment in equity securities designated as at FVOCI;
- a financial liability designated as a hedge of the net investment in a foreign operation to the extent that the hedge is effective; and
- qualifying cash flow hedges to the extent that the hedge is effective.

Foreign operations

The assets and liabilities of foreign operations are translated to Thai Baht at the exchange rates at the reporting date. The income and expenses of foreign operations are translated to Thai Baht at rates approximating the exchange rates at the dates of the transactions.

Foreign exchange differences arising on translation are recognised in other comprehensive income until disposal of the business.

3.23 Leases

At inception of a contract, the Bank and its subsidiaries assess whether a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

At commencement or on modification of a contract, the Bank and its subsidiaries allocate the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. However, for the leases of property the Bank and its subsidiaries have elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Bank and its subsidiaries recognise a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which are recognised as expenses on a straight-line basis over the respective lease terms.

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term.

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The lease liability is initially measured at the present value of the lease payments that shall be paid under the lease, discounted using the Bank's marginal funding rate to the present value. The Bank and its subsidiaries derive their marginal funding rates from the average cost of funding in the prevailing market which reflects the respective terms of the lease payments.

The lease liability is measured at amortised cost using effective interest method. It is remeasured when there is a lease modification or a change in the assessment of options specified in the lease. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

As a lessor

At inception or on modification of a contract the Bank and its subsidiaries allocates the consideration in the contract to each component on the basis of their relative standalone selling prices.

At lease inception, the Bank and its subsidiaries consider to classify a lease that transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to lessees as a finance lease. A lease that does not meet this criteria is classified as an operating lease.

When the Bank and subsidiaries is an intermediate lessor, the Bank and its subsidiaries classify the sub-lease either as a finance lease or an operating lease with reference to the right-of-use asset arising from the head lease. In case of a head lease is a short-term lease, the sub-lease is classified as an operating lease. Those right-of-use assets are presented as investment properties.

The Bank and its subsidiaries recognise finance lease receivables or hire purchase receivables at the net investment of lease, which comprises the present value of the lease payments and any unguaranteed residual value, discounted using the interest rate implicit in the lease. Finance lease or hire purchase income is allocated to accounting years to reflect a constant periodic rate of return on the Bank and its subsidiaries net investment outstanding in respect of the leases.

The Bank and its subsidiaries recognise lease payments received under operating leases in profit or loss on a straight-line basis over the lease term as part of other income. Initial direct costs incurred in arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as income in the accounting year in which they are earned.

The Bank and its subsidiaries derecognise, modified cashflow and determine impairment on the finance lease receivables or hire purchase receivables as disclosed in note 3.2.3 to 3.2.5.

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4 Financial risk management

Risk management framework

The Board of Directors has overall responsibility for the establishment and oversight of the Bank and its subsidiaries' risk management framework. The Board has established at the Bank and, to the extent required, at its subsidiaries, the sub-board committees, e.g. Risk Oversight Committee, Executive Committee, Audit Committee and Technology Committee, which are collectively responsible for developing, implementing and monitoring the Bank and its subsidiaries' risk management policies in specified areas.

The Bank's Risk Oversight Committee is responsible for overseeing the adequacy and effectiveness of the overall risk management framework in relation to the risks faced by the Bank and its subsidiaries.

The Bank's Audit Committee is responsible for reviewing the adequacy of the Bank's internal control as well as the effectiveness of the Bank and its subsidiaries. The Bank's Audit Committee is assisted in these functions by Internal Audit. Internal Audit undertakes both regular and ad-hoc reviews of risk management controls and procedures, the results of which are reported to the Bank's Audit Committee.

In addition, the management committees, which are Risk Management Committee, Credit Committee, Model Risk Management Committee, Asset and Liability Management Committee (ALCO) and Equity Investment Management Committee, have been established to oversee the Bank's risk management processes and reporting regularly to sub-board committees and the Board of Directors on their activities. Risk Management Committee is responsible for reviewing risk management policies and frameworks for risk management and control. Credit Committee is responsible for approving loans within their approval authority. Model Risk Management Committee is responsible for overseeing all internal risk models including TFRS 9 ECL models employed by the Bank to ensure that models remain effective for assessing risks and model risk is under control. Asset and Liability Committee (ALCO) is responsible for managing risk in the Bank's statement of financial position. Equity Investment Management Committee is responsible for managing risk in the Bank's equity investment portfolio.

The Bank and its subsidiaries' risk management policies, Internal Capital Adequacy Assessment Policy (ICAAP Policy) and Recovery Plan Policy are established to identify and analyse the risks faced by the Bank and its subsidiaries, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. These policies are reviewed regularly to reflect changes in market conditions, products and services offered. The Bank and its subsidiaries, through implementing and monitoring appropriate policies, procedures and measures, aim to establish an effective and efficient internal control environment, in which all employees understand their roles and obligations.

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4.1 Credit risk

Credit risk is the risk arising from a borrower and/or counterparty to financial instruments fails to meet its contractual obligations or to comply with conditions or contracts. Credit risk covers all types of financial products: transactions on-financial reporting such as loans, overdrafts, bills of exchange and other types of debts; and those off-financial reporting such as derivatives trading, letters of guarantee etc.

The Bank and its subsidiaries have significant credit risk management policies and frameworks which have been approved by the Board of Directors. For example:

- Credit Policy Guide
- Asset Classification and Provisioning for Financial Asset and Obligations that may be irrevocable and Write Off Policy
- Collateral and NPA Appraisal Policy
- Counterparty Risk Management Policy
- Country Risk Management Policy
- Model Risk Management Policy
- TFRS 9 Governance Policy

Since credit risk varies by type of credit, different risk measurement methods are applied, ranging from basic statistical tools to more advanced ones, or using individual risk assessment of expert credit judgment, to appropriately reflect the credit risk of each type of product/ transaction.

The Bank and its subsidiaries have credit risk reporting on a regular basis. The Bank and its subsidiaries credit risk report, including but not limited to loan growth, credit quality, credit concentration, is presented to the Risk Management Committee and Risk Oversight Committee on a monthly basis.

Credit approval/ credit review

The Bank attaches great importance to proper checks and balances in credit underwriting by establishing a clear separation between business origination and credit approval functions.

Business origination units are responsible for managing relationships to expand business, acquiring new clients, creating new markets and proposing for lending. Credit approval units provide independent advice and recommendations in accordance with the Credit Policy Guide to support authorised approvers in making credit decisions.

In addition, credit approval authority has been assigned to reflect different risk profiles and governed by the three-signature rule.

For the Bank's retail customers and SSMEs, credit approval will be carried out in accordance with product programs/ test programs which have been approved by the Executive Committee or the Retail Credit Committee. Credit approval authority and criteria, including exceptions, have been clearly and explicitly specified.

After a loan has been approved, the Bank will monitor the customer's account regularly as well as conducting periodic customer reviews with an objective that goes beyond ex-post rationalisation. The Bank focuses on forward-looking analysis to gain insight on both positive and negative changes in a specific industry or business related to each customer, as well as the customer's future financial status. This approach enables the Bank to review and monitor risk of each customer in order to formulate appropriate business strategies and action plans going forward.

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Relationship manager/ Special business officer is responsible for conducting routine customer reviews within a specified timeframe at least once a year as well as conducting additional reviews when warranted by events that have material impacts on customers. Reports on customer reviews shall be prepared according to a specified format and submitted for approval from authorised persons.

For non-retail customers, the Bank reviews customer risk rating to gain insight on customer behavior and formulate an appropriate strategy for portfolio management by using an early warning system or using payment behavior to determine the risk level via PD Pool segmentation. The review is conducted at least once a year or more frequently if warranted by material changes in customers' risk rating. For retail customers and SSMEs, the Bank reviews customer risk rating by using National Credit Bureau (NCB) and payment behavior to determine the risk level via PD pool segmentation.

4.1.1 Maximum Exposure to Credit Risk

The following table presents the Bank and its subsidiaries' maximum exposure to credit risk of on-financial reporting and off-financial reporting items, without taking into account of any collateral held or other credit enhancements. For on-financial reporting items, the exposure to credit risk equals their carrying amount. For contingent liabilities, the maximum exposure to credit risk is the maximum amount that the Bank and its subsidiaries would have to pay if the obligations of the instruments issued are called upon. For loan commitments, the maximum exposure to credit risk is the full amount of the undrawn credit loan facilities granted to customers.

As at 31 December 2024 and 2023, consolidated carrying amount and average maximum exposure to credit risk were summarised as follows:

	Consolidated		Average	
	Carrying amount 2024	2023	2024	2023
	<i>(in million Baht)</i>			
Credit risk exposure of on-financial reporting items*				
Interbank and money market items, net	553,685	436,265	434,656	488,854
Derivative assets	46,443	45,977	52,678	60,659
Loans to customers and accrued interest receivables, net	2,159,533	2,206,048	2,198,820	2,208,848
Government and state enterprise securities	338,734	387,604	379,967	370,764
Corporate debt instruments	7,523	6,237	7,676	6,099
Foreign debt instruments	47,411	48,108	51,863	34,674
Credit risk exposure of off-financial reporting items				
Financial guarantee contracts	242,114	256,503	252,143	265,069
Unused bank overdrafts	188,007	185,704	186,612	185,746
Loan commitments	67,405	52,311	54,584	37,983
Total maximum credit risk exposure	3,650,855	3,624,757	3,618,999	3,658,696

* The exposure to credit risk is net of allowance for expected credit loss.

The Bank does not present the Bank only maximum exposure to credit risk since the exposure does not materially differ from the consolidated figures.

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4.1.2 Collateral held and other credit enhancements

The Bank and its subsidiaries hold collateral and other credit enhancements against certain of its credit exposures. The main types of collateral held by the Bank and its subsidiaries are land, building and financial securities. Upon granting credit decision, the Bank assesses the Loss Given Default (LGD), which is dependent on loan-to-value (LTV) ratio (ratio of the gross amount of loan to the value of collateral). The value of collateral is appraised and reviewed in accordance to risk of each collateral type and staging of the borrowers. This will be appraised by either internal collateral valuation experts or external collateral valuation experts (approved by Securities Exchange Commission (SEC)) which is approved by the Collateral Appraisal Committee to ensure that the value is reliable and up to date. The collateral value used also takes into account the expected loss from legal execution and public auction, which vary based on risk of each collateral type. The Bank also set up a discount rate based on collateral type to calculate LTV ratio. According to the underwriting criteria, higher the risk of the customer, higher amount of collateral will be required. It would help to offer the risk of the customers in the view of risk-return of the program, or the Bank may lower the credit limit to an appropriate risk level.

Derivatives and reverse sale-and-repurchase agreements

The Bank and its subsidiaries mitigate the credit risk of derivative transactions and reverse sale-and-repurchase agreements by entering into master netting agreements and the Bank's counterparty collateral agreement, of which collateral are held in the form of cash or marketable securities. Quantification of the collateral arrangements relating to these transactions is disclosed in note 26.

Residential mortgage loans

Mortgage loans is one of the types of loans, which is secured by collateral. However, the level of required collateral might be different by customer characteristics. Moreover, the BoT also considers LTV as one of the factors to calculate the Risk Weighted Asset (RWA) for Standardised Approach. The Bank manages the risk of higher LTV by allowing loans to customers who have a good scorecard rating.

As at 31 December 2024, consolidated and the Bank's LTV ratio of mortgage loans is approximately 72% (2023: 71%).

Loans to corporate customers

The general creditworthiness of a non-retail customer tends to be relevant indicator of credit quality of a loan extended to it. However, collateral provides additional creditworthiness of this group of customers, with real estate serving as a primary collateral. The additional collateral includes the corporate assets, other liens and guarantees.

Since there are several types of collaterals and guarantees, the haircut of the collaterals and guarantees might be different based on the liquidity and quality of each collateral and guarantee, as reflected in the haircut in the Credit Policy Guide. This is to ensure that appropriate level of credit enhancement is considered in the credit approval and review processes.

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4.1.3 Information relating to ECL

Inputs, assumptions and techniques used for estimating ECL are disclosed in note 3.2.5

Incorporation of forward-looking information

The Bank and its subsidiaries incorporate forward-looking information into the measurement of ECL.

The Bank and its subsidiaries formulate three economic scenarios: a base case, which is the central scenario, developed internally, and two less likely scenarios, one upside and one downside scenario. External information considered includes economic data and forecasts published by governmental bodies, selected private-sector and academic.

The scenario probability weightings applied in the model when measuring ECL are as follows:

Scenario	Consolidated and the Bank					
	Upside	2024 Base	Downside	Upside	2023 Base	Downside
probability weighting	20	60	20	20	60	20

The Bank and its subsidiaries have identified and documented key drivers of credit risk and credit losses for each portfolio of financial instruments and, using an analysis of historical data, by estimating relationships between macroeconomic variables, credit risk and credit losses. A broad range of forward-looking information are incorporated into the credit risk factors. The key drivers may include Gross Domestic Product (GDP), unemployment rate, private consumption expenditure, farm income index, agricultural price index, average monthly wage, passenger car sales and household debt to GDP. These variables and scenario probability weighting are produced by the Bank's Economic Intelligence Center.

Management Overlay

Management overlay is an adjustment to the ECL balance as part of financial reporting process to reflect factors including current market information, known model insufficiencies, expert credit judgment adjustment on forward-looking information, and economic risk.

The Bank and its subsidiaries have internal governance frameworks and controls in place to assess the appropriateness and completeness of management overlay. The aim of the Bank and its subsidiaries is to incorporate the management overlay adjustment to the ECL models, where possible, as part of the periodic model monitoring, model validation, and recalibration procedures.

As at 31 December 2024 and 2023, the Bank and its subsidiaries applied the management overlay as disclosed in Note 13.

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4.1.4 Concentrations of credit risk

The Bank and its subsidiaries monitor concentrations of credit risk by sector and by geographic location. An analysis of concentrations of credit risk from loans to customers is given in note 12.4 and 12.2.

4.1.5 Credit quality analysis

The Bank and its subsidiaries allocate each exposure to a credit risk grade based on a variety of data that is determined to be predictive of the risk of default and applying experienced credit judgment.

Credit risk grades are defined and calibrated such that the risk of default occurring accelerates as the credit risk grade deteriorates so, for example, the difference in risk of default between strong grade is smaller than the difference between higher risk grade.

Each exposure is allocated to a credit risk grade on initial recognition based on available information about the borrower. Exposures are subject to ongoing monitoring, which may result in an exposure being moved to a different credit risk grade. The monitoring typically involves use of the following data:

- Payment record - this includes overdue status as well as payment behaviour
- Existing and forecast changes in business, financial and economic conditions
- Information obtained during periodic review of customer files - e.g. audited financial statements, management accounts, budgets and projections.
- Data from credit reference agencies, press articles, changes in external credit ratings
- Actual and expected significant changes in the political, regulatory and technological environment of the borrower or in its business activities
- Internally collected data on customer behaviour e.g. historical past due information, transaction data
- Parental support and/or guarantors
- Information from National Credit Bureau (NCB)
- Credit covenants
- Requester for and granting of forbearance

Credit risk grades are a primary input into the determination of the term structure of PD for exposures. The Bank and its subsidiaries collect performance and default information about its credit risk exposures analysed by jurisdiction, by type of product and borrower as well as by credit risk grading. Also, information purchased from external credit reference agencies is also used.

The Bank and its subsidiaries employ statistical models to analyse the data collected and generate estimates of the remaining lifetime PD of exposures.

Credit quality is ranked from credit grades that are grouped as Strong to Impaired. This quality is used to reflect the ability for customers to meet financial obligation where:

- Strong customers are those that have a good capacity to meet financial obligations.
- Fair customers are those that have a fairly acceptable capacity to meet financial obligations.
- Weak customers are those that have uncertain capability to meet financial obligations.
- Impaired customers are those whose credit were impaired primarily from owing more than 90 days overdue payments or have other indications which reflect the inability to repay.

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The following tables set out information about the credit quality as at 31 December 2024 and 2023 of loans to customers without taking into account collateral or other credit enhancement.

	Consolidated 2024			Total
	Stage 1	Stage 2	Stage 3	
	<i>(in million Baht)</i>			
Loans to customers				
Strong	1,185,058	1,420	-	1,186,478
Fair	607,100	44,884	-	651,984
Weak	179,872	163,341	-	343,213
Impaired	-	-	90,701	90,701
Total loans to customers*	1,972,030	209,645	90,701	2,272,376

* Excludes unamortised modification gain (loss).

	Consolidated 2023			Total
	Stage 1	Stage 2	Stage 3	
	<i>(in million Baht)</i>			
Loans to customers				
Strong	1,212,678	1,117	-	1,213,795
Fair	637,304	33,632	-	670,936
Weak	218,875	127,957	-	346,832
Impaired	-	-	89,302	89,302
Total loans to customers*	2,068,857	162,706	89,302	2,320,865

* Excludes unamortised modification gain (loss).

	The Bank 2024			Total
	Stage 1	Stage 2	Stage 3	
	<i>(in million Baht)</i>			
Loans to customers				
Strong	1,184,998	1,420	-	1,186,418
Fair	604,802	44,884	-	649,686
Weak	179,868	163,026	-	342,894
Impaired	-	-	90,101	90,101
Total loans to customers*	1,969,668	209,330	90,101	2,269,099

* Excludes unamortised modification gain (loss).

	The Bank 2023			Total
	Stage 1	Stage 2	Stage 3	
	<i>(in million Baht)</i>			
Loans to customers				
Strong	1,212,617	1,117	-	1,213,734
Fair	634,807	33,632	-	668,439
Weak	218,871	127,654	-	346,525
Impaired	-	-	88,544	88,544
Total loans to customers*	2,066,295	162,403	88,544	2,317,242

* Excludes unamortised modification gain (loss).

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4.2 Liquidity risk

Liquidity risk is the risk that the Bank and its subsidiaries may not be able to meet its obligations as they fall due, because of an inability to realise assets or to cover funding requirements at an appropriate price, thus resulting in losses to the Bank and its subsidiaries.

In order to manage liquidity risk, the Bank and its subsidiaries established the Liquidity Risk Management Policy. The policy has been approved by the Board of Directors, with the Assets and Liabilities Management Committee (ALCO) taking an oversight responsibility to ensure compliance with the policy.

The Bank manages and controls liquidity risk to ensure that it maintains adequate sources of liquidity in order to maintain sufficient future cash flows to cover its activities during both normal and stress situations by using cash flow reports or liquidity gap reports to monitor and control the Bank's overall liquidity risk. The Bank's policy is to maintain its regulatory Liquidity Coverage Ratio (LCR), regulatory Net Stable Funding Ratio (NSFR) and liquidity ratio (liquid assets to deposits) at the appropriate level and to monitor net cash outflows over different time horizons to ensure that the Bank is always be able to meet its liquidity needs on a timely basis.

Additionally, the Bank conducts stress testing on a regular basis under scenarios of BoT and the Bank own scenarios. Stress test results are incorporated into the Bank's contingency funding plan, which establishes scenario-specific action plans and explicit roles and responsibilities for liquidity management in the event of crisis.

The Bank has a policy to maintain its daily liquidity ratio at 20% or higher, measured as liquid assets to deposits. At the end of 2024, the Bank's liquidity ratio stood at 32.5% of deposits (2023: 31.8%)

The Bank discloses the Liquidity Coverage Ratio (LCR) information under the BoT notification number Sor Nor Sor 2/2561 dated 25 January 2018, regarding to *Liquidity coverage ratio disclosure standards* as follows:

Location of disclosure	The Bank's website under "For Shareholders" section at https://www.scb.co.th/en/shareholders/financial-information.html
Disclosure period requirement	Within 4 months after the period end date as indicated in the BoT's notification.
Latest information as at	30 June 2024

The disclosure for the year ended 31 December 2024 will be provided on or before 30 April 2025 on the Bank's website as noted above.

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Loans to deposits ratio

As at 31 December 2024, Loans to Deposits Ratio (excluding loans and deposits from financial institutions) was 91.5% in the Bank's financial statements (2023: 94.5%).

As at 31 December 2024 and 2023, the expected cash flows to maturity counted from the date of statements of financial position (excluding derivatives contractual undiscounted cashflows which are disclosed in note 9) were summarised as follows:

	Consolidated 2024						
	At call	Within 1 year	1 - 5 years	Over 5 years	Non- Performing Loans	No maturity	Total
	<i>(in million Baht)</i>						
Financial assets							
Cash	-	-	-	-	-	43,766	43,766
Interbank and money market items*	52,355	497,254	-	-	-	4,149	553,758
Financial assets measured at FVTPL	-	4,846	11,115	16,085	-	49,390	81,436
Investments, net	-	29,783	154,995	127,727	-	1,809	314,314
Loans to customers**	103,815	588,308	677,820	811,732	90,701	-	2,272,376
Total financial assets	156,170	1,120,191	843,930	955,544	90,701	99,114	3,265,650
Financial liabilities							
Deposits	1,927,259	494,025	61,386	-	-	-	2,482,670
Interbank and money market items	24,605	131,093	40,065	5,500	-	-	201,263
Liability payable on demand	9,227	-	-	-	-	-	9,227
Debt issued and borrowings	-	5,301	16,108	-	-	-	21,409
Total financial liabilities	1,961,091	630,419	117,559	5,500	-	-	2,714,569
Net liquidity gap	(1,804,921)	489,772	726,371	950,044	90,701	99,114	551,081

* Before deducting allowance for expected credit loss amounting to Baht 73 million.

** Excludes unamortised modification gain (loss)

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	Consolidated 2023						Total
	At call	Within 1 year	1 - 5 years	Over 5 years	Non- Performing Loans	No maturity	
	(in million Baht)						
Financial assets							
Cash	-	-	-	-	-	40,664	40,664
Interbank and money market items*	39,481	396,120	127	-	-	598	436,326
Financial assets measured at FVTPL	-	21,487	4,582	6,965	-	25,227	58,261
Investments, net	-	135,373	137,875	110,778	-	1,722	385,748
Loans to customers**	115,880	595,992	669,470	850,221	89,302	-	2,320,865
Total financial assets	155,361	1,148,972	812,054	967,964	89,302	68,211	3,241,864
Financial liabilities							
Deposits	1,963,037	441,748	49,832	-	-	-	2,454,617
Interbank and money market items	36,488	104,806	35,797	9,500	-	-	186,591
Liability payable on demand	13,005	-	-	-	-	-	13,005
Debt issued and borrowings	-	40,483	12	16,408	-	-	56,903
Total financial liabilities	2,012,530	587,037	85,641	25,908	-	-	2,711,116
Net liquidity gap	(1,857,169)	561,935	726,413	942,056	89,302	68,211	530,748

* Before deducting allowance for expected credit loss amounting to Baht 61 million.

** Excludes unamortised modification gain (loss)

	The Bank 2024						Total
	At call	Within 1 year	1 - 5 years	Over 5 years	Non- Performing Loans	No maturity	
	(in million Baht)						
Financial assets							
Cash	-	-	-	-	-	43,630	43,630
Interbank and money market items*	52,200	492,436	-	-	-	-	544,636
Financial assets measured at FVTPL	-	4,846	11,115	16,085	-	49,390	81,436
Investments, net	-	29,683	154,989	127,727	-	1,798	314,197
Loans to customers**	103,815	586,012	677,496	811,675	90,101	-	2,269,099
Total financial assets	156,015	1,112,977	843,600	955,487	90,101	94,818	3,252,998
Financial liabilities							
Deposits	1,925,437	493,456	61,386	-	-	-	2,480,279
Interbank and money market items	25,227	132,826	40,065	5,500	-	-	203,618
Liability payable on demand	9,227	-	-	-	-	-	9,227
Debt issued and borrowings	-	5,301	16,108	-	-	-	21,409
Total financial liabilities	1,959,891	631,583	117,559	5,500	-	-	2,714,533
Net liquidity gap	(1,803,876)	481,394	726,041	949,987	90,101	94,818	538,465

* Before deducting allowance for expected credit loss amounting to Baht 30 million.

** Excludes unamortised modification gain (loss)

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	The Bank 2023						Total
	At call	Within 1 year	1 - 5 years	Over 5 years	Non- Performing Loans	No maturity	
	(in million Baht)						
Financial assets							
Cash	-	-	-	-	-	40,536	40,536
Interbank and money market items*	35,461	392,074	127	-	-	-	427,662
Financial assets measured at FVTPL	-	21,487	4,582	6,965	-	25,227	58,261
Investments, net	-	135,119	137,869	110,778	-	1,713	385,479
Loans to customers**	115,880	593,739	668,915	850,164	88,544	-	2,317,242
Total financial assets	151,341	1,142,419	811,493	967,907	88,544	67,476	3,229,180
Financial liabilities							
Deposits	1,960,605	441,641	49,832	-	-	-	2,452,078
Interbank and money market items	37,141	106,245	35,797	9,500	-	-	188,683
Liability payable on demand	13,004	-	-	-	-	-	13,004
Debt issued and borrowings	-	40,483	12	16,408	-	-	56,903
Total financial liabilities	2,010,750	588,369	85,641	25,908	-	-	2,710,668
Net liquidity gap	(1,859,409)	554,050	725,852	941,999	88,544	67,476	518,512

* Before deducting allowance for expected credit loss amounting to Baht 30 million.

** Excludes unamortised modification gain (loss)

4.3 Market risk

Market risk is the risk that the Bank and its subsidiaries income and/or shareholders' equity may be affected from the fluctuations of interest rates, foreign exchange rates and equity prices. The Bank and its subsidiaries classify market risk positions into Trading books and non-Trading book. Trading books comprise trading transactions in the financial markets and short-term positions held for sale and/or trading or arbitrage, while non-Trading book mainly comprise positions from Interest Rate Risk in Banking Book (IRRBB) and from Investment Risk Management.

The Bank and its Financial Group with material market risk exposures are required to have a Market Risk Policy or Trading Book Policy or Investment Policy for managing market risk. The policies must be submitted to the Group Risk Management Committee for reviewing prior to seeking approval from Boards of Directors of respective companies. These policies must be reviewed at least once a year, or when deemed appropriate and/or upon any significant strategy or market change and materially affect these policies' compliance. The Bank and its Financial Group with material market risk exposure are required to set up an independent market risk management function which is responsible for measuring, evaluating, controlling, monitoring, and reporting market risk, as well as ensuring that market risk exposure stays below the predetermined limits.

To manage market risk exposures, the Bank and its Financial Group have adopted appropriate statistical and non-statistical tools for market risk assessment which depend on individual market risk characteristics and market risk positions. These tools include Value-at-Risk (VaR), stress testing, position size, sensitivity analysis, management action trigger, and others.

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4.3.1 Interest rate risk

Interest rate fluctuation affects the Bank's interest income and expenses as well as economic value of equity. Four main sub-types of interest rate risk are defined as follows:

- Repricing risk is the risk from maturity / timing mismatches of the Bank's assets and liabilities, which cause interest rates at reset to differ due to yield curve movements. For example, assuming all other factors are constant, if the Bank's assets can be repriced faster than liabilities (positive gap), interest margins increase when interest rates rise. On the other hand, if the Bank's ability to reprice assets is slower than liabilities (negative gap), then interest margins narrow when interest rates rise.
- Yield curve risk arises from interest rates at different maturities changing differently.
- Basis risk occurs when the Bank's assets and liabilities are based on different reference interest rates, e.g., fixed-deposit rates, interbank lending rates, etc. Therefore, any change in reference rates will affect interest rates tied with assets and liabilities differently.
- Options risk arises from implicit and explicit options in the Bank's assets and liabilities and off-financial reporting items, where exercising these options might affect the Bank's revenue and costs. For example, an option on three-month deposit that allows early withdrawal before maturity will, if exercised, cause the Bank's costs to rise sooner than expected.

The Bank and its subsidiaries adopt various tools for interest rate risk management which includes risk tolerance limits for both the Trading book and non-Trading book. For Trading book exposures, there are limits on Value-at-Risk (VaR), sensitivities to yield curve and basis shifts (basis point value), and stress testing. For non-Trading book exposures, limits are determined based on impact assessment on Net Interest Income (NII) and Economic Value of Equity (EVE).

As at 31 December 2024 and 2023, the Bank's interest rate risk exposures based on the results of the aforementioned tools are as follows:

Risk of interest rate portfolio in Trading book

	The Bank	
	2024	2023
	<i>(in million Baht)</i>	
Aggregate 1-year historical Value-at-Risk (VaR)*	45.7	41.1

* With 99% confidence level and 1-day holding period (in normal market situations)

The Bank has disclosed the VaR figures for interest rate risk in Trading book at the Bank level as the VaR for interest rate risk in Trading book of other subsidiaries of its Financial Group are insignificant and exposures at the consolidated level do not materially differ from the Bank level.

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Interest rate risk in Banking book

Impact on Net interest Income (NII) in the event that interest rates rise by 1%

	The Bank	
	2024	2023
	<i>(in million Baht)</i>	
Currency		
THB	7,108	7,756
USD	(321)	(204)
EURO and other foreign currencies	(78)	21
Total impact on net interest income	<u>6,709</u>	<u>7,573</u>
Change in net interest income (%)	6.75	7.23

Impact on Economic Value of Equity (EVE) in the event that interest rates rise by 1%

	The Bank	
	2024	2023
	<i>(in million Baht)</i>	
Currency		
THB	(2,457)	2,931
USD	(94)	(83)
EURO and other foreign currencies	(35)	(37)
Total impact on economic value of equity	<u>(2,586)</u>	<u>2,811</u>
Change in total capital (%)	(0.65)	0.73

The Bank adopted a behavior model in measuring interest rate risk in the banking book to better reflect the risk by adjusting asset and liability repricing tenors i.e., maturity of non-maturity deposits (NMDs), fixed-rate loans subject to prepayment risk, and term deposits subject to early redemption risk, as well as adjusting the relationship of loan and deposit interest rate to the policy rate. The behavior adjustment is in accordance with the BoT notification number Sor. Kor. Sor.1. 2/2564 dated 19 August 2021, regarding to Pillar 2.

The Bank has disclosed the NII and EVE figures for interest rate risk in Banking book at the Bank level as these of other subsidiaries of its Financial Group are insignificant and the exposures at the consolidated level do not materially differ from the Bank level.

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Interest rate repricing analysis

As at 31 December 2024 and 2023, significant financial assets and liabilities classified by interest repricing periods were as follows:

	Consolidated 2024							Total
	At call	Repricing within 3 - 12 months	1 - 5 years (in million Baht)	Reprice over 5 years	Non- Performing Loans	Non- interest bearing		
Financial assets								
Cash	-	-	-	-	-	-	43,766	43,766
Interbank and money market items*	18,723	494,445	1,928	-	-	-	38,662	553,758
Financial assets measured at FVTPL	-	37	4,809	11,115	16,085	-	49,390	81,436
Investments, net	-	6,284	23,499	154,995	127,727	-	1,809	314,314
Loans to customers**	1,151,569	346,009	257,690	388,415	37,992	90,701	-	2,272,376
Total financial assets	1,170,292	846,775	287,926	554,525	181,804	90,701	133,627	3,265,650
Financial liabilities								
Deposits	1,838,167	207,465	280,274	58,020	-	-	98,744	2,482,670
Interbank and money market items	10,994	136,725	4,368	35,565	-	-	13,611	201,263
Debt issued and borrowings	-	612	3,798	16,993	-	-	6	21,409
Total financial liabilities	1,849,161	344,802	288,440	110,578	-	-	112,361	2,705,342
Difference	(678,869)	501,973	(514)	443,947	181,804	90,701	21,266	560,308

* Before deducting allowance for expected credit loss amounting to Baht 73 million.

** Excludes unamortised modification gain (loss).

	Consolidated 2023							Total
	At call	Repricing within 3 - 12 months	1 - 5 years (in million Baht)	Reprice over 5 years	Non- Performing Loans	Non- interest bearing		
Financial assets								
Cash	-	-	-	-	-	-	40,664	40,664
Interbank and money market items*	15,705	393,539	1,443	-	-	-	25,639	436,326
Financial assets measured at FVTPL	-	7,457	15,095	3,517	6,965	-	25,227	58,261
Investments, net	-	85,979	70,789	116,480	110,778	-	1,722	385,748
Loans to customers**	1,129,653	398,792	287,133	372,927	43,058	89,302	-	2,320,865
Total financial assets	1,145,358	885,767	374,460	492,924	160,801	89,302	93,252	3,241,864
Financial liabilities								
Deposits	1,872,247	169,408	265,366	46,534	-	-	101,062	2,454,617
Interbank and money market items	13,056	111,664	3,142	35,297	-	-	23,432	186,591
Debt issued and borrowings	-	38,576	891	-	17,111	-	325	56,903
Total financial liabilities	1,885,303	319,648	269,399	81,831	17,111	-	124,819	2,698,111
Difference	(739,945)	566,119	105,061	411,093	143,690	89,302	(31,567)	543,753

* Before deducting allowance for expected credit loss amounting to Baht 61 million.

** Excludes unamortised modification gain (loss).

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	The Bank 2024							Total
	At call	Repricing within 3 - 12 months	1 - 5 years (in million Baht)	Reprice over 5 years	Non- Performing Loans	Non- interest bearing		
Financial assets								
Cash	-	-	-	-	-	-	43,630	43,630
Interbank and money market items*	18,723	490,831	1,331	-	-	-	33,751	544,636
Financial assets measured at FVTPL	-	37	4,809	11,115	16,085	-	49,390	81,436
Investments, net	-	6,284	23,399	154,989	127,727	-	1,798	314,197
Loans to customers**	1,151,569	344,278	257,125	388,091	37,935	90,101	-	2,269,099
Total financial assets	1,170,292	841,430	286,664	554,195	181,747	90,101	128,569	3,252,998
Financial liabilities								
Deposits	1,836,990	207,088	280,084	58,020	-	-	98,097	2,480,279
Interbank and money market items	11,206	138,785	4,041	35,565	-	-	14,021	203,618
Debt issued and borrowings	-	612	3,798	16,993	-	-	6	21,409
Total financial liabilities	1,848,196	346,485	287,923	110,578	-	-	112,124	2,705,306
Difference	(677,904)	494,945	(1,259)	443,617	181,747	90,101	16,445	547,692

* Before deducting allowance for expected credit loss amounting to Baht 50 million.

** Excludes unamortised modification gain (loss).

	The Bank 2023							Total
	At call	Repricing within 3 - 12 months	1 - 5 years (in million Baht)	Reprice over 5 years	Non- Performing Loans	Non- interest bearing		
Financial assets								
Cash	-	-	-	-	-	-	40,536	40,536
Interbank and money market items*	15,704	391,193	734	-	-	-	20,031	427,662
Financial assets measured at FVTPL	-	7,457	15,095	3,517	6,965	-	25,227	58,261
Investments, net	-	85,724	70,789	116,475	110,778	-	1,713	385,479
Loans to customers**	1,129,653	397,179	286,493	372,372	43,001	88,544	-	2,317,242
Total financial assets	1,145,357	881,553	373,111	492,364	160,744	88,544	87,507	3,229,180
Financial liabilities								
Deposits	1,870,864	169,369	265,299	46,534	-	-	100,012	2,452,078
Interbank and money market items	13,274	112,437	3,807	35,297	-	-	23,868	188,683
Debt issued and borrowings	-	38,576	891	-	17,111	-	325	56,903
Total financial liabilities	1,884,138	320,382	269,997	81,831	17,111	-	124,205	2,697,664
Difference	(738,781)	561,171	103,114	410,533	143,633	88,544	(36,698)	531,516

* Before deducting allowance for expected credit loss amounting to Baht 30 million.

** Excludes unamortised modification gain (loss).

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4.3.2 Foreign exchange risk

Fluctuation in exchange rates affects the value of the Bank and its subsidiaries foreign currency-denominated assets and liabilities. Transactions exposed to foreign exchange risk include proprietary trading transactions and money transfers as well as payments related to international trade and foreign investment, which may result in the Bank and its subsidiaries net currency position being short or long at any point in time. Thai Baht appreciation against the currency in which the Bank and its subsidiaries have a net long position will result in foreign exchange losses, whereas Baht depreciation will result in foreign exchange gain. On the other hand, if the Bank and its subsidiaries are in a net short position, the Bank and its subsidiaries will make a gain on the position when the Baht strengthens but a loss when the Baht weakens.

The Bank and its subsidiaries control foreign exchange risk by setting risk limits on foreign exchange risk exposure both in terms of statistical limits, such as Value at Risk (VaR), and monetary limits, such as net open position (Intra-day Position and Overnight Position), and management action triggers, etc.

As at 31 December 2024 and 2023, the Bank's foreign exchange risk based on the results of the aforementioned tools are as follows:

	The Bank	
	2024	2023
	<i>(in million US Dollars)</i>	
Net open long (short) position (US Dollar equivalent)	28.8	54.9

Risk of foreign exchange rate portfolio in Trading book

	The Bank	
	2024	2023
	<i>(in million Baht)</i>	
Aggregate 1-year historical Value-at-Risk (VaR)*	4.5	9.1

* With 99% confidence level and 1-day holding period (in normal market situations)

As at 31 December 2024 and 2023, majority of the Bank's foreign currency exposures is in US Dollar.

The Bank has disclosed the Net open long (short) position and VaR for foreign exchange risk at the Bank level as the Net open long (short) position and VaR for foreign exchange risk of other subsidiaries of its Financial Group are insignificant and the exposures at the consolidated level do not materially differ from the Bank level.

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4.3.3 Equity price risk

Equity price risk is the risk arising from changes in the price of equities or common stock that may cause volatility in earning or fluctuations in the value of financial assets. The Bank and its subsidiaries have policies to manage the risk by maintaining long-term equity investments and investing in growth potential equities and/or those intended to support the business. The Bank has established the policy that only companies within the Financial Group that are engaged in the financial business with specific supervisory bodies and those permitted to engage in portfolio management can initiate action with respect to equity investments, as allowed under applicable regulations. The Bank has closely managed and monitored market situations to provide information for management to monitor the risk to the Bank. The Bank monitors the investment in listed equity using Value-at-Risk (VaR). For investment that does not have market price, expected loss estimation from historical data used as risk measurement and for risk limit control. (Further details of equity investments are provided under note 8 and 10 and further details on fair value of equity investments and framework are provided under note 27).

5 Maintenance of capital fund

The Bank maintains its capital fund in accordance with the Financial Institution Business Act B.E. 2551 by maintaining its capital fund as a proportion of risk weighted assets in accordance with the criteria, methodologies, and conditions prescribed by BoT. As announced by BoT in circulars dated 8 November 2012 and 7 May 2019, the Bank is required to calculate its Capital Fund in accordance with Basel III.

As at 31 December 2024 and 2023, the Bank's total capital funds were categorised as follows:

	Basel III	
	2024	2023
	<i>(in million Baht)</i>	
Tier 1 capital		
Common Equity Tier 1 (CET1)		
Issued and paid-up share capital	33,992	33,992
Premium on share capital	11,124	11,124
Legal reserve	7,000	7,000
Net profit after appropriation	321,462	309,132
Other comprehensive income	18,520	18,417
Capital deduction items on CET1	(17,654)	(18,495)
Total Tier 1 capital	374,444	361,170
Tier 2 capital		
General provisions	23,752	23,499
Total Tier 2 capital	23,752	23,499
Total capital funds	398,196	384,669
Total risk-weighted assets	2,154,228	2,135,900

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	The Bank 2024				Total
	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	Investments in equity instruments designated at FVOCI (in million Baht)	Financial instruments measured at AMC	
Financial assets					
Cash	-	-	-	43,630	43,630
Interbank and money market items, net	-	-	-	544,606	544,606
Financial assets measured at FVTPL	81,436	-	-	-	81,436
Derivative assets	46,443	-	-	-	46,443
Investments, net	-	96,184	1,798	216,215	314,197
Loans to customers and accrued interest receivables, net	-	-	-	2,156,809	2,156,809
Total	127,879	96,184	1,798	2,961,260	3,187,121
Financial liabilities					
Deposits	-	-	-	2,480,279	2,480,279
Interbank and money market items	-	-	-	203,618	203,618
Liabilities payable on demand	-	-	-	9,227	9,227
Derivative liabilities	45,840	-	-	-	45,840
Debt issued and borrowings	-	-	-	21,409	21,409
Total	45,840	-	-	2,714,533	2,760,373
	The Bank 2023				Total
	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	Investments in equity instruments designated at FVOCI (in million Baht)	Financial instruments measured at AMC	
Financial assets					
Cash	-	-	-	40,536	40,536
Interbank and money market items, net	-	-	-	427,632	427,632
Financial assets measured at FVTPL	58,261	-	-	-	58,261
Derivative assets	45,977	-	-	-	45,977
Investments, net	-	174,495	1,713	209,271	385,479
Loans to customers and accrued interest receivables, net	-	-	-	2,203,055	2,203,055
Total	104,238	174,495	1,713	2,880,494	3,160,940
Financial liabilities					
Deposits	-	-	-	2,452,078	2,452,078
Interbank and money market items	-	-	-	188,683	188,683
Liabilities payable on demand	-	-	-	13,004	13,004
Derivative liabilities	43,708	-	-	-	43,708
Debt issued and borrowings	-	-	-	56,903	56,903
Total	43,708	-	-	2,710,668	2,754,376

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7 Interbank and money market items, net (Assets)

	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Domestic items				
Bank of Thailand and Financial Institutions Development Fund	473,992	372,069	473,992	372,069
Commercial banks	14,689	21,234	14,747	21,237
Other financial institutions*	5,437	3,052	5,437	3,052
Total	494,118	396,355	494,176	396,358
Add accrued interest receivables and undue interest receivables	187	266	187	266
Less allowance for expected credit loss	(25)	(25)	(25)	(25)
Total domestic items	494,280	396,596	494,338	396,599
Foreign items**				
US Dollar	47,693	34,685	38,791	26,041
Japanese Yen	4,633	649	4,633	649
Euro	2,354	704	2,354	704
Other currencies	4,684	3,659	4,407	3,636
Total	59,364	39,697	50,185	31,030
Add accrued interest receivables and undue interest receivables	89	8	88	8
Less allowance for expected credit loss	(48)	(36)	(5)	(5)
Total foreign items	59,405	39,669	50,268	31,033
Total domestic and foreign items	553,685	436,265	544,606	427,632

* Other financial institutions represent financial institutions other than above, such as Finance companies, Securities companies, Credit foncier companies, Life insurance companies, Cooperatives, the Federation of Savings and Credit Cooperatives of Thailand Limited and the Credit Union League of Thailand Limited.

** Certain amount under this item are under restrictions (Note 31).

8 Financial assets measured at fair value through profit or loss

	Consolidated and The Bank	
	2024	2023
	Fair value	
	(in million Baht)	
Financial assets held for trading		
Government and state enterprise securities	24,523	26,563
Corporate debt instruments	6,317	5,857
Total	30,840	32,420
Others		
Government and state enterprise securities	9,234	-
Corporate debt instruments	1,206	380
Foreign debt instruments	39,883	25,123
Domestic equity instruments	268	313
Foreign equity instruments	5	25
Total	50,596	25,841
Total financial assets measured at fair value through profit or loss	81,436	58,261

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9 Derivatives

Derivatives are financial instruments whose characteristics are derived from fair value of underlying assets, or from interest and exchange rates or indices. The following derivatives are currently used and outstanding by the Bank and its subsidiaries:

1. Forward exchange contracts which are agreements to buy or sell fixed amounts of currency at agreed rates of exchange on a specified future date.
2. Currency and interest rate swaps which are agreements to exchange, and on termination of the swap, re-exchange principal amounts denominated in different currencies and may also involve the exchange of related interest payments.
3. Interest rate swaps which are agreements that involve the exchange of interest obligations for a specified period without exchanging the underlying or notional principal.
4. Equity derivatives which are agreements that determined values based on level of the underlying equity's price or price of equity group or Equity Index.
5. Commodity derivatives which are a purchase or a sale of an underlying product or the exchange of cash flow calculated from a reference volume of product multiplied by the agreed price within a period of time and conditions as agreed in the contract.

The notional amount of derivatives at the year end does not represent the risk exposure arising from derivative transactions. The risks arising from derivatives will depend on the changes in the price of each derivative type before maturity of the contract.

As at 31 December 2024 and 2023, on a consolidated and the Bank basis, 100% and 100% of derivatives are over-the-counter derivative transactions. The notional amount of derivatives based on types of contracts were as follows:

Consolidated and The Bank 2024				
	Notional amount			Total
	Less than 1 year	Within 1 - 5 years	More than 5 years	
Forward exchange contracts	1,345,793	203,697	72,848	1,622,338
Interest rate swap contracts	882,412	521,708	209,038	1,613,158
Equity derivatives	11,111	4,954	-	16,065
Commodity derivatives	490	-	-	490

Consolidated and The Bank 2023				
	Notional amount			Total
	Less than 1 year	Within 1 - 5 years	More than 5 years	
Forward exchange contracts	1,138,891	213,983	96,781	1,449,655
Interest rate swap contracts	939,385	526,281	250,443	1,716,109
Equity derivatives	7,507	5,724	-	13,231
Commodity derivatives	220	-	-	220

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9.1 Derivatives held for trading

Type of risk	Consolidated and The Bank					
	2024			2023		
	Fair value		Notional amount <i>(in million Baht)</i>	Fair value		Notional amount
	Assets	Liabilities		Assets	Liabilities	
Foreign exchange rate	31,483	28,158	1,539,761	29,222	26,196	1,348,779
Interest rate	13,105	15,138	1,542,429	14,282	14,185	1,655,545
Equity derivatives	1,209	1,244	16,065	1,036	1,068	13,231
Commodity derivatives	2	2	490	8	8	220
Total	45,799	44,542	3,098,745	44,548	41,457	3,017,775

9.2 Derivatives held for risk management in designated of hedge relationship

Fair value hedges

The Bank and its subsidiaries use interest rate swaps to hedge its exposure to changes in the fair values of fixed-rate debt issued. The designated risk being hedged is the risk of changes in interest rate risk from fixed rate to USD SOFR CMP. As at 31 December 2024 and 2023, there were no significant ineffectiveness in these hedging relationships and there is no net gain (loss) hedging.

Fair value and notional amount classified by type of risks were as follow:

Type of risk	Consolidated and the Bank 2024		
	Fair value		Notional amount
	Assets	Liabilities	
Interest rate	-	891	16,994
Total	-	891	16,994

Type of risk	Consolidated and the Bank 2023		
	Fair value		Notional amount
	Assets	Liabilities	
Interest rate	30	702	34,224
Total	30	702	34,224

Cash flow hedges

The Bank and its subsidiaries use interest rate swaps to hedge its exposure to variability in future cash flows attributable to movements in interest rates of investments in debt instruments. The designated risk being hedged is the risk of changes in interest rate from floating to fixed rate. Cash flow hedge reserve is cumulative amount of effective portion of fair value of hedging instruments which is recognized in other reserves. As at 31 December 2024, the Bank and its subsidiaries had no cash flow hedges transactions (As at 31 December 2023, there were no significant ineffectiveness in these hedging relationships and there is no net gain (loss) hedging).

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Fair value and notional amount classified by type of risks were as follow:

Type of risk	Consolidated and the Bank 2023		
	Fair value		Notional amount
	Assets	Liabilities (in million Baht)	
Interest rate	-	77	24,000
Total	-	77	24,000

Hedge accounting is applied where economic hedging relationships meet the hedge accounting criteria. In these hedging relationships, hedge effectiveness is assessed based on the following factors:

- There is an economic relationship between the hedged item and the hedging instrument.
- The effect of credit risk does not dominate the value changes that result from the economic relationship.
- The hedge ratio of the hedging relationship is the same in the quantity.

The Bank and its subsidiaries establish a hedge ratio by aligning the par amount of the fixed-rate debt issued and the notional amount of the interest rate swap designated as a hedging instrument. The Bank and its subsidiaries apply a hedge ratio of 1:1.

Dynamic Hedging derivatives

Carrying amount and notional amount classified by type of risks consisted of

Type of risk	Consolidated and the Bank 2024		
	Carrying amount		Notional amount
	Assets	Liabilities (in million Baht)	
Interest rate	-	-	53,735
Total	-	-	53,735

Type of risk	Consolidated and the Bank 2023		
	Carrying amount		Notional amount
	Assets	Liabilities (in million Baht)	
Interest rate	-	-	2,340
Total	-	-	2,340

9.3 Derivatives held for risk management not designated in a hedge relationship

Type of risk	Consolidated and the Bank					
	2024		2023		Notional amount	
	Fair value Assets	Fair value Liabilities	Notional amount	Fair value Assets		Fair value Liabilities
Foreign exchange rate	644	407	82,577	1,399	1,472	100,876
Total	644	407	82,577	1,399	1,472	100,876

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10 Investments, net

10.1 Classified by type of investments

	Consolidated		The Bank	
	2024	2023	2024	2023
	AMC	AMC	AMC	AMC
	(in million Baht)			
<i>Investments in debt instruments measured at AMC</i>				
Government and state enterprise securities	216,237	209,294	216,231	209,288
Foreign debt instruments	129	328	-	-
Less allowance for expected credit loss	(45)	(91)	(16)	(17)
Total	216,321	209,531	216,215	209,271

	Consolidated		The Bank	
	2024	2023	2024	2023
	Fair value	Fair value	Fair value	Fair value
	(in million Baht)			
<i>Investments in debt instruments measured at FVOCI</i>				
Government and state enterprise securities	88,756	151,764	88,756	151,764
Foreign debt instruments	7,428	22,731	7,428	22,731
Total	96,184	174,495	96,184	174,495

Allowance for expected credit loss (6) (9) (6) (9)

	Consolidated		The Bank	
	2024	2023	2024	2023
	Fair value	Fair value	Fair value	Fair value
	(in million Baht)			
<i>Investments in equity instruments designated at FVOCI</i>				
Domestic equity instruments	1,739	1,676	1,729	1,668
Foreign equity instruments	70	46	69	45
Total	1,809	1,722	1,798	1,713
Total investments, net	314,314	385,748	314,197	385,479

Dividend income from investments in equity instruments designated at FVOCI recognised in the consolidated and the Bank's statement of profit or loss and other comprehensive income for the year ended 31 December 2024 amounting to Baht 28 million and Baht 26 million, respectively. (2023: Baht 42 million and Baht 39 million, respectively).

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10.2 Investments in which the Bank and its subsidiaries hold 10% or more

	Consolidated and The Bank			
	2024		2023	
	Number of Companies	Fair value (in million Baht)	Number of Companies	Fair value (in million Baht)
Property development and construction [*]	3	1,603	3	1,569
Others [*]	5	-	5	-
Total	8	1,603	8	1,569

* Includes certain investment classified as financial instruments measured through profit or loss in Note 8 and investments in Note 10.1.

10.3 Investments in companies with problems in their financial position and operating results

As at 31 December 2024, the consolidated and the Bank's aggregate cost of investments in companies with problems in their financial position and operating results which were reported as part of investment classified as financial instruments measured through profit or loss in Note 8 and investments in Note 10.1 were amounting to Baht 247 million and Baht 245 million, respectively. These investments have zero fair value at the reporting date. (2023: aggregate cost of Baht 247 million and Baht 245 million, respectively with zero fair value).

11 Investments in subsidiaries and associates, net

11.1 Classified by type of investments in subsidiaries and associates

	Type of business	Type of share	Direct shareholding (%)		Consolidated Investment value (in million Baht)			
			2024	2023	Cost method		Equity method	
			2024	2023	2024	2023	2024	2023
Associates								
BCI (Thailand) Co., Ltd.	Blockchain platform	Common	22.2	22.2	117	117	49	61
National ITMX Co., Ltd.	Payment system service provider	Common	25.4	25.4	208	208	1,035	1,156
Sahaviriya Steel Industries PCL	Steel industry	Common	39.1	39.1	-	-	-	-
Total investments in associates, net					325	325	1,084	1,217

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	Type of business	Type of share	Direct shareholding (%)		Investment value Cost method (in million Baht)		Dividend income for the year ended	
			2024	2023	2024	2023	2024	2023
Subsidiaries								
Siam Commercial Bank Myanmar Ltd.	Banking	Common	100.0	100.0	4,513	4,513	-	-
Cambodian Commercial Bank Ltd.	Banking	Common	100.0	100.0	2,688	2,688	-	-
SCB-Julius Baer Securities Co., Ltd.	Securities	Common	60.0	60.0	1,590	1,590	-	-
SCB Protect Co., Ltd.	Insurance broker	Common	100.0	100.0	513	513	-	-
SCB Training Centre Co., Ltd.	Training center	Common	100.0	100.0	390	390	-	-
SCB Asset Management Co., Ltd.	Asset management	Common	100.0	100.0	222	222	1,300	1,273
Rutchayothin Assets Management Co., Ltd.	Asset management	Common	100.0	100.0	25	25	-	50
SCB Plus Co., Ltd.	Collection	Common	100.0	100.0	1	1	278	251
Indirect subsidiaries								
Mahisorn Co., Ltd.*	Property management	Common	-	-	-	-	-	-
Associates								
BCI (Thailand) Co., Ltd.	Blockchain platform	Common	22.2	22.2	117	117	-	-
National ITMX Co., Ltd.	Payment system service provider	Common	25.4	25.4	208	208	728	257
Sahaviriya Steel Industries PCL	Steel industry	Common	39.1	39.1	-	-	-	-
Total					10,267	10,267	2,306	1,831
Less allowance for impairment					(147)	(147)	-	-
Total investments in subsidiaries and associates, net					10,120	10,120	2,306	1,831

* Subsidiary of SCB Plus Co., Ltd. (100% shareholding).

All subsidiaries and associates are registered and operated in Thailand except for the Siam Commercial Bank Myanmar Ltd. and Cambodian Commercial Bank Ltd. which are registered and operate in Myanmar and Cambodia respectively.

On 28 February 2024, the Bank has entered into a Sale and Purchase Agreement (“SPA”) with Home Credit N.V. (“Seller”) to buy 100% of the charter capital of Home Credit Vietnam Finance Company Limited (“HCVN”) for approximately VND 20,973 billion (or equivalent to approximately Baht 31,000 million). HCVN is a leading consumer finance company in Vietnam. The success of transaction requires the approval from the Bank of Thailand, the State Bank of Vietnam, the Department of Planning and Investment of Vietnam, and/or other relevant competent authorities as well as the satisfaction of the conditions precedent under the SPA.

11.2 Interest in unconsolidated structured entities arising in the normal course of business

The Bank and its asset management subsidiary have transactions with unconsolidated structured entities, through various activities such as involvement in the establishment process, fund management, acting as the trustee, as well as providing source of funds. These structured entities are normally in the form of mutual funds.

The provision of funds is in the form of loans which are on normal business terms. These loans are managed in the same way as all other loans. The outstanding loans to these structured entities as at 31 December 2024 and 2023 amounted to Baht 5,754 million and Baht 6,195 million, respectively.

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12 Loans to customers and accrued interest receivables, net

12.1 Classified by type of loans

Loans to customers and accrued interest receivables, net as at 31 December 2024 and 2023 are as follows:

	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Overdrafts	81,345	84,671	80,893	84,213
Loans	1,668,589	1,673,492	1,667,284	1,672,042
Bills	371,337	387,595	369,817	385,880
Hire purchase receivables	152,070	173,631	152,070	173,631
Others	-	485	-	485
Total loans to customers	2,273,341	2,319,874	2,270,064	2,316,251
Add accrued interest receivables and undue interest receivables	19,786	18,964	19,676	18,891
Total loans to customers and accrued interest receivables and undue interest receivables	2,293,127	2,338,838	2,289,740	2,335,142
Less allowance for expected credit loss	(133,594)	(132,790)	(132,931)	(132,087)
Total loans to customers and accrued interest receivables, net	2,159,533	2,206,048	2,156,809	2,203,055

Contractual loans to customers as at 31 December 2024 and 2023 are as follows:

	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Total loans to customers (Excludes unamortised modification gain (loss))	2,272,376	2,320,865	2,269,099	2,317,242

12.2 Classified by residence of customer

	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Domestic	2,210,886	2,248,236	2,210,546	2,247,896
Foreign	62,455	71,638	59,518	68,355
Total	2,273,341	2,319,874	2,270,064	2,316,251

12.3 Classified by stages

	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Stage 1	1,992,213	2,086,646	1,989,843	2,084,074
Stage 2	210,599	163,304	210,284	162,999
Stage 3	90,315	88,888	89,613	88,069
Total*	2,293,127	2,338,838	2,289,740	2,335,142

* Includes accrued interest receivables and undue interest receivables.

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12.4 Classified by business types and stages

	2024			Consolidated		2023		
	Stage 1	Stage 2	Stage 3	Total*	Stage 1	Stage 2	Stage 3	Total*
	(in million Baht)							
Agriculture and mining	6,002	693	912	7,607	7,825	676	1,064	9,565
Manufacturing and commercial	604,718	67,255	38,919	710,892	628,428	52,901	37,818	719,147
Real estate and construction	155,958	23,782	9,140	188,880	149,223	15,641	10,943	175,807
Utilities and services	358,130	26,986	9,485	394,601	386,542	23,703	12,018	422,263
Housing loans	560,159	44,867	20,684	625,710	572,777	27,835	16,286	616,898
Others	287,063	46,062	11,561	344,686	324,062	41,950	11,173	377,185
Total*	1,972,030	209,645	90,701	2,272,376	2,068,857	162,706	89,302	2,320,865

* Excludes unamortised modification gain (loss).

	2024			The Bank		2023		
	Stage 1	Stage 2	Stage 3	Total*	Stage 1	Stage 2	Stage 3	Total*
	(in million Baht)							
Agriculture and mining	6,002	693	912	7,607	7,825	676	1,064	9,565
Manufacturing and commercial	602,601	67,074	38,919	708,594	626,485	52,628	37,818	716,931
Real estate and construction	155,787	23,782	8,769	188,338	149,046	15,641	10,574	175,261
Utilities and services	358,130	26,986	9,485	394,601	386,540	23,703	12,018	422,261
Housing loans	560,089	44,867	20,684	625,640	572,515	27,805	16,286	616,606
Others	287,059	45,928	11,332	344,319	323,884	41,950	10,784	376,618
Total*	1,969,668	209,330	90,101	2,269,099	2,066,295	162,403	88,544	2,317,242

* Excludes unamortised modification gain (loss).

12.5 Non-Performing Loans

The Bank used the guidelines specified in the BoT notification number Sor Nor Sor 23/2561 dated 31 October 2018, regarding to *Regulations Asset Classification and Provisioning of a Financial Institution*, in determining Non-Performing Loans. As at 31 December 2024 and 2023, the Bank and its subsidiaries have Non-Performing Loans (including loans to interbank and money market items) base on BoT's guidelines as follow:

	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Non-Performing Loans* (Before deducting allowance for expected credit loss and excludes unamortised modification gain (loss))	90,701	89,302	90,101	88,544
% of Non-Performing Loans to total loans	3.3	3.3	3.3	3.3

During the year ended 31 December 2024, the Bank sold and transferred right to receive debt payments of Non-Performing Loans to Asset Management Companies with total principal amount of Baht 7,704 million. (2023: Baht 9,065 million).

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	Consolidated			Total
	Performing (Stage 1)	Under- performing (Stage 2)	Non- performing (Stage 3)	
<i>(in million Baht)</i>				
Interbank and money market items				
As at 1 January 2023	104	9	-	113
Changes from remeasurement of ECL	19	-	-	19
Derecognition	(62)	(9)	-	(71)
As at 31 December 2023	61	-	-	61
Investments in debt instruments				
As at 1 January 2023	109	-	-	109
Changes from remeasurement of ECL	(3)	-	-	(3)
New investments in debt instruments	118	-	-	118
Derecognition	(124)	-	-	(124)
As at 31 December 2023	100	-	-	100
Loans to customers				
As at 1 January 2023	34,376	45,498	53,000	132,874
Changes from stage reclassification	19,920	(30,728)	10,808	-
Changes from remeasurement of ECL	(19,254)	39,370	19,051	39,167
New loans to customers	2,211	1,810	933	4,954
Derecognition	(3,506)	(6,418)	(14,751)	(24,675)
Write-off	-	-	(19,693)	(19,693)
Others	10	9	144	163
As at 31 December 2023	33,757	49,541	49,492	132,790

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	The Bank			Total
	Performing (Stage 1)	Under- performing (Stage 2)	Non- performing (Stage 3)	
<i>(in million Baht)</i>				
Interbank and money market items				
As at 1 January 2024	30	-	-	30
Changes from remeasurement of ECL	24	-	-	24
New interbank and money market items	4	-	-	4
Derecognition	(28)	-	-	(28)
As at 31 December 2024	30	-	-	30
Investments in debt instruments				
As at 1 January 2024	26	-	-	26
Changes from remeasurement of ECL	1	-	-	1
New investments in debt instruments	2	-	-	2
Derecognition	(7)	-	-	(7)
As at 31 December 2024	22	-	-	22
Loans to customers				
As at 1 January 2024	33,711	49,485	48,891	132,087
Changes from stage reclassification	16,568	(25,095)	8,527	-
Changes from remeasurement of ECL	(24,881)	42,171	28,683	45,973
New loans to customers	1,384	1,621	357	3,362
Derecognition	(3,603)	(6,007)	(16,434)	(26,044)
Write-off	-	-	(22,469)	(22,469)
Others	(3)	46	(21)	22
As at 31 December 2024	23,176	62,221	47,534	132,931

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	The Bank			Total
	Performing (Stage 1)	Under- performing (Stage 2)	Non- performing (Stage 3)	
	<i>(in million Baht)</i>			
Interbank and money market items				
As at 1 January 2023	62	-	-	62
Changes from remeasurement of ECL	30	-	-	30
Derecognition	(62)	-	-	(62)
As at 31 December 2023	30	-	-	30
Investments in debt instruments				
As at 1 January 2023	63	-	-	63
Changes from remeasurement of ECL	(1)	-	-	(1)
New investments in debt instruments	5	-	-	5
Derecognition	(41)	-	-	(41)
As at 31 December 2023	26	-	-	26
Loans to customers				
As at 1 January 2023	34,324	45,437	52,490	132,251
Changes from stage reclassification	19,881	(30,685)	10,804	-
Changes from remeasurement of ECL	(19,241)	39,323	18,964	39,046
New loans to customers	2,211	1,805	933	4,949
Derecognition	(3,474)	(6,402)	(14,751)	(24,627)
Write-off	-	-	(19,693)	(19,693)
Others	10	7	144	161
As at 31 December 2023	33,711	49,485	48,891	132,087

As at 31 December 2024, included in the table above the Bank and its subsidiaries have set provision (Management overlay) to cope with uncertainties in the Thai economy and the global economic slowdown. This includes covering vulnerable customers, who continue to be affected by uneven economic recovery, based on observed behaviors that reflect risks.

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14 Modified loans to customers

During the year ended 31 December 2024 and 2023, the Bank and its subsidiaries have modified loans that have not resulted in derecognition, while they had a loss allowance measured at an amount equal to lifetime ECL as follows:

	Consolidated and the Bank	
	2024	2023*
	<i>(in million Baht)</i>	
Loans modified during the year ended 31 December		
Outstanding before modification	85,368	22,097
Net modification gain (loss)	(95)	109
	85,273	22,206
Loans modified since initial recognition		
Outstanding of loans to customers at the end of reporting date that have previously modified for which loss allowance has changed during the year from measured amount equal to lifetime expected credit losses to an amount equal to 12-month expected credit losses	18,323	2,802

* Excluded loan to customers under relief program that apply temporary accounting relief measures (1st form of financial assistance) but included 2nd form of financial assistance.

As at 31 December 2023, approximately 12% of the Bank and its subsidiaries' loans to customers were under the comprehensive debt restructuring, blue scheme only (1st form of financial assistance) including various segments and industries. For non-retail customers, the amount is measured at the customer level. This includes some accounts that are not under the relief program. The Bank has additional internal processes and controls when applying the relief measures regarding loan's staging classification.

The BOT's comprehensive debt restructuring, blue scheme (1st form of financial assistance), ended on 31 December 2023. The Bank considers setting additional provisions (Management overlay) to cope with uncertainties in the Thai economy and the global economic slowdown.

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15 Disclosure of the statement of cash flows of the asset management company

Rutchayothin Assets Management Co., Ltd.
Statement of cash flows

	2024 (Unaudited)	2023 (Audited)
	<i>(in million Baht)</i>	
Cash flows from operating activities		
Profit from operating before income tax expenses	1	15
<i>Adjustments to reconcile profit from operating before income tax expenses to cash receipts from operating activities</i>		
Reversal expected credit loss	-	(17)
Income tax paid	-	(47)
Gain (loss) from operating before changes in operating assets and liabilities	1	(49)
<i>(Increase) decrease in operating assets</i>		
Intercompany and money market items	(1)	103
<i>Increase (decrease) in operating liabilities</i>		
Accrued expenses	-	(4)
Net cash from operating activities	-	50
Cash flows from financing activity		
Dividend paid	-	(50)
Net cash used in financing activity	-	(50)
Net increase in cash	-	-
Cash at 1 January	-	-
Cash at 31 December	-	-

16 Properties for sale, net

	Consolidated 2024			
	Beginning balance	Additions/ Transfer in	Disposals/ Transfer out	Ending balance
	<i>(in million Baht)</i>			
Foreclosed assets				
- Immovable assets	24,804	4,260	(1,767)	27,297
- Movable assets	865	3,871	(4,331)	405
Total foreclosed assets	25,669	8,131	(6,098)	27,702
Others	1,752	819	(419)	2,152
Total properties for sale	27,421	8,950	(6,517)	29,854
Less allowance for impairment	(1,492)	(339)	191	(1,640)
Total properties for sale, net	25,929	8,611	(6,326)	28,214

	Consolidated 2023			
	Beginning balance	Additions/ Transfer in	Disposals/ Transfer out	Ending balance
	<i>(in million Baht)</i>			
Foreclosed assets				
- Immovable assets	21,561	5,400	(2,157)	24,804
- Movable assets	748	5,040	(4,923)	865
Total foreclosed assets	22,309	10,440	(7,080)	25,669
Others	1,650	472	(370)	1,752
Total properties for sale	23,959	10,912	(7,450)	27,421
Less allowance for impairment	(1,520)	(216)	244	(1,492)
Total properties for sale, net	22,439	10,696	(7,206)	25,929

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	The Bank 2024			
	Beginning balance	Additions/ Transfer in	Disposals/ Transfer out	Ending balance
	<i>(in million Baht)</i>			
Foreclosed assets				
- Immovable assets	24,527	4,260	(1,767)	27,020
- Movable assets	865	3,871	(4,331)	405
Total foreclosed assets	25,392	8,131	(6,098)	27,425
Others	1,752	819	(419)	2,152
Total properties for sale	27,144	8,950	(6,517)	29,577
Less allowance for impairment	(1,430)	(339)	191	(1,578)
Total properties for sale, net	25,714	8,611	(6,326)	27,999

	The Bank 2023			
	Beginning balance	Additions/ Transfer in	Disposals/ Transfer out	Ending balance
	<i>(in million Baht)</i>			
Foreclosed assets				
- Immovable assets	21,284	5,400	(2,157)	24,527
- Movable assets	748	5,040	(4,923)	865
Total foreclosed assets	22,032	10,440	(7,080)	25,392
Others	1,650	472	(370)	1,752
Total properties for sale	23,682	10,912	(7,450)	27,144
Less allowance for impairment	(1,458)	(216)	244	(1,430)
Total properties for sale, net	22,224	10,696	(7,206)	25,714

For the year ended 31 December 2024, the Bank and its subsidiaries recognised net gain on sale of properties for sale in the consolidated and the Bank's statement of profit or loss and other comprehensive income amounting to Baht 688 million and Baht 688 million, respectively (2023: the Bank and its subsidiaries recognised net gain on sale of properties for sale in the consolidated and the Bank's statement of profit or loss and other comprehensive income amounting to Baht 859 million and Baht 859 million, respectively).

As at 31 December 2024, the Bank and its subsidiaries have properties for sale which contain buy-back rights or first refusal rights from other debtors within the certain period and prices as specified in the debt restructuring agreements with the cost amounting to Baht 5,810 million. (2023: Baht 6,097 million).

As at 31 December 2024, the Bank had properties for sale transferred under the Bank of Thailand's supportive measure for debt settlement through collateral assets transfers with buy-back options (Asset Warehousing) with the cost amounting to Baht 5,578 million. (2023: Baht 5,578 million)

As at 31 December 2024 and 2023, all of the foreclosed immovable assets were appraised by internal appraisers.

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17 Premises and equipment, net

	Cost				Consolidated 2024 Accumulated depreciation				Allowance for impairment	Net balance
	Beginning balance	Additions/ Transfer in	Disposals/ Transfer out	Ending balance	Beginning balance	Depreciation	Disposals/ Transfer out	Ending balance		
	<i>(in million Baht)</i>									
Land										
Cost	5,297	-	(35)	5,262	-	-	-	-	(77)	5,185
Appraisal increase*	17,969	-	(77)	17,892	-	-	-	-	-	17,892
Premises and building improvements										
Cost	19,569	545	(89)	20,025	(11,055)	(545)	80	(11,520)	(47)	8,458
Appraisal increase*	7,834	-	(39)	7,795	(867)	(370)	6	(1,231)	-	6,564
Equipment	19,178	1,205	(949)	19,434	(17,442)	(632)	946	(17,128)	-	2,306
Others	351	793	(982)	162	(89)	(32)	17	(104)	-	58
Right-of-use assets										
Office building	673	120	(32)	761	(215)	(151)	29	(337)	-	424
ATM	91	57	(29)	119	(28)	(48)	28	(48)	-	71
Vehicle	1,342	9	(42)	1,309	(465)	(271)	42	(694)	-	615
Booth	5	5	(4)	6	(3)	(4)	4	(3)	-	3
Branch	579	297	(286)	590	(190)	(307)	286	(211)	-	379
Others	5	-	-	5	(1)	-	-	(1)	-	4
Total	72,893	3,031	(2,564)	73,360	(30,355)	(2,360)	1,438	(31,277)	(124)	41,959

* Appraisal values are based on valuations completed in 2021 for the Bank and its subsidiaries.

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	Cost				Consolidated 2023 Accumulated depreciation				Allowance for impairment	Net balance
	Beginning balance	Additions/ Transfer in	Disposals/ Transfer out	Ending balance	Beginning balance	Depreciation	Disposals/ Transfer out	Ending balance		
Land										
Cost	5,348	-	(51)	5,297	-	-	-	-	(77)	5,220
Appraisal increase*	18,053	-	(84)	17,969	-	-	-	-	-	17,969
Premises and building improvements										
Cost	19,668	59	(158)	19,569	(10,576)	(625)	146	(11,055)	(47)	8,467
Appraisal increase*	7,869	-	(35)	7,834	(497)	(373)	3	(867)	-	6,967
Equipment	19,210	563	(595)	19,178	(17,388)	(631)	577	(17,442)	-	1,736
Others	281	724	(654)	351	(76)	(30)	17	(89)	-	262
Right-of-use assets										
Office building	629	325	(281)	673	(276)	(171)	232	(215)	-	458
ATM	114	56	(79)	91	(54)	(53)	79	(28)	-	63
Vehicle	1,241	229	(128)	1,342	(339)	(254)	128	(465)	-	877
Booth	16	1	(12)	5	(13)	(2)	12	(3)	-	2
Branch	735	249	(405)	579	(164)	(431)	405	(190)	-	389
Others	4	1	-	5	(1)	-	-	(1)	-	4
Total	73,168	2,207	(2,482)	72,893	(29,384)	(2,570)	1,599	(30,355)	(124)	42,414

* Appraisal values are based on valuations completed in 2021 for the Bank and its subsidiaries.

The gross amount of the Bank and its subsidiaries' fully depreciated premises and equipment that were still in use as at 31 December 2024 amounted to Baht 25,044 million (2023: Baht 25,395 million).

The Siam Commercial Bank Public Company Limited and its Subsidiaries
Notes to the financial statements
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	Beginning balance	Additions/ Transfer in	Cost Disposals/ Transfer out	Ending balance	The Bank 2024 Accumulated depreciation (in million Baht)		Disposals/ Transfer out	Ending balance	Allowance for impairment	Net balance
					Beginning balance	Depreciation				
Land										
Cost	5,211	-	(35)	5,176	-	-	-	-	(77)	5,099
Appraisal increase*	16,811	-	(77)	16,734	-	-	-	-	-	16,734
Premises and building improvements										
Cost	18,936	538	(87)	19,387	(10,619)	(527)	82	(11,064)	(47)	8,276
Appraisal increase*	7,713	-	(39)	7,674	(853)	(364)	6	(1,211)	-	6,463
Equipment	18,893	1,198	(940)	19,151	(17,254)	(622)	940	(16,936)	-	2,215
Others	232	768	(960)	40	-	-	-	-	-	40
Right-of-use assets										
Office building	234	-	(6)	228	(78)	(50)	4	(124)	-	104
ATM	90	57	(29)	118	(27)	(48)	28	(47)	-	71
Vehicle	1,113	1	(12)	1,102	(357)	(225)	12	(570)	-	532
Booth	5	5	(4)	6	(3)	(4)	4	(3)	-	3
Branch	575	297	(286)	586	(189)	(306)	286	(209)	-	377
Others	5	-	-	5	(1)	-	-	(1)	-	4
Total	69,818	2,864	(2,475)	70,207	(29,381)	(2,146)	1,362	(30,165)	(124)	39,918

* Appraisal values are based on valuations completed in 2021.

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	Beginning balance	Additions/ Transfer in	Cost Disposals/ Transfer out	Ending balance	The Bank 2023		Disposals/ Transfer out	Ending balance	Allowance for impairment	Net balance
					Beginning balance	Accumulated depreciation Depreciation <i>(in million Baht)</i>				
Land										
Cost	5,261	-	(50)	5,211	-	-	-	-	(77)	5,134
Appraisal increase*	16,895	-	(84)	16,811	-	-	-	-	-	16,811
Premises and building improvements										
Cost	19,059	34	(157)	18,936	(10,159)	(606)	146	(10,619)	(47)	8,270
Appraisal increase*	7,748	-	(35)	7,713	(489)	(367)	3	(853)	-	6,860
Equipment	18,925	554	(586)	18,893	(17,200)	(621)	567	(17,254)	-	1,639
Others	202	666	(636)	232	-	-	-	-	-	232
Right-of-use assets										
Office building	328	74	(168)	234	(195)	(50)	167	(78)	-	156
ATM	113	56	(79)	90	(53)	(53)	79	(27)	-	63
Vehicle	1,039	176	(102)	1,113	(252)	(207)	102	(357)	-	756
Booth	16	1	(12)	5	(13)	(2)	12	(3)	-	2
Branch	731	249	(405)	575	(164)	(430)	405	(189)	-	386
Others	4	1	-	5	(1)	-	-	(1)	-	4
Total	70,321	1,811	(2,314)	69,818	(28,526)	(2,336)	1,481	(29,381)	(124)	40,313

* Appraisal values are based on valuations completed in 2021.

The gross amount of the Bank's fully depreciated premises and equipment that were still in use as at 31 December 2024 amounted to Baht 24,540 million (2023: Baht 24,892 million).

The fair values of land and premises are determined by using the market approach for land and the replacement cost approach for premises. The fair values are appraised by independent appraisers who are qualified as professionals and have appropriate experience. The fair values of land and premises are categorised as Level 3 in the fair value hierarchy.

The Siam Commercial Bank Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

	Cost				The Bank 2024					
	Beginning balance	Additions/ Transfer in	Disposals/ Transfer out	Ending balance	Beginning balance <i>(in million Baht)</i>	Accumulated amortisation Amortisation	Disposals/ Transfer out	Ending balance	Allowance for impairment	Net balance
Goodwill	1,270	-	-	1,270	-	-	-	-	-	1,270
Software	39,099	3,835	(10)	42,924	(28,750)	(4,414)	7	(33,157)	(229)	9,538
Software under installation	4,314	4,191	(3,878)	4,627	-	-	-	-	-	4,627
Total	44,683	8,026	(3,888)	48,821	(28,750)	(4,414)	7	(33,157)	(229)	15,435

	Cost				The Bank 2023					
	Beginning balance	Additions/ Transfer in	Disposals/ Transfer out	Ending balance	Beginning balance <i>(in million Baht)</i>	Accumulated amortisation Amortisation	Disposals/ Transfer out	Ending balance	Allowance for impairment	Net balance
Goodwill	1,270	-	-	1,270	-	-	-	-	-	1,270
Software	37,253	1,963	(117)	39,099	(23,627)	(5,129)	6	(28,750)	-	10,349
Software under installation	2,192	3,388	(1,266)	4,314	-	-	-	-	-	4,314
Total	40,715	5,351	(1,383)	44,683	(23,627)	(5,129)	6	(28,750)	-	15,933

The gross amount of the Bank's fully amortised intangible assets that were still in use as at 31 December 2024 amounted to Baht 21,788 million (2023: Baht 15,096 million).

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Notes to the financial statements
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19 Deferred tax

	Consolidated		The Bank	
	2024	2023	2024	2023
	<i>(in million Baht)</i>			
Deferred tax assets	2,445	2,742	2,219	2,562
Deferred tax liabilities	(205)	(207)	-	-
Net	2,240	2,535	2,219	2,562
	Consolidated			
	Credited / (Charged) to:			
	At	Profit	Other	At
	1 January	or loss	Comprehensive	31 December
	2024		income	2024
	<i>(in million Baht)</i>			
Deferred tax assets				
Derivative assets	45	3	(15)	33
Investments in subsidiaries and associates	45	-	-	45
Loans to customers and accrued interest receivables	4,467	48	-	4,515
Properties for sale	427	(38)	-	389
Lease liabilities	367	(56)	-	311
Other intangible assets	-	46	-	46
Provisions	2,999	(105)	169	3,063
Other liabilities	1,607	94	-	1,701
Total	9,957	(8)	154	10,103
Deferred tax liabilities				
Financial assets measured at FVTPL	(242)	(501)	-	(743)
Investments	(257)	11	(118)	(364)
Properties for sale	(24)	-	-	(24)
Investment properties	(206)	206	-	-
Premises and equipment	(6,232)	(91)	-	(6,323)
Right-of-use assets	(357)	59	-	(298)
Other intangible assets	(3)	3	-	-
Other assets	(101)	(10)	-	(111)
Total	(7,422)	(323)	(118)	(7,863)
Net	2,535	(331)	36	2,240

The Siam Commercial Bank Public Company Limited and its Subsidiaries
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For the year ended 31 December 2024

	Consolidated			At 31 December 2023
	At 1 January 2023	Profit or loss	Other Comprehensive income	
	<i>(in million Baht)</i>			
Deferred tax assets				
Derivative assets	31	-	14	45
Investments in subsidiaries and associates	45	-	-	45
Loans to customers and accrued interest receivables	4,315	152	-	4,467
Properties for sale	409	18	-	427
Lease liabilities	386	(19)	-	367
Provisions	2,769	262	(32)	2,999
Other liabilities	1,576	31	-	1,607
Total	9,531	444	(18)	9,957
Deferred tax liabilities				
Financial assets measured at FVTPL	(1,137)	895	-	(242)
Investments	798	(1,028)	(27)	(257)
Properties for sale	(24)	-	-	(24)
Investment properties	(165)	3	-	(162)
Premises and equipment	(6,426)	150	-	(6,276)
Right-of-use assets	(379)	22	-	(357)
Other intangible assets	(3)	-	-	(3)
Other assets	(92)	(9)	-	(101)
Total	(7,428)	33	(27)	(7,422)
Net	2,103	477	(45)	2,535
	The Bank			
	Credited / (Charged) to:			
	At	Profit	Other	At
	1 January	or loss	Comprehensive	31 December
	2024		income	2024
	<i>(in million Baht)</i>			
Deferred tax assets				
Derivative assets	45	3	(15)	33
Investments in subsidiaries and associates	45	-	-	45
Loans to customers and accrued interest receivables	4,458	48	-	4,506
Properties for sale	427	(38)	-	389
Lease liabilities	278	(54)	-	224
Other intangible assets	-	46	-	46
Provisions	2,914	(112)	154	2,956
Other liabilities	1,516	70	-	1,586
Total	9,683	(37)	139	9,785
Deferred tax liabilities				
Financial assets measured at FVTPL	(242)	(501)	-	(743)
Investments	(256)	11	(117)	(362)
Investment properties	(206)	206	-	-
Premises and equipment	(6,040)	(92)	-	(6,132)
Right-of-use assets	(273)	55	-	(218)
Other intangible assets	(3)	3	-	-
Other assets	(101)	(10)	-	(111)
Total	(7,121)	(328)	(117)	(7,566)
Net	2,562	(365)	22	2,219

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	The Bank			At 31 December 2023
	At 1 January 2023	Credited / (Charged) to:		
	Profit or loss	Other Comprehensive income		
	(in million Baht)			
Defered tax assets				
Derivative assets	31	-	14	45
Investments in subsidiaries and associates	45	-	-	45
Loans to customers and accrued interest receivables	4,306	152	-	4,458
Properties for sale	409	18	-	427
Lease liabilities	314	(36)	-	278
Provisions	2,689	253	(28)	2,914
Other liabilities	1,500	16	-	1,516
Total	9,294	403	(14)	9,683
Defered tax liabilities				
Financial assets measured at FVTPL	(117)	(125)	-	(242)
Investments	(221)	(8)	(27)	(256)
Investment properties	(209)	3	-	(206)
Premises and equipment	(6,189)	149	-	(6,040)
Right-of-use assets	(511)	38	-	(273)
Other intangible assets	(3)	-	-	(3)
Other assets	(92)	(9)	-	(101)
Total	(7,142)	48	(27)	(7,121)
Net	2,152	451	(41)	2,562

Income tax recognised in profit or loss

For the year ended 31 December	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Current tax expense				
Current year	11,726	12,050	11,240	11,617
Deferred tax expense				
Movements in temporary differences	331	(477)	365	(451)
Total income tax expense	12,057	11,573	11,605	11,166

Income tax recognised in other comprehensive income

For the year ended 31 December	Consolidated					
	Before tax	2024 Tax income (expense)	Net of tax	Before tax	2023 Tax income (expense)	Net of tax
	(in million Baht)					
Gain (loss) on investments in debt instruments at FVOCI	483	(96)	387	84	(17)	67
Gain on investments in equity instruments designated at FVOCI	105	(21)	84	51	(10)	41
Change in hedge reserve	77	(15)	62	(71)	14	(57)
Actuarial gain (loss) on defined benefit plans	(845)	168	(677)	160	(32)	128
Total	(180)	36	(144)	224	(45)	179

The Siam Commercial Bank Public Company Limited and its Subsidiaries
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For the year ended 31 December 2024

For the year ended 31 December	The Bank					
	Before tax	2024 Tax income (expense)	Net of tax	Before tax	2023 Tax income (expense)	Net of Tax
	(in million Baht)					
Gain (loss) on investments in debt instruments at FVOCI	483	(96)	387	84	(17)	67
Gain on investments in equity instruments designated at FVOCI	104	(21)	83	50	(10)	40
Change in hedge reserve	77	(15)	62	(71)	14	(57)
Actuarial gain (loss) on defined benefit plans	(771)	154	(617)	140	(28)	112
Total	(107)	22	(85)	203	(41)	162

Reconciliation of effective tax rate

For the year ended 31 December	Consolidated			
	2024 Rate (%)	2024 (in million Baht)	2023 Rate (%)	2023 (in million Baht)
Profit before income tax expense		61,256		59,498
Income tax using the Thai corporation tax rate	20.0	12,251	20.0	11,900
Tax effect of income and expenses that are not taxable income or not deductible in determining taxable profit, net		(194)		(327)
Total	19.7	12,057	19.5	11,573

For the year ended 31 December	The Bank			
	2024 Rate (%)	2024 (in million Baht)	2023 Rate (%)	2023 (in million Baht)
Profit before income tax expense		60,356		58,652
Income tax using the Thai corporation tax rate	20.0	12,071	20.0	11,730
Tax effect of income and expenses that are not taxable income or not deductible in determining taxable profit, net		(466)		(564)
Total	19.2	11,605	19.0	11,166

The Siam Commercial Bank Public Company Limited and its Subsidiaries
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20 Deposits

20.1 Classified by type of deposits

	Consolidated		The Bank	
	2024	2023	2024	2023
	<i>(in million Baht)</i>			
At call	133,480	132,905	132,420	131,711
Savings	1,793,779	1,830,132	1,793,017	1,828,894
Fixed				
- Less than 6 months	81,035	75,730	80,657	75,691
- 6 months and less than 1 year	147,981	116,747	147,790	116,679
- Over 1 year	326,395	299,103	326,395	299,103
Total	2,482,670	2,454,617	2,480,279	2,452,078

20.2 Classified by currency and residence of customer

	Consolidated					
	2024		2023			
	Domestic	Foreign	Total	Domestic	Foreign	Total
	<i>(in million Baht)</i>					
Baht	2,393,182	6,574	2,399,756	2,396,032	4,053	2,400,085
US Dollar	50,980	14,252	65,232	30,671	15,449	46,120
Other currencies	13,913	3,769	17,682	3,968	4,444	8,412
Total	2,458,075	24,595	2,482,670	2,430,671	23,946	2,454,617

	The Bank					
	2024		2023			
	Domestic	Foreign	Total	Domestic	Foreign	Total
	<i>(in million Baht)</i>					
Baht	2,396,315	6,298	2,402,613	2,399,084	3,594	2,402,678
US Dollar	50,980	9,392	60,372	30,671	10,654	41,325
Other currencies	13,913	3,381	17,294	3,968	4,107	8,075
Total	2,461,208	19,071	2,480,279	2,433,723	18,355	2,452,078

The Siam Commercial Bank Public Company Limited and its Subsidiaries
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21 Interbank and money market items (Liabilities)

	Consolidated		The Bank	
	2024	2023	2024	2023
	<i>(in million Baht)</i>			
Domestic items				
Bank of Thailand and Financial Institutions Development Fund	34,293	35,118	34,293	35,118
Commercial banks	92,374	82,295	93,024	82,295
Specialised financial institutions*	38,158	22,271	38,158	22,271
Other financial institutions**	24,592	26,407	24,592	26,928
Total domestic items	189,417	166,091	190,067	166,612
Foreign items				
US Dollar	3,683	13,075	5,463	14,515
Euro	16	307	17	308
Chinese Yuan	1,751	2,591	1,751	2,591
Other currencies	6,396	4,527	6,320	4,657
Total foreign items	11,846	20,500	13,551	22,071
Total domestic and foreign items	201,263	186,591	203,618	188,683

* Specialised financial institutions are financial institutions incorporated by special laws e.g. Government Savings Bank, Bank for Agricultural and Agricultural Co-operatives, Government Housing Bank, SME Bank, Islamic Bank of Thailand, Export-Import Bank of Thailand and Secondary Mortgage Corporation excluding Thai Credit Guarantee Corporation.

** Other financial institutions represent financial institutions other than above, such as Finance companies, Securities companies, Credit foncier companies, Life insurance companies, Cooperatives, the Federation of Savings and Credit Cooperatives of Thailand Limited and the Credit Union League of Thailand Limited.

22 Debt issued and borrowings

	Interest rate (%)	Year of maturity	Consolidated and the Bank					
			2024		2023			
			Domestic	Foreign	Total	Domestic	Foreign	Total
	<i>(in million Baht)</i>							
Debentures								
- US Dollar	4.40	2029	-	16,993	16,993	-	34,222	
Structured notes								
- US Dollar	0.00 - 5.00 and floating*	2025	4,348	-	4,348	5,770	5,770	
- Baht	0.00 - 1.05 and floating**	2025	953	-	953	17,567	17,567	
Others	-	2026 - 2028	6	-	6	17	17	
Total			5,307	16,993	22,300	23,354	57,576	
Fair value adjustments for hedged items			-	(891)	(891)	-	(673)	
Total			5,307	16,102	21,409	23,354	56,903	

* Compounded SOFR Backward shift 5 Business day + 0.05%

** Compounded THOR Backward shift 5 Business day - 0.25%, 0.35%

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23 Provisions

	Consolidated		The Bank	
	2024	2023	2024	2023
	<i>(in million Baht)</i>			
Allowance for expected credit loss of loan commitments and financial guarantee contracts	4,508	5,486	4,396	5,379
Employee benefit obligations	9,721	8,416	9,161	7,977
Reserve for reward points	1,143	1,090	1,143	1,090
Others	78	126	78	126
Total	15,450	15,118	14,778	14,572

Allowance for expected credit loss of loan commitments and financial guarantee contracts

As of 31 December 2024, the net change in allowance for expected credit loss of loan commitments and financial guarantee contracts increased from the net remeasurement and new loan commitments and financial guarantee contracts of Baht 1,865 million and Baht 1,763 million in the consolidated and the Bank's financial statements, respectively, and decreased from the derecognition of loan commitments and financial guarantee of Baht 2,843 million and Baht 2,746 million in the consolidated and the Bank's financial statements, respectively. (2023: increased from the net remeasurement and new loan commitments and financial guarantee contracts of Baht 3,492 million and Baht 3,501 million in the consolidated and the Bank's financial statements, respectively, and decreased from the derecognition of loan commitments and financial guarantee of Baht 2,843 million and Baht 2,825 million).

Employee benefits obligations

The Bank and its subsidiaries operate a number of post-employment benefit and other long-term employee benefits. All benefit plans are unfunded.

	Consolidated		The Bank	
	2024	2023	2024	2023
	<i>(in million Baht)</i>			
Severance Payment benefits scheme ("SP")	7,952	6,955	7,487	6,592
Other schemes ("Others")	1,769	1,461	1,674	1,385
Total	9,721	8,416	9,161	7,977

Defined benefit plan and other long-term employee benefits

The Bank and its subsidiaries operate defined benefit plans and provide other long-term employee benefits based on the requirements of the Thai Labour Protection Act B.E 2541 (1998) and the Bank and its subsidiaries' policy. These benefits will be provided once the employees fulfill the policy requirements or when employees retire based on pensionable remuneration and length of service.

The defined benefit plans and other long-term employee benefits are exposed to actuarial risks, such as longevity risk and interest rate risk.

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Present value of the defined benefit plan and other long-term employee benefits

	Consolidated			
	2024		2023	
	SP	Others	SP	Others
	<i>(in million Baht)</i>			
At 1 January	6,955	1,461	6,546	1,410
Included in profit or loss:				
Current service cost	464	67	533	60
Interest on obligation	223	47	223	48
Actuarial loss	-	9	-	3
	687	123	756	111
Included in other comprehensive income:				
Actuarial (gain) loss				
- Financial assumptions	560	268	142	68
- Experience adjustment	67	(50)	(268)	(102)
	627	218	(126)	(34)
Others				
Benefits paid	(317)	(33)	(221)	(26)
At 31 December	7,952	1,769	6,955	1,461
	The Bank			
	2024		2023	
	SP	Others	SP	Others
	<i>(in million Baht)</i>			
At 1 January	6,592	1,385	6,215	1,333
Included in profit or loss:				
Current service cost	424	52	495	49
Interest on obligation	212	45	212	47
Employees transfer from (to) subsidiaries	(2)	-	1	-
Actuarial loss	-	8	-	2
	634	105	708	98
Included in other comprehensive income:				
Actuarial (gain) loss				
- Financial assumptions	527	258	138	65
- Experience adjustment	32	(46)	(256)	(87)
	559	212	(118)	(22)
Others				
Benefits paid	(298)	(28)	(213)	(24)
At 31 December	7,487	1,674	6,592	1,385

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Principal actuarial assumptions

	Consolidated		The Bank	
	2024	2023	2024	2023
	(%)			
Discount rate	0.8 - 2.6	0.8 - 3.3	2.6	3.3
Future salary growth	2.0 - 11.0	2.0 - 11.0	5.0 - 7.0	5.0 - 7.0
Medical cost trend rate	5.0	5.0	5.0	5.0
Employee turnover	0.0 - 20.0	0.0 - 20.0	2.0 - 12.0	2.0 - 12.0

Assumptions regarding future mortality have been based on published statistics and mortality tables.

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the employee benefit obligation by the amounts shown below.

	Consolidated			
	1% increase in assumption		1% decrease in assumption	
<i>Effect to the employee benefit obligation</i>	2024	2023	2024	2023
	(in million Baht)			
Discount rate	(1,026)	(887)	1,226	1,059
Future salary growth	888	782	(772)	(680)

	The Bank			
	1% increase in assumption		1% decrease in assumption	
<i>Effect to the employee benefit obligation</i>	2024	2023	2024	2023
	(in million Baht)			
Discount rate	(971)	(845)	1,161	1,010
Future salary growth	834	741	(725)	(644)

Post-employee benefit and other long-term employee benefits expenses included in the statement of profit or loss and other comprehensive income for the year ended 31 December 2024 and 2023 were as follows:

	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Defined contribution plans	1,155	1,118	1,062	1,033
Defined benefit plans and other long-term employee benefits	810	867	739	806
Total	1,965	1,985	1,801	1,839

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24 Other liabilities

	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Accrued expenses	23,883	25,705	22,936	24,883
Other payables	22,003	13,195	21,894	13,112
Deferred income from Distribution Agreement	11,518	12,699	11,518	12,699
Other payable per Credit Support Annex	8,090	7,545	8,090	7,545
Advance received from electronic payment	7,459	6,501	7,459	6,501
Unsettled remittance transaction	5,886	5,064	5,886	5,064
Suspense for ATM transaction	5,804	12,380	5,804	12,380
Accrued interest payable	5,237	3,538	5,251	3,555
Lease liabilities*	1,551	1,841	1,118	1,389
Others	5,001	3,579	4,616	3,375
Total	96,432	92,047	94,572	90,503

* As at 31 December 2024, the amount recorded was calculated from total undiscounted lease liabilities of Baht 1,672 million and Baht 1,163 million in the consolidated and the Bank's financial statements, respectively (2023: Baht 1,957 million and Baht 1,459 million in the consolidated and the Bank's financial statements, respectively).

25 Advance received from electronic payment

In accordance with the BoT notification number Sor Nor Chor 7/2561 dated 16 April 2018, regarding to Regulations on Service Business relating to Electronic Money (E-Money) and Sor Nor Chor 2/2562 dated 20 December 2019 regarding to Regulations on Service Business relating to Electronic Fund Transfer (EFT), require the Bank to disclose advance received from electronic transactions. As at 31 December 2024, the Bank had advances received from electronic transactions, presented as liabilities in the amount of Baht 7,459 million (2023: Baht 6,501 million).

The Bank has kept advance received from electronic transactions which is a part of cash in the statements of financial position as at 31 December 2024 in the amount of Baht 9,371 million (2023: Baht 9,351 million).

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26 Offsetting of financial assets and financial liabilities

The Bank and its subsidiaries currently hold financial instruments agreements which do not meet the criteria for offsetting in the Consolidated and the Bank's statement of financial position because such agreements are created in the way that the parties have to agree a right of set-off the agreed amounts that is enforceable only following and event of default, insolvency or bankruptcy of the Bank or the counterparties or following other predetermined events. For derivatives, the rights to call collateral are agreed by both parties with specific call frequency and threshold. According to the agreements, the Bank and its subsidiaries receive and give collateral in form of cash and marketable securities. The details of significant offsetting of financial assets and financial liabilities are as follow:

	Consolidated and The Bank 2024						
	Gross amount	Amount offset in statements of financial position	Net amount presented in statements of financial position <i>(in million Baht)</i>	Related amounts not offset in statement of financial position - Amount eligible for offsetting per contracts which does not meet accounting standards' conditions	Net amount	Items in statement of financial position	Note
Financial assets							
Reverse sale-and-repurchase	219,400	-	219,400	219,400	-	Interbank and money market items, net (Assets)	7
Derivative assets	5,494	-	5,494	5,494	-	Derivative assets	9
Total	224,894	-	224,894	224,894	-		
Financial liabilities							
Sale-and-repurchase	109,526	-	109,526	109,526	-	Interbank and money market items (Liabilities)	21
Derivatives liabilities	7,993	-	7,993	6,703	1,290	Derivative liabilities	9
Total	117,519	-	117,519	116,229	1,290		

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	Consolidated and The Bank						<i>Note</i>
	Gross amount	Amount offset in statements of financial position	Net amount presented in statements of financial position <i>(in million Baht)</i>	Related amounts not offset in statement of financial position - Amount eligible for offsetting per contracts which does not meet accounting standards' conditions	Net amount	Items in statement of financial position	
Financial assets							
Reverse sale-and-repurchase	182,351	-	182,351	182,351	-	Interbank and money market items, net (Assets)	7
Derivative assets	10,684	-	10,684	7,545	3,139	Derivative assets	9
Total	193,035	-	193,035	189,896	3,139		
Financial liabilities							
Sale-and-repurchase	97,228	-	97,228	97,228	-	Interbank and money market items (Liabilities)	21
Derivatives liabilities	8,697	-	8,697	5,301	3,396	Derivative liabilities	9
Total	105,925	-	105,925	102,529	3,396		

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27 Fair value of financial assets and financial liabilities

27.1 Financial assets and financial liabilities measured at fair value

The following table analyses financial instruments measured at fair value at the reporting date, by the level in the fair value hierarchy into which the fair value measurement is categorised. The amounts are based on the values recognised in the statement of financial position. The fair values include any deferred differences between the transaction price and the fair value on initial recognition when the fair value is based on a valuation technique that uses unobservable inputs.

	2024 Fair value			Consolidated			2023 Fair value			Total
	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total		
Financial assets										
Financial assets measured at FVTPL										
- Investments in debt instruments	-	71,929	-	71,929	-	57,688	235	57,923		
- Investments in equity instruments	9,502	-	5	9,507	313	-	25	338		
Total	9,502	71,929	5	81,436	313	57,688	260	58,261		
Derivative assets										
- Foreign exchange rate	-	32,127	-	32,127	-	30,621	-	30,621		
- Interest rate	-	13,105	-	13,105	-	14,312	-	14,312		
- Others	-	1,211	-	1,211	-	1,044	-	1,044		
Total	-	46,443	-	46,443	-	45,977	-	45,977		
Investments, net										
- Investments in debt instruments measured at FVOCI	-	96,184	-	96,184	-	174,495	-	174,495		
- Investments in equity instruments designated at FVOCI	-	-	1,809	1,809	-	-	1,722	1,722		
Total	-	96,184	1,809	97,993	-	174,495	1,722	176,217		
Total financial assets	9,502	214,556	1,814	225,872	313	278,160	1,982	280,455		
Financial liabilities										
Derivative liabilities										
- Foreign exchange rate	-	28,565	-	28,565	-	27,668	-	27,668		
- Interest rate	-	16,029	-	16,029	-	14,964	-	14,964		
- Others	-	1,246	-	1,246	-	1,076	-	1,076		
Total	-	45,840	-	45,840	-	43,708	-	43,708		
Total financial liabilities	-	45,840	-	45,840	-	43,708	-	43,708		

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	2024 Fair value			The Bank		2023 Fair value			Total
	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3		
				<i>(in million Baht)</i>					
Financial assets									
Financial assets measured at FVTPL									
- Investments in debt instruments	-	71,929	-	71,929	-	57,688	235	57,923	
- Investments in equity instruments	9,502	-	5	9,507	313	-	25	338	
Total	9,502	71,929	5	81,436	313	57,688	260	58,261	
Derivative assets									
- Foreign exchange rate	-	32,127	-	32,127	-	30,621	-	30,621	
- Interest rate	-	13,105	-	13,105	-	14,312	-	14,312	
- Others	-	1,211	-	1,211	-	1,044	-	1,044	
Total	-	46,443	-	46,443	-	45,977	-	45,977	
Investments, net									
- Investments in debt instruments measured at FVOCI	-	96,184	-	96,184	-	174,495	-	174,495	
- Investments in equity instruments designated at FVOCI	-	-	1,798	1,798	-	-	1,713	1,713	
Total	-	96,184	1,798	97,982	-	174,495	1,713	176,208	
Total financial assets	9,502	214,556	1,803	225,861	313	278,160	1,973	280,446	
Financial liabilities									
Derivative liabilities									
- Foreign exchange rate	-	28,565	-	28,565	-	27,668	-	27,668	
- Interest rate	-	16,029	-	16,029	-	14,964	-	14,964	
- Others	-	1,246	-	1,246	-	1,076	-	1,076	
Total	-	45,840	-	45,840	-	43,708	-	43,708	
Total financial liabilities	-	45,840	-	45,840	-	43,708	-	43,708	

Reconciliation of Level 3 fair values

	Consolidated and the Bank <i>(in million Baht)</i>
Financial assets measured at FVTPL	
At 1 January 2024	260
Disposal	(242)
Net change in fair value (including unrealised gain/loss and foreign currency translation)	(13)
At 31 December 2024	5

	Consolidated and the Bank <i>(in million Baht)</i>
Financial assets measured at FVTPL	
At 1 January 2023	11,484
Disposal	(11,987)
Net change in fair value (including unrealised gain/loss and foreign currency translation)	763
At 31 December 2023	260

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27.2 Financial assets and financial liabilities not measured at fair value

Fair value of financial assets and financial liabilities which are not measured at fair value and for which there is a significant difference with carrying amount as at 31 December 2024 and 2023 were as follows:

	Consolidated					
	2024	2024	2024	2023	2023	2023
	Carrying amount	Fair value Level 2	Fair value Level 3	Carrying amount	Fair value Level 2	Fair value Level 3
	<i>(in million Baht)</i>					
Financial assets						
Derivative assets (Dynamic hedge)						
- Interest	-	755	-	-	58	-
Investments in debt instruments measured at AMC	216,321	218,041	106	209,531	206,967	260
Financial liabilities						
Derivative liabilities (Dynamic hedge)						
- Interest	-	1	-	-	-	-
The Bank						
	2024	2024	2024	2023	2023	2023
	Carrying amount	Fair value Level 2	Fair value Level 3	Carrying amount	Fair value Level 2	Fair value Level 3
	<i>(in million Baht)</i>					
Financial assets						
Derivative assets (Dynamic hedge)						
- Interest	-	755	-	-	58	-
Investments in debt instruments measured at AMC	216,215	218,041	-	209,271	206,967	-
Financial liabilities						
Derivative liabilities (Dynamic hedge)						
- Interest	-	1	-	-	-	-

The following methods and assumptions are used in estimating fair values of financial instruments as disclosed herein:

Interbank and money market items (Assets):	- Fair value calculated based on present value of estimated cash flows, using the current interest rate in the money market. The fair value has no significant difference with the carrying amount.
Financial assets measured at FVTPL and investments:	The following methodologies are used to determine the fair value of securities held by the Bank. <ul style="list-style-type: none"> - The fair value of debt securities is estimated based on the Thai Bond Market Association's last average bid price for identical or similar instruments in active markets or other inputs that are observable market data. In situations where no auction prices are available, the fair value is estimated based on the last executed price. For debt instruments with no active market price, the fair value is estimated based on the yield curve of debt securities plus a risk premium.

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- The fair value of listed private sector equity instruments and listed unit trust is estimated by using the bidding prices at The Stock Exchange of Thailand on the last business day of the year.
- The fair value of non-marketable equity instruments is measured based on different measurement approach that is most appropriate to the investee's business i.e. current adjusted book value, latest round funding price and other valuation models. The majority of exposures are measured using latest round funding price.
- The fair value of non-listed unit trusts is estimated based on the net asset value at the reporting date.
- The fair value of foreign debt and equity instruments listed on foreign stock exchanges is estimated by using the bid prices at such exchanges as of the last business day of the year. The fair value of non-listed foreign debt and equity instruments is determined based on values quoted by reliable international financial institutions.

Derivatives:

- In a liquid market, the prices quoted represent the best fair market value that are obtained from local or foreign sources announced by the independent data providers or brokers. On the other hand, fair values of derivatives in an illiquid market are an average of prices quoted from several sources. Alternatively, prices derived from a standard and reliable model (mark to model), or a benchmark price of the instrument that has a similar characteristic could also be used. In the case of derivative assets, fair values are also reflected the credit risk of counterparty.

Loans to customers and accrued interest receivables:

- For variable-rate loans that are repriced frequently and have no significant change in credit risk, fair values are based on carrying amount.
- The fair values of other loans are estimated using discounted cash flow analyses, using market interest rates or the fair value of collateral. There is no significant difference with the carrying amount.

Deposits:

- The fair value of deposits which are payable on demand by the depositor are equal to the carrying amount.
- Fair values for fixed-deposits are estimated using a discounted cash flow calculation that applies interest rates currently being offered on similar deposits.

Interbank and money market items (Liabilities):

- The fair value has no significant difference with the carrying amount.

Liabilities payable on demand:

- The fair value is approximated based on its carrying amount.

Financial liabilities measured at FVTPL:

- The fair value is calculated based on valuation models using market data obtained from reliable sources.

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- Debt issued and borrowings:
- The fair value of short-term borrowings maturing within 90 days approximated its carrying amount.
 - Fair values of other borrowings are estimated using discounted cash flow analyses based on the Bank's current borrowing rates for similar types of borrowing arrangements.

28 Share capital

All preferred shares had a period of 10 years, which expired on 10 May 2009. Hence, rights of preferred shareholders have been the same as those of the common shareholders since then.

Holders of preferred shares are entitled to convert the shares they hold into common shares, with the conversion ratio of 1:1. The holders of common shares and preferred shares are entitled to receive dividends as declared, and are entitled to one vote per share at the shareholders' meeting of the Bank.

During the year, holders of preferred shares converted 2,883,925 preferred shares into common shares, amounting to Baht 29 million.

29 Reserves

Reserves comprise:

Appropriations of profit and/or retained earnings

Legal reserve

Section 116 of the Public Companies Act B.E. 2535 requires the Bank and its subsidiaries which are public companies shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward (if any), to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered capital. The legal reserve is not available for dividend distribution.

According to the Civil and Commercial Code, subsidiaries which are private companies must appropriate to a reserve fund at each distribution of dividend at least 5% of net profit until the reserve fund not less than 10% of the registered capital of the Company. Such reserve fund is not available for distribution as dividend.

Other components of equity

Translation differences

The translation reserve comprises all foreign currency differences arising from the translation of the financial statements of foreign operations.

Fair value reserve

The fair value reserve comprises:

- the cumulative net change in the fair value of equity securities designated at FVOCI; and
- the cumulative net change in the fair value of debt securities at FVOCI until the assets are derecognised or reclassified. This amount is adjusted by the amount of loss allowance.

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Revaluation reserve

The revaluation reserve comprises the cumulative net change in the valuation of premises and equipment included in the financial statements at valuation until such premises and equipment are sold or otherwise disposed of.

30 Dividends

The dividends paid by the Bank to the shareholders are as follows:

	Approval date	Payment schedule	Dividend rate per share (Baht)	Amount (in million Baht)
2024				
Annual dividend 2023	20 March 2024	2 April 2024	7.98	27,126
Interim dividend 2024	23 August 2024	18 September 2024	2.00	6,798
Total			9.98	33,924
2023				
Annual dividend 2022	20 March 2023	31 March 2023	11.07	37,629
Interim dividend 2023	31 August 2023	26 September 2023	2.50	8,498
Total			13.57	46,127

31 Assets pledged as collateral and under restriction

	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Securities pledged as collateral for repurchase	110,385	98,081	110,385	98,081
Deposits under restriction of overseas subsidiaries and branches	1,206	1,236	437	486
Others	16	80	10	75
Total	111,607	99,397	110,832	98,642

32 Contingent liabilities and commitments

	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Avals to bills	10,409	12,738	10,409	12,738
Guarantees of loans	2,718	1,220	2,366	845
Liability under unmaturing import bills	39,785	44,787	39,723	44,742
Letters of credit	23,311	25,599	23,391	25,547
Other contingent liabilities and commitments				
- Unused bank overdrafts	188,007	185,704	187,215	184,894
- Other guarantees	165,891	172,159	164,693	170,956
- Receivables / payables from investments	25,833	13,180	25,833	13,180
- Others*	155,844	108,580	155,844	108,580
Total	611,798	563,967	609,474	561,482

* Includes items that have been contracted but not yet recognised.

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33 Related parties

The Bank has business transactions with related parties or persons. Interest rates for staff loans under the staff welfare scheme is charged in accordance with the Bank's regulations for such loans. Interest rates and other pricing for other related parties are at the same rates as in the normal course of business with the same business conditions as general customers. For other income and expenses are charged at market price as normal business or the price as stipulated in the agreement. Significant transactions with related parties or persons were as follows:

33.1 Assets, liabilities, and contingencies

	Consolidated		The Bank	
	2024	2023	2024	2023
	<i>(in million Baht)</i>			
Parent company				
Financial asstes measured at FVTPL	113	-	113	-
Loans*	53,558	68,026	53,558	68,026
Deposits	2,058	3,410	2,058	3,410
Other liabilities	1,714	1,700	1,714	1,700
Contingencies (Notional amount)	6,703	4,668	6,703	4,668
Subsidiaries				
Other assets	-	-	801	879
Deposits	-	-	3,133	3,052
Interbank and money market items (liabilities)	-	-	2,740	2,455
Other liabilities	-	-	351	355
Contingencies (Notional amount)	-	-	357	-
Associates				
Loans*	7,546	7,810	7,546	7,810
Deposits	234	248	234	248
Contingencies (Notional amount)	186	781	186	781
Other related parties				
Interbank and money market items (Assets)*	1,850	400	1,850	400
Goodwill and other intangible assets, net	2,043	1,957	2,043	1,957
Other assets	805	1,057	774	1,019
Deposits	6,987	8,347	6,987	8,347
Interbank and money market items (liabilities)	849	614	849	614
Other liabilities	789	1,889	765	1,875
Contingencies (Notional amount)	4,928	4,206	4,928	4,206
Related persons and their related entities which have significant influence				
Loans*	36,513	50,044	36,513	50,044
Deposits	31,253	32,062	31,253	32,062
Contingencies (Notional amount)	1,507	2,451	1,507	2,451

* Before deducting allowance for expected credit loss.

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33.2 Income and expenses

	Consolidated		The Bank	
	2024	2023	2024	2023
	<i>(in million Baht)</i>			
<i>For the year ended 31 December</i>				
Parent company				
Interest income	1,999	616	1,999	616
Interest expenses	55	120	55	120
Fee and service income and other income	204	228	204	228
Fee and service expenses and other expenses	1,718	1,697	1,718	1,697
Net gain on financial instruments measured at fair value through profit or loss	19	378	19	378
Subsidiaries				
Interest expenses	-	-	142	69
Fee and service income and other income	-	-	3,044	2,603
Fee and service expenses and other expenses	-	-	1,824	1,965
Dividend income	-	-	1,578	1,574
Associates				
Interest income	14	14	14	14
Interest expenses	2	1	2	1
Dividend income	728	257	728	257
Other related parties				
Interest income	23	1,542	23	1,542
Interest expenses	40	140	40	140
Fee and service income and other income	2,243	2,731	2,025	2,535
Fee and service expenses and other expenses	878	1,652	806	1,604
Net gain on financial instruments measured at fair value through profit or loss	16	62	16	62
Related persons and their related entities which have significant influence				
Interest income	1,705	1,112	1,705	1,112
Interest expenses	255	278	255	278
Other expenses	225	222	225	222

Significant agreements with related parties

In December 2023, the Bank entered into service agreement with SCB X Public Company Limited ("the parent company"). Under this agreement, the parent company shall provide strategic management advisory services to the Bank for the period from 1 January 2023 to 31 December 2024 where the agreement is automatically renewed for succeeding period of 1 year unless terminated by any counterparty. The service fee shall be payable on an annually basis at the rate specified in the agreement.

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34 Key management personnel compensation

Key management personnel are defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Bank and its subsidiaries, holding the position of Executive Vice President or higher.

The Bank and its subsidiaries have not paid benefits to directors and executives other than the benefits that are normally paid such as meeting allowances, reward, salary, bonus, cost of living allowance, transportation charges and fringe benefits according to the Bank and its subsidiaries regulations.

For the year ended 31 December	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Short-term employee benefits	1,511	1,361	1,199	1,061
Post-employment benefits and others	38	36	32	30
Termination benefits	33	36	28	36
Total	1,582	1,433	1,259	1,127

35 Segment information

35.1 Information about reportable segments

Information on the Bank's operating model and business segments is set out in the annual report. Specifically, the Bank has three main lines of business: the Corporate Segment which serves corporate and commercial customers; the SME Segment which serves SME customers and small businesses; the Retail Segment which serves individuals customers.

Others segment includes the income from the Banks' interbank and money market and investments that is not allocated to a specific business unit and the results of subsidiaries business. Operating expenses are both direct and indirect business expenses of each line of business as well as allocation of common expenses to these businesses. The pricing policy among business units are in line with the normal course of business.

For the year ended 31 December 2024	Consolidated					Total
	Corporate Segment	SME Segment	Retail Segment	Others	Elimination	
	(in million Baht)					
Net interest income	24,837	24,073	48,057	7,627	-	104,594
Non-interest income, net	8,572	4,184	16,686	13,765	(3,977)	39,230
Total operating income	33,409	28,257	64,743	21,392	(3,977)	143,824
Total operating expenses	(9,408)	(7,937)	(31,052)	(9,499)	2,463	(55,433)
Profit before expected credit loss and income tax expenses	24,001	20,320	33,691	11,893	(1,514)	88,391
Expected credit loss						(27,135)
Income tax expenses						(12,057)
Net profit						49,199

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For the year ended 31 December 2023	Consolidated					Total
	Corporate Segment	SME Segment	Retail Segment	Others	Elimination	
	(in million Baht)					
Net interest income	23,210	23,381	48,927	8,335	-	103,853
Non-interest income, net	8,209	4,692	20,532	9,861	(3,816)	39,478
Total operating income	31,419	28,073	69,459	18,196	(3,816)	143,331
Total operating expenses	(10,271)	(8,710)	(32,984)	(6,535)	2,578	(55,922)
Profit before expected credit loss and income tax expenses	21,148	19,363	36,475	11,661	(1,238)	87,409
Expected credit loss						(27,910)
Income tax expenses						(11,573)
Net profit						47,926

	Consolidated 2024					Total
	Corporate Segment	SME Segment	Retail Segment	Others	Elimination	
	(in million Baht)					
Loans to customers*	893,293	403,183	972,622	3,278	-	2,272,376
Total assets	860,251	367,196	1,026,376	1,073,828	(16,948)	3,310,703
Total liabilities	635,255	274,942	1,518,587	450,751	(7,039)	2,872,496

	Consolidated 2023					Total
	Corporate Segment	SME Segment	Retail Segment	Others	Elimination	
	(in million Baht)					
Loans to customers*	908,132	413,208	995,902	3,623	-	2,320,865
Total assets	871,350	371,942	959,631	1,099,116	(16,720)	3,285,319
Total liabilities	624,799	260,396	1,524,918	458,830	(6,747)	2,862,196

* Excludes unamortised modification gain (loss).

35.2 Information about geographical areas

The Bank and subsidiaries do not present the financial position and results of operations classified by domestic and foreign business in the financial statements since the Bank and subsidiaries are engaged insignificantly in foreign business.

36 Interest income

For the year ended 31 December	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Interbank and money market items	9,958	9,833	9,820	9,690
Investments and trading transactions	1,077	507	1,077	507
Investments in debt instruments	8,389	7,618	8,367	7,610
Loans	112,442	108,983	112,247	108,778
Hire purchase	9,256	10,114	9,256	10,114
Others	548	304	548	304
Total	141,670	137,359	141,315	137,003

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37 Interest expenses

For the year ended 31 December	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Deposits	20,016	15,401	20,012	15,358
Interbank and money market items	3,370	2,778	3,433	2,808
Contributions to Deposit Protection Agency and Financial Institutions Development Fund	11,315	11,710	11,315	11,710
Debt issued	1,863	3,197	1,863	3,197
Others	512	419	499	419
Total	37,076	33,505	37,122	33,492

38 Net fee and service income

For the year ended 31 December	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Fee and service income				
- Acceptances, avals and guarantees	1,441	1,574	1,425	1,557
- ATM, Debit cards, Credit Cards and other banking electronic	10,182	10,611	10,213	10,637
- Insurance commission and bancassurance related income	8,738	10,281	7,081	8,931
- Fund management fee	5,794	5,028	-	-
- Domestic and foreign fund transfer	2,846	3,736	2,800	3,695
- Others	9,281	9,367	11,504	11,257
Total fee and service income	38,282	40,597	33,023	36,077
Fee and service expenses	(11,799)	(12,364)	(10,292)	(11,068)
Net fee and service income	26,483	28,233	22,731	25,009

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39 Net gain on financial instruments measured at fair value through profit or loss

For the year ended 31 December	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Gain (loss) on trading and foreign exchange transactions				
Foreign currencies and foreign exchange derivatives	5,564	6,652	5,555	6,628
Interest rate derivatives	198	1,312	198	1,312
Debt instruments	1,396	297	1,396	297
Other derivatives	139	(666)	139	(666)
Total	7,297	7,595	7,288	7,571

Gain (loss) on other

Derivatives held for risk management not designated in a hedge relationship				
- Foreign exchange derivatives	310	(1,569)	310	(1,569)
Debt instruments	2,122	889	2,122	889
Equity instruments	(54)	77	(54)	77
Other	32	833	-	833
Total	2,410	230	2,378	230

Total net gain on financial instruments measured at fair value through profit or loss

9,707	7,825	9,666	7,801
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40 Net gain on investments

For the year ended 31 December	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Investment in debt instruments measured at FVOCI	435	64	435	64
Investments in subsidiaries	-	4	-	-
Total	435	68	435	64

41 Other expenses

For the year ended 31 December	Consolidated		The Bank	
	2024	2023	2024	2023
	(in million Baht)			
Other service fees	5,038	4,792	6,665	6,517
Amortisation of intangible assets	4,309	5,038	4,414	5,129
Marketing expenses	2,029	2,548	1,971	2,451
Others	2,933	2,835	2,702	2,611
Total	14,309	15,213	15,752	16,708

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42 Expected credit loss

<i>For the year ended 31 December</i>	Consolidated		The Bank	
	2024	2023	2024	2023
	<i>(in million Baht)</i>			
Expected credit loss				
- Interbank and money market items	12	(52)	-	(32)
- Investment in debt instruments measured at FVOCI	(3)	(6)	(3)	(6)
- Investment in debt instruments measured at AMC	(46)	(3)	(1)	(31)
- Loans to customers and accrued interest receivables*	29,924	28,422	29,941	28,341
- Loan commitments and financial guarantee contracts	(978)	649	(983)	676
Modification gain	(1,774)	(1,100)	(1,774)	(1,100)
Total	27,135	27,910	27,180	27,848

* Net of bad debts recovery.

43 Basic earnings per share

<i>For the year ended 31 December</i>	Consolidated		The Bank	
	2024	2023	2024	2023
	<i>(in million Baht / million shares)</i>			
Profit attributable to common shareholders of the Bank (basic)	49,233	47,958	48,751	47,485
Number of common and preferred shares outstanding	3,399	3,399	3,399	3,399
Earnings per share (basic) (in Baht)	14.48	14.11	14.34	13.97

The Siam Commercial Bank Public Company Limited

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