krungsri
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A member of MUFG
a global financial group

SUSTAINABILITY REPORT
2015

EMPOWERING KNOWLEDGE INSPIRING BRIGHT FUTURE

TOWARDS SUSTAINABLE WELL-BEING

Contents

MESSAGE FROM THE CHAIRMAN, THE VICE-CHAIRMAN, AND THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

Krungsri's overarching responsibility in Thailand's financial intermediation and financial sector development continued unabated despite lackluster domestic and external demand in 2015. On the contrary, the vulnerable and highly-leveraged households and financially-stretched small and medium-sized enterprise clients further highlighted Krungsri's role in providing sustainable support and services to our clients. With due regard to our responsible duty to customers' needs, our loan portfolio grew 4.7% in 2015.

Sustainability is an important foundation of our mission – 'to be a leading regional financial institution with global reach, committed responsibly to meeting the needs of our customers and serving society through sustainable growth.' While we methodically address all three pillars of sustainability – economic, social and environmental, as a premier bank in consumer finance, and importantly, as a pioneer in microfinance, we firmly believe in our unique position to leverage our expertise and local networks for promoting financial inclusion and financial literacy for 'unbanked' people. Through our responsible lending practices which entail innovative yet prudent underwriting criteria coupled with financial management knowledge programs for customers, we are committed to helping marginalized customers make ends meet while instilling a culture of financial discipline to help them build and maintain a strong credit history and portfolio balance. This is our 'Make Life Simple' promise that will ultimately guide these customers in making smart financial decisions in the long-term.

In 2015, Krungsri continued to pursue the above mission through the operation of Ngern Tid Lor Co., Ltd. (NTL) – our flagship microfinance subsidiary. By focusing on underserved members of the population, particularly self-employed and low and/or irregular income individuals, to date, NTL has successfully expanded its branch network to cover 382 branches nationwide, over 210,000 customer loan accounts, and approximately 85,000 newly-introduced microinsurances. We also continued to see customers successfully migrate to the formal banking sector. All these achievements may be small in relation to Krungsri's overall portfolio, however, it is our firm belief that the true value proposition to the otherwise marginalized customers is significant.

On our commercial banking side, we successfully integrated the business of Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU) Bangkok Branch into Krungsri, which resulted in a notable expansion in the corporate portfolio in 2015. The new well-balanced portfolio structure is aligned with the country's economic structure and direction, reflecting our commitment to being a responsible financial intermediary with prudent risk culture and obligation to the country's socio-economic development. This year, amongst our key commercial lending projects was the USD 60 million facilities provided to a joint venture project to build the world's first BioPBS Production Plant, positioning Thailand as Asia's bio-hub. Through supporting major environmentally friendly innovations such as this, Krungsri believes we can contribute meaningfully to the country's socio-economic and environmental sustainability.

Krungsri's Corporate Social Responsibility (CSR) initiatives in 2015 were underlined by our commitment to financial literacy and our efforts to instill Krungsri staff with a sense of responsibility towards the prosperity and sustainability of society. In commemoration of our 70th anniversary in the Thai banking sector, we launched '70th Krungsri Anniversary 70 Schools Financial Literacy' project to mobilize head office, branch and subsidiary staff volunteers to teach basic financial knowledge to primary school students in an effort to cultivate financial discipline at young age. The project proved to be a major achievement for Krungsri as 2,100 volunteer trainers were engaged, enabling the project to reach out to a total of 3,839 students nationwide. The project will continue in 2016 and expand the number of volunteers and schools to create a more impactful result.

Krungsri recognizes that we are only a few small steps into a long journey that is going to be all the more challenging, especially now that we have become a proud member of the Mitsubishi UFJ Financial Group (MUFG) – one of the world's largest financial groups. As Krungsri gears up for greater business opportunities and aspirations abroad, particularly in the ASEAN, our role in sustainable well-being must also be expanded beyond our home market. This is a challenge that we will be addressing in parallel to the implementation of our Mid Term Business Plan.

Internally, we need to broaden as well as deepen our sustainability practices through improving financial access for the unbanked as well as advancing and empowering local communities. At the same time, we will enhance our role as financial advisor for banked customers – consumers, SMEs, and Thai, Japanese and multinational corporations. Through this two-pronged approach, we are determined to help existing and new clients realize their economic potential through optimal allocation and utilization of financial resources, which will ultimately render maximum benefits for society and the economy at large.

Last but not least, we, Krungsri, will be reaching out to stakeholders to better understand their needs and expectations of us in order to continually advance ourselves as Thailand's preferred financial service provider, shared value creator for society and the economy, and ultimately, ASEAN's leading responsible corporate citizen.

Veraphan Teepsuwan	**Go Watanabe**	**Noriaki Goto**
Chairman	Vice-Chairman	President and Chief Executive Officer


SIMPLE TO SHARE


krungsri

MISSION

To be a leading regional financial institution with global reach, committed responsibly to meeting the needs of our customers and serving society through sustainable growth.

VISION

Highly-qualified team of professionals providing innovative products and services, dedicated to becoming our customers' number one preferred financial group.

CORE VALUES

Customer Centricity: We put our customers first, understanding and anticipating their needs and expectations and responding with best solutions.

Integrity: We are fair and professional, inspiring trust and work with transparency, legalism and ethics.

Team Spirit: We work together as a team for the benefit of our customers and Krungsri with open hearts and open minds to reach our goals.

Passion for Excellence: We are committed to instill in ourselves the expectation of excellence in delivering our work and services.

Embracing Changes: We intend to do better everyday by opening ourselves to changes and new experiences that will fairly benefit Krungsri and our customers.

Global Awareness: We challenge ourselves as a valued member of a global financial group, supporting the growth of our customers both within and outside of Thailand.

[G4-56]

HIGHLIGHT OF SUSTAINABILITY ACHIEVEMENTS

3,839 PRIMARY STUDENTS from **70 SCHOOLS** in **30 PROVINCES NATIONWIDE**

Established CSR Committee for the **FIRST YEAR**

Krungsri employees engaged in CSR volunteering activities for an average of **8 HOURS** per person

Received **CSR Excellence Recognition** Awards from AMCHAM Thailand for **3 CONSECUTIVE YEARS**

Arranged training of **CSR TOWARDS SUSTAINABILITY** to Krungsri employees

ORGANIZATION OVERVIEW

Company Information

[G4-3 to G4-9]

Name of company:	Bank of Ayudhya Public Company Limited
Type of company:	Listed on the Stock Exchange of Thailand
SET symbol:	BAY
Registration number:	0107536001079
Business type:	Commercial bank
Brand name:	Krungsri
Areas of operation:	4 countries, i.e. the Kingdom of Thailand, the Lao People's Democratic Republic (2 branches), Hong Kong Special Administrative Region of the People's Republic of China (1 branch), and the Republic of the Union of Myanmar (Representative Office)
Head office address:	1222 Rama III Road, Bang Phongphang, Yan Nawa, Bangkok 10120
Contact channels:	Telephone: 0-2296-2000 Facsimile: 0-2683-1304 Krungsri Call Center: 1572 Website: www.krungsri.com
Total workforce:	25,255 employees (Permanent and temporary employees of the Bank and subsidiaries)
Fee income:	THB 22.67 billion

Nature of Business

[G4-9]

The direct services that Krungsri offers to customers can be classified into three core categories:

1. Deposit Services	2. Loan Services	3. Other Financial Services
The Bank accepts deposits from ordinary persons and business organizations, providing the following four types of accounts: • Current accounts • Savings accounts • Time deposits • Foreign currency deposits	The Bank provides various loan services as follows: • Overdrafts (O/D) • Promissory note loans and term loans for business customers • Housing loans and personal loans for retail customers • Foreign currency loans • Trade finance credit • Other loan services such as aval/acceptance, letter of guarantee/bank guarantee, letter of credit, and issuance of certificate of financial status	• Domestic money transfer services • Foreign exchange and international money transfer services • Electronic banking services to facilitate international trade via Krungsri Trade Link • Automatic account debit and credit (auto payments), life insurance and non-life insurance brokerage services • Investment banking services • Securities business services • Cash management services • Transaction banking services • Foreign exchange forward contracts and instruments for hedging exchange rate and interest rate risks • Trade finance services • Government bonds, treasury bills, and state enterprise bonds

Charters, Principles, Initiatives, and Association Membership

[G4-15 to G4-16]

The Bank conducts its business as determined by the Financial Institution Business Act B.E. 2551 (A.D. 2008), the Securities and Exchange Act, the regulations of the Office of the Securities and Exchange Commission, the Stock Exchange of Thailand, and other relevant notifications, including national as well as international charters, principles, and initiatives such as the ASEAN CG Scorecard, the COSO (Committee of Sponsoring Organizations of the Treadway Commission) ERM Framework, and the Global Reporting Initiatives (GRI) for sustainable business.

Krungsri, together with our subsidiaries and associated companies, is accredited with membership of **Thailand's Private Sector Collective Action against Corruption (CAC).** Krungsri was one of the first commercial banks to have been awarded with a membership certificate on 8 October 2013 and in 2014, all 17 companies in Krungsri Group were also accredited by the Committee of the Collective Action Coalition against Corruption.

In addition, Krungsri now holds membership in the **Thai Bankers' Association (TBA)**, which demonstrates its close cooperation in strengthening the financial sector network. The Bank also joined the CSR Club of the TBA as a way of investing even more effort in contributing to society.

Significant Changes

[G4-13]

Today, Krungsri is a strategic member of the Mitsubishi UFJ Financial Group (MUFG), Japan's largest financial group and one of the world's largest financial groups. In 2013, the Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU), a key pillar of MUFG, became the major shareholder of Krungsri, and on 5 January 2015, the Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU) Bangkok Branch was smoothly and successfully integrated into Krungsri in accordance with the One Presence Policy of the Bank of Thailand.

With the synergies achieved through combination of strengths and capabilities of the two countries, 'New Krungsri' is strongly committed to operating business with professionalism while adhering to the highest standard of business ethics, social responsibility and corporate governance principles through sustainable growth at the global level.

List of companies within Krungsri Group

[G4-17]

Krungsri Consumer	**Type of service:**	Provides service on credit card and personal loan under umbrella brand 'Krungsri Consumer'
	Operated by:	- Krungsriayudhya Card Co., Ltd. - General Card Services Ltd. - Ayudhya Capital Services Co., Ltd. - Total Services Solutions Pcl. - Krungsri General Insurance Broker Ltd. - Krungsri Life Assurance Broker Ltd. - Tesco Card Services Ltd. - Tesco General Insurance Broker Ltd. - Tesco Life Assurance Broker Ltd.
Krungsri Microfinance	**Type of service:**	Provides sale and lease-back via hire purchase and secured loan contracts to customers who already hold titles to cars and other vehicles. In 2014, Ngern Tid Lor launched non-life insurance brokerage service and another new product line.
	Operated by:	- Ngern Tid Lor Co., Ltd.
Krungsri Auto	**Type of service:**	A leader of automotive finance business under brand 'Krungsri Auto'
	Operated by:	- Bank of Ayudhya Pcl.
Krungsri Securities	**Type of service:**	The company serves as a securities broker and its business can be divided into the following categories: securities brokerage, investment banking, personal fund management, mutual fund selling agent, and investment.
	Operated by:	- Krungsri Securities Pcl.
Krungsri Asset Management	**Type of service:**	Krungsri Asset Management Co., Ltd. is a leading asset management company in Thailand, licensed by the Securities and Exchange Commission. We offer comprehensive range of products and services, including mutual funds, private funds, provident funds, and management of investment in future contracts. Our products and services cater to the needs of all groups of investors, including individual investors, juristic persons, foundations, cooperatives and institutional investors.
	Operated by:	- Krungsri Asset Management Co., Ltd.

Krungsri AMC	**Type of service:**	Purchases and accepts the transfer of impaired assets (NPL and NPA) for management through debt restructuring and/or purchase their collateral for disposal. The company also undertakes NPA maintenance to ensure they are in good condition and ready for sale.
	Operated by:	- Krungsri Ayudhya AMC Ltd.
Krungsri Leasing	**Type of service:**	Provides financial lease and hire-purchase services to enable SMEs and large corporations to acquire machinery, equipment and commercial vehicles by offering various solutions through structured leases.
	Operated by:	- Ayudhya Development Leasing Co., Ltd.
Krungsri Leasing Services – Lao PDR	**Type of service:**	Offers hire purchase/ leasing services for auto and sales finance (merchandise installment financing) to consumers, SMEs as well as large corporations in Lao PDR.
	Operated by:	- Krungsri Leasing Services Co., Ltd.
Krungsri Services	**Type of service:**	Provides human resource services and rental automobiles to the Bank and its affiliates within the scope specified by the Bank of Thailand.
	Operated by:	- Siam Realty and Service Co., Ltd.
	Type of service:	The company exercises all rights pursuant to the concession agreement between the Mass Rapid Transit Authority of Thailand and Bangkok Expressway and Metro in the event of a breach of that agreement or a breach of its obligations under the loan agreement with its creditors.
	Operated by:	- Metro Designee Co., Ltd.
Krungsri Factoring	**Type of service:**	Provides factoring services (domestic factoring with recourse and notification) by granting short-term revolving credit facilities through the purchase of account receivables and assigning rights for their collection.
	Operated by:	- Krungsri Factoring Co., Ltd.

Remark: Ayudhya Card Services Co., Ltd. registered with the Ministry of Commerce to liquidate on 24 July 2013 and is currently in the process of liquidation.

MANAGEMENT STRUCTURE AND GOOD CORPORATE GOVERNANCE

Board of Directors

- Audit Committee
- Nomination and Remuneration Committee
- Risk and Compliance Committee

Executive Committee

President and Chief Executive Officer

Audit Group

Office of the President and Chief Executive Officer

Commercial Banking
- Corporate and Investment Banking Group

JPC/MNC Banking

Retail and Consumer Banking
- Krungsri Auto Group
- Krungsri Consumer Group

Information Technology and Operations

Deputy Chief Information and Operations Officer
- Operations Middle Office Group
- Operations Back Office Group
- Information Technology Group

- Retail and Commercial Banking Products Group
- Auto Dealer Division
- Distribution Group
- Global Markets Group
- Corporate Strategy and Planning Group
- Finance Group
- Risk Management Group
- Credit Underwriting Group
- Human Resources Group
- Legal Group
- Compliance Division *

* Compliance Division shall report directly to the Risk and Compliance Committee.

[G4-34]

In present-day business, it is imperative for an organization to earn and maintain trust and acceptance of society. For a financial institution, the key ingredients in ensuring this trust are operational transparency and accountability, good governance, and staff that possess the highest level of integrity and ethics. Thus, appropriate processes, tools, and channels for supervising and ensuring that every part of the organization conforms to good governance principles must be in place in order for a financial institution to achieve stability, growing in tandem with Thailand's development.

Risk Management and Internal Control

Krungsri implemented measures and processes to prevent and manage risks that maybe inherent in its business undertakings, complying with internal control guidelines of COSO which comprises 5 elements, namely control environment, risk assessment, control activities, information and communication and monitoring.

Whistle Blowing Program is a tool which Krungsri uses to support its operation by allowing employees to file complaints if they find or suspect any wrongdoing that violates the rules or guidelines stipulated by the Bank. There are 4 whistleblowing channels as follows:

1. Ombudsperson
- Tel. 02-296-0000 ext. 5588
- PO box 169 Yan Nawa, Bangkok 10120
- www.onekrungsriportal.net/legal&compliance/ombudscorner

2. Branch Operational Risk Management Department (Branch Compliance)
- Tel. 02-296-0000 ext. 3456 followed by 1 and 2

3. Human Resources Group
- HR Hotline tel. 02-296-0000 ext. 5577

4. Audit Committee
- audit.committee@krungsri.com
- Audit Committee
  Bank of Ayudhya Pcl. Head Office
  1222 Rama III Road, Bang Phongphang, Yan Nawa, Bangkok 10120

To demonstrate Krungsri's commitment, the Audit Committee, which consists entirely of independent directors, was appointed to consider complaints received through the channels stated above.
The Audit Committee operates with fairness and impartiality, keeps the information confidential, and protects whistleblowers against harassment or reprisal in the case that they choose to disclose their identity.

The Spirit & The Letter

To assure that the Bank's business practices are in compliance with good governance, Krungsri developed **'The Spirit and The Letter'** (S&L) for executives and employees to observe so that they work with integrity and transparency, all the while heeding the essence of the provisions (The Spirit) rather than respecting them merely in writing (The Letter).

It is Krungsri employees' duty to gain a sound understanding of the policy by studying the details disseminated in the Bank's intranet www.onekrungsriportal.net. The Spirit and The Letter is also featured as a compulsory course for empoyees to refresh their knowledge via the e-learning system every two years.

Anti-Corruption

In 2013, Krungsri was among the commercial banks to be accredited with membership of the Collective Action Coalition Against Corruption. Then, in 2014, all 17 companies in the financial business group were also accredited by the Committee of the Collective Action Coalition Against Corruption.

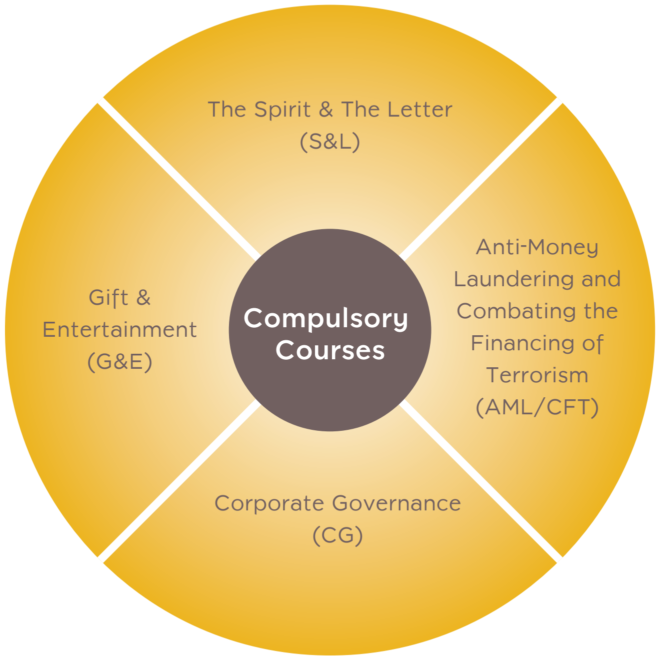
Anti-Corruption Policy and Program

The principles of Krungsri's **Anti-Corruption Policy and Anti-Corruption Program** are zero tolerance against any form of corruption or violation, whether direct or indirect, of the stipulations laid down by the Board of Directors, formulation of measures and operating steps that encompass activities susceptible to fraud, communication and promotion of compliance with anti-corruption guidelines, provision of whistle-blowing channels, correct account recording and document storage, determination of appropriate internal controls, as well as review and examination of completeness and adequacy of the entire process by the Audit Committee prior to reporting to the Board of Directors.

The Bank conducts Risk and Control Self-Assessments (RCSA) and identifies Key Risk Indicators (KRI) as these are the tools for closely monitoring and evaluating various aspects of risks that could occur in every department (100 percent) with no exception. Corruption is also included as one of the matters to be assessed. Each department is to designate a champion for submitting monthly RCSA reports to the Operational Risk Management Department, which is the functional unit directly responsible for risk-related tasks.

Instilling Integrity and Anti-Corruption Conscience

Krungsri stipulates that executives and employees at all levels must learn about fraud and risk awareness by taking four compulsory courses offered in the learning and development management system called the Krungsri Learning Companion (KLC) and refresh their knowledge by repeating the said courses every two years.



To highlight the significance of anti-corruption, a short Krungsri movie was produced in order to encourage employees to take part in the anti-corruption activities held during the S&L Compliance week. The purpose of the project was to raise awareness and increase understanding of working with integrity, transparency, and verifiability, which are the foremost principles in Krungsri's anti-corruption and prevention measures. In this regard, employees are informed and encouraged to use the whistleblowing channels in case they find frauds or practices that violate policies or operating procedures by informational posters placed in high-traffic areas across the office, announcements over the intercom, internal news, as well as direct updates from the Corporate Compliance Department.

More information regarding corporate governance such as the composition, qualifications, roles, duties, and responsibilities of the Board of Directors, including conflict of interest, internal control, and risk management is provided in Krungsri's Annual Report 2015 and Annual Registration Statement (Form 56-1).

Krungsri Annual Report 2015
Website: https://www.krungsri.com/bank/en/InvestorRelations/GeneralInformation/AnnualReport.html
QR Code:

Annual Registration Statement (Form 56-1)
Website: https://www.krungsri.com/bank/en/InvestorRelations/GeneralInformation/AnnualRegistrationStatement.html
QR Code :

STAKEHOLDER ENGAGEMENT

One of the key contributors to being a responsible business operator is the provision of channels to foster relations and communications with stakeholders. At Krungsri, we create stakeholder dialogues in order to learn of stakeholders' expectations, requirements, and opinions as well as hold discussions about how we can initiate and foster collaborations in serving our society to achieve the goal of sustainable growth. Krungsri considers stakeholder groups based on the impact created by each stakeholder group or the level of relations between each stakeholder group and the organization according to the guidelines of the Stock Exchange of Thailand (SET), the Thai Institute of Directors (IOD), and the ASEAN CG Scorecard [G4-25]. We specify a guideline for dealings with each stakeholder group, including channels, communication frequency, and expectations of each group as follows:

Stakeholders [G4-24]	Treatment towards stakeholders	Expectations or concerns [G4-27]	Communication channels and frequency [G4-26]
Employees	• Fair treatment practices • Reasonable compensations compared to peers • Welfare schemes that exceed legal requirements • Employee surveys to gather employees' views on various matters which would be incorporated into action plans for further organizational improvement	• Competitive salary • Satisfactory welfare and benefits • Great workplace • Career development and advancement • Equal treatment	Krungsri Leadership Meeting (once per year) Town Hall Meetings (at least once per year) HR Management • Employee engagement survey (Voice of Krungsri: VOK) • A consultation service provided by Human Resource Business Partner (HRBP) available all year long Krungsri Internal Communications To communicate the corporate strategies, activities and other useful information • A bi-monthly magazine 'Krungsri Life' • A weekly electronic newsletter 'Around Krungsri' • An array of newsflashes including Krungsri News Flash, Krungsri Synergy, and Krungsri Daily News Summary • Krungsri Portal (Intranet) • Internal emails • Public announcements Other activities arranged within the organization throughout the year

Stakeholders [G4-24]	Treatment towards stakeholders	Expectations or concerns [G4-27]	Communication channels and frequency [G4-26]
Customers • Retail • SMEs • Corporate	• Adherence to the principles of integrity and equal treatment in the provision of services, advice and support to customers • Maximization of customers' benefits and satisfaction by offering them quality products and services that are convenient and in line with customers' needs for simplified financial transactions (Make Life Simple) • Provision of complete and accurate news and information • Implementation of a strict measure on customer information confidentiality maintenance according to the Employee Handbook. In so doing, disclosures of customers' information or secrets are prohibited, unless required by laws or by written consent obtained from customers. • Abstaining from using customers' information for commercial gains and allowing customers to provide opinions for further service improvement	• Professional, excellent service • Full and accurate information provision • Products that answer customers' needs • Prevention against an infringement of a customer's privacy right	• Customer Satisfaction Survey (once per year) • Online channels including: Facebook Page: Krungsri Simple Instagram: Krungsrisimple Twitter: @KrungsriSimple • Activities to strengthen ties between the organization and customers conducted throughout the year • 6 Business Matching events
Shareholders	• Giving importance and respect to shareholders' rights in an equitable manner in auditing and providing recommendations for the Bank's operations to achieve business growth with good corporate performance and satisfactory returns for shareholders in the long run • Disclosure of key information to shareholders in a complete, correct, transparent and verifiable manner • Facilitation of convenience to ensure that shareholders fully exercise their right	• Satisfactory return on investment • Full, accurate, transparent and verifiable disclosure of information	• Annual General Meeting (once per year) • Annual registration statement (56-1 form) and annual report (56-2 form) (once per year)

Stakeholders [G4-24]	Treatment towards stakeholders	Expectations or concerns [G4-27]	Communication channels and frequency [G4-26]
Investors	• Disclosure of the Bank's financial and general information under good corporate governance, with particular attention being paid to information accuracy, adequacy, transparency, consistency, and timeliness • Prevention against disclosure of business confidential information as well as use of such information for personal gains or others • Establishment of Investor Relations Department as a contact point in managing relations with investors, especially on information disclosure and answering inquiries to various groups of investors	• Adoption of corporate governance principles • Satisfactory financial performance	• Investor/analyst meetings (company visits) (29 times) • Teleconference calls (6 times) • Domestic and overseas road shows (16 times) • Securities analyst meeting (1 time) • Performance and business plan report once per year • Emails to communicate any significant operations of Krungsri 16 times per year
Commercial banks or other financial institutions	• All employees' adherence to the competition law, treating competitors according to international principles under the legal framework governing trade competition • Collaborative efforts in conducting activities favorable to the overall business undertakings with a view to preventing any impact that might incur damage to the commercial banking system • Provision of support for activities that lead to mutual understanding. • Adherence to related rules and regulations on competition against other commercial banks, for example, no unlawful conduct to obtain competitors' confidential information, no malicious accusation, etc.	• Fair competition • Overall commercial banking system and economic development	• Meetings between banks arranged by the Thai Bankers' Association (8 times)
Regulators	• Adherence to related laws and regulations as well as policies and standards stipulated by the relevant regulators of each business line/function/group. This also includes the provision of collaboration and support for the policies and activities of the relevant regulators.	• Strict adherence to policies and regulations • Good interagency cooperation	• Regular dialogues with regulators, i.e. Bank of Thailand, and submission of reports on business undertakings as per the BOT's requirements, e.g. risk management policies

Stakeholders [G4-24]	Treatment towards stakeholders	Expectations or concerns [G4-27]	Communication channels and frequency [G4-26]
Business partners and creditors	• Adherence to the principles of integrity and fair treatment by taking into consideration optimum benefits and not disclosing confidential information or using such information for personal gains • Complete, correct, fair, and undistorted news/information updates • Equal treatment and respect for all partners/creditors, opening for feedback and suggestions, making clarifications according to facts, and promoting actions or activities that lead to mutual understanding • Conducting business in strict compliance with related laws, requirements and regulations, with a focus on efficiency and fair practices • Supporting and encouraging business partners and creditors to adopt good corporate governance practices	• Fair and equal treatment towards business partners and creditors	• Communication via Procurement Department according to prescribed work processes and guidelines
Society and the nation	Conducting business with ethics and acting as a good corporate citizen, committed to the responsibility for local communities, society, and the environment, by implementing the following policies: • Policy on Environment, Health and Safety (EHS) • Policy on environmental conservation and concrete guidelines • Policy on efficient use of resources This includes putting in place guidelines for business operations that are social responsible in view of both education and community engagement.	• Support for businesses to grow through Krungsri responsible lending practices • Provision of financial product information in a complete and correct manner	• The financial literacy education program for 70 schools across the country • Financial management trainings (18 times) for local communities by Ngern Tid Lor Co., Ltd. 'NTL' as well as field visits to engage the communities throughout the year • Field visits of branch offices and Krungsri Group companies to create good relations with local communities throughout the year • Activities to strengthen the relations between the organization and local communities by the Head Office in collaboration with Yan Nawa District and nearby areas

REPORTING METHODOLOGY

Reporting Guidelines

[G4-28 to G4-30]

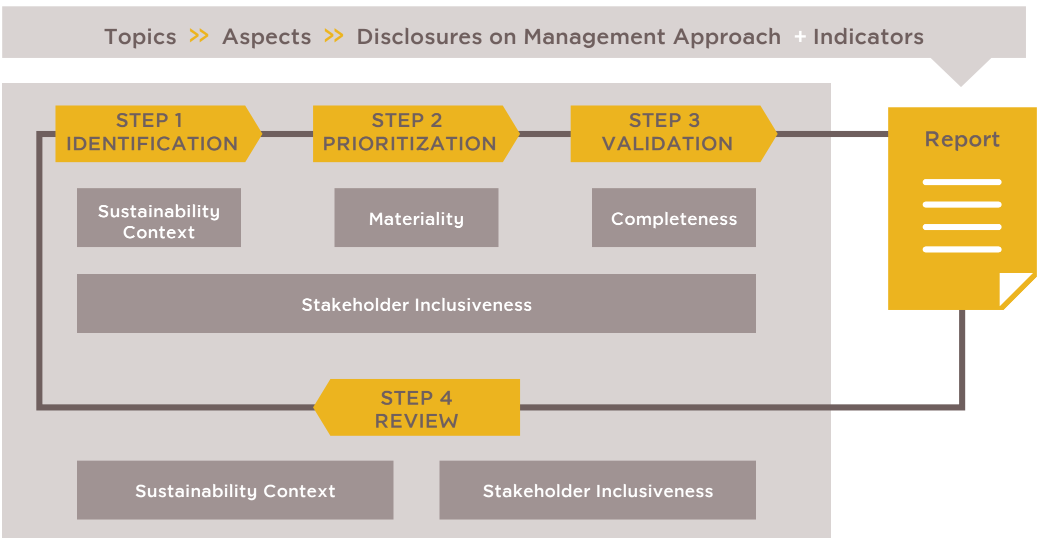
Krungsri's 2015 Sustainability Report is the second report, following the launch of the first report in 2014. The report, covering the period between January and December 2015, is intended to monitor and disclose the Bank's operations and performance on three sustainability development dimensions - economy, environment and society. The content presented herein also covers the group's organizational profile, management approach, and indicators in accordance with the Global Reporting Initiative (GRI) Financial Services Sector Disclosures based on the G4 Guidelines. Apart from the above, this report addresses the connection between Krungsri's business directions and the Sustainable Development Goals 2030 (SDG2030).

Defining Report Content and Boundary

[G4-18]

Krungsri defines the content and boundary of the report based on consideration of the essence and benefits of the content as a priority. In so doing, we conducted the Material Sustainability Aspect Assessment, taking into consideration issues such as sustainability context, stakeholder inclusiveness, and content completeness as per the GRI Guidelines. The process for defining report content and boundary is described as follows:

Defining Material Aspects and Boundary Process



Source: Global Reporting Initiative (GRI) Guidelines (G4)

Step 1: Identifying Sustainability Topics
The Sustainability Report Working Team identified topics that are meaningful and relevant to the financial services sector with potential impacts on expectations, assessments, and decision-making of stakeholders regarding the organization's responsible business undertakings, taking into consideration applicable sustainability aspects according to the GRI Guidelines.

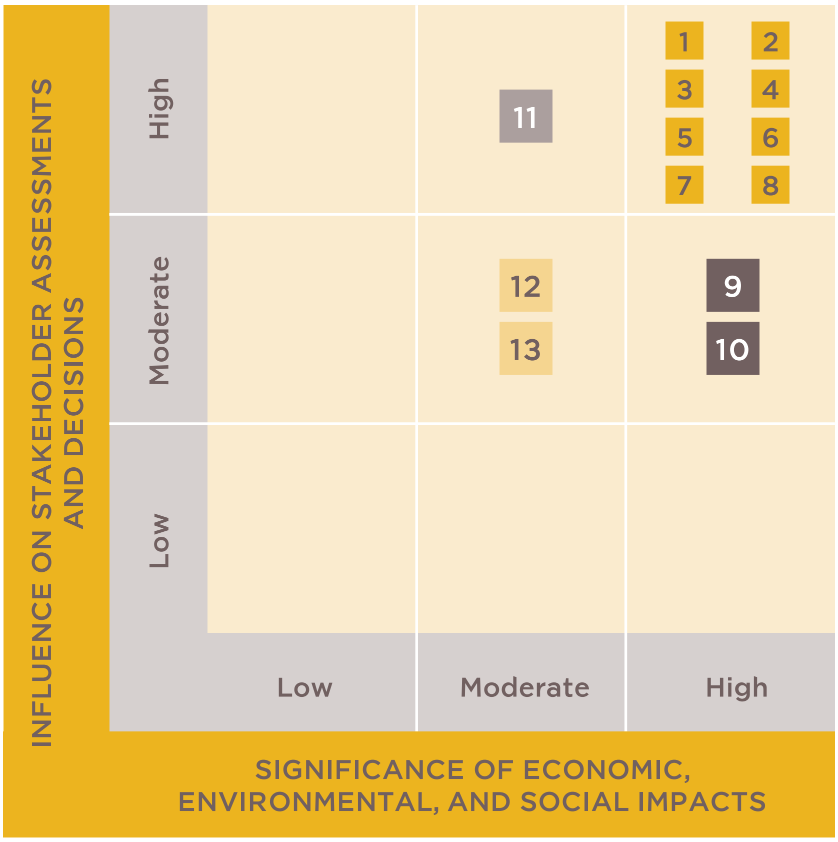
Step 2: Prioritizing Material Aspects
After identifying sustainability aspects relevant to the organization, the Working Team prioritized material aspects based on consideration of the issues that influence stakeholder assessments and decisions as well as the significance of economic, environmental, and social impacts of the organization's operations in order to form the materiality of the report.

Step 3: Validating Material Aspects
The Corporate Social Responsibility (CSR) Committee, consisting of heads of divisions and high-level executives from various departments of the Bank and its subsidiaries, conducted material aspects validation in order to ensure that impacts and issues that are significant to its stakeholders were comprehensively taken into consideration as a guideline for defining sustainability action plans and preparing a sustainability report. The identified material aspects for sustainability development of the organization are mentioned in the figure below.

Step 4: Reviewing
In a move towards achieving sustainability goals that are most relevant and significant to the organization, Krungsri put in place the process for reviewing the content and aspects of sustainability as well as gathering feedback from the stakeholders after the launch and dissemination of the Sustainability Report. This allows us to further identify key areas for improvement and set business directions in our pursuit of being a responsible financial service provider in the future. Krungsri encourages its stakeholders to join us in fostering a sustainable society by voicing their concerns and opinions on sustainable business undertakings through various communications channels including questionnaire forms (attached herewith).

Krungsri's Materiality

[G4-19]



1. Responsible Lending & Product Suitability
2. Corporate Governance (Ethics & Integrity, Anti-Corruption)
3. Customer Satisfaction
4. Fair Labor Practices
5. Local Economy & Community (Nanofinance, Financial Inclusion)
6. Digitalization
7. Customer Privacy
8. Financial and Economic Performance (Systematic Risk, Risk Management)
9. Materials
10. Energy Saving
11. Freedom of Association and Collective Bargaining
12. Local Community (CSR, Community Engagement)
13. Indirect Economic Impact (Infrastructure)

Reporting Scope and Boundary

Sustainability Aspects		
Krungsri Group	GRI Reporting Framework	Sustainable Development Goals 2030
Responsible Lending & Product Suitability	**Product and service labeling, marketing communication, product portfolio**	**1. Poverty**
Corporate Governance (Ethics & Integrity, Anti-Corruption)	**Ethics and integrity, anti-corruption**	**16. Peace, justice and strong institutions**
Customer Satisfaction	**Product and service labeling**	-
Fair Labor Practices	**Employment, labor/management relations, occupational health and safety, training and education, diversity and equal opportunity, labor practices grievance mechanisms**	**8. Decent work and economic growth**
Local Economy & Community (Nanofinance, Financial Inclusion)	**Local communities**	**11. Sustainable cities and communities**
Digitalization	-	-
Customer Privacy	**Customer privacy**	-
Financial and Economic Performance (Systematic Risk, Risk Management)	**Direct economic impact**	**8. Decent work and economic growth**
Materials	**Materials**	**13. Climate action**
Energy Saving	**Energy**	**13. Climate action**
Freedom of Association and Collective Bargaining	**Freedom of association and collective bargaining**	**16. Peace, justice and strong institutions**
Local Community (CSR, Community Engagement)	**Local communities**	**3. Good health and well-being, 4. Quality education**
Indirect Economic Impact (Infrastructure)	**Indirect economic impact**	**8. Decent work and economic growth**

Report dissemination channels

- Website www.krungsri.com: See Topic 'Investors Relations', Sub-topic 'General Information and Annual Report' or Topic 'Corporate Social Responsibility', Sub-topic 'Sustainability Report'
- 500 hard copies of the Thai version and 500 hard copies of the English version
- 12,000 CD-ROMs

	Report Boundary											
	Within Krungsri [G4-20]											Outside Krungsri [G4-21]
	The Bank and Subsidiaries [G4-17]											
	Bank of Ayudhya	Krungsri Consumer	Krungsri Microfinance	Krungsri Auto	Krungsri Securities	Krungsri Asset Management	Krungsri AMC	Krungsri Leasing	Krungsri Leasing Service – Lao PDR	Krungsri Services	Krungsri Factoring	
	•	•	•	•	•	•	•	•	•			Society and the nation
	•	•	•	•	•	•	•	•	•	•	•	Regulators, government, society, and the nation
	•	•	•	•	•	•	•	•	•	•	•	Customers
	•	•	•	•	•	•	•	•	•	•	•	Employee's families
	•	•	•	•	•	•	•	•	•			Society and the nation
	•	•	•	•	•	•	•	•	•			Customers
	•	•	•	•	•	•	•	•	•			Customers
	•	•	•	•	•	•	•	•	•	•	•	Society and the nation
	•	•	•	•	•	•	•	•	•	•	•	Environment
	•	•	•	•	•	•	•	•	•	•	•	Environment
	•											
	•	•	•	•	•	•	•	•	•	•	•	Society and the nation, environment
	•	•	•	•	•	•	•	•	•			Society and the nation

Contact person for sustainability report preparation and Krungsri sustainability practices

[G4-31]

Rungthip Phenphan
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Corporate Communications Division

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POLICY TO ACHIEVE SUSTAINABILITY GOALS

The continual process of economic development in various dimensions such as employment, transportation and logistics development must comprehensively take into account impacts on relevant factors, including limitations of natural resources, fair employment practices, fair business undertakings, and awareness of impacts on business's value chain, from upstream through downstream, each of which is indicative of sound and sustainable development.

Sustainability is an ultimate goal that requires collective awareness and efforts of all parties to achieve, including the financial services sector which performs a vital role in contributing towards a sound and sustainable economic development of the nation and the region as a whole through responsible investment promotion, job creation and income generation, and being a business partner for the development of various industrial sectors.

As one of the leading in financial service providers in Thailand, Krungsri realizes the importance of our role to the economic system. Our business undertakings can significantly contribute to inclusive growth and development of all economic sectors, from local communities to the nation as a whole. Additionally, we also ensure financial inclusion, support business operations ranging from local economy level to macroeconomic level, encourage public and private investments, stimulate household spending, and foster financial discipline and savings for wealth accumulation and financial stability.

If households are faced with high indebtedness, businesses with negative profitability or contribution to severe social impacts, institutional environment with corruption, or people with unlivable environmental conditions, Krungsri's viability would be jeopardized, too. Thus, we recognize that paying attention to the provision of financial services, taking into account our impacts on the environment and society throughout the business chains, also known as 'CSR-in-process', is an indispensable requirement for Krungsri Group to achieve sustainable development. Our responsibility in this regard will continue to expand along with our business expansion at the trans-boundary level. We are ready to embrace changes, impacts and responsibility for society in various dimensions upon our move towards full engagement in the ASEAN Economic Community (AEC).

Krungsri has been steadfast in our commitment towards the principle of 'Krungsri Simple to Share.' We take our mission seriously to be **a responsible financial service provider.** In pursuit of this role, Krungsri established a guideline of action for achieving sustainability development in the following 3 dimensions:

- **Economic Sustainability:** aligning business strategies with the economic outlook and maintaining a well-balanced portfolio while serving as our customers' trusted business partner and financial advisor;
- **Social Sustainability:** improving financial access and enhancing financial literacy among Thai people and engaging Krungsri staff in valued community development initiatives and CSR practices; and
- **Environmental Sustainability:** taking care to minimize the negative impact on our environment through implementation of green initiatives within our business and through our prudent support of customers' growth initiatives.

In 2015, Krungsri also set up a CSR-after-process activity framework and relevant enabling functions to support the fulfillment of the said activities as follows:

Community Engagement

Simple to Share
Better Living

Education

Simple to Share
A Brighter Future

In addition, in response to the Ministry of Finance's Master Plan and the Bank of Thailand's Policy on Promotion of Financial Literacy and Reduction of Household Debt, Krungsri launched the 'Krungsri 70th Anniversary 70 Schools Financial Literacy' project in order to develop financial immunity among youth nationwide.

On a longer term basis, Krungsri is in the process of determining a guideline to align with sustainable development goals – 'Transforming Our World: the 2030 Agenda for Sustainable Development' – and to step up our contribution towards poverty eradication, including through provision of financial knowledge, improved health conditions, quality education, decent work creation and economic growth, sustainability of urban and rural areas, actions to combat climate change, fair and impartial practices, and the establishment of networks between entities, in pursuit of the global common goals of sustainability.

Achieving Sustainable Development Goals 2030

[G4-15]

Source: https://sustainabledevelopment.un.org

Remark: Colored boxes refer to sustainable developement goals that Krungsri can immediately. respond

OUR SOCIAL RESPONSIBILITY PRACTICES

Responsible Financial Service Provider

As one of the country's largest financial service providers[1], Krungsri recognizes that we play a major role in fostering inclusive economic growth and development through the undertaking of our core business activities including but not limited to facilitating access to financial services, being an important domestic source of funds, cultivating financial discipline and savings habit among the public, and promoting investments in the business sector. Therefore, we strive to innovate and offer an array of appropriate financial products and services that will contribute to a sound and stable socio-economic system. Our efforts include maintaining a well-balanced portfolio, educating people about financial management, promoting investments, and providing capacity-building support for micro-scale enterprises to large-scale industrial enterprises.

Therefore, Krungsri takes part in Thailand's socio-economic development through contributing our financial expertise to help support livelihood, business development, employment, industrialization, and ultimately sustainable development of society.

Responsible Lending and Product Suitability

[G4-DMA: Product Portfolio]

Responsible Lending Policy

The Board of Directors at its Meeting No. 11/2014 held on 26 November 2014 passed a resolution to approve the review of the **'Credit Risk Management Policy'** in which **'Responsible Lending'** is one of the key topics. Under responsible lending, the Bank requires employees to take responsible actions in granting credits to customers and society at large, strictly avoiding any cause of conflicts of interest and maintaining customers' confidentiality.

In our pursuit of best practices and as a responsible corporate citizen, we adopt a policy of prohibiting any financial support for illegal activities. That is, the Bank will not consider granting credits to illegal businesses or businesses with illegal purposes, influential groups, gangsters, corporate

- **Non-discrimination**
  All customers, irrespective of sex, age, race, nationality, belief, religion, social status, origin, and disability, should receive inclusive and equitable treatment.
- **Confidentiality**
  In all circumstances, customers' key information such as credit lines or credit covenants shall be treated as confidential and shall not be disclosed to others including employees who are not directly related to the provision of credit services.
- **Prevention against unfair use of bargaining power**
  Customers must not be forced or pressured into undertaking transactions as a result of improper use of bargaining power by the Bank.
- **Debtor's responsibility**
  The Bank must have confidence in its debtors and refrain from asking any questions that indicate doubts about the debtors' debt servicing ability and responsibility.
- **Environmental conservation**
  In assessing and granting credits, the Bank must take into account environmental conservation-related aspects with a view to fostering a sustainable society as part of its social responsibility commitment.
- **Customers' information check**
  Proper information check must be conducted on credit customers to ensure correctness and suitability of the customers.

[1] Assets, loans, and savings

extortionists (Sokaiya), political parties, businesses, or persons who are clearly known would use the credit facility granted by the Bank in political activities, businesses that border on good morality and social norms, and businesses with objectives in breach of environmental laws or other laws and regulations, including credits favorable to specific parties, credits granted with lack of financial records, or other credits relevant to people in the blocked person database of the Bank. Before undertaking a transaction, the Bank requires that the Know Your Customer (KYC) procedure be conducted in order to ensure the Bank's non-involvement in the provision of funds supporting any illegal activity or inducing any negative impact on the environment and society.

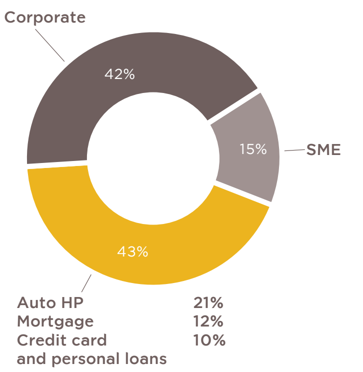
The Bank's Credit Examination Division (a function responsible for credit examination) is clearly separated from credit underwriting functions and functions responsible for sales and business development. This is to prevent a conflict of interests and to promote efficient credit examination practice. In this regard, the Bank requires that a credit examination in terms of quality and risk management be conducted on an annual basis.

Maintaining a Well-balanced Portfolio

[G4-FS6]

Krungsri continues to match the ever-changing and varied needs of customers by offering a comprehensive range of financial products and services to all customer segments, including our commercial banking customers – Thai Global and Thai Corporate, JPC/MNC and SME – as well as retail customers.

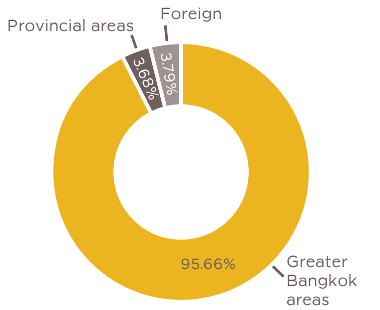
At the end of 2015, Krungsri's total loan portfolio comprised 42% of loans to corporate banking customers, or THB 544,413 million, divided into THB 374,232 million of loans to Thai corporate (29% of total loans) and THB 170,181 million to international corporate (JPC/MNC) customers (13% of total loans); 15% of loans to SME customers, or THB 202,469 million; and 43% of loans to retail customers, or THB 556,572 million. The retail loans can be broken down further into auto hire purchase[2], credit card and personal loans, and mortgage loans, which represented 21%, 10%, and 12% of the retail loan portfolio, respectively. It can be observed that retail loans constituted the largest part of the total loan portfolio, followed by corporate banking loans and SME loans.



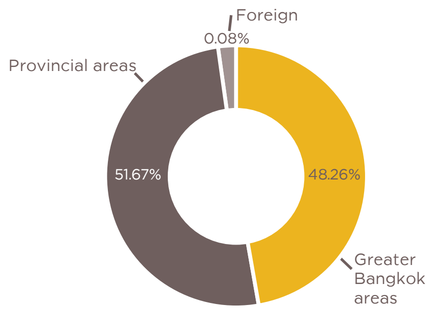
(Information as of 31 December 2015)

Geographical dispersion of the loan portfolio in terms of corporate, SME, and retail segment further reveals that Krungsri provided to Greater Bangkok and provincial areas as follows:

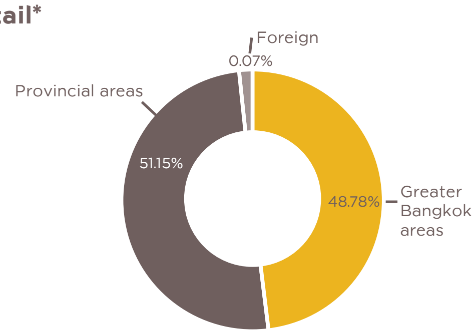
Corporate



SME



Retail*



* Hire purchase, mortgage, and personal loan

(Information as of 31 December 2015)

[2] Total of microfinance and nanofinance

Krungsri's financial access channels

In 2015, Krungsri widened financial access and increased access convenience for a comprehensive range of financial products and services in the rural area. Various distribution channels including sales representatives and Krungsri branches are available nationwide, providing people with greater opportunity to access financial resources.

[G4-FS13]

Financial access and transaction channels / Year and operational site	2013		2014		2015	
	Greater Bangkok areas	Provincial areas	Greater Bangkok areas	Provincial areas	Greater Bangkok areas	Provincial areas
Krungsri Branches	272	338	282	362	290	383
	610		644[(1)]		673[(2)]	
ATMs	2,261	2,469	2,404	2,697	2,605	3,030
	4,730		5,101		5,635	
Exchange Booths	18	63	22	69	23	70
	81		91		93	
Krungsri Exclusive	13	4	15	4	22	5
	17		19		27	
Krungsri Business Centers [(3)]	55		55		55	
First Choice Branches + Dealers	45 branches + 12,288 dealers		78 branches + 13,870 dealers		112 branches + 16,689 dealers	
Krungsri Auto Dealers	2,500	3,800	2,500	3,800	~2,800	~4,200
	6,300		6,300		> + 7,000	
Ngern Tid Lor's Branches	75	215	81	242	88	294
	290		323		382	

Remarks
(1) This consisted of 616 full-scale branches and 28 branches providing only auto hire purchase loan services
(2) This consisted of 636 full-scale branches and 37 branches providing only auto hire purchase loan services
(3) This included Krungsri Business Centers and SME Business Centres

(Information as of 31 December 2015)

To ensure equal opportunities of access to financial resources for all people, Krungsri considered the availability of distribution channels for five provinces with the least population[3] and considered risk prone to non-access. The provision of widespread financial access would help in the allocation of financial resources to less developed regions, thereby contributing to economic development of local communities, income generation, and sustainable wellbeing and self-reliance.

[G4-FS13]

Financial access and transaction channels / Site	Least populated provinces [3]									
	1. Ranong		2. Samut Songkhram		3. Sing Buri		4. Trat		5. Mae Hong Son	
	Unit	%	Unit	%	Unit	%	Unit	%	Unit	%
Krungsri Branches (Avg. branches to population ratio = 1:146,013)[(1)]	1	1:117,089	1	1:194,189	2	1:106,079	3	1:74,910	2	1:124,089
ATMs and automated financial services (machines) (Avg. machines to population ratio = 1:18,456)[(2)]	3	1:59,030	6	1:32,365	4	1:53,040	17	1:13,219	6	1:41,363
Ngern Tid Lor's Branches (Avg. branches to population ratio = 1:190,214)[(3)]	2	1:88,545	1	1:194,189	1	1:212,158	2	1:112,365	1	1:248,178

Remark
(1) Calculated from number of population in the area 55,922,974 persons devided by number of Krungsri branches in provincial area 383 branches
(2) Calculated from number of population in the area 55,922,974 persons devided by number of ATM machines in provincial area 2,605 machines
(3) Calculated from number of population in the area 55,922,974 persons devided by number of NTL branches in provincial area 294 branches

(Information as of 31 December 2015)

3 According to the National Statistical Office, Department of Provincial Administration, Ministry of Interior, 2010-2012 [http://service.nso.go.th/nso/nsopublish/TopTen/01/T0102/th/th.htm, Accessed 24/01/2015]

Retail – Growing together with society

[G4-FS7]

Krungsri Mortgage Loans

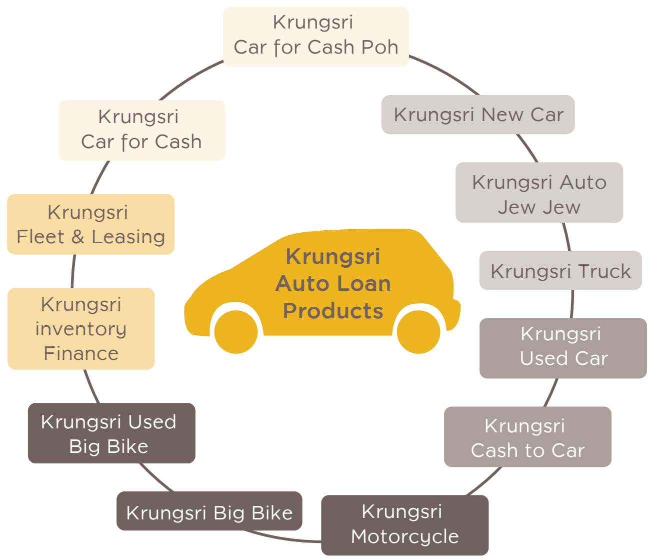
"A home is the start to everything"

Total mortgage loans of THB **160,157** MILLION, accounting for **12**%

Krungsri is one of the leading mortgage loan service providers in the market with mortgage loans constituting a key part of our retail loan portfolio. As housing is a basic human need, Krungsri continued to grow our mortgage loans in alignment with our business strategies in 2015, supported by growth of the domestic property market driven by the Bank of Thailand's policy interest rate cut along with the government's policy to increase investment in mega-scale infrastructure projects.

Krungsri Auto HP

"Often, automobiles are crucial for business survival."



Given the sluggish economic recovery and higher household debt, car purchases may be seen as luxurious expenditures that would unnecessarily increase debt burden. However, Krungsri found that up to one third of our customers are actually self-employed individuals, implying that their automobiles are also used for business purposes. Moreover, different customer groups face different constraints, for example, collateral requirement and urgency of financial needs. Thus, Krungsri Auto, the leading Auto HP business, continually strives to develop financial products that suit specific needs of all groups of customers, personal and commercial, including liquidity for business expansion, shop extension, house repairs, emergency expenditures etc. This year, Krungsri set out to extend our auto loan services to cover a wider range of customers through the development of business partnership with various automobile/motorcycle manufacturers and dealers nationwide. We also established an auto loan business arm in Lao PDR through a joint venture between Krungsri and a local operator to offer Auto HP and retail loan services to the locals.

Credit Card and Personal Loans

"Increased liquidity eases worries about financial emergencies."

People are met with various kinds of daily expenditures including planned, luxurious, unexpected, and emergency expenditures. Thus, personal loans and credit card loans are important sources of finance for supporting these day-to-day expenditures.

With our commitment to being a responsible lender, Krungsri adopts a thorough credit assessment and prudent credit risk management policies in processing customers' loan and credit card applications. We take into account customers' debt servicing ability and credit line requirements. As a preventive measure, Krungsri also tightened our underwriting standards and increased the frequency of monitoring Credit Bureau information. To prevent customers from entering crisis situations, we stepped up our efforts in monitoring signals of irregular repayment behavior and providing early advice to customers on loan restructuring and debt management, when necessary. We believe that customers' wellbeing can greatly benefit from smart use of credits.

Krungsri Microfinance and Nanofinance

"Generating income and jobs while eradicating informal debt"

More than **382** BRANCHES NATIONWIDE, covering **74** PROVINCES

Customer base growing **25%** with more than **216,000** CUSTOMERS

Outstanding loans growing **24%**

59 NEWLY opened branches

Provincial customers **82%**

Krungsri Microfinance or Ngern Tid Lor Co., Ltd. (formerly registered under the name of CFG Services Co., Ltd.) is a leader in the Thai microfinance market for the underserved population or those with low income. The company operates the well-known Srisawad Ngern Tid Lor brand, with the aim of enabling the underserved segment to access formal financial services, including those with low and/or irregular income, lack of income records, financial history, financial education, and collateral. With our microfinance services provided by our loan experts with their long experience, deep insights, and great care, these customers will be able to use working capital to support their business operations and to generate income and jobs.

This year, the company expanded its service coverage to reach more locations, creating innovative processes and offering products and services tailored to the needs of the unbanked population. This is to support our pursuit of the mission to help mitigate the country's informal lending problem and to provide financial inclusion opportunities for everyone. With its strong determination to improve the wellbeing of customers, Ngern Tid Lor deployed various strategies including the adoption of flexible and cost-effective work processes and the building of a comprehensive branch network nationwide.

In November 2015, Ngern Tid Lor launched a THB 20 million nanofinance loan program to help small merchants, emphasizing on street vendors. The company aims to expand financial access among the unbanked population and targets nanofinance loan extension of THB 200 million in 2016.

The Journey to Financial Freedom: The Voice of Jae Thip, Meatball Vendor

"It was sheer torture for me when my life was ridden with overwhelming informal debt. I felt completely inferior and so exhausted with excruciatingly high interest burden. I knew exactly how terrible it was when I had no money and could not get help even from my own relatives. After I found 'Ngern Tid Lor', my life had been relieved from informal loan systems. Now, I am even able to buy more ingredients to make my meatballs. They really give me a whole new life, enabling me to get out of the debt trap and live a normal life as a human being".

More voices from our customers can be found at (in Thai) http://www.ngerntidlor/com/th/AboutUs/History/WhyTidlor.html or QR Code

SME – For the Stability of the Thai Economy

[G4-FS7]

Providing SME loans totaling THB **202,469** MILLION,

SMEs play a crucial role in Thailand's economy, contributing to job creation, value added generation, supply chain connection with large corporates, and manufacturing e.g. agriculture. The number of SMEs nationwide has grown to approximately 2.7

million, making up 97.2% of the total number of Thai businesses, and accounting for 37.4% of Thailand's Gross Domestic Products (GDP). Therefore, SMEs undoubtedly are one of the vital contributors to driving the Thai economic growth. Notably, with the current trend of new generations becoming more entrepreneurial and a growing number of new business operators entering the market, we should support and strengthen business capabilities of SMEs in order to help stimulate overall economic growth.

Unfortunately, financial access and business security remain key challenges for SMEs, especially amidst the current weak economic backdrop. To respond to the said challenges, Krungsri SMEs remained steadfast in supporting the building of a strong foundation for Thai SMEs by offering a number of financial products in alignment with the "Make Life Simple" concept to help ease worries on collateral requirement. Our products included, for example, SME loans under the three-times family (Ju-Jai loan, Tan-Jai loan, and Prom-Ka-Yai loan) and "Prompt Hai" loan aimed at enhancing liquidity for SME dealers.

As part of the efforts to stand beside Thai entrepreneurs through the unfavorable economic environment, Krungsri introduced a number of debt solutions to help SME customers who suffered negative impacts of the economic slowdown, including repayment schedule extension, principal repayment rearrangement, and installment payment reduction. To this end, relationship managers are tasked with duties to closely monitor and provide advice to customers to ensure timely assistance to them.

In line with the government's policy to enhance liquidity and promote financial inclusion for SME customers, Krungsri participated in the scheme "Low-Interest Soft Loans for SME Entrepreneurs" with the low interest at 4% per annum, the tenor of 7 years, and a maximum credit line of THB 50 million.

SME Customer Engagement

- **Business Matching:** Events organized annually to create business opportunities for the Bank's customers to expand into overseas markets and generate more income, with a focus on the Japanese market where people have high purchasing power and demand quality products

- **Customer Advisory Board:** Meetings with customers in various industrial sectors or locations in order to learn and listen to their financial requirements

- **Krungsri Business Dinner:** Informal dinner meetings aimed at fostering a close relationship with customers, listening to their recommendations about the Bank's product and service development, and exchanging business ideas and information

Corporate - Towards Stronger Synergies

[G4-FS8]

Energy and environmental finance projects totaled
THB **3,525** MILLION,

Large businesses are regarded as a powerful force driving the economic system with their huge development potential and capacity. This year, Krungsri took pride in joining the support for business operations in the energy and environment industries by providing funding of THB 1,350 million to Khlong Luang Utilities Co., Ltd. under EGCO Group for a natural gas production plant as well as by extending financial support of USD 60 million to PTT MCC Biochem Co., Ltd. for the world's first commercial scale, eco-friendly, biodegradable PBS plant. Our support to the latter - a joint venture of PTT Plc. and Mitsubishi Chemical Corporation (Japan) – was aimed at promoting green initiatives and supporting Thailand in its move towards becoming a bio-hub in Asia. In sum, loans for environmental projects accounted for 0.65 % of the total corporate banking portfolio.

Additionally, Krungsri joined other banks in being joint underwriters for the issue of Glow SPP debentures worth THB 4,000 million of Glow Energy Plc., a company under one of the leading energy groups in Thailand, in a bid to enhance the capacity to fulfill energy needs for the ongoing development of businesses and society.

[4] Bureau of Information, Office of the Ministry of Finance, Ministry of Finance, 2015

[5] Exchange rate at USD 1 = THB 36.2538, as of 30 December 2015, Bank of Thailand

Promoting Financial Literacy

[G4-DMA: Product and Service Labeling]

In aligning our efforts with the Ministry of Finance's policy for the budget years 2013-2016 to enhance financial knowledge among Thai people, in 2015 we beefed up our financial literacy program by offering greater varieties of educational means/approaches to our stakeholders, both internal and external. For internal stakeholders, namely customers and business partners, we emphasized the promotion of investment while for external stakeholders or the general public, particularly students, we focused on cultivating the saving habit and awareness of Krungsri's **'Make Life Simple'** concept.

Financial advisors to Thai businesses

For corporate customers, Krungsri employed a professional team of financial advisors to serve as business partners to offer entrepreneurs and investors financial management advice, including the implementation of a number of knowledge-sharing activities.

For SME customers, Krungsri was the main sponsor of 'The 5th Young Generation Entrepreneurs Development' project arranged by the Nakhonratchasima Chamber of Commerce, in line with Krungsri SME's mission to provide entrepreneurs with support in terms of access to finance and more business opportunities. Furthermore, Krungsri joined hands with various organizations in the public and private sectors, e.g. the Office of Small and Medium Enterprises Promotion, the Department of Business Development of the Ministry of Commerce, the Federation of Thai Industries, the Institute of Information and Communication Technology for Industries, 'R You Noi Roi Lan' (TV show about inspiring success stories of young millionaires), 'Wongnai' (Thailand-based restaurant review website and mobile application), and 'Ookbee E-magazine' (online publishing service provider), in co-hosting several activities such as **Krungsri E-Biz Day** at the E-Biz Expo 2015 and other initiatives and events throughout the year, with the aim to enhance knowledge and capabilities, create promotional opportunities for SMEs, and provide them with business inspirations.

Apart from the above, Krungsri enriched our financial literacy program by offering an array of financial workshops and financial seminars and inviting highly knowledgeable and capable lecturers including academia, experts from the government sector, and experienced businesspersons, to share knowledge, insights, and views on various topics such as overall economic outlook and forecast, trade liberalization under the ASEAN Economic Community (AEC), and emerging business opportunities, thereby enabling SME customers to prepare for today's highly competitive and ever-changing business environment.

For individual customers, Krungsri and subsidiaries introduced a new **'Plan Your Money'** financial consultation service for middle-mass customers to provide access to financial planning and advice on products and services and credit card loan payments, as well as to help improve their financial management skills. On top of that, Krungsri arranged a channel to provide financial literacy online **'Krungsri GURU'** via website and social medias (Facebook: Krungsri GURU) where customers can learn about success stories and finance and investment knowledge and advice, the content of which is provided by well-known academia, bloggers and writers as well as successful businesspeople, in order to provide Thai society with another means of access to financial information drawing on different perspectives.

Besides, to assist customers to adapt to changes in the business environment and prepare for the upcoming AEC, **'Krungri Auto $mart Finance'** activity was held in Chiang Rai to promote financial management and financial literacy among retail entrepreneurs and business partners. The event was attended by a total of 227 people, receiving a satisfaction survey score of 91.11%.

As regards Krungsri Securities Pcl., the **'KSS Student Internship Program 2015'** was launched to promote investment knowledge among students seeking advice on capital market investment. The program participants had the chance to learn about different types of investment tools in both stock exchanges and futures exchanges for a period of approximately 15 days. Before the completion of the program, students gained hands-on experience on trading securities on the virtual investing platform called "Streaming Simulation" for a continued period of 2 months. Organized with support from the Stock Exchange of Thailand, the program was a great success, drawing attention from a large number of students in various universities.

'The TFEX Derivatives Star Team 2015' project was rolled out with an objective of selecting the most talented young experts in financial investment and grooming them into becoming financial derivatives professionals or quality investors. **'The KSS Knowledge Sharing'** activities were also organized in which investors were educated about investment principles and new products and tools in the Thai capital market on a weekly basis. This year, KSS additionally kicked off the new project **'Optimizing**

Your Investment by Krungsri Securities' which was devised to promote investment knowledge and create a pool of quality investors in Thailand. The project was targeted specifically at young leaders being Krungsri's customers and having interests in capital market investment, and received great collaboration and support from the Stock Exchange of Thailand.

Household Debt: a Shared Responsibility of All Members of Society

According to the Bank of Thailand's statistics on household debts, it was found that Thai household debt accounted for 81.1% of the GDP. This coupled with deterioration of debt servicing ability of certain household segments caused system-wide non-performing loans to rise in 2015.

However, debt should not be exclusively viewed as bad. If utilized and managed appropriately, some debt could be considered 'good debt'. These may include debt intended for achievement of financial stability in the future such as education loans, long-term debt such as mortgage loans designed for easier access to home ownership for life security, and debt provided as a means to making a living such as loans for automobiles and machineries for future income generation. Meanwhile, some debt need to be closely monitored, for instance, loans to purchase luxury goods or unnecessarily expensive assets.

It is therefore our duty to adopt prudent measures in taking care and assessing debt servicing abilities of debtors. Krungsri takes this commitment seriously while serving as our customers' trusted financial advisor. We are proudly determined to be a part of the creation of 'good debt' that generates economic value for people rather than 'bad debt' or 'non-performing debt'. It is the joint responsibility of each and every member of society to promote financial discipline in the household sector. In parallel, financial institutions must operate businesses by paying due regard to the interests of customers and treating them fairly. The collective efforts of all parties will ultimately contribute to the country's socio-economic development and sustainability in the long term.

Happy Money Project with Ngern Tid Lor

Arranged
18 TRAINING sessions

223 wet market traders from **69** COMMUNITIES/MARKETS

Ngern Tid Lor Co., Ltd. is principally engaged in the provision of micro- and nano-financial services. The company implements a number of initiatives including the **'Happy Money'** project to promote financial literacy, increase financial inclusion, and ensure equitable treatment of the underbanked segment, for example, wet market traders. The company conducts regular onsite surveys with a focus on communities where retail business operators are likely to experience informal lending problem. This is aimed at creating a good relationship with and gain trust from these people and to provide them with proper information on banking products so that they can be less reliant on informal lenders and shift into the legal, transparent, and fair financial system for well-being improvement.

On a monthly basis, Ngern Tid Lor conducts financial literacy and financial management education courses intended for wet market traders from the Bangkok Metropolitan areas, taught by trainers who are volunteers from Ngern Tid Lor and Krungsri. Ngern Tid Lor sets out to extend the project to reach provincial areas in 2016. The following 6 tailor-made courses developed by the Bank of Thailand have been offered to meet specific needs and interests of learners.

1. Lesson of Loan
2. Managing Your Loan
3. Basic Saving and Investment
4. Smart Consumer
5. Cost Analysis
6. Cash Flow

Voice of Participant

"Trainers explain the concepts in a clear, fun and easy to understand manner. I can use this knowledge to manage my finance better and look forward to more programs like this."

Moreover, Ngerd Tid Lor published a comic book **'Noo Hin In Ngern Tid Lor'** to promote financial knowledge and saving and borrowing tips through a light-hearted, fun and easy to understand story-telling. The comic book is available for free

Krungsri 70th Anniversary 70 Schools Financial Literacy Project

Students taught
3,839

From
70 SCHOOLS

In **30**
PROVINCES NATIONWIDE

As 2015 marks Krungsri's 70th anniversary of its business operations in the Thai financial industry, the Bank organized the **'70th Krungsri Anniversary 70 Schools Financial Literacy'** project for the purpose of teaching elementary school students, especially those in 4th-6th grades, how to save money, simple finance, and the value of money at a young age, in order to instill good financial habits and promote financial immunity for these future adults.

As a large-scale financial group, it is our responsibility to share financial knowledge and expertise in this line of business with all groups of people, starting from children and youths who are most ready to learn and are fundamental to shaping the future of the country.

This project started off in July 2015 and at the end of 2015, the target of providing financial literacy to 70 schools was met, thanks to the collaborative efforts of all employees and executives from all functional groups under Krungsri. This effectively led to the realization of our aim to instill financial discipline in youths.

After the end of each activity, Krungsri always received positive feedback from the teachers and management of the participating school. This is because students in 4th-6th grades are generally studying the basics of finance and banking or economics as part of their mandatory courses and they can obtain practical knowledge from Krungsri volunteers' activities while having fun at the same time. We also provided all participating students with Krungsri backpacks that come with a full set of stationery including a money saving box. This activity truly created a joyful and memorable experience for all participants, especially when some had never attended this kind of activity before.

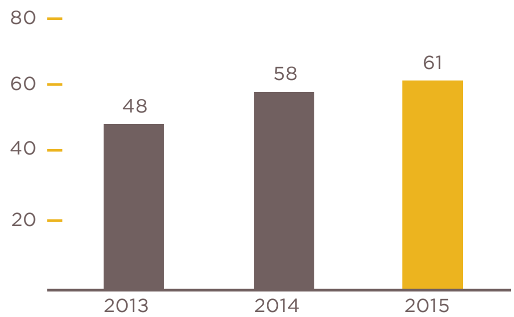
Until the end of 2015, more than 8,242 employees participated in the program as volunteers, sharing financial expertise to a total of 3,839 kids from 70 schools in 30 provinces nationwide. Apart from financial knowledge-sharing, some Krungsri volunteers also undertook social benefit activities including improving the landscape of the schools, for instance, paintings and growing trees. Krungsri is planning to expand the program to create a greater impact for the maximum benefit to society in the future.

Krungsri volunteers shared their financial expertise with youths, helping to cultivate financial discipline and saving habit under the theme 'Make Life Simple'.

Banking on Customer Centricity

At Krungsri, 'Customer Centricity' is the foundation of our core values. It is our commitment to deliver the best customer experience through offering products and services that suit customers' every need while ensuring that we take responsibility for the society at all times. To serve customers better, we annually measure and monitor customer satisfaction and feedback on Krungsri brand through a Customer Satisfaction Score, which tracks consumer attraction.

Customer satisfaction score (percentage)



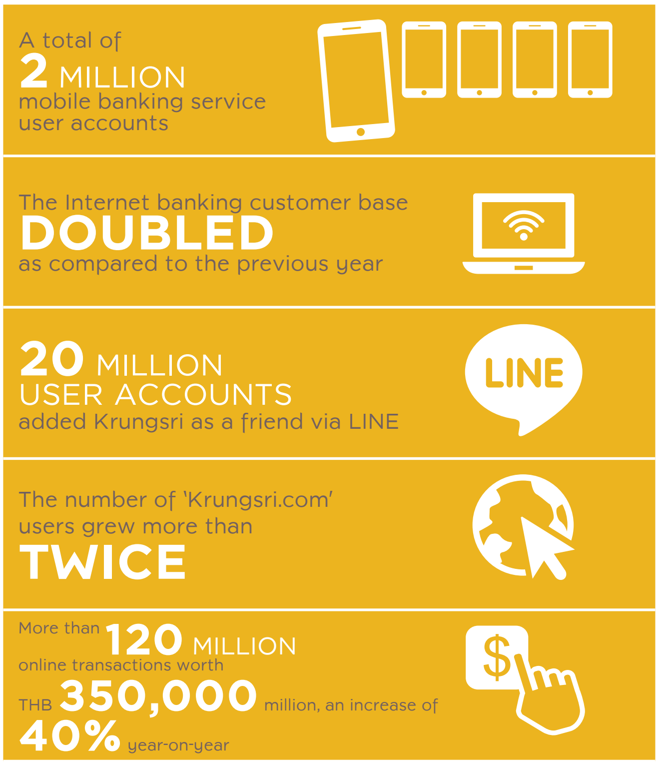
'Make Life Simple' for the Best Customer Experience

There are many different ways to create and maintain the best customer experience, for instance, product innovation, fast turnaround time, accurate and complete data disclosure, transparent business practices, and being a good corporate citizen. These elements are incorporated into the concept of 'Make Life Simple'. According to the concept, while we dedicate our efforts to providing customers and society with fast, convenient, and simplified services, we also take utmost care to ensure service excellence.

One Scan, an Innovative Way of Work

One Scan is an innovative process, developed by Krungsri to help simplify customer transactions in line our Customer Centricity concept. Essentially One Scan is a technology that allows loan applications to be scanned and automatically processed, thereby enhancing the efficiency in loan approval. Moreover, the technology helps reduce paper usage, streamline process, and effectively minimize approval time, allowing the Bank to inform customers of loan application outcomes faster. We plan to continually improve One Scan to handle other parts of the credit process in the future.

Digitalization



In realizing its concept of 'Make Life Simple', in 2015 Krungsri unveiled a whole new transformation of its website 'KrungsriOnline.com' to offer the most modern Internet banking services in Asia. The website was redesigned to accommodate various types of devices to make life more hassle free. Online social media channels were also expanded to cover Facebook, LINE, Instagram, Twitter, YouTube, LinkedIn, and Google+ under the name of 'Krungsri Simple' to promote wider access to financial news and information.

Moreover, throughout 2015, Krungsri Online Application saw the number of service users growing considerably to a new record high. The success was guaranteed by Krungsri winning various awards at the national and regional levels, including the Asian Bankers Awards in the category of Digital Banking, the Global Bankers Award 2015, the Best Technology & Operation of the year 2015 – Asian Banking & Finance Wholesale Banking Award, the Website of the Year – Thailand Award by The Asian Banker, and the Best Social Media Strategy – Asia Award at the Customer Experience Asia Excellence Awards 2015 Event.

Japanese Service Desk

Krungsri provides Japanese Service Desk at 6 branches (Siam Paragon, Thonglor (Vasu), J-Avenue Thonglor, Emquartier, Asoke, and Aeon Siracha Shopping Center) to attract more Japanese customers. The service will be rolled out to other branches, especially in industrial areas and residential zones with a high concentration of Japanese businesses and employees. We also added Japanese language to Krungsri Call Center, ATMs, and websites in response to the survey on information inquiry behavior of Japanese customers.

Data Disclosure, Complaints Handling, and Confidentiality

Krungsri Phone 1572 is a telephone banking service channel available for customers to make enquiries, report service usage problems, or make comments or suggestions as well as air grievances or complaints. Krungsri Call Center & Customer Complaint Resolution Process (CCRP) is dedicated to handling and resolving complaints about Krungsri. Our complaint-handling and resolution system was certified by the Office of the Consumer Protection Board in 2014.

At Krungsri, we place great importance on handling each and every complaint to best satisfy the customers' requirements as well as on properly keeping customers' information. We take it seriously to handle our customers' personal and business information with the utmost care in providing financial services and it is one of our corporate ethics to maintain confidentiality and privacy of our customers in a most professional manner.

In 2015, Krungsri received a number of customers' complaints, including 38 cases of Mis-selling (Telesales), 3 cases of Data Disclosure, and 19 cases of Data Maintenance (Data Input).

Generally, in the financial services sector, data disclosure and market communications channels are regarded as a key in business operations. Therefore, Krungsri takes prudent measures in providing banking product information to customers, including ensuring clear, correct, and undistorted product advertisement contents. We also require that customers be informed of possible risks as well as conditions according to applicable laws, rules of regulators including the Bank of Thailand, the Securities and Exchange Commission, the Office of Consumer Protection Board, and the Office of Insurance Commission, and good corporate governance practices. This is to enable consumers to receive adequate information and make informed decisions. In 2015, Bank of Ayudhya received no complaints in view of any unethical conduct or violations of regulations related to market communications. Also, no significant penalties in connection with the offering of products and services were imposed against the Bank.

Fair Employee Treatment and Practices

Average number of training hours of
58.79
per person

1,245
TRAINING COURSES

Total of
25,255
employees in Krungsri Group

Gallup Great Workplace Award
3
YEARS IN A ROW

At Krungsri, employees are one of our most important stakeholders as they are a key driver of the organization's future growth. Thus, it is an indispensable requirement for us to ensure that our employees are taken care of with proper employment conditions and decent welfare, that employee engagement is actively promoted, and that their potential has been continually leveraged. Realizing that both committing to the highest standard of business ethics and meeting the financial responsibility obligation are of equally great importance, Krungsri seriously takes into account employees' wellbeing through work-life balance support, equal treatment of employees at all levels, and adoption of fair hiring practices regardless of gender, race, religious belief, or other qualifications.

In addition, the Human Resources Committee was established with the role of reviewing and assessing Krungsri's strategies, policies, and key projects on human resources in order to ensure that all human resources action plans are well designed to meet the needs of employees and are in line with applicable rules, regulations, and laws. The concept of 'New Krungsri' was used by the Human Resources Group to guide its preparation of functional directions and strategies in alignment with Krungsri's Mid Term Business Plan. Through such concept, focus was placed on the implementation of appropriate and reliable global principles and introduction of the information technology system 'One Krungsri HRIS Platform' as a one-stop HR service station to enhance the capacity and efficiency of information service delivery to Krungsri's staff whose number continues to grow every year.

Krungsri's industrious efforts towards becoming the 'Employer of Choice' were reflected by our winning the 'Gallup Great Workplace Award' for three consecutive years, being one of just 40 leading organizations world-wide to receive such an honorable accolade.

Employment

Following the successful business partnership between MUFG and Krungsri, we have seen greater diversity and newly emerging opportunities in our workforce, including in view of different corporate cultures, higher employment rates and more overseas job rotation and training. Today Krungsri's employees undoubtedly are ready to greet and embrace change, learn and understand global diversity and open to new cultural experiences.

At the end of 2015, Krungsri Group's headcount was 25,255, divided into the following categories: permanent staff (22,834 person) and contractor staff (2,421 persons). For Krungsri employees, breakdowns in terms of subsidiary, gender, age, race, operational change, operational site, and other classification criteria are as follows:

2015 Krungsri's headcount

[G4-10]

Companies \ Types of Contract	Full-time Employee (FTE) (persons)			Temporary Employee [1] (persons)			Total
	Male	Female	Total	Male	Female	Total	
Bank of Ayudhya	4,388	9,504	13,892	55	180	235	14,127
Krungsri Consumer	1,090	3,665	4,755	-		690	5,445
Krungsri Microfinance	1,208	1,048	2,256	-		167	2,423
Krungsri Auto	473	727	1,200	-		35	1,235
Krungsri Securities	134	165	299	-		27	326
Krungsri Asset Management	51	104	153	-		44	198
Krungsri AMC	48	47	95	-		20	115
Krungsri Leasing	36	40	76	-		10	86
Krungsri Leasing - Lao PDR	38	44	82	-		-	82
Krungsri Service	10	12	22	-		1,193	1,215
Krungsri Factoring	-	-	3	-		-	3
Krungsri Group	7,476	15,355	22,834	-		2,421	25,255

Remark [1] 'Temporary Employee' consists of short-term/contractor and outsource

(Information as of 31 December 2015)

Employee number statistics [1]

Diversity criteria \ Position level by year		2013						2014						2015					
		Board of Directors [2]	Officers 9 and above	Officers 7-8	Officers 4-6	Officers 1-3	Total number [3]	Board of Directors [2]	Officers 9 and above	Officers 7-8	Officers 4-6	Officers 1-3	Total number [3]	Board of Directors [2]	Officers 9 and above	Officers 7-8	Officers 4-6	Officers 1-3	Total number [3]
Total number		12	10,738				-	12	12,490				-	12	13,892				-
Gender	Male	6	266	568	1,809	915	3,558	9	332	667	1,921	1,111	4,031	9	401	743	1,994	1,250	4,388
Gender	Female	6	252	702	3,039	3,187	7,180	3	286	850	3,223	4,100	8,459	3	348	1,015	3,662	4,479	9,504
Age	Age < 30 years	-	-	1	120	2,157	2,278	-	-	2	91	2,456	2,549	-	1	3	169	2,704	2,877
Age	Age 30 – 50 years	2	311	855	4,153	1,917	7,236	2	389	1,043	4,351	2,722	8,505	-	490	1,205	4,637	2,985	9,317
Age	Age > 50 years	10	207	414	575	28	1,224	10	229	472	702	33	1,436	12	258	550	850	40	1,698
Race	Thai	9	-				10,718	6	-				12,450	7	-				13,810
Race	Japanese	-	-				-	4	-				20	4	-				63
Race	Chinese	-	-				11	-	-				11	-	-				11
Race	Indian	-	-				3	-	-				3	-	-				3
Race	American	2	-				1	2	-				1	1	-				1
Race	French	1	-				1	-	-				1	-	-				1
Race	British	-	-				1	-	-				1	-	-				1
Race	Indonesian	-	-				1	-	-				1	-	-				1
Race	Taiwanese	-	-				1	-	-				1	-	-				1
Race	Malaysian	-	-				1	-	-				1	-	-				-

Remark [1] Only permanent employees of the Bank of Ayudhya
[2] Consisting of non-executive directors, executive directors, and independent directors
[3] Excluding the number of the Board members

(Information as of 31 December 2015)

Operational change statistics [1]

Diversity criteria	Change by year	New Employees						Terminated Employees					
		2013		2014		2015		2013		2014		2015	
		Number (Persons)	Percent [2]	Number (Persons)	Percent [2]	Number (Persons)	Percent [2]	Number (Persons)	Percent [2]	Number (Persons)	Percent [2]	Number (Persons)	Percent [2]
Total number		10,738	100.00	12,490	100.00	13,892	100.00	10,738	100.00	12,490	100.00	13,892	100.00
Number of changes		2,240	20.86	2,244	17.97	2,737	19.70	1,973	18.37	1,863	14.92	1,964	14.14
Gender	Male	582	5.42	583	4.67	780	5.61	526	4.90	556	4.45	588	4.23
	Female	1,658	15.44	1,661	13.30	1,957	14.09	1,447	13.48	1,307	10.46	1,376	9.90
Age	Age < 30 years	1,312	12.22	1,236	9.90	1,446	10.41	885	8.24	723	5.79	773	5.56
	Age 30 – 50 years	918	8.55	1,000	8.01	1,266	9.11	1,018	9.48	1,032	8.26	1,095	7.88
	Age > 50 years	10	0.09	8	0.06	25	0.18	70	0.65	108	0.86	96	0.69
Operational site	Head Office	708	6.59	633	5.07	1,222	8.80	644	6.00	592	4.74	790	5.69
	Greater Bangkok Branches	758	7.06	790	6.33	745	5.36	748	6.97	657	5.26	573	4.12
	Provincial Branches	774	7.21	820	6.57	769	5.54	581	5.41	612	4.90	599	4.31
	International Banking Department (IB)	-	-	1	0.01	1	0.01	-	-	2	0.02	2	0.01

Remark [1] Only permanent employees of the Bank of Ayudhya
[2] Percent of the total number of employees each year

(Information as of 31 December 2015)

Fair Employee Treatment, Remuneration and Welfare

Krungsri's greatest assets are our people, which is why we provide remuneration, benefits and working conditions that exceed legal requirements while ensuring fair and equitable treatment of all employees. Krungsri regularly conducts a review to ensure fair and competitive remuneration and benefits with comparisons made against peers in the same industry. Also, collaborative efforts are made to ensure alignment of welfare policies among companies under Krungsri Group. Moreover, the Incentive Sub-committee was set up, responsible for supervising and approving principles and guidelines related to incentives and rewards for all group companies, in order to promote a uniform remuneration structure for the whole organization, in alignment with the Bank's strategies.

In 2015, Krungsri adopted the world-class practices in appropriately identifying the job value for each job position to ensure that job holders with comparable scope of duties and responsibilities would be entitled to the same level of remuneration. Such practices led to the achievement of equality in the organizational management. In 2016, the Human Resources Group sets out to make job value adjustments on a group-wide basis to ensure practical comparison of job values across Krungsri Group.

Furthermore, Krungsri provides our employees[6] with access to a wide range of other welfare schemes to help them ease financial burdens, maintain peace of mind while doing their jobs, and promote their wellbeing and health, which would result in improved work performance and quality of life. These welfare schemes can be divided into the following 4 main categories:

- **Subsidies** such as subsidies for child tuition; death of employees, their spouse or parents; disaster relief; phone bills; and other subsidies
- **Medical care** for annual health check-ups, group health insurance and group accident insurance
- **Welfare loans,** including household expense subsidy loan, assistance welfare loan, assistance housing loan, loan for computer purchase, education loan, car loan, and other type of loans
- **Funds,** including the Provident Fund, the Workmen's Compensation Fund, the Social Security Fund, and the Funeral Assistance Association

To ensure fair treatment of employees, when there are any significant changes with regard to employees, Krungsri adopts the following practices: In case of termination of employment by way of "Removal", the Human Resources Group will send an advance notice to inform the employee upon or before the upcoming pay day in a particular pay cycle so that the termination of employment shall take effect upon the next pay day. In case of a change according to a collective bargaining agreement between the Bank and the Labour Union, the change shall take effects based on the period as specified in that particular agreement.

[6] FTE and temporary employees from different subsidiaries provide different details of welfare

Besides various benefits stated above, we equip our workplace with a number of facilities in an effort to improve the wellbeing of employees at work. These include religious accommodations such as Buddhist and Muslim observation and prayer rooms, and accommodations for parents and children such as breastfeeding room and child room. Other facilities provided by Krungsri to promote occupational health include exercise rooms and recreational corners. Areas dedicated to employee potential development such as libraries are also available.

Krungsri respects employees' rights to privacy and focuses our efforts on the promotion of employees' work-life balance. Apart from the well-equipped facilities like the breastfeeding room and the children's room, we also allow employees to bring their children who are in need of parent supervision into the workplace. This is to ensure that these children will receive proper care in accordance with the basic rights of children as it is our commitment to promote the family institution and children's rights to be raised by their mothers according to UNICEF's Children's Rights and Business Principles (CRBP). We also provide various forms of welfare that accommodate the needs of employees with expanded family obligations such as maternity leave entitlement intended for mothers with a duty to look after their newborn babies. Female employees are allowed to take maternity leave at a maximum of 90 days (including holidays) per each pregnancy. In this regard, the Bank will pay wages based on the number of leave days and the applicable wage rates for week days throughout the leave period, up to a maximum of 45 days. It is noted that, in most cases, employees returned to work after the end of the maternity leave period.

Return to work and retention rates after maternity leave of female employees

(Only Krungsri Bank)

Maternity leave statistics	Number of employees (Persons)		
	2013	2014	2015
Number of employees entitled to maternity leave	7,180	8,459	9,504
Number of employees having marital status	1,732	1,955	2,209
Number of employees taking maternity leave	219	209	269
Number of employees returning to work after maternity leave	214	206	265
Number of employees returning to work after maternity leave who were still employed twelve months after their return to work	202	203	205
Return to Work Rate (1) of employees taking maternity leave	97.71	98.56	98.51
Retention Rate (2) of employees taking maternity leave	94.39	98.54	77.35

Remark (1) Return to Work Rate = (The number of employees returning to work after maternity leave/The number of employees taking maternity leave) x100
(2) Retention Rate = (The number of employees returning to work after maternity leave who were still employed twelve months after their return to work/ The number of employees returning to work after maternity leave in the prior reporting period) x 100

(Information as of 31 December 2015)

Occupational Health, Safety, and Working Environment

Krungsri provides health, life, and accident insurances for all employees in an effort to help lessen their worries and burdens relating to occupational health and safety expenses to a certain extent. Nevertheless, some work processes may have adverse impacts on the health of employees. Data analysis shows that around 50 officers attached to the document custodian function of the Domestic Cheque Operations Department of the Bank are highly prone to the risks of diseases associated with respiratory and hearing systems as their functional duties require them to handle paper and documents and thus they are exposed to dust from paper tissues while performing duties. Therefore, Krungsri, by the Human Resources Management Division, additionally provides physical check-ups for employees in the risk group so as to ensure that all of them are in good health and safe from work-related diseases. In 2015, the physical checkup results indicated that all employees in the risk group had a normal health.

Personnel Development

Krungsri aims to improve learning experience and quality and foster a learning culture among all employees. As part of our endeavor to achieve such aim, in 2015 we renovated the Krungsri Learning Center in order to enhance personnel development efficiency in response to the rapid business growth of the organization. Also, Krungsri launched a state-of-the-art cloud-based learning management tool 'Krungsri Learning Companion (KLC)' system to facilitate learning activities of employees. The system makes it convenient for employees to search for interesting training courses, register for courses, attend e-learning courses, track learning status, retrieve learning records, or share knowledge with colleagues anywhere anytime through various channels including computers, mobile phones, or tablets with Internet connections.

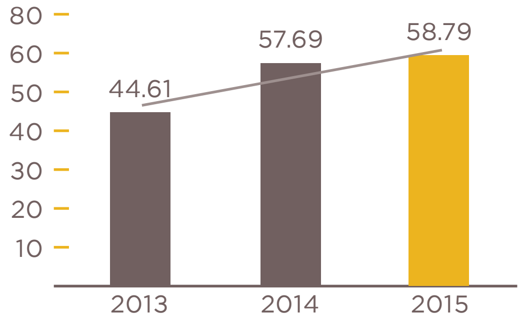
Other personnel development efforts included promoting the awareness of Krungsri Core Values, strengthening leadership skills, and developing skills required for particular job fields. In supporting such efforts, Krungsri developed the Customer Centricity Training Program, aimed at educating employees about the importance of Customer Centricity, one of the six corporate core values, and encouraging them to demonstrate such core value by consistently putting the customer at the heart of product and service delivery activities.

Learning hours of employees

Unit: (hours/person/year)

Employees' Training Data		2013	2014	2015
Average learning hours		**44.61**	**57.69**	**58.79**
Gender	Male	38.52	53.75	52.19
	Position level	47.62	59.58	61.83
Position level	Officers 1-3	58.50	63.85	66.39
	Officers 4-6	35.37	51.49	53.04
	Officers 7-8	34.76	59.46	59.98
	Officers 9 and above	45.11	53.47	48.04

Average learning hours (hours/person/year)



(Information as of 31 December 2015)

At Krungsri, we strive for developing people to excel in what they do as we believe that our employees can successfully reach all career goals through leadership potential development, and ultimately, grow into a good citizen who can contribute meaningfully to society.

The HR Strategy and Development Division develops learning plans that cater to specific business requirements and individual potential development needs for each and every Krungsri employee. In doing so, in overall, Krungsri offers personnel learning and development plans through 4 different sources of learning:

Krungsri Personnel Learning and Development Plans

Krungsri Learning Programs
- Krungsri Stepping Stones Program
- Krungsri Leadership Program
- Krungsri Personal Effectiveness Program
- Krungsri Profession Program
- Leadership Development Program
- English Language Program
- Thai Language Program

Krungsri Alternative Channels
- Krungsri e-learning
- Self-learning via e-Books/e-Journals
- Krungsri Library
- Scholarship Programs (Master Degree)
- Knowledge-sharing and Krungsri Spark
- Self-experience Learning

External Learning Programs
- External Learning Programs – Domestic
- External Learning Programs – Overseas

Global Learning Programs
- Exchange Program
- Short-term Exchange Program by Department
- Other Programs arranged by MUFG/BTMU

Krungsri provides a wide range of skill development courses as we realize that all kinds of knowledge are beneficial to both personal and professional development of employees. We devise programs to meet changes in employees' personal and professional lives such as courses to prepare employees for retirement that entail financial management advice and retirement investment planning and such, in order for them to have available plans for retirement.

As well as offering employees wide-ranging knowledge development courses, we consistently track and assess employees' operating performance for their ongoing potential development using a fair performance appraisal system. In addition, Krungsri's potential development guideline is available to assist employees who did not pass the assessment criteria to further improve their required work skills through "Performance Improvement Plan (PIP)" for their secured career advancement.

Listening to Employees' Voices

[G4-57]

Krungsri has in place a number of communication channels to facilitate employees' raising of problems or concerns and filing of complaints with supervisors as well as resolution channels as per specified procedures.

Consultation Channel to Employees

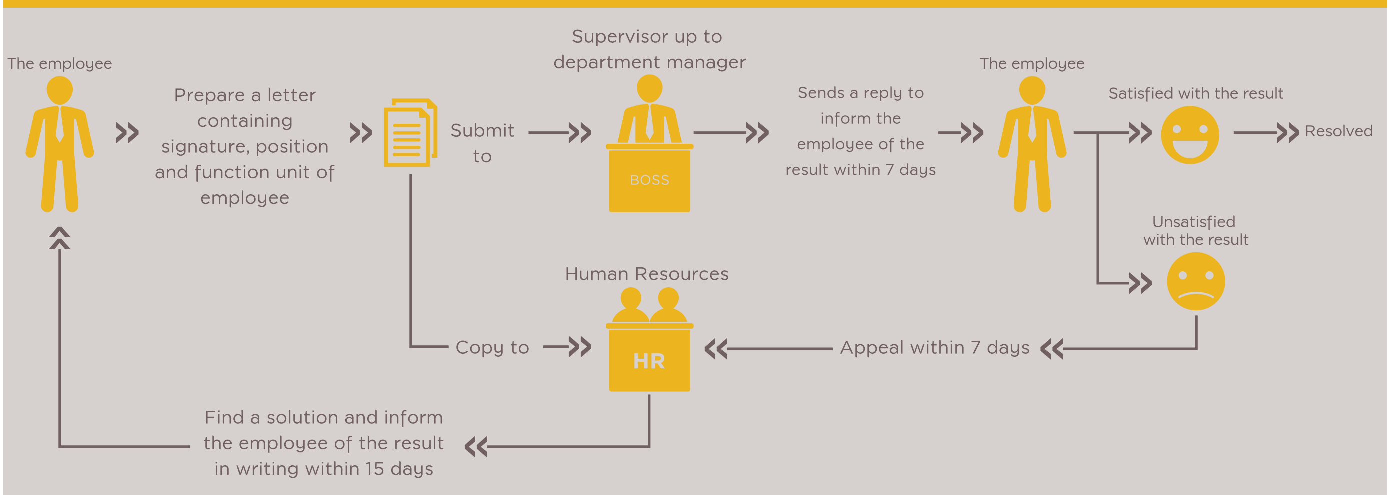
Contact:

- Employee Relations and Disciplinary Procedures Department, 12th Floor, Head Office, Tel. 02-296-2000 Ext. 62834, 62837
- HR Service, 12th Floor, Head Office, Tel. 02-296-2000 Ext. 5577

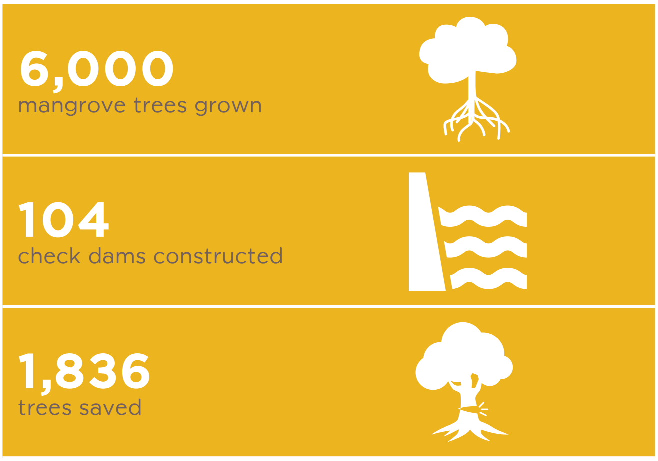
Freedom of Association and Collective Bargaining

Krungsri gives employees the right to establish and apply for membership of the Krungsri Labour Union according to the Labour Relations Act B.E. 2518. This channel allows employees to exchange ideas and opinions with the Bank and reflects the creation of a good labour relations system within the organization. Meetings between the Labour Union and the Human Resources Group are held to discuss and share issues and concerns about working environments and welfare as well as to raise recommendations for the benefit of the employees and Krungsri as a whole based on mutual respect in rights and duties between the two parties and the shared goal of developing the organization towards prosperity and sustainable growth along with solidarity and competitiveness.

Channel for filing complaints regarding employment and work issues



Natural Resources and Environmental Conservation



The environment is essential to everyone's life and encompasses global issues that strongly impact the global community, ranging from climate change, energy consumption, water level and sources, to air pollution. All these matters greatly concern our way of living and each and every one of us has a shared responsibility for the creation of all those environmental impacts.

Although as a financial institution we do not create a direct impact on the environment in the same manner as other manufacturing businesses, financial service business activities inevitably require either one or more means of consumption of natural resources, particularly through use of electricity within the office, paper, office equipment, and electronic appliances.

Environmental Policy

Therefore, Krungsri has continued to focus on reducing the impacts of its business activities on the environment through its policies and management. In 2015, Krungsri announced the **Policy on Efficient Use of Resources for Environmental Conservation**, which is under supervision of the Central Administration Division. The policy addresses the use of resources in all aspects in the undertaking of business activities of the Bank and its subsidiaries with a view to promoting efficient management and use of resources for the maximum benefits of natural resources and environmental conservation. Every two years Krungsri will conduct a review of such policy under the following principles:

- In carrying out business activities, consider using supplies that are production output and based on eco-friendly materials such as recycled paper, recycled water, and products with green labels
- Consider using tools, furniture, office equipment, and electrical appliances that contain elements of eco-friendly and energy-saving materials
- Encourage staff to be aware of and understand the importance of the efficient use of resources to support environmental conservation and proper practices
- The top executive of each functional group shall be responsible for managing and controlling relevant functions to ensure consistency and compliance with the policy

Efficient Use of Energy

Along with routine energy-saving efforts across the Bank, Krungsri established a number of measures relating to electricity saving by, for example, setting the time for switching on-off lights, air conditioners and other electrical appliances; arranging light control switch boards based on physical locations to allow separate lighting; and using energy-saving equipment and light bulbs such as 14W and 28W T5 fluorescent tubes and T8 LED light bulbs which require 15-75% [7] less power, compared to regular light bulbs, and do not generate more heat inside the building. This year Krungsri introduced 750 28W T5 fluorescent tubes and 973 and 165 T8 LED light bulbs with 1,200 mm and 600 mm lengths, respectively in areas that require 24-hour electricity such as Information Technology Group. Krungsri set a target of using 20,000 T8 LED light bulbs by the end of 2016.

Furthermore, Krungsri established maintenance routines for cleaning and procuring personal computers and laptops that meet quality standards and are functionally suitable for use as well as split type of air conditioners to encourage more energy saving.

[7] According to PEA Encom International Co.,Ltd.

As regards measures relating to fuel consumption, Krungsri implemented a shuttle van program to provide transportation service for employees at certain assembly points to help save expenses:

- Head Office – MRT Queen Sirikit National Convention Center Station
- Head Office – BTS Asoke Station
- Head Office – Bangkok Sathorn Branch Office, Harindhorn Building

Krungsri staff also adopts a good practice of carpooling, especially during rush hours when the Bank's free shuttle van service inadequately meets the demands of the employees. Through such practice, up to 4 employees will voluntarily share the same taxi in commuting to and from the Rama 3 Head Office and the MRT Queen Sirikit National Convention Center Station.

At present, Krungsri is in the process of further building and developing the employee commuting program and the carpooling system for those working at the Head Office as it is the main center of business operations with the largest number of employees, compared to Krungsri's other locations, and is close to the public transportation system. The effort is aimed to reduce transportation expenses and support fuel energy saving for the employees.

In 2015, Krungsri initiated an arrangement of area to serve as a bicycle parking area, at ground floor, Krungsri Head Office. The parking area can accommodate up to 28 bicycles and also be a 'Bicycle Service Area'. The purpose of this project is to promote energy-saving habit to employees, and reduce use of personal vehicles which consume fuel that may emit carbondioxide which is the major cause of climate change. The project will be officialy launched in 2016

Unlike large-scale manufacturing industries where energy consumption comes in several forms, Krungsri's financial service business activities involve a fewer range of energy consumption. Therefore, in tracking the amount of energy consumed, we focus on electricity energy and fuel energy only. In this regard, we started collecting data on energy usage within Krungsri's Head Office Building as a significant source of energy consumption.

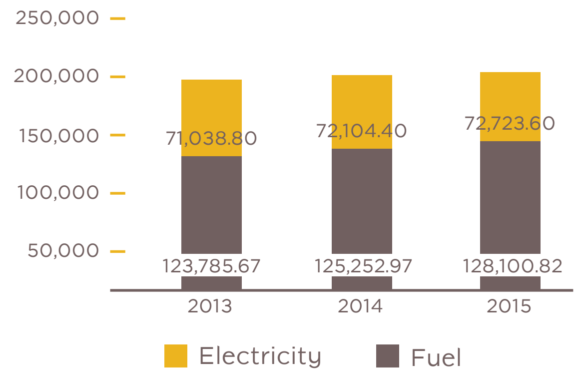
Energy consumption at Krungsri's Head Office building

	2013	2014	2015
Electricity energy (kWh)	19,733,000.00	20,029,000.00	20,201,000.00
Electricity energy (GJ) (1)	71,038.80	72,104.40	72,723.60
Fuel energy (Liter)	3,587,990.50	3,630,521.01	3,713,067.15
Fuel energy (GJ) (2)	123,785.67	125,252.97	128,100.82
Total energy consumption (GJ)	**194,824.47**	**197,357.37**	**200,824.42**

Remark (1) 1 kWh = 0.0036 GJ
(2) An average energy consumption value between Gasohol 95 (1 liter = 0.0330 GJ) and Diesel (1liter = 0.0360 GJ) is used as a basis for the calculation, which, in this case, is 1 liter equal to 0.0345 GJ.

(Information as of 31 December 2015)

Energy consumption (GJ)



(Information as of 31 December 2015)

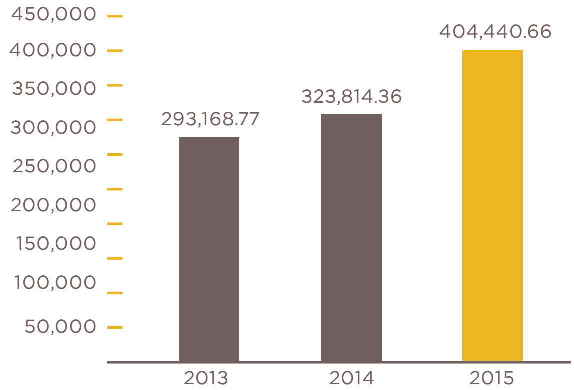
Krungsri Ploenchit Tower Project

On 1 September 2015, Krungsri commenced the construction of a new building 'Krungsri Ploenchit Tower Office' on the corner of Ploenchit Road and Wireless Road, linked to a BTS station. The project is designed based on LEED (Leadership in Energy & Environmental Design), a universally accepted scoring system for a buildings' environmental friendliness from the USGBC (US Green Building Council), to create green landscapes both in front and on top of the building as recreational areas for employees. The criteria for selecting construction materials are based on eco-friendliness, energy and water saving features, and less volatile substances to avoid exposure of the building users to these toxins. Taking great pride in its efforts to create the best eco-friendly solutions for employees, customers, users of the building, and society at large, Krungsri has submitted this project to the USGBC to compete for LEED Gold certification.

Paper Usage and Disposal

Paper is a consumable and required for financial business operations through, for instance, document and envelope usage. In an effort to minimize paper usage, Krungsri tracks the volume of paper usage and encourages its employees to use both sides of paper or duplexing, to adopt the concept of **'Think Before Print'**, and to join the Shred2Share campaign with InfoZafe, the total solution provider for information security, to drop off discarded documents in special boxes so that paper can be shredded and recycled.

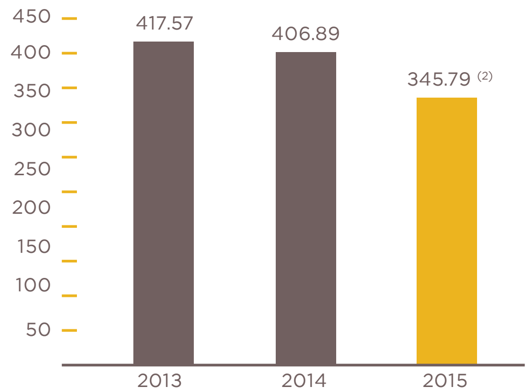
Volume of 70-gram A4-size paper usage (ton) (1)



Remark (1) Data of Bank of Ayudhya only

(Information as of 31 December 2015)

Volume of paper recycled (ton) (1)



Remark (1) Data from InfoZafe "Shred2Share" campaign of Bank of Ayudhya, Krungsri Auto, and Krungsri Consumer
(2) Excluding paper to be disposed due to the change of a paper disposal service provider from InfoZafe to another company

(Information as of 31 December 2015)

The Personal Loan Division under Krungsri Consumer Group, a leader in credit card and personal loan business, through collaboration between the organization and Krungsri credit cardholders nationwide, initiated a campaign to gradually replace an average of 12.5 envelopes sent out to customers each year with 100% recycled envelopes made from UHT milk boxes, an effort also meant for reduced garbage. The campaign was rolled out in November 2014 and fully implemented in 2015.

It is noted that, in 2015, more than 13.5 million envelopes were sent out to customers, which accounted for 108 tons of paper or 1,836 trees[8] being felled. Although recycled paper incurs higher costs than normal paper, its meaningful contribution through environmental cost saving is invaluable. This campaign, albeit deemed as a small milestone in the steps towards environmental protection, is believed to create awareness among consumers, competitors and other companies about how we can jointly contribute concretely and sustainably to the environment and society.

> "Although recycled paper incurs higher costs than normal paper, its meaningful contribution through environmental cost saving is invaluable"

Other Materials and Resources Consumption Minimization

As for other materials and resources consumed within each functional unit, Krungsri encouraged optimal use and appropriate disposal for reduced garbage level. Use of eco-friendly products such as non-toxic disinfectants for office cleaning and water-saving toilets was promoted. Sorting of electronic garbage for disposal or reuse was encouraged. One of the key initiatives undertaken by Krungsri was the **Zero Foam Consumption campaign**, aimed at reducing the use of Styrofoam tools and products within the canteen for employees at Krungsri's Head Office as such products cannot be recycled and create hazards to human health and the environment.

Resources Conservation Promotion

Realizing how effectively Krungsri's volunteer projects have contributed to the fostering of the spirit of giving and the awareness of a shared responsibility for the environment and society among its volunteer staff over time, Krungsri has regularly launched volunteer schemes, particularly those in the areas of forest and natural resources conservation, to promote environmental conservation habits among its employees.

In 2015, over a thousand people from Krungsri Group volunteered to participate in the natural resources conservation activities, including through a number

[8] 1-ton paper requires the pulp of 17 trees

of check dam building and mangrove plantation projects undertaken in various locations, for instance:

- Mangrove plantation with 1,200 trees being planted at Tung Prong Beach, Sattahip District, Chonburi Province, on 23 May 2015

- Check dam building with Siam City Cement Plc. at The Huai Sai Royal Development Study Centre, Cha-am District, Petchaburi Province, with a total of 84 check dams being built so far, on 6 June 2015

- Mangrove plantation with 2,000 trees being planted at Ang Sila District, Chonburi Province on 8 August 2015 and at Bang Pakong District, Chachoengsao Province on 12 September 2015

- Artificial salt lick creation to attract and maintain wildlife with 3 salt licks being made at Kaeng Krachan National Park, Petchaburi Province, on 25 September 2015

- Mangrove plantation with 2,400 trees being planted in the celebration of the 88th birthday anniversary of His Majesty the King at the Royal Thai Army's Mangrove Forest Conservation Coordinating Center (central region), at Chao Samran Beach, Mueng District, Petchaburi Province, on 28 November 2015

- Forest plantation and releases of blue crab breeders and other aquatic animals, held at the Sirindhorn International Environmental Park (SIEP) in Cha-am District, Petchaburi Province, on 28 November 2015. The activity was under the Green SIEP with Royal Gracious Kindness Project.

- Upstream check dam building activity with a total of 20 weirs being constructed at Doi Tung Development Project in order to help carry out a Royal Project in the area of Ban Pa Kluai, Mae Fah Luang District, Chiang Rai Province, from 27-30 November 2015

Krungsri has continually held the upstream check dam building activity according to **a Royal Initiative Project of Her Royal Highness the Princess Mother under the auspices of the Mae Fah Luang Foundation** since 2009. From 2009 to 2015, Krungsri has donated THB 6,280,000 to the Mae Fah Luang Foundation and constructed over 110 weirs in the Doi Tung Development Project area, which lead to the sustainable management of water resources for consumption and agricultural purposes as well as maintaining moisture in the forest and preventing forest fires for more than 11,000 locals in 29 villages.

These activities were among many activities held by the Corporate Social Responsibility Department and the Public Relations Department of the Corporate Communications Division as well as the marketing functions of Krungsri Group companies responsible for CSR activities of the organization. Moreover, some volunteer activities were organized by the employees themselves while others were arranged through the Team Engagement project under the Human Resources Group, aimed at encouraging employees to include volunteer activities as part of team engagement efforts.

Community Engagement and Development

Blood donation totaled
843,200 CC

Breast cancer support of
THB **2,500,000**
A total of
247 WOMEN
received free mammogram service

Apart from acting as a responsible financial service provider, in 2015, Krungsri also pursued a number of CSR activities, focusing on the areas of education and community engagement. Through various activities and projects, Krungsri continued to live up to our commitment to giving back to society.

Thai Arts and Cultural Heritage Conservation

Since Phranakorn Si Ayutthaya Province is the birthplace of the Bank, we developed an initiative to conserve the unique Thai cultural and historical sites that are part of the proud history of Ayutthaya. Since 2005 up to present, Krungsri has given funds worth approximately THB 35 million to support efforts to preserve and restore the landscape of the historical and monumental sites as well as valuable archeological artifacts in order to preserve our unique heritage and history for future generations.

In 2015, 266 Krungsri volunteers, both Thais and foreigners participated in six historic site preservation activities in Ayutthaya Province: **Wat Phukhao Thong** on 11 July 2015, **Wat Choeng Tha** on 22 August 2015, **Wat Tra Krai** on 26 September 2015, **Wat Khok Phraya** on 31 October 2015, **Wat Klong Mai Sra Bua** on 21 November 2015, and **Wat Phra Sri Sanpetch** on 12 December 2015.

Such activities involved the collective efforts of the volunteers in cleaning, improving the landscape, and removing weeds that were a cause of damage and destruction of the historical sites in the long-term. These efforts required strong stamina and team spirit from Krungsri volunteers because the Fine Arts Department did not permit the use of chemicals in the weed removal operations due to fears for any possible damage to the outer layers of the artifacts.

Community Engagement

Breast Cancer Awareness

As taking care of our employees and those working for Krungsri is part of our commitment towards the promotion of occupational health and workplace safety, in 2015, Krungsri in collaboration with the Thanyarak Foundation under the Royal Patronage of Her Royal Highness the Princess Mother provided trainings in breast self-examination to a total of 200 employees and cleaning officers in recognition that breast cancer is the second leading cancer type among Thai women.

With our aim to reach out to the wider community nearby the Bank, starting from 2010, Krungsri has been donating THB 500,000 each year to cover mammogram service costs for low-income or disadvantaged women.

In 2015, a total of 247 women received free mobile mammogram services, adding up the total number of women benefiting from the project to 1,539 persons altogether. In 2015, Krungsri continued our health-promoting efforts by donating THB 2,000,000 to support the purchase of a mobile mammography unit.

Blood Donation

Krungsri in collaboration with the Thai Red Cross Society have been organizing regular employee blood drives every quarter since 2007 at the Head Office of Bank of Ayudhya, Rama III Road.

In 2015, we expanded the event to Krungsri provincial branches for the first time at Soi Khao Ta Lo Branch of Chonburi Province, Phuket Branch of Phuket Province, and Mae Rim Branch of Chiang Mai Province, to host blood drives, receiving positive feedback from Krungsri employees, our customers and local residents. At the end of the year, there were 2,108 blood donors with 843,200 cc. of blood donated to the Thai Red Cross Society.

Expanding Horizons

Financial Literacy and Recreational Activities for Underprivileged Children

Krungsri volunteers participated in music, art and financial literacy activities for children with disabilities at Baan Nontapum on 23 May 2015, and for children with hearing impairment at Setsatian School on 18 July 2015. The activities were truly a joyful and memorable experience for all participants.

Knowledge Bank: Youth Education Support

In 2015, Krungsri directed our CSR activities towards education and community engagement. We realize that youth education is fundamental to social development and education standard improvement can be achieved partly through the availability of good quality learning materials. As such, Krungsri has continuously initiated projects to support library building and other forms of education in collaboration with the local communities as follows:

The 'Krungsri Auto Library' project
In 2015, Krungsri Auto built two libraries for Ban Nong Kha Klang Hoong School, Khon Kaen Province and Hua Yai School, Chonburi Province. To date, Krungsri Auto has built a total of twelve Krungsri Auto Libraries nationwide.

The 'Krungsri Consumer Library' project
In 2015, Krungsri Consumer supported the renovation of two libraries for Wat Noi Phibun Prachasan School, Ang Thong Province on 14 March 2015 and Arthorn Sangkha Wattana 2 School, Wat Wang Taku Temple, Song Phi Nong District, Suphan Buri Province on 17 October 2015.

Krungsri Library by Krungsri Branches in Lao PDR
With many more globalized businesses, our social responsibility must also be expanded beyond our domestic borders. In 2015, our Vientiane Branch supported the renovation of two libraries for Vientiane Secondary School, the largest and oldest school in the country, on 30 August 2015; and Sonexay Primary School), Savannakhet Subdistrict, on 5 November 2015, under the 'Krungsri Library' project.

Both libraries were designed and decorated to create a more attractive and spacious look. The library interior walls were covered with colorful drawings created by Krungsri volunteers, making it more appealing to users.

Scholarships

70th Krungsri Anniversary 70 Scholarships
In celebration of the Bank's 70th anniversary on 1 April 2015, Krungsri held a special event granting educational opportunities to youths. The Bank's Board of Directors and senior executives presented 70 scholarships valued at THB 5,000 each and totaling THB 350,000 to underprivileged youths with good academic records and good behaviour from seven foster homes and foundations: 1) Srisangwan School for Disabled Children, Foundation for the Welfare of the Crippled under the Royal Patronage of H.R.H. the Princess Mother, 2) Pakkret Home for Children with Disabilities (Baan Nontapum), 3) Foundation for the Blind in Thailand under the Royal Patronage of H.M. the Queen, 4) Maharaj Home for Boys, 5) Setsatian School for the Deaf under the Royal Patronage of H.R.H. Crown Prince Maha Vajiralongkorn, 6) Rajvithi Home for Girls, and 7) Foundation for Slum Child Care under the Royal Patronage of H.R.H. Princess Galyani Vadhana Krom Luang Naradhiwas Rajanagarindra.

National Children's Day Scholarships
The Bank in cooperation with the Yan Nawa District Office and government and private agencies organized the National Children's Day event on 10 January 2015 at Wat Dokmai School. The Bank provided scholarships worth THB 60,000 in total to 6 schools under the supervision of the Yan Nawa District Office as well as beverages and other facilities for the event participants.

National Youth Day Scholarships
On the occasion of National Youth Day, Krungsri presented scholarships worth THB 99,000 to 15 youths with continuously good academic performance and conduct under the care of Mahamek Home for Boys. This education support activity has been held by Krungsri for 30 years with the objective of supporting the academic studies of underprivileged children up to university level.

Krungsri Consumer Scholarships
Krungsri Consumer presented scholarships worth THB 50,000 to students with good academic records from Wat Nong Chap Tao School, Chonburi Province as well as donated computers and held activities and games to educate students on money saving.

Education Support from Krungsri Branches in Lao PDR
As a good corporate citizen, Krungsri is always committed to fostering the well-being of members of the surrounding communities. In 2015, Krungsri provided education support to youths in Lao PDR as follows:

1. Scholarships from Krungsri branches in Lao PDR: A financial support of LAK 2,500,000 (around THB 10,000)[9] was presented to Chiang Lae School, Pak Nguem District, Vientiane Province, through the Lao Youth Union, to provide education equipment support as part of the school renovation plan on 11 March 2015.
2. Sponsorship for 'ASEANLinc' project: A fund of LAK 4,000,000 (around THB 16,000) was presented to students from the Lao American College on 24 March 2015 to support the development of the 'ASEANLinc' application for the Mekong Business Model Competition 2015 held in Vietnam. This event has been hosted annually by McKinsey & Co. in collaboration with Google to support the free flow of labor in the ASEAN region after the implementation of the ASEAN Economic Community (AEC) at the end of 2015.
3. Financial donation to the Lao Association of Autism: A donation of LAK 2,500,000 (around THB 10,000) was made to the Lao Association of Autism on the occasion of the World Autism Awareness Day. A series of activities related to the event were held in order to promote the awareness of Autism and the said fund was provided to support the education of children with Autism in low-income families on 22 April 2015.

Natural Disaster Victim Support

Fundraising is one of the most important means to extend support to those affected by emergencies or natural disaster events. As a financial service provider, we are well aware that our role in providing timely and sufficient support through fundraising and funds dissemination is critical for the victims.

In 2015, Krungsri and the United Nations Children's Fund (UNICEF) worked together to raise funds for families affected by earthquakes in Nepal. Krungsri exempted service fees for donors making cross-region transfers, with donations totaling over THB 4 million. Also, Krungsri and the UNICEF mobilized funds to support victims impacted by floods in Myanmar through 'Than Nam Jai' account with donations totaling THB 31,431.99. Furthermore, the funds totaling THB 96,000 were raised to support victims suffered from floods in three southern border provinces.

As regards the efforts to support cold weather victims, Krungsri implemented the following two activities: The first activity involved the donation of 2,000 blankets worth THB 233,640 to cold weather victims in the northern and northeastern provinces such as Chiang Rai, Chiang Mai, Uttaradit, Phetchaboon, Tak, Nakhon Phanom, Udon Thani, Ubon Ratchathani, Khon Kaen, Chaiyaphum and Srisaket; and the other activity or 'Craft Nights' activity was the collaborative efforts of Krungsri volunteers to create a total of 148 hand crafted blankets and 782 knitted hats for donation to children from Border Patrol Policy School under the Royal Patronage of H.R.H. the Princess Mother and 5 Child Development Centers, Bo Kluea District, Nan Province.

These efforts were only part of a wider range of CSR activities undertaken throughout 2015. The table 'Direct Economic Value Generated and Distributed: EVG&D' below explained the economic value generated as a result of the business undertakings of the organization and distributed to stakeholders ranging from employees, shareholders, the public and private sectors, to local communities.

[9] LAK 1,000 equivelent to THB 4





Unit : Million Baht

(1) Direct Economic Value Generated		**113,809**
Total operating revenue excluding interest expense	113,809	
(2) Direct Economic Value Distributed		**73,207**
Operating costs such as directors' remuneration and expenses relating to buildings, premises and other equipment	17,485	
Deferred tax income/expense	264	
Employee expenses	18,914	
Dividends to shareholders and interest expense	31,481	
Duty tax and income tax excluding deferred tax income/expense	5,052	
Donations to charitable organizations and community development investments through financial literacy and social service activities [1]	11	
(2)-(1) = Economic Value Retained		**40,602**

Remark [1] Expenses under responsibility of the Corporate Social Responsibility Department, Corporate Communications Division, Bank of Ayudhya Pcl.

Krungsri is determined to pursue our role as a strong driver of Thailand's and ASEAN's economic development by capitalizing on our strengths as a widely-respected financial institution through the facilitation of financial access for people at all levels. Krungsri will also leverage economic partnership with our trading partners and other stakeholders, walking side-by-side with them, in the development of new financial solutions to enhance the well-being of people, which ultimately will contribute to the sustainable development of society.

ENGAGEMENT IN SUSTAINABILITY PRACTICES FROM THE HIGHEST EXECUTIVE LEVEL

Krungsri's Board of Directors and high-level executives play a major role in determining business directions covering economic, environmental, and social dimensions. Krungsri clearly divides our work into groups and divisions to enable efficient operations. In 2015, Krungsri appointed the CSR Committee to help formulate the proper direction and framework for Krungsri Group's operations, ensuring that its financial business group carries out business activities responsibly, meets the demands of stakeholders, and is more than prepared to become a trusted leading financial institution in ASEAN. Certain members of the CSR Committee also hold office in the Board of Directors.

The CSR Committee

[G4-34]

• Chief Operating Officer [10]	Chairperson
Head of Corporate Strategy and Planning Group [11]	Chairperson (Acting)
• Chief Financial Officer	Member
• Head of Marketing and Branding Group	Member
• Head of Human Resources Group	Member
• SVP, Krungsri Auto Communications and Public Affairs Department	Member
• SVP, Krungsri Consumer Communications and Public Affairs Department	Member
• SVP, CSR Department, Corporate Communications Division	Secretary

In 2016, Krungsri will develop guidelines on the addition and diversity of CSR Committee members for increased engagement with other companies in the group as well as enterprisewide integration. This will better reflect our material operations as a financial institution and build a strong value between the business and society.

Aside from policy-related undertakings, the Board of Directors and other high-level executives of Krungsri Group also take part in social contribution activities as 'Krungsri volunteers' on various occasions on a regular basis, serving as role models to boost employee morale and enhancing social conscience.

[10] Incumbency from 1 January to 30 September 2015

[11] Incumbency from 1 October to 31 December 2015 due to adjustments to the Bank's organizational structure

1. Mr. Veraphan Teepsuwan, Chairman
2. Mr. Karun Kittisataporn, Independent Director
3. Mr. Chandrashekar Subramanian Krishoolndmangalam, Chief Risk Officer
4. Mr. Tak Bunnag, Head of Global Markets Group
5. Miss Nopporn Tirawattanagool, Director
6. Mrs. Wanna Thamsirisup, Chief Information and Operations Officer

1. Mr. Noriaki Goto, President and CEO
2. Mr. Phong-adul Kristnaraj, Independent Director
3. Mr. Sudargo Dan Harsono, Head of Retail and Consumer Banking
4. Mr. Piyasak Ukritnukun, Managing Director, Ngern Tid Lor
5. Mr. Pairote Cheunkrut, Head of Krungsri Auto Group
6. Miss Duangdao Wongpanitkrit, Chief Financial Officer
7. Mrs. Voranuch Dejakaisaya, Deputy Chief Information and Operations Officer

OUTSTANDING SUSTAINABILITY AWARDS

Excellence in Social Responsibility

Krungsri received the AMCHAM CSR Excellence Recognition Award 2015.

Krungsri received the Corporate Social Responsibility Excellence Recognition Award 2015 from the American Chamber of Commerce in Thailand for being an organization that initiates projects and activities to promote social well-being and development. This accomplishment is a testament to Krungsri's commitment to our mission to conduct business responsibly with sustainability as an ultimate consideration.

Excellence in Good Governance

Krungsri collected 6 good corporate governance awards from Corporate Governance Asia Magazine. The awards honour Krungsri and Krungsri management in contributing towards raising corporate governance standards as well as the code of business ethics to the highest level.

Recognizing that good corporate governance principles are vital factors that demonstrate corporate accountability, Krungsri adheres to good corporate governance principles in every department and operating process of the organization based on correctness, transparency, fairness, and verifiability. Krungsri's mission also resonates with our commitment to good corporate governance and social responsibility, all of which compel us to improve our good corporate governance standards continuously.

1. Asia's ICON on Corporate Governance for the 4^{th} consecutive year (2012-2015) – The 11^{th} Corporate Governance Asia Recognition Awards 2015
2. Asian Corporate Director of the Year 2015 awarded to the President and Chief Executive Officer for the 2^{nd} consecutive year – The 6^{th} Asian Corporate Director Recognition Awards 2015
3. Asia's Best CEO (Investor Relations) awarded to the President and Chief Executive Officer – The 5^{th} Asian Excellence Award 2015
4. Asia's Best CFO (Investor Relations) awarded to the Chief Financial Officer – The ^{5th} Asian Excellence Award 2015
5. Asia's Best CSR – The 5^{th} Asian Excellence Award 2015
6. Best Investor Relations Company (Thailand) – The 5^{th} Asian Excellence Award 2015

Additionally, Krungsri Consumer this year gained the TMA-SASIN Management Excellence Awards 2015 at the Thailand Corporate Excellence Awards and SMEs Excellence Awards 2015 as well.

Excellence in Employee Care

Krungsri won the Gallup Great Workplace Award for the three years in a row, which is a testament to the group's position at the forefront of organizational culture in terms of employee engagement.

'Employee engagement' is one of the compelling forces in business performance development. Krungsri has improved and redesigned operating processes to ensure that both the organization and our employees are aiming at the same direction. We are well aware that building employee engagement is an important stepping stone to carrying out the organization's mission as well as attaining sustainable growth.

Excellence in Facilitation of Access to Financial Services

Ngern Tid Lor earned world-class recognition for its 'Integrated Financial Solutions for Unbanked Thais' project.

Krungsri recognizes that financial access and financial knowledge are fundamental to the development of financial and economic systems. As a leading financial solutions provider for those with low income and the underbanked population, Ngern Tid Lor dedicates itself to aiding such customer group in accessing financial products and services. Ngern Tid Lor's determination finally bore fruit when it was acknowledged at the global level in 2012 by The Banker, an international magazine owned by The Financial Times. Ngern Tid Lor was internationally acclaimed once again in 2015 when its 'Integrated Financial Solutions for Unbanked Thais' project obtained the Financial Insights Innovation Award (FIIA) in Financial Inclusion by IDC Financial Insights.

Excellence in Innovative Financial Products and Services

Krungsri proudly demonstrated our commitment to customers through excellent products and services.

Krungsri is a leader in creating financial products that cater to retail and corporate customers. We listen to customers' expectations with genuine attentiveness as they are among one of our most valued stakeholders, the very reason why we put immense effort in delivering simple and convenient financial experiences for the best interest of customers. Krungsri's financial and service innovations play a vital role in enhancing customers' financial experience because these new technologies help make their lives simpler. In addition, Krungsri believes that having good business networks and partners is a critical marketing strategy that can lead the business towards success and deliver the ultimate benefit to customers.

Krungsri Consumer

- Best Consumer Finance Product in Thailand – The Asian Banker Excellence in Retail Financial Services Awards 2015 by The Asia Banker

Krungsri Auto

- Best Car Leasing 2015 for the successive 2nd year – Car & Bike of the Year 2015

For more details regarding Krungsri's other awards, please consult our Annual Report 2015.

Content Index

This report contains Standard Disclosures and Financial Service Sector Disclosures from GRI Sustainability Reporting Guidelines (G4)

	General Standard Disclosure Requirements	Source or Page(s)	Additional Explanation
Strategy and Analysis			
G4-1	a. Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	SD: p.4-5	-
Organizational Profile			
G4-3	a. Report the name of the organization.	SD: p.10	-
G4-4	a. Report the primary brands, products, and services.	SD: p.10	-
G4-5	a. Report the location of the organization's headquarters.	SD: p.10	-
G4-6	a. Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	SD: p.10	-
G4-7	a. Report the nature of ownership and legal form.	SD: p.10	-
G4-8	a. Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	SD: p.10	-
G4-9	a. Report the scale of the organization	SD: p.10, AR: p.20-21	Financial part is externally assured
G4-10	a. Report the total number of employees by employment contract and gender. b. Report the total number of permanent employees by employment type and gender. c. Report the total workforce by employees and supervised workers and by gender. d. Report the total workforce by region and gender. e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	SD: p.41	-
G4-11	a. Report the percentage of total employees covered by collective bargaining agreements.	-	-
G4-12	a. Describe the organization's supply chain.	-	Directly provide financial service to end users
G4-13	a. Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	SD: p.11	-
G4-14	a. Report whether and how the precautionary approach or principle is addressed by the organization.	SD: p.15, AR: p.91-105	-
G4-15	a. List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	SD: p.11, 22, 27	-
G4-16	a. List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization holds a position on the governance body, participates in projects or committees, provides substantive funding beyond routine membership dues, views membership as strategic.	SD: p.11	-
Identified Material Aspects and Boundaries			
G4-17	a. List all entities included in the organization's consolidated financial statements or equivalent documents. b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	SD: p.12-13 AR: p. 74-84	-
G4-18	a. Explain the process for defining the report content and the Aspect Boundaries. b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.	SD: p.22-23	-
G4-19	a. List all the material Aspects identified in the process for defining report content.	SD: p.23	-
G4-20	a. For each material Aspect, report the Aspect Boundary within the organization	SD: p.24-25	-
G4-21	a. For each material Aspect, report the Aspect Boundary outside the organization	SD: p.24-25	-
G4-22	a. Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	-	No restatement
G4-23	a. Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	-	Define scope and boundary both within and outside organization
Stakeholder Engagement			
G4-24	a. Provide a list of stakeholder groups engaged by the organization.	SD: p.18-21	-
G4-25	a. Report the basis for identification and selection of stakeholders with whom to engage.	SD: p.18	-

SD = Krungsri Sustainability Report 2015
AR = Krungsri Annual Report 2015

General Standard Disclosure Requirements		Source or Page(s)	Additional Explanation
G4-26	a. Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	SD: p.18-21	Some issues addressed during the reporting process had been taken into consideration throughout the report preparation process and would be included in the next reporting period as well
G4-27	a. Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	SD: p.18-20	
Report Profile			
G4-28	a. Reporting period (such as fiscal or calendar year) for information provided.	SD: p.22	1 Jan – 31 Dec 2016
G4-29	a. Date of most recent previous report (if any).	SD: p.22	Last year (Krungsri SD Report 2014)
G4-30	a. Reporting cycle (such as annual, biennial).	SD: p.22	Annually
G4-31	a. Provide the contact point for questions regarding the report or its contents.	SD: p.25	-
G4-32	a. Report the 'in accordance' option the organization has chosen. b. Report the GRI Content Index for the chosen option. c. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines.	SD: p.58-61	No external assurance
G4-33	a. Report the organization's policy and current practice with regard to seeking external assurance for the report. b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. c. Report the relationship between the organization and the assurance providers. d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	-	No external assurance
Governance			
G4-34	a. Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	SD: p.14, 54	-
Ethics and Integrity			
G4-56	a. Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	SD: p.8, 15-16	-
G4-57	a. Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	SD: p.15-16	-
G4-58	a. Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	SD: p.15-16	-

Specific Standard Disclosure Titles			Source or Page(s)	Additional Explanation
Category: Economic	Aspect: Economic Performance			
	G4-DMA	Generic Disclosures on Management Approach	AR: p.39-73	Competitive Capability
	G4-EC1	Direct economic value generated and distributed	SD: p.53	
	Aspect: Indirect Economic Impacts			
	G4-DMA	Generic Disclosures on Management Approach	SD: p.26-27, 24-37	
	G4-EC8	Significant indirect economic impacts, including the extent of impacts	SD: p.34-37, 50-52	
Category: Environment	Aspect: Materials			
	G4-DMA	Generic Disclosures on Management Approach	SD: p.46-48	-
	G4-EN1	Materials used by weight or volume	SD: p.48	-
	G4-EN2	Percentage of materials used that are recycled input materials	SD: p.48	100% of envelopes are made from recycled paper

		Specific Standard Disclosure Titles	Source or Page(s)	Additional Explanation
Category: Environment	Aspect: Energy			
	G4-DMA	Generic Disclosures on Management Approach	SD: p.46-48	-
	G4-EN3	Energy consumption within the organization	SD: p.47	-
	G4-EN6	Reduction of energy consumption	SD: p.47	No energy reduction
	G4-EN7	Reductions in energy requirements of products and services	SD: p.46-47	-
Sub-Category: Labor Practices and Decent Works	Aspect: Employment			
	G4-DMA	Generic Disclosures on Management Approach	SD: p.40, 42-43	-
	G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	SD: p.41-42	-
	G4-LA3	Return to work and retention rates after parental leave, by gender	SD: p.43	-
	Aspect: Labor/Management Relations			
	G4-DMA	Generic Disclosures on Management Approach	SD: p.42, 44	-
	G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	SD: p.42	-
	Aspect: Occupational Health and Safety			
	G4-DMA	Generic Disclosures on Management Approach	SD: p.43	-
	G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	SD: p.43	-
	Aspect: Training and Education			
	G4-DMA	Generic Disclosures on Management Approach	SD: p. 43-45	-
	G4-LA9	Average hours of training per year per employee by gender, and by employee category	SD: p.44	-
	G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	SD: p.44	-
	G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	SD: p.43-44	All employees (100%) received performance and career development review regardless of gender and other diversities
	Aspect: Diversity and Equal Opportunity			
	G4-DMA	Generic Disclosures on Management Approach	SD: p.40	-
	G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	SD: p.41	-
	Aspect: Grievance Mechanism			
	G4-DMA	Generic Disclosures on Management Approach	SD: p.45	-
Sub-Category: Human Rights	Aspect: Freedom of Association and Collective Bargaining			
	G4-DMA	Generic Disclosures on Management Approach	SD: p.45	-
Sub- Category: Social	Aspect: Local Communities			
	G4-DMA	Generic Disclosures on Management Approach	SD: p.26-27	-
	G4-FS13	Access points in low-populated or economically disadvantaged areas by type	SD: p.30	-
	G4-SO2	Operations with significant actual and potential negative impacts on local communities	SD: p.35	Local community refers to Thai society
	Aspect: Anti-Corruption			
	G4-DMA	Generic Disclosures on Management Approach	SD: p.16-17	-
	G4-SO3	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	SD: p.16	-
	G4-SO4	Communication and training on anti-corruption policies and procedures	SD: p.16-17	-

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Specific Standard Disclosure Titles		Source or Page(s)	Additional Explanation
Aspect: Product and Service Labeling			
G4-DMA	Generic Disclosures on Management Approach	SD: p.38-39	-
G4-DMA	Initiatives to enhance financial literacy by type of beneficiary	SD: p.26-27, 34-37	-
G4-PR5	Results of surveys measuring customer satisfaction	SD: p.38	-
Aspect: Marketing Communication			
G4-DMA	Generic Disclosures on Management Approach	SD: p.38-39	-
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	SD: p.39	-
Aspect: Customer Privacy			
G4-DMA	Generic Disclosures on Management Approach	SD: p.38-39	-
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	SD: p.39	-
Aspect: Product Portfolio			
G4-DMA	Policies with specific environmental and social components applied to business lines	SD: p.28-29	-
G4-DMA	Procedures for assessing and screening environmental and social risks in business lines	SD: p.28-29	-
FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector	SD: p.29	-
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	SD: p.31-33	SME, microfinance, nanofinance, mortgage loan
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	SD: p.33	

Remark - No external assurance provided to all disclosures (except G4-9)

Sustainable Development Goals 2030		
Topics	Initiatives	Source or Page(s)
1. No Poverty	End poverty in all its forms everywhere	SD: p.4-5
2. Zero Hunger	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	-
3. Good Health and Well-being	Ensure healthy lives and promote well-being for all at all ages	SD: p.50-54
4. Quality Education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	SD: p.34-37, 50-52
5. Gender Equality	Achieve gender equality and empower all women and girls	-
6. Clean Water and Sanitation	Ensure availability and sustainable management of water and sanitation for all	-
7. Affordable and Clean Energy	Ensure access to affordable, reliable, sustainable and modern energy for all	-
8. Decent Work and Economic Growth	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	AR: p.33-37, 40-42
9. Industry, Innovation and Infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	-
10. Reduced Inequality	Reduce inequality within and among countries	-
11. Sustainable Cities and Communities	Make cities and human settlements inclusive, safe, resilient and sustainable	SD: p.28-39, 50-52
12. Responsible Consumption and Production	Ensure sustainable consumption and production patterns	-
13. Climate Action	Take urgent action to combat climate change and its impacts*	SD: p.46-49
14. Life Below Water	Conserve and sustainably use the oceans, seas and marine resources for sustainable development	-
15. Life on Land	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	-
16. Peace, Justice and Strong Institutions	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	SD: p.14-17
17. Partnerships for the Goals	Strengthen the means of implementation and revitalize the global partnership for sustainable development	SD: p.11

Questionnaire on Krungsri Sustainability Report 2015

Part 1: General Information

1.1 Which of the following best describes you or your relationship to Krungsri?

- ☐ Customer
- ☐ Employee
- ☐ Shareholder
- ☐ Investor
- ☐ Commercial or financial institute
- ☐ Partner/creditor
- ☐ Regulator
- ☐ General public
- ☐ Other (please specify)..

1.2 Have you ever read Krungsri Sustainability Report before?

- ☐ Yes
- ☐ No

Part 2: Report Content and Presentation

	Very much	Moderate	Fair	Need Improvement
2.1 You have better understanding on general business operations of Krungsri.				
2.2 You have better understanding on Krungsri's responsibility on social, environmental and economic practices.				
2.3 The report content covers all Krungsri's significant operations which correspond to your expectations.				
2.4 The report content is clear.				
2.5 The report content is easy to understand.				
2.6 The presentation of the report is attractive.				
2.7 You are satisfied with the overall report.				

Part 3: Improvement of Reporting

3.1 Does this report mention any of your interested topics?

- ☐ Yes
- ☐ No

(please specify your topics of interest that expect Krungsri is expected to report in the next reporting period)

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3.2 Other suggestions and comments

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Please send your feedback via post or email:

Corporate Social Responsibility Department
Corporate Communications Division
Bank of Ayudhya Pcl. Head Office
Address: 1222 Rama 3 Road, Bang Phongphang, Yan Nawa, Bangkok 10120
Email: ir@krungsri.com

Your feedback is very much appreciated
and crucial to Krungsri's significant constribution to sustainable development of society

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