LH BANK ธนาคารแลนด์ แอนด์ เฮ้าส์ จำกัด (มหาชน)
LAND AND HOUSES BANK PUBLIC COMPANY LIMITED

20 YEARS ANNIVERSARY

รายงานประจำปี 2568
Annual Report 2025

UNITE TO SAVE THE ENVIRONMENT FOR SUSTAINABILITY



A member of CTBC BANK 中國信託銀行

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Message from Chairman

Dear shareholders and colleagues,



In 2025, economy of the Kingdom of Thailand (the "Kingdom") expanded moderately amid global economic volatilities, mainly due to a significant acceleration in export activities before the U.S. tariffs took effect. Meanwhile, private consumption continued to grow following policy rate cuts and government economic stimulus measures, and public investment also increased in line with the fiscal year budget framework. However, service sector experienced a slowdown due to a decline in foreign tourist arrivals.

Looking ahead in 2026, economy of the Kingdom looks brighter compared with 2025. Result of the election in the beginning of the year is a positive sign for stability in governance. Private consumption will continue its growth supported by low inflation rate, easing monetary policies and government stimulus measures. Private investment is also expected to witness continued expansion, particularly in the digital sector. Tourism is recovering slowly which will support the sentiment of service sectors of the economy.

On the other hand, economy of the Kingdom is not without headwinds, for instance, possible deceleration of the export sectors due to uncertainty of tariff issue, the influx of goods from abroad as a result of trade war, household debt is stll at a high level, geopolitical conflicts and tensions in certain locations of the world will undermine cross-border trade and tourism. These may hinder economic recovery.

In 2025, Land and Houses Bank (the "Bank") continued to deliver commendable financial result. Compared with 2024, net profit increased 32.1%, loan increased 12.4%, deposit increased 13.6%, whereas the whole industry had flattish growth. Another milestone, the Bank has achieved was our improved internal control as evidenced by the upgrade of Composite Rating from the Bank of Thailand. Moreover, the Bank placed strong emphasis on assisting customers affected by trade wars, natural disasters including earthquakes and major floods, and supported sustainable loans aimed at reducing greenhouse gas emissions among its customers. Through these initiatives, the Bank is dedicated to foster long-term value creation and contribute responsibly to the Kingdom's sustainable economic development.

In 2026, the Bank will continue its ESG strategy fostered in the previous years, leverage the global network of its parent company, CTBC Bank, to enhance product capability and service to customers, and also aim for sustainable business expansion and prudent risk management. We will expand a diversified loan portfolio; support SME customers in overcoming business challenges; enhance fee income as well as provide new products and innovative solutions to address the needs of all target groups. We will also continuously develop digital and AI capabilities to improve customer service, work efficiency, risk management, and internal control.

On behalf of the Board of Directors, I would like to extend our sincere thanks to all stakeholders for your trust and great support for Land and Houses Bank and I look forward to an even better.

(Mr. Lee, Yu-Chou)
Chairman

Company Profile

Land and Houses Bank Public Company Limited is a financial institution which positions itself as a new choice for consumers. It originated from the inspiration of a leading group of property developers – Land & Houses Public Company Limited and Quality Houses Public Company Limited. Both are listed companies on the Stock Exchange of Thailand, engaging in the development and management of real estate projects and holding the largest market share. Apart from their strong financial positions, they both are committed to management with good corporate governance. In 2004, the government announced a financial institutions development plan. Viewing this as an opportunity to diversify its business to be more comprehensive, the group had Land and Houses Credit Foncier Public Company Limited of which 43% of paid-up share capital held by Land and Houses Public Company Limited submit a plan to the Ministry of Finance to set up a commercial retail bank and on December 19, 2005, the Ministry of Finance gave its approval to operate Land and Houses Bank Retail Bank Public Company Limited.

On June 19, 2009, LH Financial Group Public Company Limited submitted an application to the Bank of Thailand to establish a financial business group. Then, on October 28, 2009, the Bank of Thailand allowed the company to set up a financial business group, with LH Financial PLC. acting as the parent company of financial business group, and the bank as a subsidiary under the solo consolidation group.

On December 16, 2011, the Ministry of Finance, by the recommendation of the Bank of Thailand, approved the bank's business plan to upgrade to a commercial bank from a retail banking position under the name of Land and Houses Bank Public Company Limited. Officially commenced its business on December 19, 2011, the bank could provide a complete commercial banking service to a more diverse range of customers.

General Information

1. Type of Business, Number of Shares, Par Value and All Types of Shares and Issued Share Capital

Company Name	:	Land and Houses Bank Public Company Limited
Symbol	:	LH Bank
Registration Number	:	0107548000234
Type of Business	:	Commercial Bank
Website	:	www.lhbank.co.th
Head Office	:	1 Q.House Lumpini Building, G, 1st, 5th, 6th, 10th, 20th, 25th, 26th, 27th, 31st and 32nd Floor, South Sathon Rd., Thungmahamek, Sathon, Bangkok 10120
Registered Capital	:	Baht 20,000,000,000
Paid-up Capital	:	Baht 20,000,000,000
Par Value	:	10 Baht
Types of Share and Issued Share Capital	:	Ordinary shares 2,000,000,000 shares Preferred shares - None -
Accounting Period	:	1 January - 31 December
Contact	:	**Head Office** Telephone : 0 2359 0000 or 1327 Fax : 0 2677 7223 E-mail : presidentoffice@lhbank.co.th
Audit Committee	:	Mr. Pradit Sawattananond Chairman of the Audit Committee Telephone : 08 1868 1487 E-mail : pradits@lhbank.co.th
	:	Prof. Piphob Veraphong Member of the Audit Committee Telephone : 08 9206 9064 E-mail : piphobv@lhbank.co.th
	:	Dr. Supriya Kuandachakupt Member of the Audit Committee Telephone : 08 6357 3999 E-mail : supriyak@lhbank.co.th
	:	Mr. Pichai Dusdeekulchai Member of the Audit Committee Telephone : 09 8992 8295 E-mail : pichaid@lhbank.co.th
Auditor	:	**KPMG Phoomchai Audit Limited**
List of Auditors		Ms. Orawan Chotiwiriyakul CPA Registration No. 10566 Mr. Jedsada Leelawatanasuk CPA Registration No. 11225 Mr. Chokechai Ngamwutikul CPA Registration No. 9728 Ms. Thitima Pongchaiyong CPA Registration No. 10728
Head Office	:	50th Floor, Empire Tower, 1 South Sathorn Road Yannawa, Sathorn, Bangkok 10120
Telephone	:	0 2677 2000
Fax	:	0 2677 2222
Website	:	www.home.kpmg/th

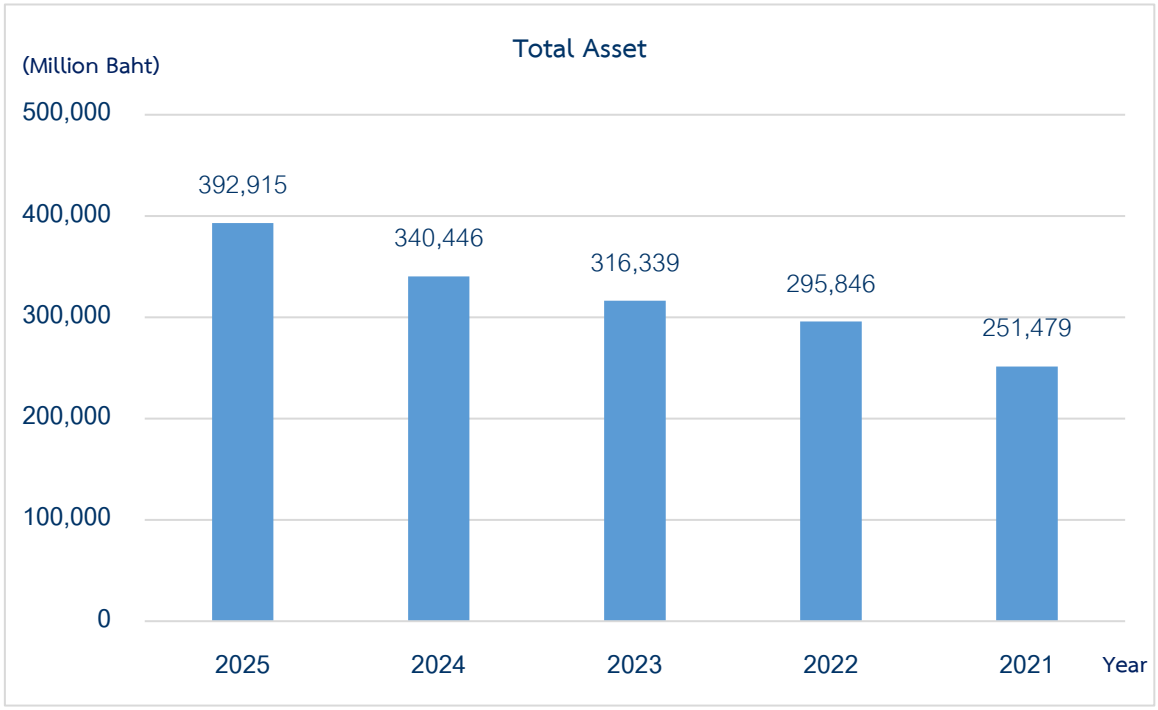
2. Factors Affecting Investment Decisions

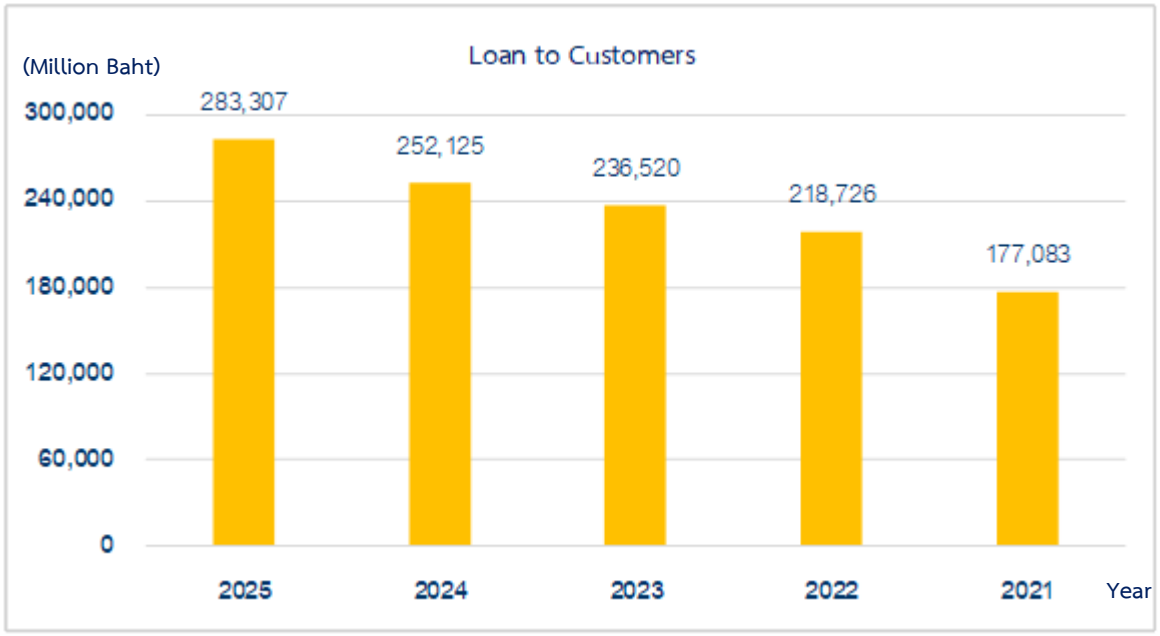
Legal Disputes

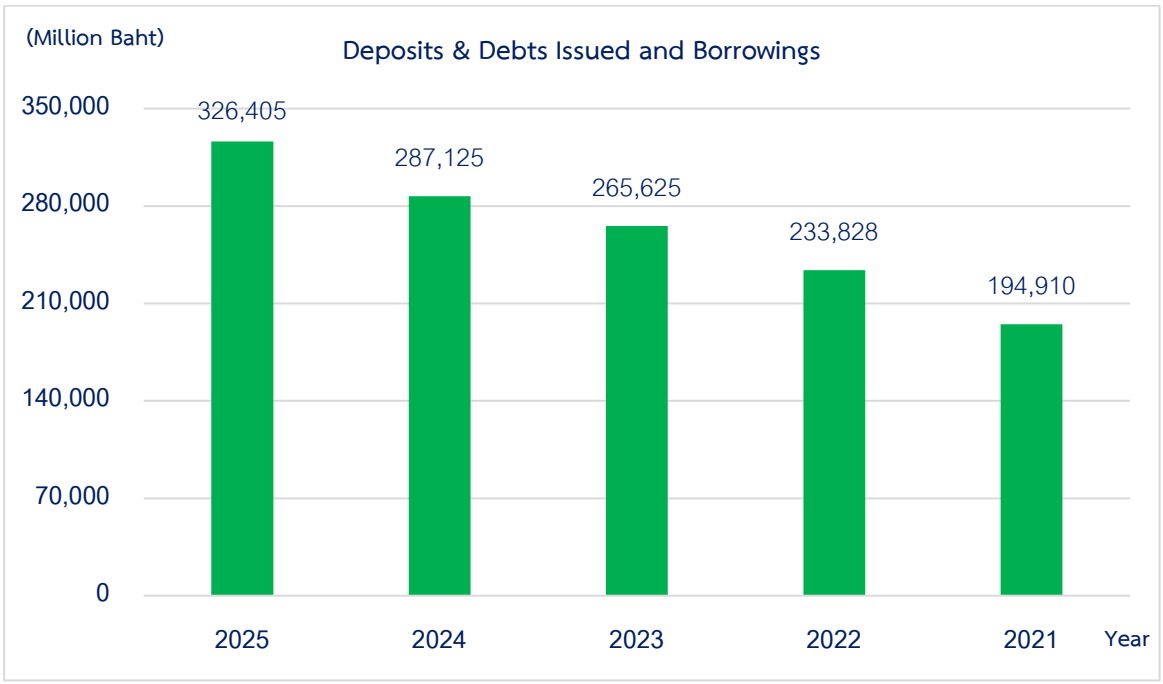
As of December 31, 2025 and 2024, the bank had several lawsuits being claimed for damages in the total amount of Baht 646.90 million and Baht 640.26 million, respectively. These cases had not yet been final and the bank had already set aside the provision of Baht 137.67 million. Management of the bank had assessed the litigation results with their discretion and were confident that such provision was sufficient to cover the potential loss arising from those lawsuits.

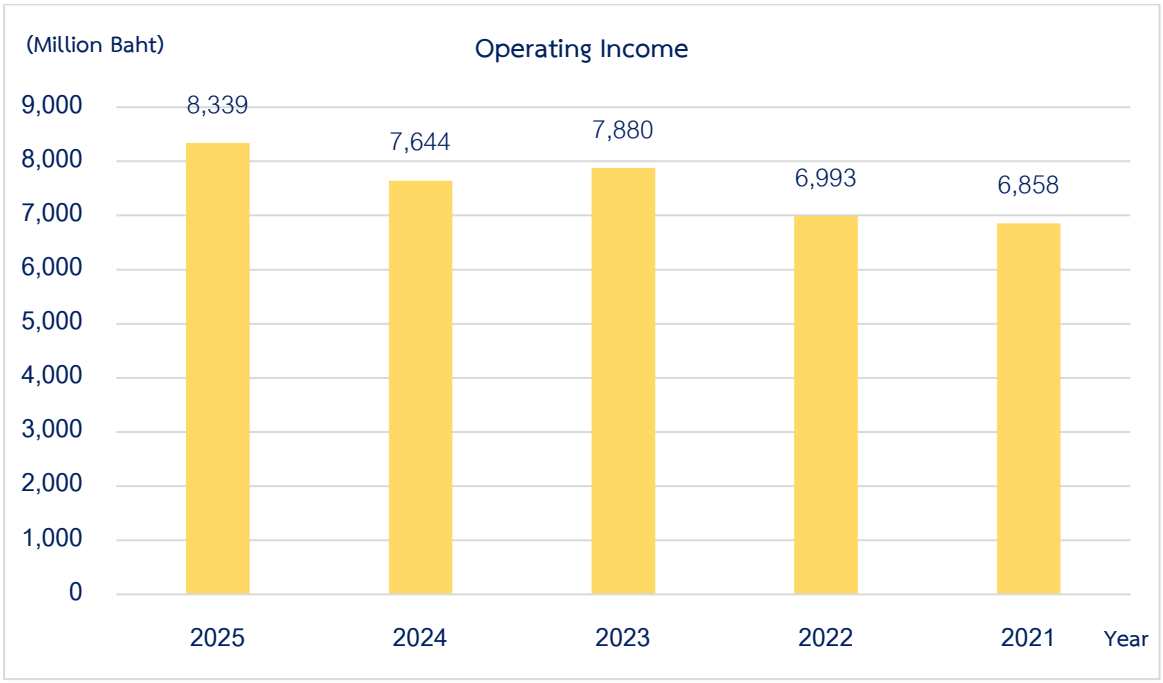
Financial Highlights

Items	Separate Financial Statement				
	2025	2024	2023	2022	2021
Statements of financial position : Million Baht					
Total assets	**392,915**	340,446	316,339	295,846	251,479
Investments	**50,191**	42,728	42,864	44,376	41,734
Loans to customers	**283,307**	252,125	236,520	218,726	177,083
Expected Credit Loss (ECL)	**14,758**	14,375	13,417	11,659	8,940
Non-performing loans (Gross NPLs)	**8,146**	6,764	6,299	5,248	5,110
Debts issued and borrowings	**8,392**	7,217	14,172	2,396	2,397
Deposits	**318,013**	279,908	251,453	231,432	192,513
Total liabilities	**351,860**	302,482	280,722	260,516	216,380
Total owners' equity	**41,055**	37,964	35,617	35,330	35,099
Registered share capital	**20,000**	20,000	20,000	20,000	20,000
Paid-up share capital	**20,000**	20,000	20,000	20,000	20,000
Statements of comprehensive income : Million Baht					
Interest income	**13,537**	13,151	11,725	8,736	7,751
Interest expenses	**(6,631)**	(6,207)	(4,620)	(2,452)	(2,186)
Net interest income	**6,906**	6,944	7,105	6,284	5,565
Non-interest income	**1,433**	700	775	709	1,293
Operating income	**8,339**	7,644	7,880	6,993	6,858
Non-interest expenses	**(4,403)**	(3,859)	(3,669)	(3,125)	(2,759)
Expected Credit Loss (ECL)	**(641)**	(1,283)	(2,130)	(2,551)	(3,284)
Profits before income tax expenses	**3,295**	2,502	2,081	1,317	815
Net profits	**2,655**	2,010	1,693	1,093	691
Ratio per share : Baht					
Basic earnings per share	**1.33**	1.01	0.85	0.55	0.35
Dividend per share	**0.55**	0.425	0.250	-	0.170
Book value per share	**20.528**	18.982	17.809	17.665	17.550
Financial ratio (%)					
Average Return on assets (ROA)	**0.74**	0.64	0.58	0.41	0.28
Average Return on equity (ROE)	**6.59**	5.45	4.75	3.14	1.93
Dividend payout ratio	**41.43**	42.28	29.53	-	49.22
Loans to deposit and borrowing	**89.09**	90.07	94.06	94.86	91.79
Non-interest income to total income	**17.18**	9.16	9.83	10.14	18.85
Non-interest expense to total income	**52.80**	50.48	46.56	44.69	40.23
Total capital to risk assets ratio	**17.27**	15.222	15.017	15.483	18.357
Tier 1 capital to risk asset ratio	**15.24**	13.119	12.880	13.498	16.165
Capital : Million Baht					
Tier 1 capital	**43,008.58**	34,311.01	32,413.20	32,961.26	33,914.86
Total capital	**48,727.48**	39,811.99	37,792.19	37,807.99	38,513.90

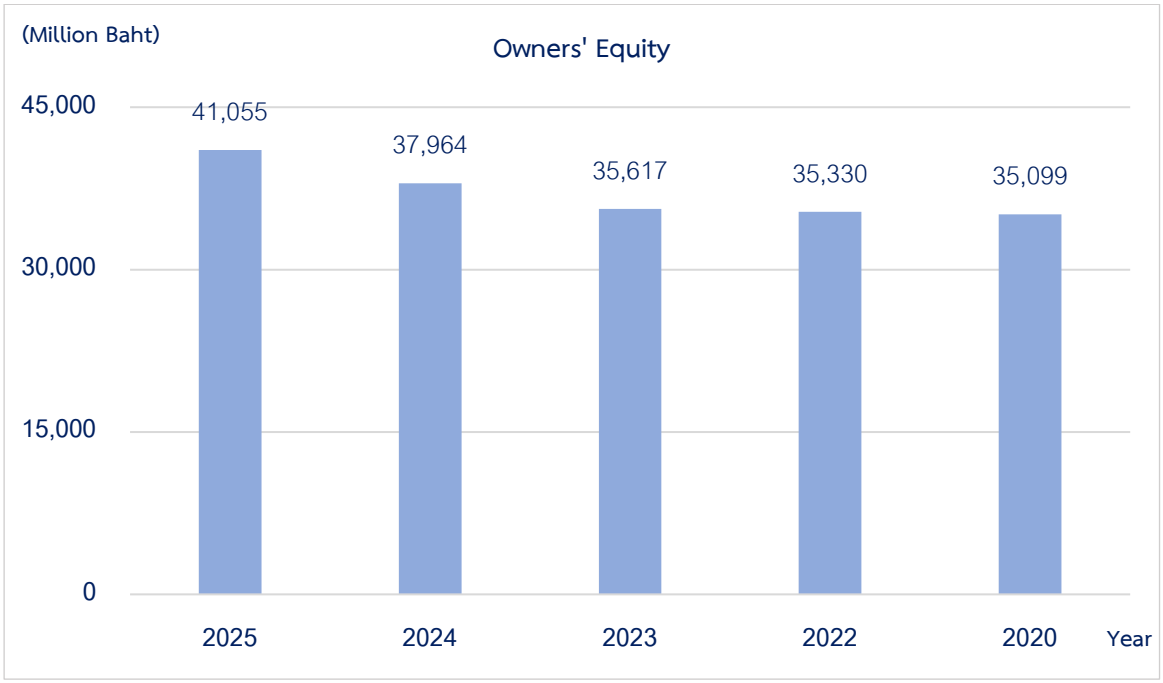

Total Asset
(Million Baht)
500,000
400,000
300,000
200,000
100,000
0
392,915
340,446
316,339
295,846
251,479
2025
2024
2023
2022
2021
Year


Loan to Customers
(Million Baht)
300,000
240,000
180,000
120,000
60,000
0
283,307
252,125
236,520
218,726
177,083
2025
2024
2023
2022
2021
Year


(Million Baht)
Deposits & Debts Issued and Borrowings
350,000
280,000
210,000
140,000
70,000
0
326,405
287,125
265,625
233,828
194,910
2025
2024
2023
2022
2021
Year


(Million Baht)
Operating Income
9,000
8,000
7,000
6,000
5,000
4,000
3,000
2,000
1,000
0
8,339
7,644
7,880
6,993
6,858
2025
2024
2023
2022
2021
Year


(Million Baht)
Net Profits
3,000
2,000
1,000
0
2,655
2,010
1,693
1,093
691
2025
2024
2023
2022
2021
Year


(Million Baht)
Owners' Equity
45,000
30,000
15,000
0
41,055
37,964
35,617
35,330
35,099
2025
2024
2023
2022
2020
Year



Name: Mr. Lee, Yu-Chou
Position: Chairman
Appointed As Director: July 3, 2023
Age (Years): 71
Education:
- Master of Comparative Law, University of Illinois at Urbana-Champaign, USA
- LL.B., National Taiwan University

Training:
- Director Accreditation Program (DAP) 211/2023 : IOD
- PDPA Update 2023 : LH Bank
- Sustainable Finance 2024 : Thai Bankers' Association
- AML/CFT Risks and Money Laundering Trends : AMLO 2025
- Information Technology Security Awareness Training 2025 : LH Bank

Relationship with executives:
- None

Work experiences in the past 5 years

❖ **Current Position in 1 Listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Oct. 2025 - Present	Vice Chairman	LH Financial Group PLC
Jul. 2023 - Present	Director	

❖ **Current Position in 1 Non-listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Apr. 2024 - Present	Chairman	Land and Houses Bank PLC
Jul. 2023 - Mar. 2024	Member of the Executive Committee	
Jul. 2023 - Mar. 2024	Vice Chairman	
2020 - Jun. 2023	Chairman	CTBC Bank Corp. (Canada)
2015 - 2020	CEO, Retail Banking Group	CTBC Bank Co., Ltd.
2013 - 2015	Senior Advisor to Bank President	
2011 - 2013	Chairman	Threadneedle SICE Taiwan
2011 - 2012	Senior Advisor	Nomura International (Hong Kong)
2007 - 2009	Chairman and Country CEO	Merrill Lynch (Securities) Taiwan



Name: **Dr. Supriya Kuandachakupt**

Position: Vice Chairman
Independent Director
Chairman of the Risk Oversight Committee
Member of the Audit Committee
Member of the Sustainability and Corporate Governance Committee
Member of the Nomination and Remuneration Committee

Appointed as Director: August 1, 2017

Age (Years): 72

Education:
- Ph.D. in Economics, University of Hawaii, USA
- Master of Arts in Economics (English Program), Thammasat University
- Bachelor of Economics, University of Tasmania, Australia
- Diploma of Tertiary Education, University of New England, Australia
- Certificate of Population Studies, University of Hawaii, USA

Training:
- Director Accreditation Program (DAP) 56/2006 : IOD
- Director Certification Program (DCP) 97/2007 : IOD
- Advanced Audit Committee Program (AACP) 31/2018 : IOD
- Risk Management Program for Corporate Leaders (RCL) 26/2022 : IOD
- Hot Issue for Directors (HOT) 4/2024 : IOD
- PDPA Update 2023 : LH Bank
- Sustainable Finance 2024 : Thai Bankers' Association
- Enhancing Governance, Standards, and Financial Insights 4/2024 : IOD
- AML/CFT Risk and Money Laundering Trends : AMLO 2025
- Risk Management Program for Corporate Leaders RCL 40/2025 : IOD
- Information Technology Security Awareness Training 2025 : LH Bank

Relationship with executives: - None

Work experiences in the past 5 years

❖ **Current Position in 2 Listed Companies on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Aug. 2017 - Present	Independent Director Member of the Audit Committee Member of the Sustainability and Corporate Governance Committee Member of the Nomination and Remuneration Committee	LH Financial Group PLC
Sep. 2018 - Oct. 2021	Member of the Risk Oversight Committee	
2006 - Present	Independent Director Member of the Audit Committee	Asia Sermkij Leasing PLC

❖ **Current Position in 2 Non-listed Companies on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Jun. 2023 - Present	Independent Director Member of the Audit Committee	Land and Houses Securities PLC
Apr. 2024 - Present	Vice Chairman	Land and Houses Bank PLC
Oct. 2021 - Present	Chairman of the Risk Oversight Committee Member of the Nomination and Remuneration Committee	
Aug. 2017 - Present	Independent Director Member of the Audit Committee Member of the Sustainability and Corporate Governance Committe	
Jul. 2018 - Aug. 2018	Member of the Nomination and Remuneration Committee	
Aug. 2017 - Feb. 2018	Member of the Nomination and Remuneration Committee	
2002 - 2021	Director	P.A.K. Supply Co., Ltd.
2013 - Sep. 2018	Special Senior Fellows, Faculty of Economics	Kasetsart University
1986 - Sep. 2018	Associate Professor, Economics Department, Faculty of Economics	



Name: **Mr. Pradit Sawattananond**

Position: Independent Director
Chairman of the Audit Committee
Chairman of the Sustainability and Corporate Governance Committee
Member of the Nomination and Remuneration Committee

Appointed as Director: March 21, 2018

Age (Years): 77

Education:
- Master of Business Administration, Central State University, USA
- Bachelor of Commerce, Chulalongkorn University

Training:
- Director Certification Program (DCP) 3/2000 : IOD
- Advanced Audit Committee Program (AACP) 13/2013 : IOD
- PDPA Update 2023 : LH Bank
- Sustainable Finance 2024 : Thai Bankers' Association
- Enhancing Governance, Standards, and Financial Insights 2/2024 : IOD
- AML/CFT Risk and Money Laundering Trends : AMLO 2025
- The Evolving Role of Audit Committee in Fostering Trust and Transparency 1/2568 : IOD
- ESG Risks Mitigation: Essential knowledge for directors before risks evolve into pivotal changes for the company 4/2568 : IOD
- Information Technology Security Awareness Training 2025 : LH Bank

Relationship with executives: - None

Work experiences in the past 5 years

❖ **Current Position in 3 Listed Companies on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Oct. 2021 - Present	Chairman of the Risk Oversight Committee Member of the Nomination and Remuneration Committee	LH Financial Group PLC
Apr. 2018 - Present	Independent Director Member of the Audit Committee Member of the Sustainability and Corporate Governance Committee	
Jul. 2018 - Sep. 2018	Member of the Nomination and Remuneration Committee	
2004 - Present	Independent Director Chairman of the Audit Committee	Asia Sermkij Leasing PLC
2000 - Present	Independent Director Member of the Audit Committee	KGI Securities (Thailand) PLC
2015 - Nov. 2020	Independent Director Chairman of the Audit Committee	Nusasiri PLC
2004 - Dec. 2019	Independent Director Member of the Audit Committee	Thai Film Industries PLC

❖ **Current Position in 1 Non-listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Apr. 2020 - Present	Chairman of the Audit Committee Chairman of the Sustainability and Corporate Governance Committee	Land and Houses Bank PLC
Jul. 2018 - Present	Member of the Nomination and Remuneration Committee	
Mar. 2018 - Present	Independent Director	
Sep. 2018 - Oct. 2021	Member of the Risk Oversight Committee	
Mar. 2018 - Mar. 2020	Member of the Audit Committee Member of the Sustainability and Corporate Governance Committee	



Name: **Professor Piphob Veraphong**

Position:
Independent Director
Chairman of Nomination and Remuneration Committee
Member of the Audit Committee
Member of the Sustainability and Corporate Governance Committee

Appointed as Director: June 29, 2022

Age (Years): 63

Education:
- LL.M., Harvard University
- LL.M., Taxation, Boston University
- Bachelor of Law (Honors), Chulalongkorn University
- Barrister - at – Law, Thai Bar Association
- Certificate of International Taxation, Harvard University
- Director Accreditation Program (DAP) 50/2006 : IOD

Training:
- Director Certification Program (DCP) 238/2017 : IOD
- PDPA Update 2023 : LH Bank
- Enhancing Governance, Standards, and Financial Insights 2/2024 : IOD
- Sustainable Finance 2024 : Thai Bankers' Association
- AML/CFT Risk and Money Laundering Trends : AMLO 2025
- The Evolving Role of Audit Committee in Fostering Trust and Transparency : IOD 1/2568
- Information Technology Security Awareness Training 2025 : LH Bank

Relationship with executives: - None

Work experiences in the past 5 years

❖ **Current Position in 3 Listed Companies on the Stock Exchange of Thailand**

Period	Position	Organization/Company
2015 - Present	Independent Director Chairman of the Nomination and Remuneration Committee Member of the Audit Committee	Land and Houses PLC
Jun. 2022 - Present	Independent Director Chairman of the Audit Committee Chairman of the Sustainability and Corporate Governance Committee	LH Financial Group PLC
2004 - Present	Independent Director Member of the Audit Committee	Bangkok Chain Hospital PLC

❖ **Current Position in 2 Non-listed Companies on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Jun. 2022 - Present	Independent Director Chairman of the Nomination and Remuneration Committee Member of the Audit Committee Member of the Sustainability and Corporate Governance Committee	Land and Houses Bank PLC
Sep. 2025 - Present	Senior Partner	Chandler Mori Hamada Limited
2002 - Aug. 2025	Independent Lawyer	Law Alliance Ltd.



Name: **Mr. Pichai Dusdeekulchai**
Position: Independent Director
Member of the Audit Committee
Member of the Sustainability and Corporate Governance Committee
Member of the Risk Oversight Committee
Appointed as Director: March 27, 2020
Age (Years): 64
Education:
- Master of Business Administration, Ashland University, Ohio, USA
- Bachelor of Arts in Mathematics and Statistics, Thammasat University

Training:
- Director Certification Program (DCP) 278/2019 : IOD
- Advanced Audit Committee Program (AACP) 38/2020 : IOD
- Cyber Resilience Leadership "Tone From the Top" 2020 : BOT
- PDPA Update 2023 : LH Bank
- ESG & Climate Risk Management 2023 : Deloitte
- Sustainable Finance 2024 : Thai Bankers' Association
- AML/CFT Risk and Money Laundering Trends : AMLO 2025
- A Practical Guide for Board ESG 7/2025 : IOD
- Information Technology Security Awareness Training 2025 : LH Bank

Relationship with executives:
- None

Work experience in the past 5 years

❖ **Current Position in 3 Listed Companies on the Stock Exchange of Thailand**

Period	Position	Organization/Company
2022 - Present	Independent Director Chairman of the Audit Committee Chairman of the Nomination and Remuneration Committee Member of the Risk Management Committee	Kijcharoen Engineering Electric PLC
Jul. 2020 - Present	Independent Director Chairman of the Nomination and Remuneration Committee Member of the Audit Committee Member of the Risk Oversight Committee	LH Financial Group PLC
May 2021 - Present	Member of Environmental, Social and Governance Committee	Banpu PLC
Apr. 2019 - Present	Independent Director Member of the Audit Committee	

❖ **Current Position in 1 Non-listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Jun. 2022 - Present	Member of the Risk Oversight Committee	Land and Houses Bank PLC
Mar. 2020 - Present	Independent Director Member of the Audit Committee Member of the Sustainability and Corporate Governance Committee	
May 2018 - Mar. 2019	General Manager Deputy to Country Head of Thailand	Sumitomo Mitsui Banking Corporation, Bangkok Branch
Apr. 2002 - May 2018	Head of Business Promotion (Non-Japanese Corporate)	



Name: Mr. Rutt Phanijphand

Position: Director
Chairman of the Executive Committee

Appointed as Director: October 2, 2025

Age (Years): 78

Education:
- Master of Science in Business Administration, Fort Hays Kansas State University, USA
- Bachelor of Science, Kasetsart University

Training:
- National Defense College of Thailand, Class 388
- Director Accreditation Program (DAP) 4/2003 : IOD
- Director Certification Program (DCP) 61/2005 : IOD
- Information Security Awareness Training 2025 : LH Bank

Relationship with executives: None

Work experiences in the past 5 years

❖ **Current Position in 1 Listed Company on the Stock Exchange of Thailand** None

Period	Position	Organization/Company
Apr. 2016 - Apr. 2019	Vice Chairman	Banpu PLC
Apr. 2014 - Apr. 2019	Member of the Audit Committee	
May 2005 - Apr. 2019	Chairman of the Compensation Committee	
Apr. 2005 - Apr. 2019	Independent Director	
Jun. 2007 - Apr. 2023	Executive Director	Home Product Center PLC
Mar. 2007 - Apr. 2023	Chairman of the Nomination and Remuneration Committee	
Dec. 2001 - Apr. 2023	Director	
Jun. 2017 - Oct. 2021	Chairman	LH Financial Group PLC
Apr. 2009 - Oct. 2021	Director	
Apr. 2009 - Jun. 2017	Chairman of the Executive Committee	

❖ **Current Position in 2 Non-listed Companies on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Oct. 2025 - Present	Director Chairman of the Executive Committee	Land and Houses Bank PLC
Jun. 2017 - Oct. 2021	Chairman	
Dec. 2005 - Oct. 2021	Director	
Dec. 2005 - Jun. 2017	Chairman of the Executive Committee	
Dec. 2013 - Jul. 2025	Chairman	Land and Houses Securities PLC
Oct. 2010 - Jul. 2025	Chairman	Land and Houses Fund Management Co., Ltd.



Name: **Mr. Naporn Sunthornchitcharoen**
Position: Director (Authorized Director)
Member of the Executive Committee
Appointed as Director: December 19, 2005
Age (Years): 67
Education:
- Master of Business Administration, Thammasat University
- Bachelor of Engineering Program in Civil Engineering, Chiangmai University

Training:
- Stanford Executive Program (SEP), Stanford Graduate School of Business, Stanford University, USA
- National Defense College of Thailand, Class of 2006
- Director Accreditation Program (DAP) 25/2004: IOD
- Director Certification Program (DCP) 53/2005 : IOD
- PDPA Update 2023 : LH Bank
- Sustainable Finance 2024 : Thai Bankers' Association
- AML/CFT Risk and Money Laundering Trends : AMLO 2025
- Information Technology Security Awareness Training 2025 : LH Bank

Relationship with executives: - None

Work experience in the past 5 years

❖ **Current Position in 5 Listed Companies on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Aug. 2017 - Present	Chairman, Chairman of the Executive Committee	Land and Houses PLC
1992 - Present	Director	
May 2013 - Aug. 2017	Member of the Executive Committee President (Operations)	
Mar. 2024 - Present	Member of the Nomination and Remuneration Committee	Quality Houses PLC
Jun. 2017 - Present	Director	
May 2011 - Present	Director	LH Financial Group PLC
Sep. 2018 - Mar. 2019	Member of the Nomination and Remuneration Committee	
May 2011 - Jul. 2018	Member of the Nomination and Remuneration Committee	
May 2011 - Jun. 2017	Member of the Executive Committee	
2015 - Present	Member of the Nomination and Remuneration Committee	Home Product Center PLC
2001 - Present	Member of the Executive Committee	
1995 - Present	Director	
1994 - Present	Director	Quality Construction Products PLC

❖ **Current Position in 15 Non-listed Companies on the Stock Exchange of Thailand**

Period	Position	Organization/Company
1983 - Present	Director	L&H Property Co., Ltd.
2012 - Present	Director	Land and Houses USA, INC.
2012 - Present	Director	Land and Houses Property and Loan Fund - II
2005 - Present	Director, Member of the Executive Committee	Land and Houses Bank PLC
2005 - Jul. 2018	Member of the Nomination and Remuneration Committee	
2004 - Present	Director	LH Asset Co., Ltd.
2003 - Present	Director	LH Mall Co., Ltd.
2002 - Present	Director	Land and Houses Property Fund 2
2000 - Present	Director	Land and Houses Property Fund 1
1995 - Present	Director	Land and Houses North-East Co., Ltd.
1995 - Present	Director	Land and Houses North Co., Ltd.
1995 - Present	Director	LH Muang Mai Co., Ltd.
1993 - Present	Director	Siam Tanee Real Estate Co., Ltd.
1990 - Present	Director	Siam Tanee Property Co., Ltd.
1987 - Present	Director	Atlantic Real Estate Co., Ltd.
1986 - Present	Director	LH Mall & Hotel Co., Ltd.
Dec. 2013 - Jun. 2023	Director	Land and Houses Securities PLC



Name: Mr. Vichian Amornpoonchai
Position: Director (Authorized Director)
Appointed as Director: October 25, 2021
Age (Years): 64
Education:
- Master of Business Administration, Mahanakorn University of Technology
- Bachelor of Accounting, Dhurakijpundit University

Training:
- Certified Professional Internal Auditor (CPIA) : Institute of Internal Auditors of Thailand (IIAT)
- Modern Managers Program : Chulalongkorn University
- Director Accreditation Program (DAP) 153/2018 : IOD
- Ethical Leadership Program (ELP) 19/2020 : IOD
- Financial Statements for Directors (FSD) 47/2022 : IOD
- Hot Issue for Directors : Climate Governance 1/2023 : IOD
- Successful Formulation & Execution of Strategy (SEF) 45/2024 : IOD
- Enhancing Governance, Standards, and Financial Insights 4/2024 : IOD
- Sustainable Finance 2024 : Thai Bankers' Association
- AML/CFT Risk and Money Laundering Trends : AMLO 2025
- Director Certification Program (DCP) 382/2025 : IOD
- Cyber Defense with AI and Innovation Strategies 2025 : SEC
- Information Technology Security Awareness Training 2025 : LH Bank

Relationship with executives: - None

Work experiences in the past 5 years

❖ **Current Position in 1 Listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Oct. 2021 - Present	Director	LH Financial Group PLC
Feb. 2021 - Present	Deputy President, Corporate Affairs Group	
May 2009 - Present	Company Secretary	
May 2021 - Oct. 2021	Acting Chief Executive Officer and President	
May 2020 - Jan. 2021	First Executive Vice President, Corporate Affairs Group	
Aug. 2019 - May 2020	First Executive Vice President, Corporate Affairs and Legal Group	

❖ **Current Position in 1 Non-listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Oct. 2021 - Present	Director	Land and Houses Bank PLC
Mar. 2008 - Oct. 2021	Company Secretary	
Mar. 2019 - Aug. 2019	First Executive Vice President, Corporate Affairs and Legal Group	
Aug. 2017 - Mar. 2019	Executive Vice President, Corporate Affairs and Legal Group	
Jan. 2014 - Apr. 2025	Director	Land and Houses Advisory Co., Ltd.



Name: **Ms. Chiu, Ya-Ling**
Position: Director (Authorized Director)
Member of the Executive Committee
Appointed as Director: March 8, 2014
Age (Years): 57
Education:
- MBA, University of Minnesota, Twin Cities, USA

Training:
- Sustainable Finance 2024 : Thai Bankers' Association
- AML/CFT Risks and Money Laundering Trends : AMLO 2025
- Information Technology Security Awareness Training 2025 : LH Bank

Relationship with executives:
- None

Work experience in the past 5 years

❖ **Current Position in Listed Company on the Stock Exchange of Thailand** – None –

❖ **Current Position in 3 Non-listed Companies on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Mar. 2024 - Present	Director Member of the Executive Committee	Land and Houses Bank PLC
Jun. 2024 - Present	Director	CTBC Bank (Philippines) Corp.
Nov. 2022 - Present	Deputy Chief Executive Officer of Retail Banking	CTBC Bank Co., Ltd.
Oct. 2023 - Present	Head of International Retail Banking Group	
Jan. 2021 - Oct. 2022	Head of Finance Management Group	
Sep. 2013 - Dec. 2020	Head of Global Finance Management Division	
Jan. 2017 - Oct. 2022	Chief Financial Officer	CTBC Financial Holding Co., Ltd.
Oct. 2021 - Nov. 2022	Supervisor	HH-CTBC Capital Management Co., Ltd.
Jun. 2021 - Nov. 2022	Supervisor	CTBC Sports Entertainment Co., Ltd.
Sep. 2018 - Dec. 2022	Supervisor	Xiamen Jinmeixin Consumer Finance Co., Ltd.
Nov. 2013 - Nov. 2022	Supervisor	CTBC Financial Leasing Co., Ltd.
Jul. 2008 - Oct. 2022	Supervisor	Taiwan Lottery Co., Ltd.



Name: **Mr. Liao, Jen-Wen**
Position: Director (Authorized Director)
Member of the Executive Committee
Member of the Risk Oversight Committee
Appointed as Director: March 19, 2024
Age (Years): 59
Education:
- MBA, School of Business Administration, University of Michigan, USA

Training:
- Sustainable Finance 2024 : Thai Bankers' Association
- AML/CFT Risk and Money Laundering Trends : AMLO 2025
- Director Accreditation Program (DAP) 234/2025 : IOD
- Information Technology Security Awareness Training 2025 : LH Bank

Relationship with executives:
- None

Work experiences in the past 5 years

❖ **Current Position in Listed Companies on the Stock Exchange of Thailand –** None **–**

❖ **Current Position in 3 Non-listed Companies on the Stock Exchange of Thailand**

Period	Position	Organization/Company
May 2024 - Present	Member of the Risk Oversight Committee	Land and Houses Bank PLC
Mar. 2024 - Present	Director Member of the Executive Committee	
Jul. 2023 - Present	Director	CTBC Bank (Philippines) Corp.
Sep. 2022 - Jun. 2024	Director	CTBC Bank Corp. (USA)
Jan. 2022 - Present	Head of International Credit Risk Management Division	CTBC Bank Co., Ltd.
May 2019 - Dec. 2021	Head of International Institutional Credit Risk Management Department	
Jul. 2019 - Present	Senior Vice President of Risk Management Department	CTBC Financial Holding Co., Ltd.
May 2010 - Apr. 2019	Executive Director and Country Credit Officer, Corporate and Investment Bank	JPMorgan Chase Bank (Taipei Branch)



Name: **Mr. Shih, Jiing-Fuh**

Positions:
Director (Authorized Director)
Member of the Executive Committee
Member of the Risk Oversight Committee
Chief Executive Officer and President

Appointed as Director: August 1, 2017

Age (Years): 61

Education:
- Master of Business Administration, University of Texas at Austin, USA
- Bachelor of Economics, National Taiwan University, Taiwan

Training:
- CTBC Executive Program 2016 : CTBC BANK & Wharton Business School
- Director Accreditation Program (DAP) 146/2018 : IOD
- Sustainable Finance 2024 : Thai Bankers' Association
- AML/CFT Risk and Money Laundering Trends : AMLO 2025
- Information Technology Security Awareness Training 2025 : LH Bank

Relationship with executives: None

Work experience in the past 5 years

❖ **Current Position in 1 Listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Oct. 2021 - Present	Member of the Risk Oversight Committee	LH Financial Group PLC
Aug. 2017 - Present	Director	
Oct. 2021 - Nov. 2024	President	
Sep. 2018 - Oct. 2021	Chairman of the Risk Oversight Committee	
Mar. 2019 - Oct. 2021	Member of the Nomination and Remuneration Committee	

❖ **Current Position in 1 Non-listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Sep. 2023 - Present	CEO and President	Land and Houses Bank PLC
Oct. 2021 - Present	Member of the Executive Committee	
Aug. 2017 - Present	Director	
Oct. 2021 - May 2024	Member of the Risk Oversight Committee	
Sep. 2018 - Oct. 2021	Member of the Nomination and Remuneration Committee	
	Chairman of the Risk Oversight Committee	
2017 - 2021	Head of Global Operations Group	CTBC Bank Co., Ltd.
2013 - 2017	Head of Southeast Asia	
2013 - 2017	Chief Strategy Officer	
2017 - 2018	Commissioner	PT Bank CTBC Indonesia
2013 - 2017	Director	CTBC Bank (Philippines) Corp.
2013 - 2017	Director	CTBC Capital Corp.

Management Team

Name: **Mr. Shih, Jiing-Fuh**

Position: Director
Member of the Executive Committee,
CEO and President

Age (Years): 61

Education:
- Master of Business Administration, University of Texas at Austin, USA
- Bachelor of Economics, National Taiwan University, Taiwan

Training:
- CTBC Executive Program 2016 : CTBC BANK & Wharton Business School
- Director Accreditation Program (DAP) 146/2018 : IOD
- Sustainable Finance 2024 : Thai Bankers' Association
- AML/CFT Risk and Money Laundering Trends : AMLO
- Information Technology Security Awareness Training 2025 : LH Bank

Work experiences in the past 5 years:

❖ **Current Position in 1 Listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Oct. 2021 - Present	Member of the Risk Oversight Committee	LH Financial Group PLC
Aug. 2017 - Present	Director	
Oct. 2021 - Nov. 2024	President	
Sep. 2018 - Oct. 2021	Chairman of the Risk Oversight Committee	
Mar. 2019 - Oct. 2021	Member of the Nomination and Remuneration Committee	

❖ **Current Position in 1 Non-listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Sep. 2023 - Present	CEO and President	Land and Houses Bank PLC
Oct. 2021 - Present	Member of the Executive Committee	
	Member of the Risk Oversight Committee	
Aug. 2017 - Present	Director	
Sep. 2018 - Oct. 2021	Chairman of the Risk Oversight Committee	
	Member of the Nomination and Remuneration Committee	
2017 - 2021	Head of Global Operations Group	CTBC Bank Co., Ltd.
2013 - 2017	Head of South East Asia	
2013 - 2017	Chief Strategy Officer	
2017 - 2018	Commissioner	PT Bank CTBC Indonesia
2013 - 2017	Director	CTBC Bank (Philippines) Corp.
2013 - 2017	Director	CTBC Capital Corp.

Name: **Mr. Thanee Phalawong**
Position: Chief Information Technology Officer
Age (Years): 62
Education:
- Master of Public Administration (Public and Private Management), National Institute of Development Administration (NIDA)
- Bachelor of Science, Chiangmai University

Training:
- PDPA update 2023 : LH Bank
- Information Technology Security Awareness Training 2025 : LH Bank

Work experiences in the past 5 years:

❖ **Current Position in Listed Company on the Stock Exchange of Thailand** - None -

Period	Position	Organization/Company
-	-	-

❖ **Current Position in 1 Non-listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Jun. 2019 - Present Jan. 2012 - May 2019	Chief Information Technology Officer Executive Vice President Information and Technology Group	Land and Houses Bank PLC

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Name: **Mr. Pansalit Trakarnkitvichit**
Position: Chief Credit Underwriting and Credit Development Officer
Age (Years): 62
Education:
- Master of Business Administration in Finance, Woodbury University, USA
- Bachelor of Arts in Economics, California State University, USA

Training:
- AML/CTPF (Anti-Money Laundering & Counter Terrorism and Proliferation of Weapon of Mass Destruction Financing) for Financial Institution Executives
- PDPA update 2023 : LH Bank
- Information Technology Security Awareness Training 2025 : LH Bank

Work experiences in the past 5 years:

❖ **Current Position in Listed Company on the Stock Exchange of Thailand** - None -

Period	Position	Organization/Company
2014 - 2019	First Executive Vice President	Kiatnakin Bank PLC

❖ **Current Position in 1 Non-listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
2019 - Present	Chief Credit Underwriting and Credit Development Officer	Land and Houses Bank PLC

Name: **Mr. Chen, Ching-Ming**
Position: Chief Institutional Banking Officer
Age (Years): 57
Education:
- Master of Arts in Finance, University of Iowa, USA
- Bachelor of Arts in Public Finance, National Chengchi University, Taiwan

Training:
- Pacific Rim Bankers Program (2011) : University of Washington
- Wharton Executive (2012-2017) : Wharton University of Pennsylvania
- PDPA update 2023 : LH Bank
- Information Technology Security Awareness Training 2025 : LH Bank

Work experiences in the past 5 years:

❖ **Current Position in Listed Companies on the Stock Exchange of Thailand** - None -

Period	Position	Organization/Company
-	-	-

❖ **Current Position in 1 Non-listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Mar. 2025 - Present Dec. 2017 - Present	Chief Institutional Banking Officer Chief Taiwanese Business Development Officer	Land and Houses Bank PLC
Feb. 2015 - Dec. 2017	CEO & General Manager	CTBC Singapore
Jun. 2008 - Feb. 2015	President and Chief Executive Officer Board Director	CTBC Bank (Philippines) Corp. (ex Chinatrust)

Name: **Mr. Kosol Kavayavong**
Position: Chief Operations Officer
Age (Years): 60
Education:
- Bachelor of Economics in Finance and Banking, Ramkhamhaeng University

Training:
- PDPA update 2023 : LH Bank
- Information Technology Security Awareness Training 2025 : LH Bank

Work experiences in the past 5 years:

❖ **Current Position in Listed Companies on the Stock Exchange of Thailand** - None -

Period	Position	Organization/Company
-	-	-

❖ **Current Position in 1 Non-listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Feb. 2021 - Present Aug. 2016 - Jan. 2021 Oct. 2013 - Jul. 2016	Chief Operation Officer Senior Executive Vice President of Operation First Senior Vice President, Assets and Operation Group	Land and Houses Bank PLC

Name: **Mr. Peerapatana Ketboonchoo**
Position: Chief Retail Banking Officer
Age (Years): 48
Education: • Master of Engineering Business Management, University of Warwick, UK
Training: • PDPA update 2023 : LH Bank
• Information Technology Security Awareness Training 2025 : LH Bank

Work experiences in the past 5 years:

❖ **Current Position in Listed Company on the Stock Exchange of Thailand** - None -

Period	Position	Organization/Company
-	-	-

❖ **Current Position in 1 Non-Listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Mar. 2025 - Present	Chief Retail Banking Officer	Land and Houses Bank PLC
Feb. 2021 – Mar. 2025	Acting Chief Retail Banking Officer	

1.2 Nature of Business Operation

Overview

The bank has developed its strategic plan and business plan in accordance with the vision and missions by operating business in line with sustainability, considering environment, society, good governance, risk management, technology development and innovation, providing knowledge and promoting financial discipline, developing products and services that meet the needs of all customer segments, expanding channels for easy and convenient access to financial services for the best interest of all stakeholders. The bank also takes into account business environments including economic situations, domestic and foreign politics as well as other internal factors such as strengths, weaknesses, opportunities, threats, key success factors and other significant issues to be followed. The bank shall consider all factors to determine the organization strategy in each year and lead the organization, society and nation towards sustainable growth.

Vision, Missions, Corporate Values and Target

The Board of Directors has determined the vision and missions to be the guidelines for business operations and strategic plan with the aim of aligning with the goals, reviewed the suitability of vision and missions on an annual basis, followed up the execution of strategy to achieve the goals as well as monitored the bank's performance on a regular basis.

The Board of Directors' Meeting No. 12/2025, held on December 19, 2025, approved the review of vision and missions as follows:

Vision

To be a leading mid-size bank, renowned for delivering exceptional value and exceeding the expectations of corporate, SME, and retail customers through innovative and personalized solutions

Mission

1. To provide outstanding customer experience by delivering innovative products, services, and expert advice with a focus on quality and value
2. To foster a positive and empowering workplace that promotes employee happiness, engagement, and professional growth
3. To lead with integrity by adhering to good governance principles to promote lasting economic and environment benefits while maximizing value for society, stakeholders, and shareholders
4. To generate strong and sustainable returns, creating long-term value for shareholders

Corporate Value

The core values have played a key role in driving the business to sustainable growth. Therefore, the core values have been defined to catch up with the dynamic trends and adhere to good corporate principles as foundation. CDAA is the core values including C: Customer Centric, D: Dynamic and A: Accountability A: Adaptability.

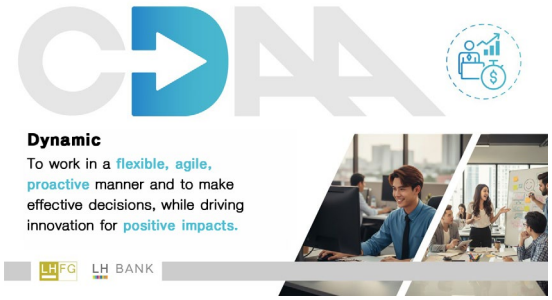
C : Customer Centric

Customers are the center, we have to understand their needs, develop products and services to truly address them.



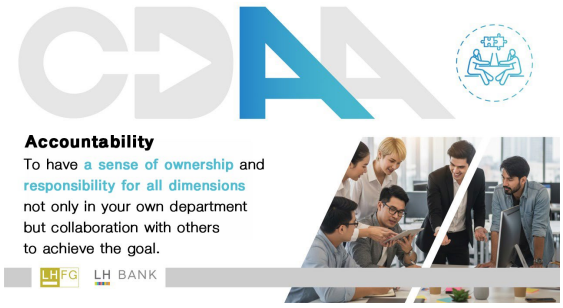
D : Dynamic

To work in a flexible, agile, proactive manner and to make effective decisions, while driving innovation for positive impacts



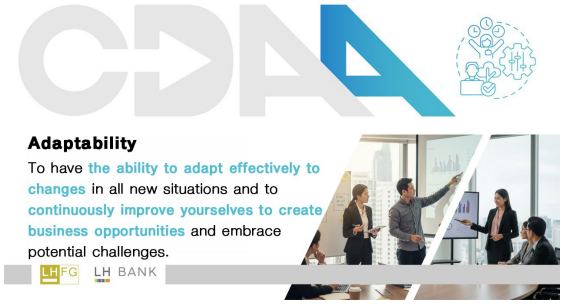
A : Accountability

To have a sense of ownership and responsibility for all dimensions not only in your own department but collaboration with others to achieve the goal



A : Adaptability

To have the ability to adapt effectively to changes in all new situations and to continuously improve yourselves to create business opportunities and embrace potential challenges



Target

The bank has established the strategies and business plans in accordance with the vision and missions by considering business ecosystem including economic conditions both domestic and overseas, strengths, weaknesses, opportunities, threats, key success factors and other significant issues. The bank takes into account all these factors to determine the organization's strategies for each year. The bank also puts an emphasis on good corporate governance principles in business operations, prevention of corrupt payment, comprehensive risk management and environmental and social accountability.

The bank is expanding loans and growing deposit customer base to new segments; adding service channels, improving personnel to equip with knowledge and expertise; innovating products and services to meet the needs of all groups of customers; enhancing information systems to move forward to digital banking to enable efficient services and lean operations as well as marketing through social media such as LINE, Facebook, YouTube and TikTok, etc., to reach out more target groups.

Strategy 2025 - 2029

1. Focus on growing loan portfolios that generate good returns
2. Develop products and services that meet the needs of all customer segments
3. Grow fee income
4. Cross sell the bank's products via ecosystem of business partners
5. Enhance digital potential such as digital platforms that provide comprehensive financial transactions and investments for both corporate and retail customers and utilize AI tools to enhance the operation efficiency and create impressive experiences for customers as well as risk management and value creation.
6. Focus on sustainable banking by reducing greenhouse gas (GHG) emissions from both own operation and customers who receive loans from the bank, increasing support for green loans and transition loans and disclosing ESG report according to international standards

Credit Rating

Land and Houses Bank Public Company Limited has been rated by Fitch Ratings Thailand Limited and TRIS Rating Company Limited as follows:

Fitch Ratings Thailand Limited	
National Long-term Rating	AA+(tha)
Outlook	"Stable"
National Short-term Rating	F1+(tha)
Basel III Tier 2 Debentures	AA-(tha)
TRIS Rating Company Limited	
Company Rating	AAA
Outlook	"Stable"
Basel III Tier 2 Debentures	AA

Market shares of assets, deposits and net loans to customers of commercial banking system

(Unit : Million)

Bank	Asset	Market Share (%)	Deposit	Market Share (%)	Net Loan to Customers	Market Share (%)
Bangkok Bank	4,119,943	16.55	2,780,501	15.75	1,965,003	13.85
Krungthai Bank	3,832,833	15.39	2,871,437	16.27	2,461,089	17.35
Kasikornbank	3,759,113	15.10	2,808,793	15.91	2,250,652	15.87
Siam Commercial Bank	3,502,528	14.07	2,585,916	14.65	2,137,543	15.07
Bank of Ayudhaya	2,333,919	9.37	1,735,882	9.84	1,524,556	10.75
TMBThanachart Bank	1,698,351	6.82	1,269,797	7.19	1,155,212	8.14
UOB	934,687	3.75	739,939	4.19	616,291	4.34
CIMB Thai Bank	538,688	2.16	254,168	1.44	229,421	1.62
Kiatnakin Phatra Bank	457,027	1.84	348,756	1.98	333,498	2.35
Land and Houses Bank	**392,915**	**1.58**	**318,013**	**1.80**	**273,651**	**1.93**
Tisco Bank	273,208	1.10	213,119	1.21	221,153	1.56
Standard Chartered Bank (Thai)	224,991	0.90	106,070	0.60	25,227	0.18
Thai Credit Bank	209,994	0.84	155,921	0.88	177,936	1.25
ICBC (Thai) Bank	204,116	0.82	139,541	0.79	86,318	0.61
Sumitomo Mitsui Trust Bank (Thai)	109,488	0.44	42,680	0.24	73,180	0.52
Bank of China (Thai)	107,410	0.43	79,528	0.45	42,706	0.30
Mega ICBC Bank	49,275	0.20	29,756	0.17	28,011	0.20
Total Registered Domestic Commercial Bank	22,748,487	91.36	16,479,818	93.38	13,601,447	95.89
International Commercial Bank	**2,151,597**	**8.64**	**1,169,135**	**6.62**	**583,471**	**4.11**
Commercial Banking System	24,900,084	100.00	17,648,954	100.00	14,184,918	100.00

Source: Bank of Thailand's C.B. 1.1. Summary Statement of Assets and Liabilities, bank-only financial statements

Factors affecting the opportunity or limitation of business operations can be categorized into 3 factors as follows:

1. Economic Factor

The slowdown in the global economy and Thai economy leads to the decrease in slowing loan demand. Meanwhile, the high household debts remain a risk factor that may pressure borrowing capacity and loan quality. However, the adjustment of policy rates by Fed and BOT will partly help alleviate the financial burden of borrowers and improve debt serviceability.

2. Competition Factor

The intensifying competition among commercial banks, the entry of virtual banks, rapidly changing technologies and the emphasis on sustainability issue (ESG) are all factors driving the bank to accelerate adaptation, innovation, and enhancement of digital services to meet the evolving behaviors and expectations of customers.

3. Regulation and Policy Factor

The changes in laws, regulations, accounting standards, regulatory policies and government policies could cause the bank to adapt and may increase operating costs.

However, all 3 factors play part in driving growth opportunities for the bank's new businesses such as supporting loans for environmentally-friendly initiatives, financial innovations, development of new products and services and building business partnerships.

In 2025, the bank executed its business plan as follows:

- **Develop Customer Relationship Management (CRM)** by enhancing sales management efficiency and credit analysis, monitoring, and executive decision-making through data from the salesforce system.
- **Develop Corporate e-Banking System** by designing an omni-channel platform to enable customers to seamlessly access to Cash Management, Trade Finance, and Cross-border Remittance services, and expand channels on mobile and wearable devices.
- **Develop System to Support Credit Card Services** to get ready for providing services to the target customer segments.
- **Develop Data Mart** to upgrade the use of the bank's data and AI capabilities by enabling users to perform data analytics themselves and integrate data from many departments into a real-time connection. Developed a centralized data platform that supports advanced analytics and large-scale processing, while designing a user-friendly data mart and maintaining strict data security in line with financial industry standards.
- **Develop Collateral Appraisal System** to improve the efficiency of the bank's collateral appraisal and standards to accelerate the credit services.
- **Develop "LISA", an AI assistant (chatbot) for internal use within the organization** to enhance employees' efficiency in fast and accurate access to complex data through the development of a Large Language Model (LLM) that responds naturally to employee inquiries with a secure, flexible, and highly stable infrastructure.
- **Expand high yield loans with prudence** by focusing on expanding SME loans through product programs in targeted potential industries.
- **Expand deposit customer base through business alliances by** offering special privileges to customers of business alliances.
- **Expand green loan** by providing green transition loan as well as advisory service, energy-efficient consumption, reduction of greenhouse gas emissions and pollutions, and carbon credit registration, renewable energy and technologies to reduce greenhouse gas emissions through business partners such as Electrical and Electronics Institute, Management System Certification Institute (Thailand), ABEAM Consulting, ONNEX by SCG, and Banpu Next.

Branches of the Bank

By the end of 2025, Land and Houses Bank Public Company Limited had a total of 71 branches, equivalent to 2024, as follows:

- Bangkok and its vicinity 33 branches
- Regional branches 38 branches

Products and Services

The bank has been continuously developing its products and services to respond to customers' diverse needs. Products and services can be divided into 4 main categories as follows:

1. **Deposit**

Various types of deposits include:

- **Savings Deposit**

- Non-fixed Deposit is a high-yield savings account designed for flexible money management with high interest rate.

- B You Rich Savings is savings account suitable for customers who wish to save a large amount of money while receiving a high interest rate.

- Biz Savings is suitable for juristic customers seeking efficient financial management, offering a high interest rate with monthly payments.

- Savings Super Shield 1 is for customers aged 15 to 70 years old offering the maximum coverage up to 25 times of the remaining balance of 1 day before accidental death. The minimum opening balance is only Baht 1,000. Neither health check-ups nor premium is required.

- Savings Super Shield 2 is for individual customers aged 15 to 70 years old offering the maximum coverage up to 3 times of the remaining balance of 1 day before accidental death. The minimum opening balance is only Baht 100,000 with coverage up to Baht 15 million where neither health check-ups nor premium is required.

- B-You Wealth savings account with high interest rate offers a step-up interest rate with monthly payments.

- **Current Deposit** increases business agility

- **Fixed Deposit and Fixed Deposit Receipt (FDR)** help secure future financial stability through desired options of terms.

- **Tax Free Deposit** requires monthly equal deposits with the period according to the bank's criteria such as 24 months or 36 months and the total amount of deposit must not more than Baht 600,000 throughout the deposit period. The earned interest is tax free.

- **Foreign Currency Deposit** is convenient for overseas transactions while reducing the risks of currency exchange rate fluctuations, offering high interest rate.

Competition Strategy for Deposit

The bank continues developing and designing new deposit products for customers as savings alternatives which can address demands of all customer segments with attractive returns. In addition, the bank arranges various activities, campaigns and promotions to give them a payback, retain its customer base and build good ties with them for more use of services.

LHB You application and the bank's branches are the channel for expanding the deposit customer base, and facilitating customers with easy, convenient, and fast transactions, as well as offering advice to enhance customer satisfaction.

The bank determines its interest rates by considering internal and external factors including cost of funds, trend of interest rate, economic direction and competitive conditions, etc. However, the bank does not focus mainly on interest rate competition; instead, it offers quality products and services in order to fulfill the needs of each segment.

2. Loan Service

The bank has implemented a conservative credit expansion by taking into account the economic situation, competition, trends of each industry, risk management and development of products and services by applying technology to provide more convenient and faster services with easy access to credit. The bank also emphasizes and supports transition loan and credit with business models that promote sustainability on environmental, social, and governance aspects by setting credit limits and interest rates compatible with the risk of each customer with close follow up, giving advice, assistance, and monitoring of loan quality.

The bank categorizes its lending services into 3 segments consisting of conglomerate & corporate, commercial & SME and retail loans with details as follows:

1. Conglomerate & Corporate Loans

It is a lending service for conglomerate & corporate for working capital or liquidity support, expansion of production capacity or investments in buildings, plants, machines and equipment. Both short-term and long-term loans are made available to suit business types and customers' needs.

2. Commercial & SME Loans

It is a lending service for small and medium-sized businesses for working capital or liquidity support, expansion of production capacity or investments in buildings, plants, machines and equipment. Short-term and long-term loans are available to suit business types and needs of customers.

Types of loans classified by purposes are as follows:

- Short-term Loan

It is a lending service to support liquidity and manage cash flow. It can be drawn down and repaid throughout the tenor of not more than 1 year, such as overdraft (O/D), promissory note (P/N).

- Long-term Loan

It is a lending service to develop medium-term and long-term businesses with clear purposes. Its repayment schedule will be determined in line with the project progress or cash flow of project or business. The loan aims to support entrepreneur's investments in various projects and factory construction or other projects.

- Factoring Loan

It is one of financial services for working capital to increase liquidity for entrepreneurs by having assignment of their account receivables to the bank after the entrepreneurs have delivered products and services to customers (A/R). Once the customers submitted their commercial documents such as invoice, purchase order, packing slip, billing note and receipt to the bank, they will receive loans according to the agreed ratio without any collateral, for example, 70-80% of the value specified in the invoice, purchase order, packing order, billing note, receipt, etc. After receiving payment from the account receivables, the bank will pay the remaining amount to customers.

- Loan and Trade Finance

These are loans and services to support import and export operators with various and comprehensive services as follows:

- Letter of Credit
- Remittance
- Packing Credit
- Bills for Collection
- Trust Receipt
- Bank Guarantee, Standby L/C

- Acceptance, Aval and L/G

It is a service for the Acceptance of B/E and issuance of Aval and L/G for customers requiring the bank's letter of guarantee to be placed with employer when signing a contract, submitting a bid or for other guarantee purposes, for example:

1. Bid Bond or Tender Guarantee
2. Performance Bond
3. Advance Payment Guarantee / Security and Retention Bond
4. Other bank guarantees

- Environmental Finance helps customers and Thai business sectors adapt to climate risks, reduce reliance on fossil fuels, increase the use of renewable energy, and improve cost efficiency, while aligning with Thailand's Net Zero Pathway goals, as follows:

- Green Loans and Sustainability-linked Loan aims to incentivize customers to conduct business to achieve sustainability performance targets, including reducing energy consumption and greenhouse gas emissions.

In 2025, the bank approved the Green Loan totaling Baht 1,914 million and Sustainability-linked Loan totaling Baht 2,600 million.

- Green Transition Loan aims to enhance the competitiveness of entrepreneurs, enabling them to estimate investments and develop business potential to achieve environmental sustainability or transition from brown to less brown businesses.

In 2025, the bank approved the Green Transition Loan totaling Baht 31.20 million.

- Green Energy Saving Loan is for investment in the installation of solar power generation systems and various energy-saving equipment to increase energy efficiency, reduce costs, and reduce greenhouse gas emissions. This product was developed in collaboration with partners including ONNEX by SCG and BANPU Next.

3. Retail Lending

It is a lending service for individuals or business owners. It can be divided into types of lending purposes as follows:

- **New Home Loan, Home 1STClass** is a loan for customers who want to buy houses from any housing project, plus a top-up credit for renovations, decorations or furniture.
- **Home Refinance** is a loan to pay existing housing loans with existing financial institutions, primarily to obtain better conditions, such as lower interest rates or lower monthly repayments
- **Home 4Cash** is a multi-purpose loan for customers who own freehold real estate, such as houses, townhouses, townhomes, or condominiums, and wish to convert those assets into cash, using their property as collateral, to use the funds for their desired purposes.

- **Home 4Cash Refinance** is a multi-purpose loan for customers who own a home for cash loan with another bank and want to switch to our bank, receiving a lower interest rate and lower monthly repayments.
- **Home 2ND Hand Loan** is loan for a previously owned residential property, whether it is a detached house, townhouse, or condominium.
- **Happy Cash Personal Loan** is a loan for those who need funds for personal expenses such as car repairs, home repairs, children's tuition fees, and medical expenses, without requiring collateral or a guarantor.
- **Happy Cash Balance Transfer Personal Loan** is a loan that consolidates personal loans from multiple financial institutions into a single debt. It is suitable for those who intend to pay off all their debts by consolidating them under one bank.

Competition Strategy for Lending Service

The bank categorizes its customers into different segments to grasp their unique needs with the aim to continuously foster a sound relationship with all segments of customers and to offer comprehensive financial products and services that can respond to customers' needs by taking into account the loan structure, interest rate, type of credit facilities and repayment period suitable for each customer with quick underwriting process. Besides, the bank also puts the emphasis on loan expansion to existing customers with good track records to retain the existing customer base. For new customers, the bank targets to offer loans to wealth segment by using its branches to offer loans and to have existing customers refer the bank' s loan products to their friends or business partners.

Corporate loan strategy focuses on a plan to expand loans to existing customers with good track records. For new customers, the focus is on expanding loans to wealth segment that engages in businesses with potential growth, particularly SME and customers under the industries related to environmental, social and governance (ESG) by designing loan products to suit their needs. In 2025, the bank developed 12 loan products that met the demand of 423 customers with the approved loan of Baht 3,834 million.

Housing loan strategy primarily focuses on customers, aiming for customers' satisfaction from services. The bank creates the customer journey to deliver a good experience to its customers applying for housing loans by the first day they need some loans, perception of the bank's products, product comparison, decision making to use services. The bank, therefore, develops products for optimal benefit of customers, for instance, special interest rate, fast approval and more service channels via digital banking.

3. Electronic Service

The bank puts great importance on electronic services as Thailand has advanced to the digital age. The transactions or services from now on will primarily be made on digitalization. The bank is committed to consistently enhancing the financial platforms and adding electronic services including:

Financial services and investments through application, LHB You, accommodate convenient and fast financial transactions every day, anytime, anywhere, with high-standard security features including face recognition and real-time transaction risk detection. Services include:

1) Deposit Account and Basic Transaction Services
   - Opening fixed deposit and savings accounts
   - Money transfer, top up, and bill payments
   - Cardless withdrawals via ATMs of LH Bank, KBank, SCB, BBL, BAY and BAAC

2) Loan Services
   - Apply for personal loans / home loans
   - View loan account information
3) Mutual Fund Investment
   - Buy and sell mutual funds from leading securities companies
   - Check investment portfolio
   - Compare and recommend funds
4) Foreign Currency Deposit Accounts (FCD)
   - Open a foreign currency account (FCD)
   - Transfer FCD funds between your own accounts
5) Life Insurance and Savings Insurance
   - Purchase life insurance/savings insurance/property insurance
6) Smart AI Assistant named Genie
   - Answer questions about digital products and promotions 24 hours 7 days
   - Support voice and text in 3 languages: Thai, English and Chinese
   - Navigate various functions in the application (Navigation Assistant)

Internet Banking Service for Corporate customers (LHB Biz Connect) is a service to facilitate financial transactions every day, anywhere, anytime, including cash management transaction and international trade transaction. The service is equipped with double security authentication to ensure customers' confidence in any transactions.

Debit Card can be used for financial transactions via ATMs of all banks nationwide, secured by recording information in chip cards which cannot be copied. The cards can also be used for cash withdrawal abroad at any ATMs with the UnionPay International (UPI) logo, merchant shopping and online shopping at ease. Customers can enjoy many special offers from participating UPI stores.

Automatic Teller Machine (ATM) is available for cash withdrawal, money transfer, payments for goods and services and PromptPay fund transfer. The bank's ATMs accept ATM and Debit cards of all banks including the UnionPay International (UPI) chip card to provide Thai-Baht cash withdrawal service for businessmen, tourists and individuals.

As of December 31, 2025, the bank had 3 ATMs in total.

LH Bank PromptPay is a service to transfer and receive funds. Just tie the Land and Houses bank account with the ID card number or mobile phone number, such transactions can be made without the bank account number.

LH Bank Business PromptPay is a new choice of fund transfer and remittance services for companies/organizations by getting their Land and Houses bank account tied with their 13-digit tax ID number.

4. Other Services

Cash Management Service is a convenient and fast financial service for businesses which helps reduce paperwork and administrative costs while boosting business management efficiency as follows:

1. Salary payroll service
2. Bulk payment
3. Bill payment
4. Direct debit and direct credit

Insurance Service There are various insurance products to suit customer needs, both life insurance and non-life insurance from various firms available for customers as follows:

1. Life insurance plus investment (Unit Linked): A financial planning helper that has been completely tailored to meet different needs in every stage of life including investment in mutual funds, life and health coverage in one policy.
- Flexi Invest Link One+ : One-time payment, increase investment opportunities and earn more returns plus future security for you and your family
- Flexi Invest Link Design : Stability and wellness that can be designed, add peace of mind with additional contract for health and critical illnesses with fixed premiums (Additional Contract UDR) throughout the contract period.

2. Life-time Insurance builds “Big Security” with “Small Money”, pass on the wealth from generation to generation.
- Happy Life 9920 provides security throughout the contract.
- Happy Life 997 creates security for later generations, paying premiums in a short period of time with cashback throughout the contract.
- Happy Life 9090 provides coverage up to 90 years old with low premiums relative to the sum insured.
- Lifetime Insurance 995 is an assistant planner for inheritance, pass on the wealth from generation to generation, pay premium for only 5 years with protection up to the age of 99 years old.

3. HAPPY Pension Insurance: Supplementary health insurance with high coverage, meeting your healthcare needs.
- D-Health Plus Health Insurance : Provide a single coverage limit of up to Baht 5 million.
- Elite Health Plus Health Insurance : Choose more exclusive package, high coverage, meet your health needs with a coverage limit of Baht 20-100 million per year at an easily accessible premium price covering deadly diseases, pandemics and common diseases

4. Pension Insurance “LHB Flexi Retire 90/5”, happy after retirement, offers short premium payment terms of 5 years. Customers can choose their retirement payment starting from age 55, 60, or 65
5. Savings Insurance “LHB Happy Return 99/9”, provides an annual return of 9% of the sum insured and offers coverage up to 900% in case of death and up to 1,800% of the sum insured in case of accidental death.
6. Non-life Insurance Broker with alternative insurance products for customers includes;
   - Home Insurance
   - Bike Insurance
   - Cyber Insurance
   - Travel Insurance
   - Compulsory Car Insurance
   - Condominium Insurance
   - Skate Surf Insurance
   - Pet Insurance
   - Car Insurance

Fund Selling Agent Service The bank is a selling agent of the unit trusts for many fund management companies which offer various types of funds such as fixed income fund, equity fund and tax-benefit fund.

Payments for Goods and Services such as utility bills, credit cards, life insurance premiums and other expenses including the automatic transfer system (ATS).

Deposit, Withdrawal and Loan Repayment Service through Banking Agent at all 7-Eleven shops. Customers can do such transactions 24 hours by merely showing their ID card, bank account number and mobile phone number to verify their identity. Customers will get a receipt/slip confirming the transaction.

Safe Deposit Box Service

Fraud Prevention Measures according to Regulators

The bank follows the measures of the regulatory bodies supervising financial fraud and online scams by setting guidelines for customer care to ensure confidence in financial transactions and prevent damage to customers' assets, for example:

- Establishing a scammer hotline 1327 Ext. 8, 24 hours a day
- Developing a process for connecting with relevant agencies to stop suspicious transactions in a timely manner, for instance, internal units of the bank, interbank units, government agencies, and mobile phone network providers. In addition, a connection has been linked to the online hotline, AOC (Anti Online Scam Operation Center) of the Online Crime Operation Center to increase channels for victims to contact, inquire, report incidents and track status.

Income Structure

Income structure for the year 2025, 2024 and 2023 is as follows:

Table: Income Structure

Income Structure	Separate Financial Statements					
	2025		2024		2023	
	Amount (Million Baht)	%	Amount (Million Baht)	%	Amount (Million Baht)	%
Interest income						
Loans to customers	11,717.63	140.52	11,628.09	152.13	10,519.29	133.49
Investments in debt securities	1,041.46	12.49	898.90	11.76	780.16	9.90
Interbank and money market items	748.67	8.98	586.12	7.67	405.32	5.14
Hire Purchase	26.68	0.32	28.99	0.38	15.23	0.19
Others	2.77	0.03	9.01	0.12	5.10	0.06
Total interest income	**13,537.21**	**162.34**	**13,151.11**	**172.05**	**11,725.10**	**148.79**
Interest expenses						
Deposits	(4,819.95)	(57.80)	(4,700.43)	(61.49)	(3,240.06)	(41.12)
Interbank and money market items	(101.60)	(1.22)	(34.62)	(0.45)	(114.21)	(1.45)
Contributions to the Deposit Protection Agency and the Bank of Thailand	(1,350.26)	(16.19)	(1,161.91)	(15.20)	(1,070.20)	(13.58)
Debts issued	(332.41)	(3.99)	(277.12)	(3.63)	(176.70)	(2.24)

Income Structure	Separate Financial Statements					
	2025		2024		2023	
	Amount (Million Baht)	%	Amount (Million Baht)	%	Amount (Million Baht)	%
Others	(26.75)	(0.32)	(32.74)	(0.43)	(18.57)	(0.24)
Total interest expenses	**(6,630.97)**	**(79.52)**	**(6,206.82)**	**(81.20)**	**(4,619.74)**	**(58.63)**
Net interest income	**6,906.24**	**82.82**	**6,944.29**	**90.85**	**7,105.36**	**90.17**
Fees and service income						
Acceptances, avals and guarantees	117.06	1.40	99.89	1.31	84.58	1.07
Commission income	356.96	4.28	273.18	3.57	279.88	3.55
Other	75.87	0.91	70.39	0.92	84.37	1.07
Total fees and service income	**549.89**	**6.59**	**443.46**	**5.80**	**448.83**	**5.70**
Fees and service expenses						
Fees and charges	(79.08)	(0.95)	(91.84)	(1.20)	(99.00)	(1.26)
Others	(3.75)	(0.04)	(3.92)	(0.05)	(4.17)	(0.05)
Total fees and service expenses	**(82.83)**	**(0.99)**	**(95.76)**	**(1.25)**	**(103.17)**	**(1.31)**
Net fees and service income	**467.06**	**5.60**	**347.70**	**4.55**	**345.66**	**4.39**
Other incomes						
Gains on investments	393.98	4.73	(30.68)	(0.40)	10.86	0.14
Dividend Income	237.08	2.84	204.24	2.67	365.19	4.63
Other operating income	334.59	4.01	178.18	2.33	53.01	0.67
Total Other incomes	**965.65**	**11.58**	**351.74**	**4.60**	**429.06**	**5.44**
Total operating incomes	**8,338.95**	**100.00**	**7,643.73**	**100.00**	**7,880.08**	**100.00**

Based on the table above, the income structure can be categorized into 3 types as follows:

1. **Net Interest Income**

Interest income consists of incomes from loans to customers, gains on investments in debt securities, interbank and money market items income, hire purchase income and others. In 2025, the bank had interest income amounting to Baht 13,537.21 million, increasing by Baht 386.10 million or 2.94% from 2024.

Interest expenses consist of interest expenses for deposits, interbank and money market items, contributions to the Deposit Protection Agency and the Bank of Thailand, debts issued and others. In 2025, the bank had interest expenses amounting to Baht 6,630.97 million, increasing by Baht 424.15 million or 6.83% from 2024.

Net interest income is Baht 6,906.24 million or 82.82% of total operating income. Net interest income decreased by Baht 38.05 million or 0.55% from 2024.

2. **Net Fees and Service Income**

Fees and service income are mainly from fees from credit management such as fees from acceptances, avals, guarantees, commission income and other fees and service incomes (ATM fee, fund management fee, penalty charge, cheque fee). In 2025, the bank had fees and service income amounting to Baht 549.89 million, increasing by Baht 106.43 million or 24% from 2024.

Fees and service expenses are Baht 82.83 million, decreasing by Baht 12.93 million or 13.50% from 2024.

Net fees and service income is Baht 467.06 million or 5.60% of total operating income, increasing by Baht 119.36 million or 34.33% from 2024.

3. Other Incomes

Other incomes consist of gains on investments, dividend income, net gains (losses) on financial instruments measured at fair value through profit or loss and other operating incomes. In 2025, the bank had other incomes amounting to Baht 965.65 million, increasing by Baht 613.91 million or 174.54% from 2024 mainly from investments which increased by Baht 424.66 million or 44.07%.

Securities and Shareholders Information

1. Securities information

1.1 Ordinary shares

As of December 31, 2025, the authorized capital was Baht 20,000,000,000 divided into 2,000,000,000 ordinary shares at the par value of Baht 10 and the paid-up capital was Baht 20,000,000,000.

1.2 Preferred shares

- None -

1.3 Warrants

- None –

2. Shareholders

2.1 Shareholding structure

The shareholders of the bank as of December 31, 2025 are as follows:

List of Shareholders	Number of Shares	%
1. LH Financial Group Public Company Limited	1,999,999,900	99.99
2. 17 Minority Shareholders	100	0.01
Total	**2,000,000,000**	**100.00**

2.2 Major shareholder

LH Financial Group Public Company Limited is the major shareholder of the bank by holding 99.99% of the paid-up capital.

LH Financial Group Public Company Limited was established in 2009 to invest in the bank according to the Financial Institution Business Act B.E. 2551 and the Bank of Thailand's notification regarding the consolidated supervision. On October 28, 2009, the Bank of Thailand approved the establishment of the financial business group having LH Financial Group Public Company Limited as the parent company, Land and Houses Bank Public Company Limited as the subsidiary under the solo consolidation group and Land and Houses Fund Management Company Limited as the subsidiary under the non-solo consolidation group.

The Stock Exchange of Thailand accepted the ordinary shares of LH Financial Group Public Company Limited as listed securities and the first trading day was on May 10, 2011 under symbol "LHBANK" and on April 24, 2018, the securities symbol was changed to "LHFG".

3. Issuing other securities

The bank had issued debt instruments as detailed below.

Name	Type	Amount (Million Baht)	Duration (Year)	Interest Rate (%)	Maturity Date
Bill of Exchange (LHBANK26303A)	Bill of Exchange	1,000	90 Days	1.40	03/03/2026
Subordinated Instrument to be qualified as Tier-2 Capital No. 1/2021	Subordinated Bond	2,400	10 Years	3.75	21/05/2031
Subordinated Instrument to be qualified as Tier-1 Capital No. 1/2025	Subordinated Bond	5,000	100 Years	4.75	Perpetual Bond

4. Dividend payment policy

4.1 Dividend payment policy

For dividend payment, the bank takes into account the operating results and shareholders' return in the long term.

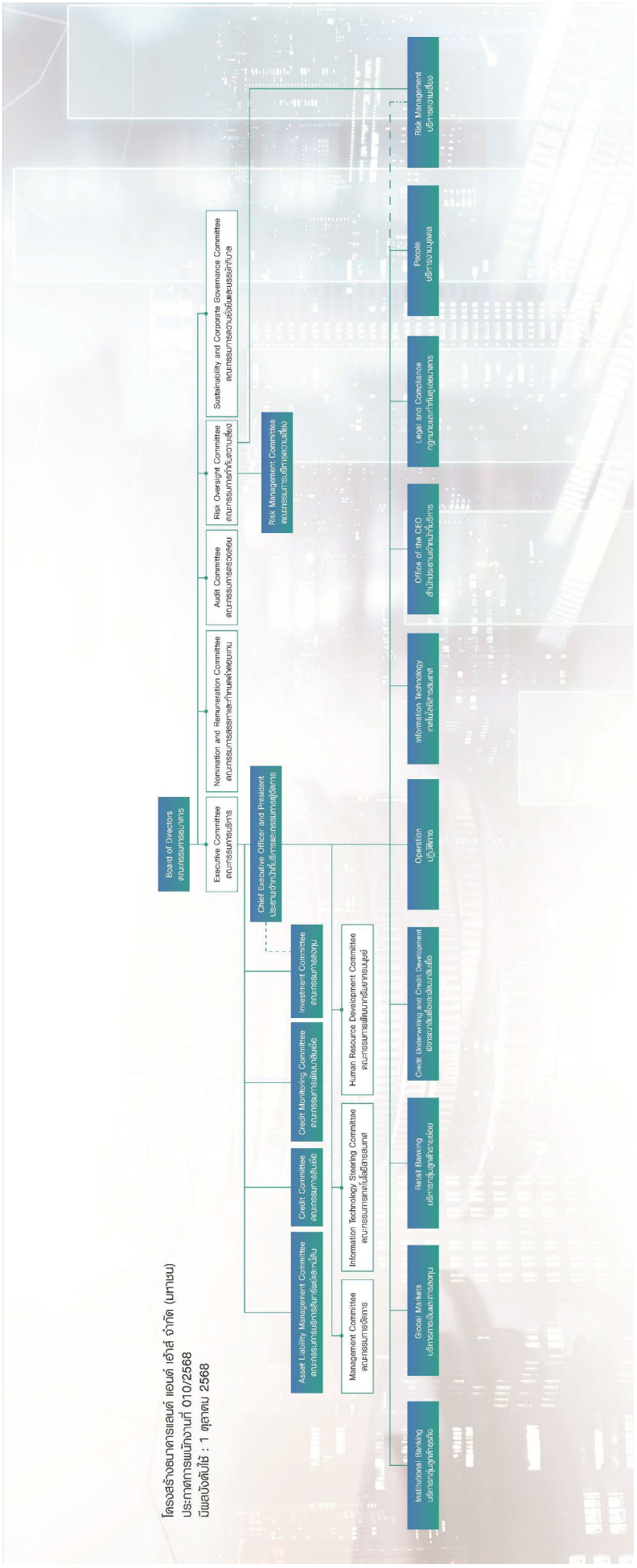
4.2 Regulations and criteria related to dividend payments

According to the Bank of Thailand's Notification on the Criteria for Classification and Provisioning, any financial institution which has not yet written off damaged assets from its balance sheets or not yet provisioned in full for potentially damaged and undamaged assets and obligations. Such financial institution is not allowed to pay dividends or other forms of remuneration to its shareholders.

According to the Bank of Thailand's Notification on Guidelines on Accounting of Financial Institutions for dividend policy, financial institutions should not pay any dividends from the transactions that result in unrealized gains or no real cash inflows such as profits from mark-to-market of securities trading or the reclassification of financial assets. They should not distribute dividends from profits arising from asset disposals that do not actually occur, as such transactions may artificially inflate profits or reduce losses. For example, profits from the sale of foreclosed assets under the condition that financial institutions may repurchase or obtain the rights to repurchase them in the future.

5. Number and type of shares the company holds in other companies equal or more than 10% (Direct and Indirect)

- None -



โครงสร้างธนาคารแลนด์ แอนด์ เฮ้าส์ จำกัด (มหาชน)
ประกาศการแพร่กระจายที่ 010/2568
มีผลบังคับใช้ : 1 ตุลาคม 2568

Management Structure

1. **Board of Directors**

As of December 31, 2025, the Board of Directors consisted of 11 directors as follows:

Name	Position	Type of Director
1. Mr. Lee, Yu-Chou	Chairman	Non-executive Director
2. Dr. Supriya Kuandachakupt	Vice Chairman Chairman of Risk Oversight Committee Member of Audit Committee Member of Sustainability and Corporate Governance Committee Member of Nomination and Remuneration Committee	Independent Director
3. Mr. Pradit Sawattananond	Chairman of Audit Committee Chairman of Sustainability and Corporate Governance Committee Member of Nomination and Remuneration Committee	Independent Director
4. Prof. Piphob Veraphong	Chairman of Nomination and Remuneration Committee Member of Audit Committee Member of Sustainability and Corporate Governance Committee	Independent Director
5. Mr. Pichai Dusdeekulchai	Member of Audit Committee Member of Sustainability and Corporate Governance Committee Member of Risk Oversight Committee	Independent Director
6. Mr. Rutt Phanijphand	Chairman of Executive Committee	Executive Director
7. Mr. Naporn Sunthornchitcharoen	Member of Executive Committee	Executive Director
8. Mr. Shih, Jiing-Fuh	Member of Executive Committee Chief Executive Officer and President	Executive Director
9. Mr. Vichian Amornpoonchai	Director	Executive Director
10. Ms. Chiu, Ya-Ling	Member of Executive Committee	Executive Director
11. Mr. Liao, Jen-Wen	Member of Executive Committee	Executive Director

2. Composition of Board of Directors

Gender	Number	Proportion
Male	9	81.82% of total number of directors
Female	2	18.18% of total number of directors
Type of Directors	**Number**	**Proportion**
Independent Director	4	36.36% of total number of directors
Executive Director	6	54.55% of total number of directors
Non-executive Director	1	9.09% of total number of directors

Directors are qualified with sound knowledge and ability beneficial for business operation of the bank and are qualified as the director and independent director according to related laws and the Articles of Association.

Authorized Signatories of the Bank

Mr. Naporn Sunthornchitcharoen, Mr. Vichian Amornpoonchai, Mr. Shih, Jiing-Fuh, Ms. Chiu, Ya-Ling and Mr. Liao, Jen-Wen, two of five directors co-sign on behalf of the bank with the company's seal affixed.

The management structure of Land and Houses Bank Public Company Limited consists of the Board of Directors which appoints 5 sub-committees: Executive Committee, Audit Committee, Sustainability and Corporate Governance Committee, Nomination and Remuneration Committee and Risk Oversight Committee. The Board of Directors and sub-committees have composition, qualifications, clearly separate duties and responsibilities according to the notification of the Bank of Thailand on Corporate Governance of Financial Institutions, Directors, Managers, and Persons with Power of Management, which are subject to approval by the Bank of Thailand. Details are as follows:

1. Board of Directors

The Board of Directors consists of 11 directors as follows:

1.	Mr. Lee,	Yu-Chou	Chairman
2.	Dr. Supriya	Kuandachakupt	Vice Chairman and Independent Director
3.	Mr. Pradit	Sawattananond	Independent Director
4.	Prof. Piphob	Veraphong	Independent Director
5.	Mr. Pichai	Dusdeekulchai	Independent Director
6.	Mr. Rutt	Phanijphand[/1]	Director
7.	Mr. Naporn	Sunthornchitcharoen	Director
8.	Ms. Chiu,	Ya-Ling	Director
9.	Mr. Liao,	Jen-Wen	Director
10.	Mr. Vichian	Amornpoonchai	Director
11.	Mr. Shih,	Jiing-Fuh	Chief Executive Officer and President
	Ms. Chayawan	Budsayalap Thaidech	Secretary

Note: [/1]Mr. Rutt Phanijphand was appointed as chairman on October 2, 2025.

Duties and Responsibilities of the Board of Directors

The Board of Directors has a duty to supervise the bank's operations with duty of loyalty and duty of care in order to protect the best interests of the bank and prevent conflicts of interest of any or group of shareholders. Their duties and responsibilities are as follows:

1. Perform the duties in compliance with laws and regulations, the objectives and Articles of Association of the bank and regulations of related agencies as well as the resolutions of the shareholders meetings with integrity and care for the best interests of the bank
2. Determine the directions and strategic goals for the bank with sustainable business (Sustainable Banking) including environmental, social and governance aspects, approve the policies and material transactions as well as risk management affecting financial position, performance and reputation. The strategic plan, key policies and risk oversight framework are subject to review with proper frequency or when there are material changes.
3. Supervise the management to effectively and efficiently implement the approved policies in order to protect the interests of the bank and its shareholders
4. Make provisions of the code of conduct and business ethics as well as the code of ethics for directors, executives and employees as organizational guidelines
5. Monitor the bank's operations at all times to ensure that the executive directors and management will operate business in accordance with the applicable laws and policies
6. Ensure that the management is capable of managing the bank's operations, including the nomination of top executives
7. Ensure that the bank has efficient internal control and organizational structure that is conducive to independent control, oversight and audit functions (Three Lines of Defense)
8. Ensure that all important matters of the bank are escalated by the management to the Board of Directors and a reporting process is implemented by the management in order to provide the Board of Directors with adequate information so that they can fulfill their duties and responsibilities
9. Ensure that the financial business group has the risk governance framework, risk culture and market conduct
10. Approve the roles and responsibilities of the sub-committees and any changes in their compositions, including any significant changes that may affect the operations of sub-committees
11. Ensure proper procedure of reporting (Management Letter) from external auditors and the integration of management's opinions shall be obtained and submitted to the Board of Directors in a timely manner
12. Provide the check-and-balance mechanism between the management and/or major shareholders at appropriate levels by determining an appropriate composition or number of the independent directors in the Board of Directors
13. Ensure that each director shall attend the meeting at least 75 percent of the total meetings held each year unless a reasonable ground is provided
14. To approve any proposal, the quorum shall be at least two-thirds of total directors

In case any director or related person having interests or conflicts of interest in any matter must report to the Board of Directors for acknowledgement and he/she will not be authorized to approve any transaction within the bank or its subsidiaries according to the Articles of Association and regulatory requirements.

Roles of the Chairman

1. Supervise, monitor and ensure that the performance of the Board of Directors is effective and achieves the objectives and goals of the organization
2. Oversee and promote the organizational culture based on ethics and good corporate governance
3. Allocate sufficient time for all matters proposed by management and for directors to discuss significant issues and express opinions independently
4. Strengthen good relations between directors and management
5. Chair the Board of Directors meeting, call for the meeting, and determine agenda items
6. Chair the shareholders' meeting and ensure the meeting complies with applicable laws, regulations and the Articles of Association, allocate appropriate time for each agenda item as determined in the invitation letter, and give an opportunity for shareholders to freely express their opinions and ask questions relevant to the bank

2. Executive Committee

The Executive Committee consists of 5 members as follows:

1.	Mr. Rutt	Phanijphand[/1]	Chairman
2.	Mr. Naporn	Sunthornchitcharoen	Member
3.	Mr. Shih,	Jiing-Fuh	Member
4.	Ms. Chiu,	Ya-Ling	Member
5.	Mr. Liao,	Jen-Wen	Member
	Officer of Secretary Division		Secretary

Note: [/1] 1Mr. Rutt Phanijphand was appointed as chairman on October 2, 2025.

Duties and Responsibilities of the Executive Committee

The Executive Committee has the duties and responsibilities approved by the Board of Directors as follows:

1. Set policies, strategic plans and directions of the bank, propose them to the Board of Directors for approval and implement such policies.
2. Determine policies regarding lending and investment for connected persons.
3. Approve loans and/or investments according to the limit set by the bank.
4. Scrutinize loans and/or investments under the Board of Directors' approval authority.
5. Consider and screen matters before proposing to the Board of Directors
6. Manage and develop organization effectively.
7. Assign and coordinate with lower levels of management, monitor the performance to align with the specified plan, follow up and evaluate the performance as well as analyze it to find pros and cons and solutions.
8. Report significant matters to the Board of Directors.

In case any director or related person has interests or conflicts of interest, he/she will not be authorized to approve any transaction within the bank or subsidiaries according to the Articles of Association, regulations of the Securities and Exchange Commission and/or the Stock Exchange of Thailand.

3. Audit Committee

The Audit Committee consists of 4 independent directors as follows:

1.	Mr. Pradit	Sawattananond*	Chairman
2.	Dr. Supriya	Kuandachakupt*	Member
3.	Prof. Piphob	Veraphong	Member
4.	Mr. Pichai	Dusdeekulchai	Member
	Ms. Thanawan	Theekautamakorn	Secretary

Note: * The director who has knowledge and experience in accounting and finance.

Duties and Responsibilities of the Audit Committee

The Audit Committee has the duties and responsibilities approved by the Board of Directors as follows:

1. Review the financial reporting of the bank to ensure that it is accurate and adequate
2. Review and evaluate whether the bank has set an appropriate and effective internal control and internal audit
3. Supervise the Internal Audit Group to conduct the internal audit effectively with appropriate number of employees and working systems, be independent from any departments to be audited, and align with the professional standard for internal audit and the Bank of Thailand's guidelines on internal audit of financial institutions
4. Ensure that the bank complies with the laws related to securities and exchange, requirements of the Securities and Exchange of Thailand or laws related to financial institutions
5. Consider, select, and propose the appointments and terminations of auditors and their remunerations
6. Consider the accuracy and completeness of the bank's information disclosure, especially the related- party transactions or transactions with conflicts of interest
7. Provide the corporate governance's report of the Audit Committee and disclose it in the annual report
8. Determine the duties of the Audit Committee including the changes to its composition and significant changes to the performance of the Audit Committee clearly in writing as approved by the Board of Directors and disclose them to shareholders via the annual report
9. Ensure the bank has adequate internal control and complies with the whistleblower policy
10. Provide guidelines and internal control to prevent any corruption and monitor potential risks of corruption in the companies in the financial business group
11. Obtain regular updates from the Risk Oversight Committee for matters required improvements to be in line with the policies and strategies of the bank
12. Share opinions with the Audit Committee and the Risk Oversight Committee in case of a review of the adequacy and efficiency of policies, overall risk management strategies and risk appetite as to evaluate whether they can cover all kinds of risks, including emerging risks, and also the effective and efficient implementation of the policies and strategies
13. Report to the Board of Directors to correct in the time specified by the Audit Committee in case that the Audit Committee found or doubted about the following incidents or acts:
    - Transactions with conflicts of interest
    - Frauds or abnormalities or significant defects in internal control
    - Violation of laws relating to banking operations, Securities and Exchange Act, the Stock Exchange of Thailand's regulations, the Bank of Thailand's regulations and other laws relating to banking operations, securities and other laws

If the board or management fails to make corrections within the time specified by the Audit Committee, the Audit Committee shall disclose the said actions in the annual report and report them to the Bank of Thailand.

14. Assess the performance of the head of Internal Audit Group
15. Perform other tasks assigned by the Board of Directors with the consent of the Audit Committee

4. Sustainability and Corporate Governance Committee

The Sustainability and Corporate Governance Committee consists of 4 independent directors as follows:

1.	Mr. Pradit	Sawattananond	Chairman
2.	Dr. Supriya	Kuandachakupt	Member
3.	Prof. Piphob	Veraphong	Member
4.	Mr. Pichai	Dusdeekulchai	Member
	Mr. Jumpon	Suwannawong	Secretary

Duties and Responsibilities of the Sustainability and Corporate Governance Committee

The Sustainability and Corporate Governance Committee has the duties and responsibilities approved by the Board of Directors as follows:

1. Consider policies, directions and sustainable frameworks by taking into account the environmental dimension, climate change, society and governance and propose them to the Board of Directors for approval
2. Ensure the compliance with the policies and give recommendations and necessary supports to related working team in order to achieve the operational plans
3. Evaluate the performance of the bank according to the good corporate governance policy and the anti-corruption policy with the corporate governance principles to determine matters that require improvements
4. Evaluate the performance of the bank regarding the compliance with laws, rules, regulations, standards and operational guidelines applicable to transactions as stipulated by regulators
5. Represent the bank in communicating and executing corporate governance activities and preventing any act of corruption among executives, employees and external agencies
6. Oversee the sustainability activities
   - Supervise and monitor the sustainability activities
   - Supervise internal and external communication on sustainability of the bank as well as information disclosure in accordance with sustainability frameworks and standards
7. Perform other tasks assigned by the Board of Directors

5. Nomination and Remuneration Committee

The Nomination and Remuneration Committee consists of 3 independent directors as follows:

1.	Prof. Piphob	Veraphong	Chairman
2.	Mr. Pradit	Sawattananond	Member
3.	Dr. Supriya	Kuandachakupt	Member
	Mrs. Chularat	Nilchaikovit	Secretary

Duties and Responsibilities of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee has the duties and responsibilities approved by the Board of Directors as follows:

1. Determine policies, criteria, qualifications, and methods for the selections of candidates for directors, persons with power of management, advisors, members of other sub-committees as well as their remunerations and other benefits including amounts that reflects the goals, their duties and responsibilities and relevant risks with the clear and transparent criteria before proposing them to the Board of Directors for approval
2. Select and nominate qualified candidates that comply with the notification of the Bank of Thailand on Regulations on the Approval of Appointment of Directors, Managers, Persons with Power of Management, or Advisors of Financial Institutions, Financial Institutions' Parent Companies, and Subsidiaries Undertaking Financial Business to propose to the Board of Directors for approval as follows:
   - 2.1 Directors
   - 2.2 Persons with power of management
   - 2.3 Advisors
   - 2.4 Members of sub-committees
3. Supervise and ensure the Board of Directors has the members and the composition that is appropriate for the organization, adjust them according to changing environments, ensure that the mechanism or tool to support the process of selection and nomination of new directors are in place. Rest assured that the Board of Directors shall compose of qualified candidates with appropriate behaviors, knowledge, abilities and experiences in various areas which are beneficial for long-term operations, and suitable for the corporate directions and strategies. The Nomination and Remuneration Committee is also responsible for ensuring the development of a skill matrix.
4. Ensure that directors and persons with power of management receive remunerations commensurate with their duties and responsibilities
5. Consider the budget for merit increase, bonus and other benefits as follows:
   - 5.1 Consider the budget for merit increase, bonus and other benefits of employees
   - 5.2 Consider the overall remuneration structure and benefits for expatriates, such as housing allowances, living expenses, fees and service charges relating to work as agreed upon the management's proposals
6. Oversee the formulation of succession plans for key positions to ensure the continuity of administration
7. Define the hiring criteria for retired employees
8. Determine the evaluation guideline for directors and persons with power of management as to consider adjusting annual remuneration by taking into account their duties, responsibilities and related risks and increased value of owners' equity in the long term
9. Ensure that the policy and details of the selection method for directors and persons with power of management, remuneration policy and various forms of remunerations are disclosed, and prepare remuneration report, at least, to contain the details about the factors used for determining overall performance, goals and operations as well as the opinion of the Nomination and Remuneration Committee including methods and channels for paying compensation to reflect the risks in the annual report
10. Perform other tasks assigned by the Board of Directors

Nomination of Directors and Independent Directors

The Nomination and Remuneration Committee shall select and screen persons with proper qualifications, knowledge, extensive experience, and adequate understanding in banking, finance, economy, laws and other related areas to ensure the appropriate composition of the Board of Directors. The board skill matrix has been created to assist the selection and nomination process to be in line with business directions and strategies by taking into account the necessity of organization and good corporate governance principles. The Nomination and Remuneration Committee shall listen to suggestions from minor shareholders who nominate qualified persons for directors or independent directors.

The Nomination and Remuneration Committee shall propose the Board of Directors to appoint directors and/or independent directors in the event of a vacancy of directors for any reason other than the retirement by rotation or shall propose the shareholders meeting to elect directors and/or independent directors as a replacement for those retired by rotation or shall propose the shareholders meeting to elect new additional directors. Rules for the election and dismissal of directors are as follows:

Composition of the Board of Directors

The Board of Directors, determined by the shareholders' meeting, shall consist of at least 5 directors. The number of independent directors shall be at least 3 directors or one-thirds of the total directors, whichever is higher.

Election of Directors

1. In casting votes for directors, the shareholders meeting shall comply with the following rules and procedures:
   (a) Each shareholder is entitled to cast one vote for one share held.
   (b) Each shareholder may exercise all the votes he or she has for any individual director, or a group of directors by the non-cumulative voting. Splitting the number of votes to any person in a group is not allowed.
   (c) The candidates shall be ranked in descending order, from the highest number of votes to the lowest, and shall be elected as directors equal to the number of directors that are required or to be elected at that time. Where the votes cast for candidates in descending order are tied, which would otherwise cause the number of directors to exceed the required number, the chairman of the meeting shall exercise a casting vote.
2. Termination of Office and Removal of Directors
   (a) Retirement by rotation
      - At every Annual General Meeting of Shareholders, one-thirds of the directors must vacate their offices.
      - For directors who will retire by rotation in the first and second years after the company registration, a drawing of lots must be held to decide which directors shall retire. For subsequent years, the directors who have served in office for the longest terms shall retire.
      - Any director who retired by rotation can be re-elected.
   (b) Death
   (c) Resignation
   (d) Being disqualified or prohibited under the laws
   (e) Being removed by a resolution of the shareholders' meeting with votes of not less than three-quarters of the attending shareholders with voting rights and the aggregate number of shares of not less than half of the shares held by all the shareholders attending the meeting and having the rights to vote.
   (f) Being removed by the court order

3. In the event of a vacancy of directors for any reason other than retirement by rotation:

The Board of Directors shall elect a qualified person with no prohibited characteristics under the Public Companies Limited Act to be the director in their next meeting unless the remaining term of office of the vacating director is less than two months. The substitute director shall serve only for the remaining term of office of the director whom he or she replaces. Such resolution by the Board of Directors shall require the votes of not less than three-quarters of the remaining directors.

Selection Process of Directors

Nomination of directors shall comply with the guidelines on director's appointment as stipulated by the Articles of Association, which can be divided into 2 cases:

Case 1 To appoint a new director due to retirement by rotation, the Nomination and Remuneration Committee shall select and screen persons with proper qualifications, knowledge, extensive experiences and adequate understanding in banking, finance, economies and laws, consistent with business strategies by taking into account the necessity of organization and good corporate governance principles. The Nomination and Remuneration Committee shall then propose the list of qualified candidates to the Board of Directors for consideration and screening before presenting to the shareholders' meeting for approval.

Case 2 To appoint a new director to replace the resigned director before the end of the term, the Nomination and Remuneration Committee shall select and screen persons with proper qualifications, knowledge, extensive experiences and adequate understanding in banking, finance, economies and laws, consistent with business strategies by taking into account the organization's necessity and good corporate governance. The list of qualified persons shall then be proposed to the Board of Directors for approval. Unless the remaining term of office of the vacating director is less than two months, the list of qualified persons shall be nominated to the Board of Directors for consideration and screening before presenting to the shareholders' meeting for approval.

Nomination of Executives

The Nomination and Remuneration Committee shall select and screen persons with proper capabilities and qualifications by taking into consideration their ethics, morals and integrity to take high-ranking positions such as First Senior Vice President and higher. Preliminary factors for consideration include qualifications, capabilities, and work experiences. Nominated persons should have ideas and vision regarding management in line with the Board of Directors in order to ensure the accomplishment of the bank's targets. The top executive and the Board of Directors must place great trust in one another and work in close coordination. The Nomination and Remuneration Committee shall propose the list of nominees to the Board of Directors for further consideration and the appointment shall be in accordance with the regulations of the Bank of Thailand.

In case of appointment of other executive positions, the president shall consider and approve.

Qualifications of Independent Directors

To nominate and appoint independent directors, candidates must possess the qualifications of independent director required by the bank and align with the good corporate governance policy which is more stringent than those announced by the Capital Market Supervisory Board and the Bank of Thailand. The qualifications of independent directors are as follows:

An independent director must not have any business or work related to the bank which may affect their independent decision with the following qualifications.

1. Holding not more than 0.5% of the total number of voting shares of the bank, or parent company, subsidiaries, associated companies, major shareholders, or control person, which shall be inclusive of the shares held by any related person of such an independent director

2. Neither being nor having been a director participating in management roles, or an employee, an officer, an advisor who receives regular salary, or a person having control power of the bank or parent company, subsidiaries, associated companies, a subsidiary at the same level, major shareholders, or control person, unless the foregoing status has ended at least two years prior to the date on which such an independent director has been appointed

3. Not being a person related by blood or legal registration as a father, mother, spouse, sibling, and child, including as a spouse of a child of other directors, management, major shareholders, control person, or the person being nominated to be a director, management or a control person of the bank or its subsidiaries.

4. Neither holding nor having held any business relationship with the bank or parent company, subsidiaries, associated companies, major shareholders, or control person in the manner in which his/her independent discretion might be affected, and is not and has not been a significant shareholder or a control person of the person that has business relationship with the bank, or the parent company, subsidiaries, associated companies, major shareholders, or control person, unless the foregoing status has ended at least two years prior to the date on which such an independent director has been appointed.

A business relationship shall include any trading transaction in the ordinary course of business for any commercial lease or property for rent, any transaction relating to asset or service, or granting or accepting any financial support by way of either borrowing, lending, guaranteeing, or collateral providing, including any other act in similar manner thereto, that could result in a creation of the bank's obligation or the obligation of its counterparty, to repay its debt to other parties in an amount equal to 3% or more of the net tangible asset value of the bank or Baht twenty million or more, whichever is lower. The method for calculation of the value of the connected transaction pursuant to the notification of the Capital Market Supervisory Board concerning regulations in respect of entering into connected transactions mutatis mutandis. The combination of such indebtedness shall include indebtedness taking place during the past one year prior to the date on which such a business relationship with such a person exists must also be counted.

5. Neither being nor having been an auditor of the bank or parent company, subsidiaries, associated companies, major shareholders, or control person, and is not a significant shareholder, a control person, or a partner of any audit firm or office for which the auditor of the bank, or the parent company, subsidiaries, associated companies, major shareholders, or control person is working, unless the foregoing status has ended at least two years prior to the date on which such an independent director has been appointed.

6. Neither being nor having been any professional service provider, including legal or financial advisor who obtains fee of more than Baht two million per year from the bank or parent company, subsidiaries, associated companies, major shareholders, or control person, and not be a significant shareholder, or a control person, or a partner of any of such professional service provider unless the foregoing status has ended at least two years prior to the date on which such an independent director has been appointed.

7. Not being a director who has been appointed as a representative of a director, a representative of a major shareholder, or a representative of a shareholder who is a related person of a major shareholder.

8. Not undertaking any business the nature of which is the same as that of bank and which, in any material respect, is competitive with the business of the bank or subsidiaries or not be a significant partner in a partnership, or a director engaging in any management role, an employee, an officer, an advisor with regular salary, or a shareholder holding more than 1% of the shares with voting rights of other companies engaging in any business the nature of which is the same as that of bank and which, in any material respect, is competitive with the business of the bank or subsidiaries

9. Not having any other characteristics that prevent the exertion of independent opinions concerning business operation. After having been appointed, an independent director may be assigned by the Board of Directors to take part in the collective decision-making process of the bank, parent company, subsidiaries, associated companies, sister companies or major shareholders, or a control person.

6. Risk Oversight Committee

The Risk Oversight Committee consists of 3 members as follows:

1.	Dr. Supriya	Kuandachakupt	Chairman
2.	Mr. Pichai	Dusdeekulchai	Member
3.	Mr. Liao,	Jen-Wen	Member
	Head of Risk Management or assigned person		Secretary

Duties and Responsibilities of the Risk Oversight Committee

The Risk Oversight Committee has the duties and responsibilities approved by Board of Directors as follows:

1. Supervise the formulation of risk management policies on key matters such as credit risk, market risk, liquidity risk, operational risk, and reputational risk as well as determine the comprehensive framework for IT risk management in accordance with the international standards
2. Oversee the assessment and monitoring systems to oversee risk management of the management at appropriate level according to the bank's policies and ensure the appropriate risk management of the business is competitive and supervise the management to provide measures to protect, correct and control risks appropriately, especially for the concentration of any particular risk
3. Supervise the system or the procedure for reviewing policies, risk management strategies and overall risk management systems at least once a year or upon significant changes that may affect the bank's stability by taking into consideration overall risk profile, risk appetite and risk management strategy
4. Supervise capital forecasts under stress test by determining scenarios consistent with nature, volume and complexity of transactions
5. Supervise the organization structure that supports the risk governance
6. Supervise the IT risk management and the procedures of risk management that cover the continuous assessment and monitoring IT risks and cyber risks while ensuring the cyber security and reporting to the Board of Directors about key IT and cyber risks
7. Promote the IT risk awareness culture throughout the organization by encouraging employees to be aware of IT and cyber risks and to have sufficient knowledge for risk prevention on a regular basis
8. Provide the development of the personnel specialized in IT and cyber security risk management adequately
9. Supervise the risk management of conduct risk with appropriate procedures to ensure the business operation's compliance with the principles and guidelines of market conduct as well as preventive procedures for the risks arising from service mistakes, procedures to handle complaints from customers, and procedures to manage the impact in accordance with regulatory requirements
10. Oversee and ensure that the top executives and head of Risk Management Group comply with the risk policies and risk management strategies as well as risk appetite
11. Formulate capital and liquidity management strategies to cope with risks and control them to be in line with approved risk appetite
12. Report to the Board of Directors about the risk profile, efficiency of risk management and compliance status with the risk culture, including significant factors, challenges, and issues required improvements to align with risk policies and risk management strategies
13. Provide the Board of Directors with advice on the risk oversight framework
14. Discuss and exchange ideas with the Audit Committee to assess all risk and emerging risk policies and risk management strategies as well as the execution of such policies and strategies is effective and efficient
15. Provide comments or participate in the assessment of the performance of the head of Risk Management Group

7. Other Sub-committees

In addition to the sub-committees set up by the Board of the Directors for the benefit of monitoring and overseeing each area of the bank's operations as mentioned above, the Executive Committee has appointed other sub-committees to supervise specific areas as follows:

7.1 Credit Committee

It has the duty and authority to approve loans as assigned by the Executive Committee and screen the credit under the approval authority of the Executive Committee and the Board of Directors.

7.2 Credit Monitoring Committee

It has the duty and authority to consider, determine and review the processes of lending, collecting debts and litigation. The committee also gives opinions on the classification of loans and guideline on debt collection and correction. It has the approval authority as assigned by the Executive Committee.

7.3 Asset-Liability Management Committee

It has the duty and authority to set the target of the bank's financial structure for both assets and liabilities, set the threshold of liquidity and interest rate risks to align with the bank's revenue goal, approve investment policy to manage liquidity and interest rate risks, determine the loan rate, deposit rate and board rate, and approve the launch of financial products related to fund mobilization, consider the bank's cash flow and deposit and withdrawal trends to evaluate the liquidity risk and lay down strategies for different scenarios appropriately, determine key indicators to be used as tools in reflecting the management of assets and liabilities to be in line with the bank's policies.

7.4 Investment Committee

It has the duty and authority to set investment plan (Equity Instrument) to align with investment policies, strategy, business operation, determine the process and investment procedure, and report overall investment results to the Executive Committee.

7.5 Management Committee

It has the duty and authority to consider and approve various matters such as operational procedures, projects, fees, service charges, and promotions as well as screen and review before submitting to the Executive Committee, providing operational guidelines, monitoring performance, and approving the bank's strategies and service channels.

Board of Directors and Sub-committee Meetings

The bank regularly organizes the Board of Directors meetings. At each meeting, its agenda is determined clearly. The important agenda items include the consent of quarterly financial statement, monitoring the performance. The invitation letter with agenda items and relevant supporting documents will be sent to the directors prior to the meeting date, allowing sufficient time for them to study the information. The meeting minutes are well prepared in writing and will be kept for auditing purposes after being approved by the Board of Directors.

In 2025, the bank held meetings of the Board of Directors and sub-committees throughout the year. Details on directors' attendance, number of meetings and an individual director's attendance for each meeting are summarized as follows:

Table : Meeting Attendance of Directors in 2025

Name of Directors	Board of Directors			Executive Committee			Audit Committee			Sustainability and Corporate Governance Committee			Nomination and Remuneration Committee			Risk Oversight Committee			Shareholders Meeting		
	Total 12 Meetings			Total 22 Meetings			Total 12 Meetings			Total 12 Meetings			Total 6 Meetings			Total 12 Meetings			Total 1 Meeting		
Total Meeting (Time)	In person	Online	%	In person	Online	%	In person	Online	%	In person	Online	%	In person	Online	%	In person	Online	%	In person	Online	%
1. Mr. Lee, Yu-Chou	12	-	100																1	-	100
2. Dr. Supriya Kuandachakupt	11	1	100				-	12	100	-	12	100	-	6	100	11	1	100	1	-	100
3. Mr. Pradit Sawattananond	12	-	100				-	12	100	-	12	100	-	6	100				1	-	100
4. Prof. Piphob Veraphong	10	2	100				-	12	100	-	12	100	-	6	100				1	-	100
5. Mr. Pichai Dusdeekulchai	10	2	100				-	12	100	-	12	100				9	3	100	1	-	100
6. Mr. Rutt Phanijphand[/1]	2/2	1/1	100	5/5	-	100													-	-	-
7. Mr. Naporn Sunthornchitcharoen	8	4	100	20	1	95.5													1	-	100
8. Mr. Vichian Amornpoonchai	12	-	100																1	-	100
9. Ms. Chiu, Ya-Ling[/2]	7	5	100	5	13	81.8													1	-	100
10. Mr. Liao, Jen-Wen[/3]	3	9	100	1	18	86.4										3	9	100	1	-	100
11. Mr. Shih, Jiing-Fuh	11	1	100	16	5	95.5													1	-	100

Note: [/1]Mr. Rutt Phanijphand was appointed as director and the Executive Committee on October 2, 2025, attended the Board of Directors Meeting No. 10/2025 on October 20, 2025 (3 times of the Board of Directors Meeting in total), and attended the Executive Committee Meeting No. 18/2025 on October 9, 2025 (5 times of Executive Committee Meeting in total).

Executives

Land and Houses Bank Public Company Limited has 6 top executives as follows:

List of Executives	Position in the Bank
1. Mr. Shih, Jiing-Fuh	Chief Executive Officer and President
2. Mr. Thanee Phalawong	Chief Information Technology Officer
3. Mr. Pansalit Trakarnkitvichit	Chief Credit Underwriting and Credit Development Officer
4. Mr. Kosol Kavayavong	Chief Operation Officer
5. Mr. Chen, Jing-Ming	Chief Institutional Banking Officer
6. Mr. Peerapatana Ketboonchoo	Chief Retail Banking Officer

8. Company Secretary

The Board of Directors has appointed Ms. Chayawan Budsayalap Thaidech, Vice President of Company Secretary and Translator Division of LH Financial Group Public Company Limited as the company secretary since April 24, 2023. The Board of Directors has supported and encouraged the company secretary to continuously receive trainings and expand knowledge in law and duties of the company secretary. The details of her profile are as follows:

Name : Ms. Chayawan Budsayalap Thaidech
Position : Company Secretary
Age (Years) : 41
Education :
- Master Degree of Public Law, Dhurakij Pundit University
- Bachelor of Law, Bangkok University

Training :
- Advances for Corporate Secretaries 2015 : Thai Listed Companies Association
- Board Reporting Program (BRP) 25/2018 : IOD
- Effective Minutes Taking (EMT) 35/2018 : IOD
- Company Reporting Program (CRP) 22/2018 : IOD
- Professional Development Program for Company Secretary 2022 : Thai Listed Companies Association
- ASEAN CG Scorecard Coaching 2023 : IOD

Direct Shareholding : - None -
Number of Shared Held by Spouse and Minor Child : - None -
Relationship with Executives : - None -
Work Experiences in Past 5 Years :

❖ **Current Position in 1 Listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Mar. 2023 - Present	Vice President, Company Sectary and Translator	LH Financial Group PLC
2022 - Feb. 2023	Assistant Vice President, Company Secretary and Translator	
2019 - 2022	Division Manager, Company Secretary	

❖ **Current Position in 1 Non-Listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
Apr. 2023 - Present	Company Secretary	Land and Houses Bank PLC
2014 - 2019	Senior Officer, Corporate Affairs Group	

Duties and Responsibilities of the Company Secretary

1. Prepare and retain the following documents:
   1.1 Director registration
   1.2 Invitation letter to the Board of Directors meetings, minutes of the Board of Directors meetings and the bank's annual report
   1.3 Invitation letter to the shareholder's meeting and minutes of shareholder's meeting
2. Retain reports on the interests declared by directors or executives
   2.1 The directors and executives have a duty to report their interests. (Directors and executives are responsible for reporting their interests and those involved to the bank.)
   2.2 The company secretary shall submit the report copies to the chairman of the bank and the chairman of the Audit Committee within 7 business days from the receipt date of the report.
   2.3 Provide a system to accurately and completely store relevant documents and evidence that can be traced back at least five years from the date such documents or information
3. Perform any other tasks prescribed by the Capital Market Supervisory Board

Remuneration of Directors and Executives

Remuneration Policy for Directors

The remuneration of directors has been determined by the shareholders meeting, which was considered and proposed by the Nomination and Remuneration Committee. Both amounts and components of such remuneration must be attractive to the directors who are talented and critical for the performance of the board. Excessive remuneration payment shall be avoided. Remuneration for directors shall be determined based on the industry practices by considering work experiences, knowledge, abilities, dedication and other benefits that each director has contributed to the bank, and benchmarking against peers in similar industries and business sizes.

Determination of remuneration shall be approved in the order of authority to avoid conflicts of interest and for transparency, for instance, shareholders will be responsible for approving the remuneration of the Board of Directors, Executive Committee, Audit Committee, Sustainability and Corporate Governance Committee, Nomination and Remuneration Committee, and Risk Oversight Committee while the Nomination and Remuneration Committee shall consider the appropriateness and giving a consent.

Remuneration Policy for CEO and President

The Nomination and Remuneration Committee is responsible for determining the remuneration and other benefits of CEO and president to be commensurate with his/her roles and responsibilities and propose it to the Board of Directors for approval under the criteria and transparent, clear and fair processes as well as competitiveness with peers. The appropriate remuneration shall be pursuant to the bank's performance in both short and long term, business expansion, profit growth, and strategic goal, bringing about optimal benefits to shareholders with KPI comparison in work performance, operating results, customers, process improvements to enhance the competitiveness and customers' satisfaction, sustainability, and personnel. There are both monetary remuneration and other benefits for CEO and president as follows:

1. Monetary remuneration includes salary and bonus in line with the performance of the bank and CEO and president
2. Other benefits include contribution of provident fund, retirement benefits
3. Welfare includes annual medical checkup, insurance, accident insurance, health insurance and social security, welfare loan, telephone allowance, executive car, fuel allowance, driver allowance, etc.

Remuneration of Top Executives

The Nomination and Remuneration Committee has the duties to determine the remuneration and other benefits for top executives to be commensurate with their duties and responsibilities and propose them to the Board of Directors for approval under the criteria and process that are transparent, fair and competitive with other companies in the same industry. The remuneration shall be in line with performance of the bank in both short term and long term, business expansion, profit growth and strategic goal, which will benchmark various KPIs such as work performance, operating result, customers, process improvement to enhance the competitiveness of the bank and satisfaction of customers, sustainability and human resources. Monetary remuneration and other benefits include:

1. Monetary remuneration such as salary, bonus in line with performance of the bank and top executives
2. Other benefits such as provident fund contribution, retirement compensation
3. Welfare such as annual health checks, life insurance, health insurance, social security, welfare loan, executive car, telephone allowance, fuel allowance, driver allowance, etc.

Remuneration Payment

Components of Remuneration	Type of Remuneration	Type of Payment	Objective	Paid to			Remuneration Principle
				President	Top Executive	Executive and Employee	
Fixed Remuneration and Benefits	Salary	Cash	• To motivate and attract talented employees • To reward their performance according to duties and responsibilities based on their position	✓	✓	✓	• To reflect their performance • Remuneration is based on individual performance, working experience, knowledge and skills. • Annual raise is based on performance comparable to the labor market and those in the same industry.
	Company Car or Car Allowance (In Cash) Telephone Allowance Cost of Living Allowance	Car Cash	• To reward their performance according to duties and responsibilities based on their position	✓	✓	✓	• Remuneration is commensurate with position, duties and responsibilities • Not relate to individual performance.
	Other Benefits	Provident Fund Life Assurance Health Insurance Social Security	• To promote job security for employees suitable to their age, health and lifestyle.	✓	✓	✓	• Comply with the company's guidelines and laws • Benefits other than those required by laws must align with the labor market guidelines and are comparable to those in the same industry. • Not relate to individual performance.
Performance-based Compensation	Short-term incentive: performance-based bonus	Cash	• Reward that will vary depending on their achievement against the annual business plan.	✓	✓	✓	• Relate to the achievement of the company's overall performance, both financial and non-financial goals, as specified in the corporate KPI. • Relate to individual performance as specified in the annual budget
	Long-term incentive	N/A	N/A	N/A	N/A	N/A	N/A

Monetary Remuneration

The monetary remuneration of directors, determined by the shareholders meeting, includes monthly remuneration and meeting allowance. Such remuneration will be proposed by the Nomination and Remuneration Committee to the Board of Directors for consent. Remuneration for directors shall be clearly and transparently determined based on the industry practices by considering work experiences, knowledge and abilities that were commensurate with their supervisory roles and responsibilities as well as taking into account the best interests of the bank and shareholders.

The 2025 Annual General Meeting of Shareholders held on March 24, 2025 resolved to approve the remuneration of directors as follows:

1. **Remuneration of directors for 2025**

Table : Remuneration of Directors for the Year 2025 and 2024

Position	Directors' Remuneration (per month)	
	2025	2024
Chairman	**100,000**	100,000
Vice Chairman	**100,000**	100,000
Director	**40,000**	40,000

2. **Meeting allowances for 2025**

Table : Meeting Allowances for 2025 and 2024

(Unit: Baht)

Position	Allowance (per time)													
	Board of Directors		Audit Committee		Executive Committee		Sustainability and Corporate Governance Committee		Nomination and Remuneration Committee		Risk Oversight Committee		Other sub-committees*	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Chairman	**30,000**	30,000	**30,000**	30,000	**30,000**	30,000	**30,000**	30,000	**30,000**	30,000	**30,000**	30,000	**30,000**	30,000
Vice Chairman Non-executive Director	**25,000**	25,000	**20,000**	20,000	**20,000**	20,000	**20,000**	20,000	**20,000**	20,000	**20,000**	20,000	**20,000**	20,000
Vice Chairman Executive Director	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Note: *Other sub-committees refer to the committees that regulators require or should have or the Board of Directors deems appropriate.

3. **Directors' gratuity for the year 2024**

The Board of Directors plays a key role in supporting the policies and making decisions on important matters. As a result, the bank has continuously shown good performance and good image.

As LH Financial Group Public Company Limited, the parent company of the bank, has also determined the directors' gratuity, any director who receives the gratuity from LH Financial Group Public Company Limited shall get the gratuity from LH Financial Group Public Company Limited only.

Table: Directors' Gratuity for 2024 and 2023

Directors' Gratuity (Baht)	
2024 (5 directors)	2023 (3 directors)
1,960,000	1,400,000

4. Other non-monetary remuneration

According to the resolution of the Extraordinary General Meeting of Shareholders No. 1/2015, dated January 21, 2015, it resolved to provide vehicles for directors including fuel, car insurance premium, maintenance and salary for drivers. The Board of Directors has the authority to consider the provision of vehicles at its discretion and it will take effect once the shareholders meeting has a resolution to change or terminate.

Other Benefits

Other benefits refer to shares, debentures and other monetary and non-monetary benefits apart from the benefits that are regularly eligible- salary and meeting allowances.

Table : Remuneration of Directors for the Year 2025

In 2025, the bank paid the remuneration and gratuity for directors totaling Baht 9,127,200 and Baht 9,805,623 in 2024, as follows:

(Unit : Baht)

List of Directors		Remuneration[/1]	Meeting Allowance [/1]						Gratuity (Baht)	Other Benefits[/2]
			Board of Directors	Audit Committee	Executive Committee	Sustainability and Corporate Governance Committee	Nomination and Remuneration Committee	Risk Oversight Committee		
1. Mr. Lee,	Yu-Chou	720,000	60,000	-	-	-	-	-	25,700	2,281,350
2. Dr. Supriya	Kuandachakupt	720,000	-	-	-	-	40,000	360,000	-	3,195,650
3. Mr. Pradit	Sawattananond	-	-	147,000	-	120,000	40,000	-	-	2,562,650
4. Prof. Piphob	Veraphong	-	-	-	-	-	180,000	-	-	2,375,650
5. Mr. Pichai	Dusdeekulchai	-	-	-	-	240,000	-	120,000	-	2,375,650
6. Mr. Rutt	Phanijphand[/3]	120,000	75,000	-	150,000	-	-	-	-	-
7. Mr. Naporn	Sunthornchitcharoen	-	440,000	-	-	-	-	-	-	1,915,650
8. Mr. Vichian	Amornpoonchai	-	300,000	-	-	-	-	-	-	1,475,650
9. Ms. Chiu,	Ya-Ling	480,000	300,000	-	380,000	-	-	-	567,450	-
10. Mr. Liao,	Jen-Wen	480,000	300,000	-	400,000	-	-	240,000	546,500	-
11. Mr. Shih	Jiing-Fuh	-	-	-	-	-	-	-	-	1,595,650
12. Mr. Suei,	Jung-Hsin[/4]	-	-	-	-	-	-	-	115,900	-
13. Dr. Vorapol	Socatiyanurak[/5]	-	-	-	-	-	-	-	-	3,803,470
14. Mr. Sirichai	Sombutsiri[/6]	284,000	150,000	-	330,000	-	-	-	695,650	-
	Total	**3,171,333**	**2,804,000**	**1,625,000**	**147,000**	**1,260,000**	**360,000**	**260,000**	**720,000**	**1,951,200**

Note : [/1] Directors' remuneration and meeting allowance, as directors of the bank are the same as those of its parent company which is LH Financial Group Public Company Limited. As a result, LH Financial Group Public Company Limited paid remuneration and meeting allowances to the Bank's directors, the Bank did not pay any more remuneration to the Bank's directors.

[/2] Other benefits refer to shares, debentures and other monetary and non-monetary benefits apart from the benefits that are regularly received - salary and meeting allowances.

[/3] Mr. Rutt Phanijphand was appointed as director on October 2, 2025.

[/4] Mr. Suei, Jung-Hsin was appointed as director on March 1, 2024.

[/5] Dr. Vorapol Socatiyanurak was appointed as director on March 19, 2024.

[/6] Mr. Sirichai Sombutsiri ceased to hold office as director following his passing on August 4, 2025.

Remunerations of Executives

The remuneration for 10 executives in the total amount of Baht 92.33 million includes:

- Monetary remuneration of Baht 89.13 million, accounting for 5.12 percent of total remunerations
- Non-monetary remuneration of Baht 3.20 million, accounting for 0.18 percent of total remunerations

Other Benefits

Other remunerations or benefits apart from usual benefits include contributions to provident fund, premiums for group insurance, uniforms, medical expenses and other remunerations.

Employee

As of December 31, 2025, the bank had 1,504 employees, decreasing by 199 persons when compared to the end of 2024 as detailed below.

Table : Number of Employees

	31 December 2025	31 December 2024	31 December 2023
Number of Employees (person)	1,504	1,305	1,310

Remunerations of employees

The bank paid the remuneration for employees including salary, wages, overtime, bonus, cost of living allowance and provident fund in the total amount of Baht 1,739.90 million.

Employee Development Policy

For sustainable growth of organization, the bank, therefore, carried out a policy supporting the continued development of human resource which is an essential resource of the bank by providing various seminars conducted by internal units, sending out employees to receive trainings from external institutes, and encouraging work-related coaching from supervisors. These means bring about sustainable development, professional and efficient performance and fruitful collaboration beneficial to all parties and overall performance of organization.

Welcome Newcomers and Orientation

The bank gives importance to employees at all levels from the first day of work by organizing a friendly and warm orientation and welcoming activities for new employees, focusing on communicating full information, such as organizational structure, regulations, corporate values, and various benefits to help new employees adjust smoothly. There are also team collaboration activities to strengthen good relationships between new employees.

The bank requires new employees to attend various courses as specified within 30 days from the date of employment to enable employees to perform their duties correctly according to the criteria, including compulsory program such as work rules and regulations, employee manuals, knowledge in IT, compliance, data security policy (PDPA, Clear Desk & Clear Screen Procedures, 2024 Whistleblowing Process), anti-money laundering (AML), and ESG, etc.

Remuneration and Employee Welfares

The bank has policies to take care of the quality of work life, including employees' health and safety in life so that they can work with good quality of life, security and happiness. The bank has also determined appropriate remuneration and welfares for them such as salary, bonus, provident fund, social security, medical expense, group life and accident insurances, annual health check-up, employee loans, uniform and other benefits.

Provident Fund

The bank has set up a provident fund for employees as a good welfare which is crucial for lifting up morale and spirit of employees. The fund also secures them with good life quality. Employees are required to contribute 3-15% of their monthly salaries and the bank will contribute to the fund at 3-7%, varied by years of service. Moreover, the bank has set up the fund committee consisting of elected members and members appointed by employer. Such committee has duties and responsibilities to manage fund including determining investment policy on behalf of members. In addition, the bank has added various investment options for staff to invest by selecting a master fund policy. As of December 31, 2025 and 2024, the bank paid all contributions to the provident fund in the amount of Baht 56.89 million and Baht 51.97 million, respectively.

The shareholding of directors and executives of Land and Houses Bank Public Company Limited in the parent company and the bank as of December 31, 2025 and December 31, 2024 is as follows:

Table: Directors' Shareholding Proportion in the Parent Company and the Bank

Name of Directors	Position	31 December 2025		31 December 2024	
		Number of Shares Held		Number of Shares Held	
		Parent Company/1	Bank/2	Parent Company/1	Bank/2
1. Mr. Lee, Yu-Chou	Chairman				
- Number of direct shareholding :		-None-	-None-	-None-	-None-
- Number of shares held by spouse and minor child:		-None-	-None-	-None-	-None-
2. Dr. Supriya Kuandachakupt	Vice Chairman Independent Director				
- Number of direct shareholding :		-None-	-None-	-None-	-None-
- Number of shares held by spouse and minor child:		-None-	-None-	-None-	-None-
3. Mr. Pradit Sawattananond	Independent Director				
- Number of direct shareholding :		-None-	-None-	-None-	--None-
- Number of shares held by spouse and minor child:		-None-	-None-	-None-	-None-
4. Prof. Piphob Veraphong	Independent Director				
- Number of direct shareholding :		-None-	-None-	-None-	-None-
- Number of shares held by spouse and minor child:		-None-	-None-	-None-	-None-
5. Mr. Pichai Dusdeekulchai	Independent Director				
- Number of direct shareholding :		-None-	-None-	-None-	-None--
- Number of shares held by spouse and minor child:		-None-	-None-	-None-	-None-
6. Mr. Rutt Phanijphand	Director				
- Number of direct shareholding :		-None-	-None-	-None-	-None--
- Number of shares held by spouse and minor child:		-None-	-None-	-None-	-None-
7. Mr. Naporn Sunthornchitcharoen	Director				
- Number of direct shareholding:		-None-	-None-	-None-	-None--
- Number of shares held by spouse and minor child:		-None-	-None-	-None-	-None-
8. Ms. Chiu, Ya-Ling	Director				
- Number of direct shareholding:		-None-	-None-	-None-	-None-
- Number of shares held by spouse and minor child:		-None-	-None-	-None-	-None-
9. Mr. Liao, Jen-Wen	Director				
- Number of direct shareholding:		-None-	-None-	-None-	-None-
- Number of shares held by spouse and minor child:		-None-	-None-	-None-	-None-
10. Mr. Vichian Amornpoonchai	Director				
- Number of direct shareholding :		82 shares	84 shares	82 shares	84 shares
- Number of shares held by spouse and minor child:		120,000 shares 0.0006%	-None-	120,000 shares 0.0006%	-None-
11. Mr. Shih Jiing-Fuh	CEO and President				
- Number of direct shareholding:		7,000,400 shares 0.0330%	-None-	5,000,000 shares 0.0236%	-None-
- Number of shares held by spouse and minor child:		-None-	-None-	-None-	-None-

Note: Parent Company/1 refers to LH Financial Group Public Company Limited.
Bank/2 refers to Land and Houses Bank Public Company Limited.

Table: Directors' Shareholding Proportion in the Parent Company and the Bank

Name of Executives	Position	31 December 2025		31 December 2024	
		Number of Shares Held		Number of Shares Held	
		Parent Company/1	Bank/2	Parent Company/1	Bank/2
1. Mr. Shih, Jiing-Fuh	CEO & President				
- Number of direct shareholding:		7,000,400 shares 0.0330%	-None-	5,000,000 shares 0.0236%	-None-
- Number of shares held by spouse and minor child:		-None-	-None-	-None-	-None-
2. Mr. Thanee Phalawong	Chief Information Technology Officer				
- Number of direct shareholding:		1,067,230 shares 0.005%	-None-	1,016,962 shares 0.005%	-None-
- Number of shares held by spouse and minor child:		-None-	-None-	-None-	-None-
3. Mr. Pansalit Trakarnkitvichit	Chief Credit Underwriting and Credit Development Officer				
- Number of direct shareholding:		-None-	-None-	-None-	-None-
- Number of shares held by spouse and minor child:		-None-	-None-	-None-	-None-
4. Mr. Chen Ching-Ming	Chief Institutional Banking Officer				
- Number of direct shareholding:		-None-	-None-	-None-	-None-
- Number of shares held by spouse and minor child:		-None-	-None-	-None-	-None-
5. Mr. Kosol Kavayavong	Chief Operation Officer				
- Number of direct shareholding:		807,890 shares 0.004%	-None-	764,167 shares 0.004%	-None-
- Number of shares held by spouse and minor child:		-None-	-None-	-None-	-None-
6. Mr. Peerapatana Ketboonchoo	Chief Retail Banking Officer				
- Number of direct shareholding:		-None-	-None-	-None-	-None-
- Number of shares held by spouse and minor child:		-None-	-None-	-None-	-None-

Note: Parent Company/1 refers to LH Financial Group Public Company Limited.
Bank/2 refers to Land and Houses Bank Public Company Limited.

Risk Oversight Committee's Report

The Risk Oversight Committee consists of 3 members as follows:

1.	Dr. Supriya	Kuandachakupt	Chairman
2.	Mr. Pichai	Dusdeekulchai	Member
3.	Mr. Liao,	Jen-Wen	Member

Ms. Apinya Pawangkanan, head of Risk Management Group, is the secretary.

The Risk Oversight Committee has performed its duties in accordance with the scope of responsibilities assigned by the Board of Directors. In 2025, the Risk Oversight Committee held 12 meetings in total and reported its performance to the Board of Directors as follows:

1. Review risk management policies such as credit risk, market risk, liquidity risk, operational risk, IT risk and reputational risk, and so on by taking into account the risk governance framework, create and cultivate organization's risk culture that is consistent and in accordance with the risk governance guidelines prescribed by the Bank of Thailand
2. Report the assessment and monitoring of risk management, efficiency of risk management and ensure the management has measures in place to prevent, correct and limit risks appropriately
3. Report the risk profiles and changes to the risk appetite to assure the Board of Directors about the supervision and management of various kinds of risks



(Dr. Supriya Kuandachakupt)
Chairman of Risk Oversight Committee

Risk Management

Risk Management Policy and Plan

Risk Management Overview

The operations of the bank are directly related to the money market and economic conditions, both domestically and internationally, which are changing rapidly. In addition, the business environment, whether changes in government regulations, competitors' adaptation, digital trends, and climate change, are all factors that affect business operations.

The bank realizes the importance of risk management, risk control and risk appetite as part in determining strategy and business operations in order to grow the business and generate sustainable returns for stakeholders in the long run. The bank has established various risk management strategies consistent with the guidelines, international code of practice, regulations of the Bank of Thailand and risk governance framework. Moreover, the bank has established the organizational structure that segregates the roles and responsibilities among marketing unit, supporting unit and internal audit unit (Three Lines of Defense) to be independent. The bank has created, cultivated an organizational culture that takes into account risks (Risk Culture), and emphasized the importance of accurate and full information disclosure.

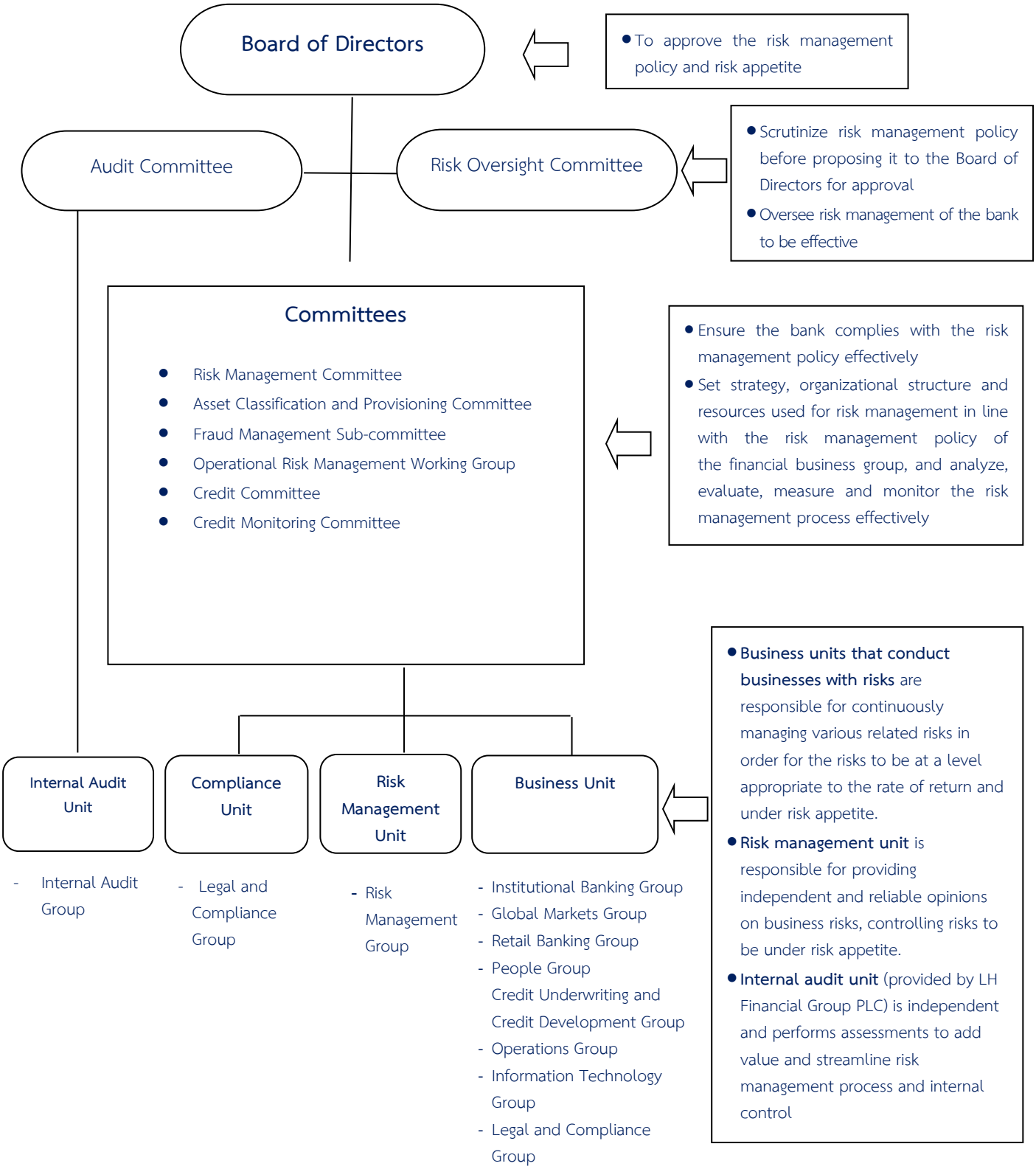
Top Executive in Charge of Risk Management

The top executive in charge of Risk Management, Ms. Apinya Pawangkanan, head of Risk Management Group.

Risk Management Policy

The bank has determined risk management policy to oversee financial transactions both inside and outside the financial business group to be under risk appetite with proper, adequate and efficient internal control in conformity with the best practices according to the regulations of the Bank of Thailand and regulators as well as standard operating procedures by identifying, assessing, controlling, monitoring and reporting risks. The bank has a systematic risk management process with clear roles, duties, responsibilities, and persons in charge of risk management process, builds up risk management culture and urges executives and employees to pay attention to and have clear understanding of the importance of risk management guideline so that they can properly and efficiently control, monitor and handle risks in accordance with volumes and complexities of transactions according to the natures of businesses of.

Risk Management Structure



Risk Factors

Land and Houses Bank Public Company Limited operates the commercial banking business which involves relevant risks as follows:

1. Strategic Risk

Strategic risk refers to any risk arising from inappropriate formulation of strategic plan and inability to execute the laid-down strategies, as well as the disharmony of strategies, policies, goals, organization structure, competition and corporate resources as a result of internal and external factors which may affect the competitiveness, revenue and capital of the bank.

The bank has prepared business plans, annual budgets, and capital projections. Executives from each unit get involved in the preparation and expressing their opinions. The business plans and budgets are presented to the Board of Directors for consideration and approval to be consistent with changing economic conditions. The Board of Directors has followed up on the performance against the business plan on monthly basis.

2. Risk of Shareholders

The shareholders of the bank must comply with the Financial Institutions Business Act with the following essences.

- **Shareholding Report to the Bank of Thailand**

  Any person who directly or indirectly holds or possesses shares of a financial institution in an amount of 5 percent or more of the total shares sold shall report the holding or possession of the shares to the Bank of Thailand. (Section 17)

- **Prohibition or Restriction of Shareholding**

  No persons shall directly or indirectly hold or possess shares of a financial institution in an amount exceeding 10 percent of the total shares sold, unless permitted by the Bank of Thailand. (Section 18)

- **Offering of Surplus Stock or Auction**

  Any person who holds or possesses shares in excess of the number prescribed under Section 18 shall dispose of the excess shares to other persons within 90 days from the date of acquisition of the shares. If shareholders fail to dispose excess shares within the required time or the period of relaxation, the Bank of Thailand may file an application with the court for an order to sell the excess shares by auction or by any other methods. (Section 19)

3. Credit Risk

The credit risk refers to the risk arising from debtors or counterparties who cannot fulfill loan agreements or the risks arising from the possibility that debtors or counterparties may not repay their loans which results in the credit rating downgrade, affecting the bank's capital position and revenue. The cause was from external risk factors such as economic changes, laws, rules and regulations, and from internal risk factors such as lack of proper control, lack of monitoring to ensure customer's compliance with terms and conditions under contract and ineffective credit approval and underwriting, etc. Credit risk-related transactions are those involved with credit approval or credit-like transactions, those with counterparties with obligations to deliver assets or to repay debts to the bank and those related to the investment in debt instruments.

- Risk from Credit Impairment

The risk of credit impairment is due to the COVID-19 outbreak, which has now subsided, but affected customers have not yet recovered. The economic conditions, domestic political uncertainties, government economic stimulus measures, climate change, geopolitical conflicts, intense competition both domestic and overseas and borrower's business management. This resulted in the impaired debt serviceability of customers both retail and corporate. However, the bank continues to support the customers together with continuous relief measures of the Bank of Thailand to enhance customers' liquidity and debt serviceability.

The increase in non-performing loans represented a significant risk to the bank, causing the bank to put more provisions for expected credit losses, which affected its profitability and capital adequacy. However, the bank was conservative for the credit risk management as to control non-performing loans by focusing on enhancing the efficiency of credit management from the strict credit approval process with clear standard, such as the determination of customers characteristics and business types the bank will support or not support, segments that the bank will target or not do lending marketing, formulation of criteria for retail credit underwriting to be used as a standard for credit underwriting while avoiding the discretion of employees, determination of minimum down payment and LTV for customers of housing loans, minimum requirements for borrowers and a specialized unit for debt collection. The bank also sets up the Credit Monitoring Committee to consider providing assistance for borrowers in a timely manner.

- Risk from Credit Concentration

The bank is aware of credit concentration risk in various dimensions such as corporate customer concentration by controlling the group exposure of any entity or project not to exceed 25 percent of the bank's capital according to the regulation of the Bank of Thailand, and concentration of debtors in each sector or concentration of counterparty countries by setting suitable risk limit and warning level to prevent any significant concentration. Then reports were submitted to credit units, Risk Management Committee and Risk Oversight Committee on a regular basis.

- Risk from Deterioration of Asset Collateral Value

The secured loans are 49.47 percent of total loans. Real estate collateral accounts for 95.59 percent of total secured loans. When the real estate market is sluggish, the bank may encounter the risks from collateral devaluation. Thus, the bank manages the risk from collateral deterioration by formulating the collateral appraisal policy to have regular reviews on collateral's appraised value and appraised value of collateral assets acquired from debt settlement or public auction. The review period of appraised value will be in accordance with the notification of the Bank of Thailand to reflect the actual value of collateral based on current conditions so that credit risk management is considered effective.

Tools for Credit Risk Management

The bank has developed the following tools to screen and classify the risk levels of debtors, both individuals and juristic persons, to facilitate efficient credit approval as follows:

- **Credit Scoring Model** is used to classify and assign the risk levels of individual borrowers. The credit model has been developed based on the basic statistics of the bank's debtors and expert-based discretion.

- **Credit Rating Model** is used to screen and classify the risk levels of juristic persons. The bank realizes the importance of the accuracy and efficiency of such tool as it is used in credit approval process; therefore, result of model implementation has always been followed up and analyzed for its efficiency, and credit risk measurement tool has consistently been enhanced in order to support the bank's business operation efficiently.

Credit Risk Management Process

The bank has put in place a credit risk management process where checks and balances are incorporated through a clear separation of duties among marketing employees, credit underwriters, collateral appraisal officers and operation officers. Furthermore, to consider approving credit, the bank has set up an independent unit; namely, Credit Underwriting Office to give opinions on risk elements that may arise from granting loans to each customer. This is to ensure that the credits to be approved have been underwritten and screened prudently. The Credit Review Office is another independent unit responsible for reviewing the accuracy of approved credits, monitoring customers' compliance with the loan covenants, deepening understanding and providing credit trainings for employees to enhance efficiency of credit marketing to acquire high quality loans. The process to manage loan quality is ready when the early-warning mechanism is triggered as a pro-active measure at the beginning of detecting some signals as to find a proper solution for debtors and to prevent any further deterioration and NPL.

Credit Portfolio Management

The bank monitors all changes in its loan portfolio in various dimensions such as the quality of loan portfolio classified by loan types and business types, the proportion of top 20 corporate customers to the bank's total capital, customers affected by various circumstances, for instance, economic situations, COVID-19 pandemic and natural disasters, etc. in order to realize the quality of loan portfolios and likelihood of potential risks. This includes relief measures for impacted customers to help them and maintain the quality loan portfolio.

The bank copes with credit risk through Risk-Adjusted Return on Capital or RAROC to assess the ability to generate value according to the set business goals to serve as a tool to help business units adjust their strategies according to changing economic conditions; and focuses on segments with yield generation and appropriate risk balancing under the risk appetite. The bank has determined the risk appetite to be the risk indicator for credit risk monitoring and report to the related committees on a regular basis.

4. Liquidity Risk

Liquidity risk means the risks arising from the bank's failure to fulfill its obligations when due because of its inability to liquidate assets, or its failure to procure enough funds by specified schedule and at appropriate costs. Such situations can jeopardize income and capital of the bank. Factors causing liquidity risks are internal and external. Internal factors hinge on the structures of assets and liabilities and the reserve of liquid assets to support demands. External factors lie greatly on market liquidity and depositors' confidence.

The bank has tools for monitoring liquidity risks and has specified the appropriate warning levels. The bank also reviews the policy and continuously develops tools and methods to measure risks to ensure consistency with the guidelines of the Bank of Thailand and the principles of international risk management.

The bank plans and manages its liquidity risks to be under an appropriate and adequate level so that it can repay current and contingent obligations and launch new products to raise funds both short and long terms in line with market conditions. The bank has determined the risk appetite to be the risk indicators for liquidity risk monitoring and report to the related committee on a regular basis.

5. Operational Risk

Operational risk refers to the risks of losses arising from the shortages or dysfunctions of internal working processes, human resources, systems or external factors including legal risk and operational risk which is inevitable as it is part of the banking business.

Hence, the bank has clearly defined the framework of its operational risk management policy with good internal control and operating manuals so that employees can understand the workflow and can perform their duties accurately and efficiently. Procedures have been laid down for business analysis, risk monitoring and assessment.

Moreover, the bank has developed its processes and tools to manage operational risk such as operational loss data which is the collection of financial and non-financial losses, near-misses and other incidents. These data have been analyzed and used to improve the operation procedures and draw up control guidelines to reduce the likelihood of recurrences.

The bank requires all departments to undertake the Risk and Control Assessment (RCA). Each department must identify its risky points in its work processes and assess the efficiency and appropriateness of existing internal control. These data have been processed to determine the key risk indicators (KRI) for tracking risks. Risks from internal frauds with high plausibility have also been evaluated so that preventive measures and risk management can be defined.

Moreover, the bank has established the business partner policy and new product policy, guiding all units that need to use services from business partners or launch new products to study and run the data analysis, risk assessment, and new product worthiness. The Risk Management Group needs to give comments before using services from business partners or launching new products.

The bank has the Business Continuity Plan (BCP) to run its business under any emergencies such as potential casualties and disasters for the sake of maintaining the continuity of the operations or reducing any disruptions to the operations to be under acceptable level. All departments have been involved in planning and revised the plan annually. They also take BCP test, rehearse computer system restoration and check the operations of significant transactions annually to ensure the bank efficiently undergoes its business efficiently under stress situations.

6. Market Risk

Market risk means the risk arising from movements in interest rates, foreign exchange rates, and prices of instruments in money markets and capital markets that affect income and the amount of funds. It is divided into 3 types: price risk, interest rate risk, and exchange rate risk. The bank has controlled and managed risks to be at an appropriate level.

As of December 31, 2025, the bank had total financial assets measured at fair value through profit or loss of Baht 2.03 million and net investment value of Baht 50,190.69 million, consisting of investments in debt securities measured at fair value through amortized cost of Baht 2,631.16 million, debt securities measured at fair value through other comprehensive income of Baht 43,013.64 million and investment in equity securities measured at fair value through other comprehensive incomes of Baht 4,545.88 million.

- Price Risk

Price risk refers to the risks arising from the change in securities price which can create income fluctuations. The bank has managed the price risk in compliance with the Bank of Thailand by applying the Value-at-Risk (VaR) model to measure the maximum loss at a certain level of confidence if holding securities for a specified period. The bank uses the calculated risk values as a guideline to determine the risk appetite. In addition, the bank has simulated various scenarios that could cause a rapid plunge in securities price or stress testing to assess potential damages from the risks during crises.

- Interest Rate Risk

Interest rate risk refers to the risks arising from the movement of interest rate in market that may lead to a change in the value of financial instruments, income fluctuation or shareholders' equity value. These risks may be caused by factors from both on and off statements of financial position. Interest rate risk is a result of structuring and characteristics of items in assets, liabilities, and shareholders' equity with the mismatch of the remaining time in determining new interest rates for assets, liabilities and off-statements of financial position. The bank has appointed the Asset and Liabilities Committee to take charge of interest rate risk management, set up an appropriate interest rate structure for each period, ensure the interest rate structure is effective as planned, and control the proportions of assets and interest-bearing liabilities with different maturity dates to be under the risk appetite. Besides, the bank closely monitors the market conditions and interest rate situations, prepares analytical reports on the periodical movements of the interest rates for assets and liabilities, and simulates net interest income to see the impact on earnings under the defined risk threshold.

- Exchange Rate Risk

Exchange rate risk arises from engaging in foreign currency transactions or having assets or liabilities in foreign currencies. When exchange rate changes, it may affect the value of foreign currency position both on and off-statements of financial position and revenue. The bank prevents foreign exchange rate risk by setting up the maximum stop loss limit for the foreign exchange rate by utilizing the value from statistical calculation such as the value-at-risk, type of credit limits such as Net Open Position, Intraday Limit and YTD loss, etc. In addition, the bank has also determined the risk appetite to be the risk indicator for market risk monitoring and report to relevant committees on a regular basis.

7. Risk from Capital Shortfalls

The bank has managed the capital fund according to the Basel III framework provided by the Bank of Thailand, covering the capital maintenance and liquidity risk management to ensure that capital and liquidity are at proper level together with assessment process for capital adequacy and liquidity to foster business operation in both normal and stress scenarios.

The bank has maintained capital funds under the Basel III criteria, divided into 3 types as follows:

- Common Equity Tier-1 (CET1)
- Additional Tier-1
- Tier-2 Capital

As of December 31, 2025, the bank has maintained capital funds in accordance with the Basel III criteria, which are sufficient to operate their businesses and support business expansion, under risk appetite both in normal and stress situations. In addition, risks and capital adequacy have been assessed under the Internal Capital Adequacy Assessment Process (ICAAP) to cover various types of significant risks in accordance with the capital supervision criteria (Pillar 2) as specified by the Bank of Thailand to ensure that the bank manages the fund effectively and sufficiently to conduct their business under normal and crisis conditions.

(Details of capital funds are disclosed in the Management Discussion and Analysis and Explanation, Item 2.7 Capital Adequacy and Capital Adequacy Ratio).

8. Risk from Changes in Policies and Regulatory Requirements

The bank has the duties to comply with the policies, rules and regulations determined by regulators such as the Bank of Thailand, the Securities and Exchange Commission, the Stock Exchange of Thailand, the Anti-money Laundering Office, the Office of Insurance Commission, the Office of the Consumer Protection Board and relevant agencies. The changes in policies, rules and regulations prescribed by such regulators may cause any non-compliance of operations and performance. The bank has set up the compliance unit to be in charge of giving opinions to regulators, monitoring the policies and regulations of regulators and updating all relevant business units.

9. Reputational Risk

Reputational risk refers to the risk arising from the awareness of customers, partners, investors, and regulators or public to the negative image or lack of confidence in the bank resulted from non-compliance with code of ethics, agreement, social expectation or service standard and non-eco-friendly business, complaint, lawsuit that may impact the customer base, income, liquidity and capital fund.

The bank has determined the policies and reputational risk management framework to be appropriate and effective by requiring the bank to report their risk profiles or any changes that may jeopardize the group's reputations so that the risks can be handled, monitored and mitigated in a timely manner as to limit the impact.

10. Risks from Good Corporate Governance

10.1 Risk from Corruption

The bank is committed to conducting its business with honesty, fairness, transparency, accountability to society and stakeholders in accordance with the code of conduct, ethics and good corporate governance principles, and place the importance on anti-corruption in all forms. Therefore, the anti-corruption policy that specifies the roles, duties and responsibilities and guidelines for directors, executives and employees of all levels to follow including an assessment of the risks of internal units that may have corrupt acts from work processes or transactions, has been established. Consequently, the contact guideline for official agencies and government officers has been prepared for risk control and prevention of incidents leading to fraud and corruption. The bank also communicates the anti-corruption policy and contact guidelines for government agencies and government officers to its employees for their awareness of the significance of anti-corruption.

The bank has expressed the intention to become a member of Thai Private Sector Collective Action Against Corruption (CAC). And in 2025, the executives and employees expressed their intention to combat all forms of corruption along with the Anti-Corruption Organization of Thailand on the anti-corruption day to promote "Zero Tolerance" principle.

In 2025, the bank did not find any issues or actions related to corruption.

10.2 Risk from Public Disputes

The bank prioritizes community engagement by conducting business responsibly, building positive relationships and sustainable coexistence with communities, and minimizing potential impacts from its operations. The bank undertakes CSR activities in various aspects including promoting quality of life and enhancing financial literacy and skills for youths and public, enabling them to plan their personal finances and use financial services safely and appropriately.

10.3 Risks from Hygiene and Health Safety

The bank puts the focus on managing occupational health and safety risks by setting up the Occupational Health and Safety Committee to keep the environment safe and suitable for employees, customers, and visitors. The company also continuously implements health measures, for instance, lighting measurements to ensure illumination levels comply with law, workplaces cleaning, fire prevention plan and annual fire evacuation drill and providing training on health and prevention of common work-related illnesses such as office syndrome.

10.4 Risk from Human Right

The bank focuses on strict compliance with human rights by adhering to equality without discrimination regardless of race, nationality, gender, religion, age, belief, child labor exploitation or no forced labor and treatment of employees under employment agreement and Labor Protection Act. Furthermore, various measures were launched to ensure responsible, transparent operations that meet international human rights standards, such as:

- Ensuring fair, transparent, and legally compliant employment conditions
- Maintaining a safe work environment and respecting the dignity of all employees
- Conducting voice of employee survey regarding working conditions and well-being, and using the results to improve and build good ties between the organization and employees

10.5 Risk of Employee Welfare

The bank deems that personnel at all levels are an integral part of the success of organization. Even with the adoption of various technologies to enhance efficiency, core operations still inevitably rely on the skills, expertise, and engagement of employees. Therefore, the bank pay attention to the protection of labor rights and provide comprehensive welfares and benefits that improve employees' quality of life and reduce employees’ burden, such as low-interest loans for housing, cars, motorcycles and emergencies; provide a medical doctor or health expert for giving advice, knowledge sharing and systematic stress assessment of employees; and establish a Welfare Committee comprising employee representatives to propose, review, and develop welfare initiatives that align with organizational priorities and evolving employee expectations over time.

10.6 Risk of Business Ethics

Risk of Business Ethics is a significant factor that may impact the credibility, reputation, and sustainability of organization. The bank has established the code of ethics as operational framework for directors, executives, and employees at all levels with the essence as follows:

Upholding integrity and governance principles: Perform duties with honesty, transparency, and accountability, and strictly comply with all laws, regulatory requirements, internal regulations, and organizational policies.

Preventing and avoiding conflicts of interest: Take precautions to prevent situations where personal interests impact the performance of duties, to maintain neutrality, transparency, and the best interests of organization and stakeholders.

Performing duties professionally with prudence: Adhere to professional standards, making use of knowledge, expertise, and prudent decision-making to achieve accurate results that align with professional standards and relevant regulations.

Keeping confidentiality and managing information appropriately: Maintain the confidentiality of organization, customers, and related parties. Do not use insider trading information or material information for personal gains or others and strictly adhere to data protection principles.

10.7 Risk of Non-compliance with Environmental Laws

The bank recognizes the importance of complying with environmental regulations. The bank is determined that all activities' regulations shall comply with environmental laws including products and services and safe working environments.

10.8 Economic Risk

The bank has been monitoring economic conditions and several global crises, observing and assessing the risks of other countries, political matters, and international conflicts so as to analyze and assess potential risks to business operations, revenue and economic value of the country to be resilient and determine appropriate risk management measures in a timely manner.

11. Privacy Risk Pursuant to Personal Data Protection Act

The bank puts the emphasis on personal data protection and compliance with the Personal Data Protection Act, relevant laws and regulations. To enhance personal data protection, the bank takes the following actions.

- Appointed the Management Committee consisting of top executives with the duties to define a policy and strategy relating to data governance, data protection and data management before proposing to the committee responsible for approval and communicating to all levels of employees.

- Appointed a data protection officer (DPO) to provide advice regarding compliance with Personal Data Protection Act and consider requests for internal personal data usage and requests to exercise the rights of data subjects

- Defined the personal data protection policy, work process and operation manual as a guideline for compliance with the requirements of the personal data protection law and regular review at least once a year or in case of significant change

- Privacy notice has been disclosed on the website of the bank to inform data subjects (customers/business partners) to understand the objectives and legitimate basis for collection, usage, and disclosure of personal data of the bank including the rights of data subjects and details according to the Personal Data Protection Act.

- Developed the information technology system to support requests for personal data usage to ensure that the purpose for internal data usage requests is based on legitimate basis and in line with the Personal Data Protection Act

- Designed the work process to support the exercise of the rights of data subjects in order to ensure that the bank can process such requests efficiently and in accordance with laws. Three channels to receive the requests are as follows:

(1) Branch/ Head Office

(2) Call Center

(3) E-mail : DPOAdmin@lhbank.co.th

- Set up a plan and work process in case of incident events or breach of personal data has occurred. The plan will be rehearsed every year to ensure that when an event occurs, the bank can deal with such incidents efficiently and report to official agencies and data subjects within the timeframe required by law.

- Provided relevant trainings every year to educate executives and employees about data personal protection law, communicates and create awareness of Personal Data Protection Act through various channels: PacD, E-mail, Intranet, etc.

12. Business Continuity Plan Risk

Events during crises such as natural disasters, pandemics, political demonstrations and riots may result in the inability to provide continuous service to customers. Therefore, to ensure that the bank can maintain its operations during a crisis, the Business Continuity Plan (BCP) has been developed, which is subject to rehearsal and testing at least once a year.

13. IT Risk

IT Risk refers to the risks arising from the use of information technology in business operations including cyber threats that will affect the operations and systems.

The bank pays attention to the management of IT risk, IT security, compliance with laws and related regulations, educating directors, executives and employees on cyber threats. Moreover, its information technology projects are managed effectively and prudently under the following 3 key principles.

1. Confidentiality of system and information
2. Integrity of system and information
3. Availability of information technology

The bank reports to related authorities such as the Bank of Thailand, the Stock Exchange of Thailand and the Securities and Exchanges Commission immediately when any problems or incidents regarding the use of information technology happen and affect the services, systems or reputation. This includes when critical information technologies are under attacks or under cyber threats.

The bank has determined the risk appetite to be the risk indicator for IT risk monitoring and report to the related committee on a regular basis.

14. Emerging Risk

Emerging risk is the risk that may lead to the impacts both for the short term and long term, as a result of changes in economy, society, population, environment and technology. Risk management will focus on a resilience plan to support emerging risks. Key emerging risks are as follows:

Emerging Risk	Description	Potential Impacts on the Company	Mitigation Plan
- **Climate Change**	Climate change situations in the form of various natural disasters that tend to increase in the future, such as storms, floods, and droughts that may affect inflation and economic growth	- Impact of climate change that may affect business operations, performance and financial position of customers that the bank provides support. In addition, this impact poses a risk to the reputation and creditability and can cause damage to the bank. - Climate change affects customers' cost. If they do not have proper adjustment, it will affect their competitiveness and debt serviceability. As a result, it will also impact asset quality. - The impact from climate change causes natural disasters, causing the bank branches to stop service or damage the bank/branch assets.	- Determine the risk appetite and monitor risks in loan portfolios and investment portfolios in private bonds for businesses or activities sensitive to environmental risk and climate change and report to top executives and related committees - Define the lending policy, environment and climate change risk management policy with risk assessment - Manage loan portfolios of customers running businesses that highly impact environment to be lower under the sector limit and encourage them to prepare a transition plan or sustainable business transformation plan - Establish a sustainable finance target and develop loan products and services such as green loans, sustainability-linked loans and green transition loans to support carbon reduction across all business sectors - In 2025, set the goal to offset carbon credits to be neutral (Carbon Neutral) - Reduce the intensity of greenhouse gas emissions from its own operations by 30 percent, from the base year 2020 till 2030* * Scope 1 and 2 from own operations of head office - Net Zero by 2050 - Determine the response measures in the Business Continuity Plan (BCP) to reduce potential impacts of natural disasters as well as purchase insurance package to cover potential damages from natural disasters

- **Cyber Security Risk and Personal Data Protection**	The bank tends to be affected by disruptions to sensitive data, financials, and online business including providing certain services related to banking business and public. Cyber risk involves events that may result in a data breach, data theft or data destruction so that services cannot be provided. Cyber risk is, therefore, considered a security threat to business operations.	- Financial fraud such as financial hacking - Ransomware attacks and cyber extortion - Being used as a tool in financial crimes: There is a risk that the system could be used for money laundering or supporting fraud, such as opening mule accounts - Service disruption due to an attack on computer system causing system failure and customers are unable to conduct any transactions - Disclosure of customers' personal data without consent - Loss of Data Integrity: Customer or accounting data is altered, destroyed, or lost, impacting business operations and decision-making - Recovery cost after cyber-attack including cost for protection and enhancement of security measures - Customers lose confidence in the cybersecurity system, leading to service cancellation or switching to competitors - The breach of data security may affect the reputation and creditability of the company and companies in the financial business group - Being fined by regulators such as the Bank of Thailand and the Office of the Personal Data Protection Commission, etc., for not complying with the Personal Data Protection Act (PDPA) and the Cybersecurity Act	- Risk assessment - Determine policy and work process to prevent cyber attack - Provide trainings for employees or officers to understand policies and operating procedures and processes - Determine the duties and responsibilities to align with policy and process - Provide proper technology to detect and prevent attacks - Prepare the response plan to be current - Rehearse, evaluate and revise the response plan on a regular basis - Upgrade personal data management to be in line with Cyber security Act and Personal Data Protection Act and related guidelines - Determine the personal data protection policy and set up the specific unit in charge of personal data protection

- **Pandemic Risk**	The epidemic of the virus is considered significant risks such as SARS, Avian Influenza, Influenza, Middle East Respiratory Syndrome or MERS, Zika virus outbreak and COVID-19	- The customers cannot go to the offices of the bank. - Employees cannot come to work in the office affecting services for customers and the performance.	- Set up the response measures in the Business Continuity Plan (BCP) to mitigate risks and impacts that may occur from the pandemic and to ensure continuous operations and services, for example, management of office space and branches in compliant with the measures prescribed by the Department of Disease Control, the Ministry of Public Health, such as screening customers and employees before entering building, social distancing, wearing a mask, etc. - Allow employees to work from home

Executive Committee's Report

The Executive Committee consists of 5 directors as follows:

1.	Mr. Rutt	Phanijphand*	Chairman
2.	Mr. Naporn	Sunthornchitcharoen	Member
3.	Mr. Shih,	Jiing-Fuh	Member
4.	Ms. Chiu,	Ya-Ling	Member
5.	Mr. Liao,	Jen-Wen	Member

Note: *Mr. Rutt Phanijphand was appointed member of the Executive Committee on October 2, 2025 to replace Mr. Sirichai Sombutsiri.

Officer of Secretary and Translator Division, LH Financial Group Public Company Limited, is the secretary.

The Executive Committee has performed its duties under the scope of responsibilities assigned by the Board of Directors. During the year 2025, the Executive Committee arranged the total of 22 meetings and reported the result of each meeting to the Board of Directors as follows:

1. Propose the strategic plan and directions on the bank's operations for the year 2025 to the Board of Directors
2. Monitor the monthly operations and analyze the strengths, weaknesses and solutions
3. Monitor the opportunities and impacts, both domestic and overseas, that may impact the bank and Thailand
4. Support, advise and coordinate with management to ensure the execution of strategic plan
5. Monitor cyber threats and assess their risks
6. Manage and develop the organization to enhance its effectiveness
7. Consider loans
8. Consider providing assistance for affected customers and relief measures for borrowers of regulatory agencies
9. Screen any task prior to proposing to the Board of Directors



(Mr. Rutt Phanijphand)
Chairman of the Executive Committee

Management Discussion and Analysis

2025 Economic Overview and 2026 Outlook

2025 Economic Overview

Thailand's economy in 2025 is expected to grow by 2.4 percent. This growth is driven by accelerating export activities before the U.S. import tariffs taking effect, continued expansion in private consumption supported by government stimulus measures and easing monetary policy, and increased government investment in line with the 2025 fiscal year. However, the tourism sector is decelerating due to lower foreign tourist arrivals. The Thai economy also continues to face several risk factors, including high household debt levels, the impact of U.S. tariffs, Thai baht volatility, and prolonged geopolitical conflicts. These factors pose downside pressures on the economic recovery in the next stage.

2026 Economic Outlook

In 2026, the National Economic and Social Development Council projects that Thailand's economy will grow by approximately 2.0 percent (data as of February 2026), consistent with the bank's estimate that Thai economy will grow by 1.6 percent. Growth will primarily be driven by domestic demand, while external demand is expected to weaken in line with global trade conditions and a slowing tourism sector. Private consumption is projected to continue expanding, supported by government economic stimulus measures and low inflation. Additionally, policy rate cuts will reduce financing costs for households and businesses. Private investment is expected to continue growing, bolstered by government investment promotion measures and investments in target industries that serve as new engines of growth, particularly in the digital sector, which has seen record-high investment promotion applications, following substantial investments in data centers and cloud infrastructure.

However, Thailand's economy faces several risk factors. For example, an increase in U.S. import tariffs could lead to a reconfiguration of the global supply chain. Meanwhile, the influx of goods from the U.S. and China (Twin Flux) will likely put pressure on Thai entrepreneurs' selling prices and profit margins. Chinese tourist arrivals are expected to recover slowly due to ongoing safety concerns, resulting in limited growth in tourism-related activities. Lingering geopolitical issues and climate change could lead to energy price volatility. Thailand–Cambodia border conflict could put pressure on cross-border trade and tourism. Elevated household debt continues to constrain household spending.

Overview of Commercial Banks and Competition in 2025 and Outlook in 2026

Overview of Commercial Banks and Competition in 2025

In 2025, the performance of the commercial banking sector improved from the previous year, driven by increased non-interest income, particularly from investments and debt instrument mark to market. Overall, commercial banks’ lending to both businesses and consumers decelerated, especially for auto hire-purchase loans, which continued to contract considerably, in line with the subdued recovery of automotive market. However, large corporate lending expanded slightly, The ratio of non-performing loans (NPLs) to total loans remained relatively stable compared to the previous year.

Deposits of commercial banks continued to grow despite the declining interest rate. This was partly due to consumers seeking to secure returns before interest rates will lower. Consequently, commercial banks maintained high liquidity levels.

Overall, the commercial banks remains sound and stable, with high levels of capital funds, reserves, and liquidity. However, amid an economic slowdown and sluggish income recovery, the debt repayment capacity of SMEs and vulnerable borrowers still requires close monitoring.

Business Trends and Competition of Commercial Banks in 2026

In 2026, the commercial banking sector is expected to slowdown in line with the domestic economy's expansion below its potential. Although credit demand is likely to recover in certain business segments, particularly those related to infrastructure investment and new economic activities, retail lending and SME loans will remain limited due to household debt and stagnant income recovery. Combined with a policy rate in an easing cycle, growth in interest income will be limited.

The bank focuses on increasing non-interest income from both wealth management services and fee income. Additionally, effective investment portfolio management will support revenue growth in the face of limited interest income. Proactive risk management, maintaining adequate reserve levels, and optimizing cost structures for greater efficiency will still be critical to the stability of the commercial banking system.

Competition is expected to intensify in 2026 from virtual banks entering the market. They will compete for market share in the retail and SME segments. Therefore, the bank has enhanced its services on digital channel and utilized data insights to tailor products that meet consumer needs. Additionally, sustainability aspects will play a more significant role in corporate reputation and business opportunities. Likewise, the bank has integrated sustainability principles into lending policies, risk management, and operations across all dimensions to maintain competitive capabilities and long-term business stability.

Comparative Performance of Land and Houses Bank Public Company Limited and Commercial Banks
As of December 31, 2025

(Unit : Million Baht)

Items	31 December 2025	31 December 2024	31 December 2023	Growth (YoY)		Growth (YoY)
				2025	2024	2-year Average
Commercial Banks						
Asset	24,900,084	24,333,229	23,905,831	2.3%	1.8%	2.1%
Loan[/1]	14,184,918	14,556,516	14,543,725	(2.6%)	0.1%	(1.2%)
Deposit	17,648,954	17,272,300	16,907,169	2.2%	2.2%	2.2%
Land and Houses Bank Public Company Limited						
Asset	392,915	340,446	316,339	15.4%	7.6%	11.4%
Loan[/1]	273,651	241,882	226,668	13.1%	6.7%	9.9%
Deposit	318,013	279,908	251,453	13.6%	11.3%	12.5%
Market Share of Land and Houses Bank Public Company Limited						
Asset (%)	1.58	1.40	1.32			
Loan[/1] (%)	1.93	1.66	1.56			
Deposit (%)	1.80	1.62	1.49			

Note : [/1] Loans to customers and accrued interest receivables - net
Source : *Bank of Thailand's C.B. 1.1. Summary Statement of Assets and Liabilities of 28 Thai commercial banks, bank-only financial statements*

Overall Performance

The analysis of the operating results of Land and Houses Bank Public Company Limited is the comparative performance of the year 2025 and 2024.

In 2025, the bank posted the net profit of Baht 2,655.08 million, increased by Baht 644.74 million or 32.07 percent from 2024 as a result of the decrease in expected credit losses in the amount of Baht 642.10 million or 50.04 percent from 2024.

Operating income amounted to Baht 8,338.95 million, increased by Baht 695.22 million or 9.10 percent from 2024.

Other operating expenses amounted to Baht 4,403.31 million, increased Baht 544.74 million or 14.12 percent from 2024, largely from the increase in employee's expenses and premises and equipment expenses.

Operating profit before expected credit losses to total revenue in 2025 was 47.20 percent, decreased from 49.52 percent in 2024.

Basic earnings per share (EPS) was Baht 1.33 per share, increased from Baht 1.01 per share in the previous year. Returns on equity ratio (ROE) and returns on asset (ROA) in 2025 were 6.59 percent and 0.74 percent, respectively.

Operating Results

Operating Results	Separate Financial Statement			Change (2025 vs 2024) Increase (Decrease)	
	2025	2024	2023		
	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Ratio (%)
Net interest income	6,906.24	6,944.29	7,105.36	(38.05)	(0.55)
Net fees and service income	467.06	347.70	345.66	119.36	34.33
Total other incomes	965.65	351.74	429.06	613.91	174.54
Total operating income	**8,338.95**	**7,643.73**	**7,880.08**	**695.22**	**9.10**
Other operating expenses	(4,403.31)	(3,858.57)	(3,668.94)	544.74	14.12
Operating profits	**3,935.64**	**3,785.16**	**4,211.14**	**150.48**	**3.98**
Expected credit losses	(640.96)	(1,283.06)	(2,130.20)	(642.10)	(50.04)
Profits before income tax expenses	**3,294.68**	**2,502.10**	**2,080.94**	**792.58**	**31.68**
Income tax	(639.60)	(491.76)	(387.97)	147.84	30.06
Annual profits	**2,655.08**	**2,010.34**	**1,692.97**	**644.74**	**32.07**
Earnings per share (EPS) (Baht)	1.33	1.01	0.85		
Returns on equity ratio (ROE) (%)	6.59	5.45	4.75		
Returns on assets ratio (ROA) (%)	0.74	0.64	0.58		

2.1 Structure of Operating Income

The structure of operating income is as follows:

Operating Income

Operating income was Baht 8,338.95 million, decreased by Baht 695.25 million or 9.10 percent from 2024.

Table : Operating Income

Operating Income	Separate Financial Statement			Change (2025 vs 2024) Increase (Decrease)	
	2025	2024	2023		
	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Ratio (%)
Interest income					
Loans to customers	11,717.63	11,628.09	10,519.29	89.54	0.77
Investments in debt securities	1,041.46	898.90	780.16	142.56	15.86
Interbank and money market items	748.67	586.12	405.32	162.55	27.73
Hire purchase	26.68	28.99	15.23	(2.31)	(7.97)
Others	2.77	9.01	5.10	(6.24)	(69.26)
Total interest income	**13,537.21**	**13,151.11**	**11,725.10**	**386.10**	**2.94**
Interest expenses	(6,630.97)	(6,206.82)	(4,619.74)	424.15	6.83
Net interest income	**6,906.24**	**6,944.29**	**7,105.36**	**(38.05)**	**(0.55)**
Fees and service income	549.89	443.46	448.83	106.43	24.00
Fees and service expenses	(82.83)	(95.76)	(103.17)	(12.93)	(13.50)
Net fees and service income	**467.06**	**347.70**	**345.66**	**119.36**	**34.33**
Gains on investments	393.98	(30.68)	10.86	424.66	N/A
Dividend income	237.08	204.24	365.19	32.84	16.08
Other operating incomes	334.59	178.18	53.01	156.41	87.78
Total other incomes	**965.65**	**351.74**	**429.06**	**613.91**	**174.54**
Total operating income	**8,338.95**	**7,643.73**	**7,880.08**	**695.22**	**9.10**

Net Interest Income

Net interest income was Baht 6,906.24 million, decreased by Baht 38.05 million or 0.55 percent from 2024, due mainly to the decrease in interest expenses.

Interest income was Baht 13,537.21 million, increased by Baht 386.10 million or 2.94 percent from 2024 as a result of the loan expansion.

Interest expenses were Baht 6,630.97 million, increased by Baht 424.15 million or 6.83 percent from 2024, due mainly to the loan expansion and the bank had distributed to the Financial Institutions Development Fund (FIDF) due to increasing in deposits.

Non-Interest Income

Non-interest income consists of net fees and service income and other incomes (consists of gains on investments, dividend income and other operating incomes).

Non-interest income was Baht 1,432.71 million, increased by Baht 733.27 million or 104.84 percent from 2024. Details are as follows:

- **Net Fees and Service Income**

Net fees and service income were Baht 467.06 million, increased by Baht 119.36 million or 34.33 percent from 2024, as a result of the increase in the brokerage fee income from financial products.

- **Other Incomes**

Other incomes were Baht 965.65 million, increased by Baht 613.91 million or 174.54 percent from 2024, due mainly to the increase in gains on investments and other operating incomes.

Net Interest Income after Expected Credit Losses

The bank had set aside provisions for the expected credit losses according to the Thai Financial Reporting Standard No. 9: Financial Instruments (TFRS 9) and notifications of the Bank of Thailand.

Net interest income after expected credit losses was Baht 6,265.28 million, increased by Baht 604.05 million or 10.67 percent from 2024.

Expected credit losses

Expected credit losses was Baht 640.96 million, decreased by Baht 642.10 million or 50.04 percent from 2024.

Table : Net Interest Income after expected credit losses

Net Interest Income after expected credit losses	Separate Financial Statements			Change (2025 vs 2024) Increase (Decrease)	
	2025	2024	2023		
	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Ratio (%)
Net interest income	**6,906.24**	**6,944.29**	**7,105.36**	**(38.05)**	**(0.55)**
Expected credit losses	(640.96)	(1,283.06)	(2,130.20)	(642.10)	(50.04)
Net Interest Income after expected credit losses	**6,265.28**	**5,661.23**	**4,975.16**	**604.05**	**10.67**

Other Operating Expenses

Other operating expenses consists of employees' expenses, directors' remuneration, premises and equipment expenses, taxes and duties, advertising and promotional expenses, amortization for intangible assets, supporting service expenses and other expenses.

Other operating expenses were Baht 4,403.31 million, increased by Baht 544.74 million or 14.12 percent from 2024, due mainly to the increase in employee's expenses and premises and equipment expenses. Other operating expenses to total income ratio in 2025 was 52.80 percent, increased from 50.48 percent in 2024.

Table : Other Operating Expenses

Other Operating Expenses	Separate Financial Statements			Change (2025 vs 2024) Increase (Decrease)	
	2025	2024	2023		
	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Ratio (%)
Employees' expenses	2,060.19	1,762.10	1,662.03	298.09	16.92
Directors' remuneration	9.13	9.81	11.54	(0.68)	(6.93)
Premises and equipment expenses	931.20	795.94	698.89	135.26	16.99
Taxes and duties	400.32	395.42	361.64	4.90	1.24
Advertising and promotional expenses	200.16	126.16	183.01	74.00	58.66
Amortisation and intangible assets	115.77	98.50	120.74	17.27	17.53
Supporting service expenses	370.91	373.51	343.23	(2.60)	(0.70)
Other expenses	315.63	297.13	287.86	18.50	6.23
Total other operating expenses	**4,403.31**	**3,858.57**	**3,668.94**	**544.74**	**14.12**
Total operating expenses to total operating income ratio (%)	**52.80**	**50.48**	**46.56**		

- **Employees' Expenses**

Employees' expenses amounted to Baht 2,060.19 million, increased by Baht 298.09 million or 16.92 percent from 2024.

As of 31 December 2025, the bank had a total of 1,504 employees, increased by 199 from 2024.

Table : Number of Employees

	31 December 2025	31 December 2024	31 December 2023
Number of employees (person)	1,504	1,305	1,310

- Premises and Equipment Expenses

Premises and equipment expenses were Baht 931.20 million, increased by Baht 135.26 or 16.99 percent from 2024.

- Advertising and Promotional Expenses

Advertising and promotional expenses were Baht 200.16 million, increased by Baht 74.00 million or 58.66 percent from 2024.

- Supporting Service Expenses

Supporting service expenses were Baht 370.91 million decreased by Baht 2.60 million or 0.70 percent from 2024.

- Other Expenses

Other expenses were Baht 315.63 million, increased by Bath 18.50 million or 6.23 percent from 2024.

2.2 Asset Management Efficiency

Analysis of Financial Positions

The analysis of financial positions of Land and Houses Bank Public Company Limited is the comparative financial positions as of 31 December 2025 and 31 December 2024.

Table : Total Assets

Total Assets	Seperate Financial Statements			Change (2025 vs 2024) Increase (Decrease)	
	31 December 2025	31 December 2024	31 December 2023		
	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Ratio (%)
Assets					
Cash	585.58	643.31	691.37	(57.73)	(8.97)
Interbank and money market items – net	53,703.00	42,391.34	33,153.77	11,311.66	26.68
Financial assets measured at fair value through profit or loss	2,027.69	-	-	2,027.69	100.00
Investments - net	50,190.69	42,728.15	42,864.25	7,462.54	17.47
Loans to customers and accrued interest					
Loans to customers	283,306.86	252,124.80	236,520.48	31,182.06	12.37
Accrued interest and undue interest income	5,102.11	4,133.13	3,564.26	968.98	23.44
Total loans to customers and accrued interest	288,408.97	256,257.93	240,084.74	32,151.04	12.55
Less: Allowance for expected credit losses	(14,758.42)	(14,375.72)	(13,416.80)	382.70	2.66
Loans to customers and accrued interest - net	273,650.55	241,882.21	226,667.94	31,768.34	13.13
Properties foreclosed - net	7,248.14	8,124.22	8,304.68	(876.08)	(10.78)
Premises and equipment - net	521.54	438.61	352.03	82.93	18.91
Right-of-use assets - net	601.03	631.52	662.91	(30.49)	(4.83)
Intangible assets - net	550.24	436.37	310.30	113.87	26.09
Deferred tax assets	1,072.83	1,611.64	1,683.18	(538.81)	(33.43)
Accrued interest on investments	149.36	103.41	100.05	45.95	44.43
Other assets - net	2,614.53	1,455.12	1,548.60	1,159.41	79.68
Total assets	**392,915.18**	**340,445.90**	**316,339.08**	**52,469.28**	**15.41**

Total Assets

The core assets consists of loans to customer and net accrued interest, accounting for 69.65 percent of total assets, followed by interbank and money market - net items for 13.67 percent of total assets.

Total assets were Baht 392,915.18 million, increased by Baht 52,469.28 million or 15.41 percent from 2024, due mainly to the increase in loans to customers and accrued interest – net and interbank and money market items - net.

Net Investments

Net investments had a book value of Baht 50,190.69 million, increased by Baht 7,462.54 million or 17.47 percent from 2024, due mainly to the increase in investments in debt instruments measured at fair value through other comprehensive incomes.

Table : Investments Classified by Type of Investments Measured at Book Value

Investments - Net	Seperate Financial Statements			Change (2025 vs 2024) Increase (Decrease)	
	31 December 2025	31 December 2024	31 December 2023		
	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Ratio (%)
Investments in debt instruments measured at amortized cost					
Government and state enterprise debt securities	1,467.11	1,466.70	1,466.10	0.41	0.03
Private sector debt instruments	1,166.00	1,166.00	1,251.17	-	-
Less: Allowance for expected credit losses	(1.94)	(3.61)	(0.87)	(1.67)	(46.26)
Total Investments in debt instruments measured at amortized cost	**2,631.17**	**2,629.09**	**2,716.40**	**2.08**	**0.08**
Investment in debt instruments measured at fair value through other comprehensive incomes					
Government and state enterprise securities	41,398.20	31,258.90	29,607.42	10,139.30	32.44
Private sector debt instruments	1,615.44	2,022.97	3,797.59	(407.53)	(20.15)
Other debt instruments	-	3,066.51	3,029.05	(3,066.51)	(100.00)
Total investment in debt instruments measured at fair value through other comprehensive incomes	**43,013.64**	**36,348.38**	**36,434.06**	**6,665.26**	**18.34**
Allowance for expected credit losses	(201.48)	(876.27)	(871.65)	(674.79)	(77.01)
Investment in securities instruments measured at fair value through other comprehensive incomes					
Domestic marketable equity instruments	4,538.98	3,175.90	3,706.89	1,363.08	42.92
Domestic non-marketable equity instruments	6.90	574.78	6.90	(567.88)	(98.80)
Total investment in equity instruments designated at fair value through other comprehensive incomes	**4,545.88**	**3,750.68**	**3,713.79**	**795.20**	**21.20**
Investments - net	**50,190.69**	**42,728.15**	**42,864.25**	**7,462.54**	**17.47**

Loans to Customers

Net loans to customers of deferred revenue (Interbank and money market items included) were Baht 338,573.74 million, increased by Baht 44,946.21 million or 15.31 percent from the year 2024. Most of them came from conglomerate & corporate loans accounting for 51.81 percent, followed by commercial & SME loans accounting for 26.53 percent of total loans.

Loans classified by sector consist of conglomerate & corporate, commercial & SME and retail loans.

Table : Loans Classified by Segment (Interbank and Money Market Items Included)

Loans Classified by Segment	Separate Financial Statements						Change (2025 vs 2024) Increase (Decrease)	
	31 December 2025		31 December 2024		31 December 2023			
	Amount (Million Baht)	Ratio (%)	Amount (Million Baht)	Ratio (%)	Amount (Million Baht)	Ratio (%)	Amount (Million Baht)	Ratio (%)
Conglomorate & Corporate	172,757.88	51.81	140,526.72	48.54	117,580.72	43.98	32,231.16	22.94
Commercial & SME	88,472.18	26.53	89,772.66	31.01	96,376.74	36.05	(1,300.48)	(1.45)
Retail loans	72,237.05	21.66	59,189.13	20.45	53,390.03	19.97	13,047.92	22.04
Loans net of deferred revenue	**333,467.11**	**100.00**	**289,488.51**	**100.00**	**267,347.49**	**100.00**	**43,978.60**	**15.19**
Add : Accrued interest and undue interest income	5,106.63		4,139.02		3,575.35		967.61	23.38
Total loans and accrued interest net of deferred revenue	**338,573.74**		**293,627.53**		**270,922.84**		**44,946.21**	**15.31**

Loans classified by type of loans are mostly financial intermediary loan and loans for the manufacturing and commercial sectors, accounting for 29.90 and 22.20 percent of total loans, respectively.

Table : Loans Classified by Type of Loans (Interbank and Money Market Items Included)

Loans Classified by Type of Loans	Separate Financial Statements						Change (2025 vs 2024) Increase (Decrease)	
	31 December 2025		31 December 2024		31 December 2023			
	Amount (Million Baht)	Ratio (%)	Amount (Million Baht)	Ratio (%)	Amount (Million Baht)	Ratio (%)	Amount (Million Baht)	Ratio (%)
Housing loans	68,660.00	20.59	56,420.18	19.49	50,559.96	18.91	12,239.82	21.69
Manufacturing and commercial	74,045.07	22.20	69,401.30	23.97	64,594.23	24.16	4,643.77	6.69
Public utilities and services	47,002.39	14.10	45,339.09	15.66	43,975.91	16.45	1,663.30	3.67
Real estate and construction	34,665.01	10.40	28,795.16	9.95	30,246.24	11.31	5,869.85	20.38
Agricultural and mining	2,633.67	0.79	990.99	0.34	760.40	0.29	1,642.68	165.76
Financial intermediation	99,694.42	29.90	83,887.56	28.98	67,606.93	25.29	15,806.86	18.84
Saving cooperative	3,000.00	0.90	1,772.00	0.61	6,760.00	2.53	1,228.00	69.30
Others	3,766.55	1.13	2,882.23	1.00	2,843.82	1.06	884.32	30.68
Total loans net of deferred revenue	**333,467.11**	**100.00**	**289,488.51**	**100.00**	**267,347.49**	**100.00**	**43,978.60**	**15.19**

Asset Quality

The classified assets consists of interbank and money market items and accrued interest, investments, loans to customers and accrued interest and other assets, grouped based on the regulations of the Bank of Thailand.

Table : Assets Classified by Type of Assets

Assets Classified by Type of Assets	Separate Financial Statement 31 December 2025				
	Interbank and Money Market Items and Accrued Interest	Investments	Loans to Customers and Accrued Interest	Other Assets	Total
	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)
- Financial assets with no significant increases in credit risk	53,705.57	45,646.75	261,460.91	4.61	360,817.84
- Financial assets with significant increases in credit risk	-	-	17,594.45	2.04	17,596.49
- Financial assets with credit impairments	-	-	9,353.62	69.68	9,423.30
Total	**53,705.57**	**45,646.75**	**288,408.98**	**76.33**	**387,837.63**

Assets Classified by Type of Assets	Separate Financial Statement 31 December 2024				
	Interbank and Money Market Items and Accrued Interest	Investments	Loans to Customers and Accrued Interest	Other Assets	Total
	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)
- Financial assets with no significant increases in credit risk	42,394.74	35,914.57	239,370.27	3.43	317,683.01
- Financial assets with significant increases in credit risk	-	3,066.51	9,140.40	1.13	12,208.04
- Financial assets with credit impairments	-	-	7,747.26	56.66	7,803.92
Total	**42,394.74**	**38,981.08**	**256,257.93**	**61.22**	**337,694.97**

Allowance for Expected Credit Losses

A provision has been set in accordance with Thai Financial Reporting Standard No. 9: Financial Instruments (TFRS 9), the bank considered the expected credit losses according to TFRS 9 and notifications of the Bank of Thailand.

Allowance for expected credit losses was Baht 14,758.42 million, increased by Baht 382.70 million or 2.66 percent from the year 2024 to support the uncertainties of domestic economy and to cope with customers whose credit quality may deteriorate in the future.

The coverage ratio was at 158.32 percent in 2025 and 213.93 percent in 2024.

Table : Allowance for Expected Credit Losses Classified by Debtor Classification (Interbank and Money Market Items Excluded)

Classified by Debtor Classification	31 December 2025			
	Loans to Customers and Accrued Interest		Allowance for Expected Credit Losses	
	Amount (Million Baht)	Ratio (%)	Amount (Million Baht)	Ratio (%)
Financial assets with no significant increases in credit risk	261,460.90	90.66	1,206.96	8.18
Financial assets with significant increases in credit risk	17,594.45	6.10	2,916.20	19.76
Financial assets with credit impairments	9,353.62	3.24	7,162.29	48.53
Total	**288,408.97**	**100.00**	**11,285.45**	**76.47**
General provision			3,472.97	23.53
Total	**288,408.97**	**100.00**	**14,758.42**	**100.00**

Classified by Debtor Classification	31 December 2024			
	Loans To Customers and Accrued Interest		Allowance for Expected Credit Losses	
	Amount (Million Baht)	Ratio (%)	Amount (Million Baht)	Ratio (%)
Financial assets with no significant increases in credit risk	239,370.27	93.41	2,120.64	14.75
Financial assets with significant increase in credit risk	9,140.40	3.57	2,470.07	17.18
Financial assets with credit impairments	7,747.26	3.02	5,186.93	36.08
Total	**256,257.93**	**100.00**	**9,777.64**	**68.01**
General provision			4,598.08	31.99
Total	**256,257.93**	**100.00**	**14,375.72**	**100.00**

Table : Loans to Customers Classified by Maturity

Loans to Customers	Separate Financial Statements			Change (2025 vs 2024) Increase (Decrease)	
	31 December 2025	31 December 2024	31 December 2023		
	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Ratio (%)
At call[/1]	12,477.86	11,917.22	14,770.17	560.64	4.7
Less than 1 year	106,156.05	90,972.26	87,228.43	15,183.79	16.69
1 - 5 years	105,804.38	95,492.47	70,279.62	10,311.91	10.8
Over 5 years	58,868.57	53,742.85	64,242.26	5,125.72	9.54
Total	**283,306.86**	**252,124.80**	**236,520.48**	**31,182.06**	**12.37**

Note: [/1] Loans to customers maturing at call included defaulted loans and impaired loans.

Non-performing Loans

Non-performing loans (gross) were Baht 8,146.33 million, increased by Baht 1,382.33 million or 20.44 percent from 2024 and non-performing loans to total loans ratio were 2.44 percent, increased from 2.34 percent in 2024.

Total Liabilities

Total liabilities were Baht 351,860.26 million, increased by Baht 49,377.87 million or 16.32 percent from 2024, mainly from the increase in deposits.

Table : Liabilities Classified by Type of Liabilities

Liabilities Classified by Type of Liabilities	Seperate Financial Statement			Change (2025 vs 2024) Increase (Decrease)	
	31 December 2025	31 December 2024	31 December 2023		
	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Ratio (%)
Liabilities					
Deposits	318,013.33	279,907.72	251,453.39	38,105.61	13.61
Interbank and money market items	16,513.84	10,146.14	10,253.38	6,367.70	62.76
Liabilities payable on demand	264.24	107.95	422.82	156.29	144.78
Debts issued and borrowings	8,392.13	7,217.72	14,171.82	1,174.41	16.27
Others	8,676.72	5,102.86	4,420.43	3,573.86	70.04
Total liabilities	**351,860.26**	**302,482.39**	**280,721.84**	**49,377.87**	**16.32**

Deposits

The bank recorded deposits of Baht 318,013.33 million, increased by Baht 38,105.61 million or 13.61 percent from 2024, due mainly to the increase in savings deposits.

Table : Deposits Classified by Type of Deposits

Deposits Classified by Type of Deposits	Separate Financial Statements			Change (2025 vs 2024) Increase (Decrease)	
	31 December 2025	31 December 2024	31 December 2023		
	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Ratio (%)
Demand deposits	6,049.70	2,659.58	2,707.03	3,390.12	127.47
Savings deposits	101,729.63	58,116.78	57,842.38	43,612.85	75.04
Time deposits	152,443.26	162,871.33	146,355.19	(10,428.07)	(6.40)
Fixed deposit receipt	57,790.74	56,260.03	44,548.79	1,530.71	2.72
Total deposits	**318,013.33**	**279,907.72**	**251,453.39**	**38,105.61**	**13.61**

Owners' Equity

Owners' equity was Baht 41,054.92 million, increased by Baht 3,091.41 million or 8.14 percent from 2024.

Table : Owners' Equity

Owners' Equity	Seperate Financial Statement			Change (2025 vs 2024) Increase (Decrease)	
	31 December 2025	31 December 2024	31 December 2023		
	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	Ratio (%)
Issued and paid-up share capital	20,000.00	20,000.00	20,000.00	-	-
Share premium	10,598.92	10,598.92	10,598.92	-	-
Other components of owners' equity	843.90	(1,125.23)	(2,779.46)	1,969.13	175.00
Retained earnings - statutory reserve	1,297.60	1,164.60	1,064.00	133.00	11.42
Retained earnings - unappropriated	8,314.50	7,325.22	6,733.78	989.28	13.51
Total owners' equity	**41,054.92**	**37,963.51**	**35,617.24**	**3,091.41**	**8.14**

2.3 Capital Adequacy

Sources and Uses of Fund

Capital structure consists of liabilities totalling Baht 351,860.26 million and owners' equity of Baht 41,054.92 million or D/E ratio of 8.57 times. The composition of sources of fund in terms of liabilities include total deposits, interbank and money market items, debts issued and borrowings, liabilities payable on demand and others and owners' equity, accounting for 80.94, 4.20, 2.14, 2.28 and 10.44 percent, respectively.

Correlation between Sources and Uses of Fund

Loans to deposit ratio was 90.07 percent. For the excess liquidity, the bank invested in liquid assets such as interbank and money market items.

As of 31 December 2025, significant sources and uses of fund could be classified by contractual maturity. Deposits with a maturity of less than 1 year were Baht 311,943.76 million or 98.09 percent of total deposits while loans with maturity less than 1 year were Baht 110,487.57 million or 39.00 percent. Deposits with maturity more than 1 year were Baht 6,069.57 million or 1.91 percent while loans with maturity more than 1 year were Baht 172,819.29 million or 61.00 percent.

Table : Sources and Uses of Fund

Periods	Deposits				Loans to Customers			
	31 December 2025		31 December 2024		31 December 2025		31 December 2024	
	Amount (Million Baht)	Ratio (%)	Amount (Million Baht)	Ratio (%)	Amount (Million Baht)	Ratio (%)	Amount (Million Baht)	Ratio (%)
Less than 1 year	311,943.76	98.09	277,393.46	99.10	110,487.57	39.00	96,125.48	38.13
More than 1 year	6,069.57	1.91	2,514.26	0.90	172,819.29	61.00	155,999.32	61.87
Total	**318,013.33**	**100.00**	**279,907.72**	**100.00**	**283,306.86**	**100.00**	**252,124.80**	**100.00**

2.4 Cashflow Movement

Cash amounted to Baht 585.58 million, decreased by Baht 57.73 million from 2024. Net cash provided and used from various activities was detailed as follows:

- Net cash provided from operating activities was Baht 82.79 million, due to the operating profits before the changes in operating assets and liabilities of Baht 1,548.91 million and significant changes in operating assets and liabilities, for instance, loans to customers increased by Baht 31,263.27 million, deposits increased by Baht 38,105.60 million and interbank and money market items (Asset) increased by Baht 11,308.67 million and debts issued and borrowings decreased by Baht 3,850.00 million.

- Net cash provided from investment activities was Baht 3,765.85 million, due mainly to cash paid for investments in debt instruments measured at fair value through other comprehensice incomes net of Baht 18,426.31 million, proceeds from sale of investments in debt instruments measured at fair value through other comprehensice incomes net of Baht 13,268.67 million, cash received on interest income Baht 1,089.56 million.

- Net cash used in fund-raising activities was Baht 3,625.33 million. Primarily from cash received from the issuance of subordinated debentures of Baht 5,000.00 million and dividend payment of Baht 1,100.00 million.

2.5 Liquidity Adequacy

Liquid assets consists of cash, interbank and money market-net items (Assets) and net investments. Liquid assets were Baht 101,441.84 million, increased by Baht 17,451.05 million or 20.78 percent from 2024.

Items	31 December 2025	31 December 2024
	Amount (Million Baht)	Amount (Million Baht)
Total assets	392,915.18	340,445.90
Deposits	318,013.33	279,907.72
Loans to customers (net deferred revenue)	283,306.86	252,124.80
Liquid assets	101,441.84	83,990.79
Loans/deposits (%)	90.69	91.55
Liquid assets/total assets (%)	25.82	24.67
Liquid assets/deposits (%)	31.90	30.01

2.6 Maintenance of Deposits

The bank is required to maintain the average deposits of not less than 1.00 percent of average deposits and borrowings according to the regulations of the Bank of Thailand. In case the bank maintains cash at the cash center, the bank may include it as part of the reserve balance maintenance by no more than, on average, 0.20 percent of the average sum of deposits and borrowings.

As of 31 December 2025, the bank had cash at the cash center and cash deposited at the Bank of Thailand totalling Baht 2,874.67 million.

2.7 Capital Adequacy and Capital Adequacy Ratio

As of 31 December 2025, the bank had the capital adequacy ratio at 17.272 percent, which was higher than the minimum requirement of 11.000 percent prescribed by the Bank of Thailand. It also increased from 15.222 percent of the capital adequacy ratio as of 31 December 2024.

The bank's Tier-1 capital ratio to risk assets was 15.245 percent, which was higher than the minimum requirement of 8.500 percent prescribed by the Bank of Thailand.

Table : Capital Adequacy Ratio

Capital Adequacy Ratio	31 December 2025		31 December 2024		31 December 2023	
	Amount (Million Baht)	Ratio* (%)	Amount (Million Baht)	Ratio (%)	Amount (Million Baht)	Ratio (%)
Common Equity Tier-1 Capital						
LH Bank	38,008.58	13.473	34,311.01	13.119	32,413.20	12.880
Minimum Requirement by Law*		7.000		7.000		7.000
Difference		6.473		6.119		5.880
Tier-1 Financial Instruments	5,000.00		-		-	
Tier-1 Capital						
LH Bank	43,008.58	15.245	34,311.01	13.119	32,413.20	12.880
Minimum Requirement by Law*		8.500		8.500		8.500
Difference		6.745		4.619		4.380
Total capital						
LH Bank	48,727.48	17.272	39,811.99	15.222	37,792.19	15.017
Minimum Requirement by Law*		11.000		11.000		11.000
Difference		6.272		4.222		4.017

Note: * Additional rate for conservation buffer is required on the ratio of Common Equity Tier-1 capital fund to risk asset for 0.625 percent per annum as from 1 January 2016 onwards until reaching 2.50 percent in 2019.

Off-Balance Sheet Commitments

The bank had off-balance sheet commitments at Baht 41,227.52 million, decreased by Baht 3,567.47 million or 7.96 percent from the year 2024.

Table : Off-Balance Sheet Commitments

Off-Balance Sheet Commitments	Separate Financial Statements			Change (2025 vs 2024) Increase (Decrease)	
	31 December 2025	31 December 2024	31 December 2023		
	Amount (million Baht)	Amount (million Baht)	Amount (million Baht)	Amount (million Baht)	Ratio (%)
Avals to bills	132.80	325.27	101.39	(192.47)	(59.17)
Under immature import bills	8.79	213.98	303.37	(205.19)	(95.89)
Letters of credit	25.01	556.88	1,181.51	(531.87)	(95.51)
Undrawn overdrafts	4,343.98	4,157.03	4,050.07	186.95	4.50
Guarantee - others	13,215.09	11,992.76	9,786.63	1,222.33	10.19
Other commitments	23,501.84	27,549.07	23,321.43	(4,047.23)	(14.69)
Total	**41,227.52**	**44,794.99**	**38,744.40**	**(3,567.47)**	**(7.96)**

2.8 Factors Affecting Future Operations

Factors that may impact future operations include major economies gradually reducing their policy rates, in consistent with the Bank of Thailand's expected policy rate cuts, which will lower financing costs and support loan growth. Additionally, the government has introduced initiatives to address non-performing loans through retail debt purchase mechanisms by Asset Management Companies (AMCs) and SME loan guarantee programs by the Thai Credit Guarantee Corporation (TCG), which will help enhance liquidity and facilitate adjustment for vulnerable borrowers. However, elevated household debt levels and a domestic economic growth below its potential may cause commercial banks to remain conservative in their lending practices in the future.

In addition to economic factors, the bank prioritizes climate change and sustainable business practices, guided by Environmental, Social, and Governance (ESG) principles. These factors are linked to loan portfolio quality, performance, and long-term competitiveness, and represent issues of growing importance for customers.

Sustainability and Corporate Governance Committee's Report

The Sustainability and Corporate Governance Committee consists of 4 independent directors as follows:

1. Mr. Pradit Sawattananond Chairman
2. Prof. Piphob Veraphong Member
3. Dr. Supriya Kuandachakupt Member
4. Mr. Pichai Dusdeekulchai Member

Mr. Jumpon Suwannawong, head of Legal and Compliance Group, is the secretary.

The Sustainability and Corporate Governance Committee has performed its duties under the scope of responsibilities assigned by the Board of Directors. In 2025, the Sustainability and Corporate Governance Committee had the total of 12 meetings and reported its performance to the Board of Directors with the summary as follows:

1. Review the corporate governance policy to be in accordance with the corporate governance code (CG Code) of the Securities and Exchange Commission (SEC). By putting emphasis on good corporate governance and good code of conduct of business to increase competitiveness and confidence for shareholders, investors, stakeholders and all parties involved. These are the fundamental for operating the business with efficiency, transparency and reliability.

2. Review the social responsibility policy for sustainable business development. The bank had participated in social responsibility activities in accordance with the guidelines of the Corporate Social Responsibility Institute (CSRI), the Office of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).

3. Review the compliance policy and compliance charter so that executives and operators are aware of the scope, power, roles and responsibilities of compliance with related laws and regulations, operational guidelines and codes of conduct of the Compliance Group

4. Review the anti-corruption policy with the commitment to conduct the business under the rules of law, integrity and ethics in compliance with good corporate governance principles and participate in regulators and organizations' activities to express the company's intention and determination to fight against all forms of corruption

5. Review the whistleblower policy to ensure that effective supporting system is in place and the protection and support for the whistleblower are aware of and such policy has been communicated to all employees on a yearly basis

6. Review the policy on the anti-money laundering and counter terrorism and proliferation of weapons of mass destruction financing (AML/CTPF) in order to ensure that its operations are in line with laws and regulations of related government agencies and international standards as well as the bank's codes of conduct and good corporate governance principles

7. Act as the bank's representative to communicate, oversee and promote the practice to be in line with corporate governance policy and conflicts of interest policy

8. Encourage the bank to take concrete actions for taking into account the environment and climate change, society and good governance (ESG) by considering the sustainable framework and sustainable goal that the bank has the intention to support the sustainable development goal of the UN as part of the drive to net zero GHG emissions according to the Bank of Thailand's policy

The bank is committed to operating its business under the good corporate governance principles which are transparent and verifiable. Moreover, the bank recognizes the accountability to economy, society, environment and stakeholders as well as develops good corporate governance practices which are significant factors in creating sustainable business values.



(Mr. Pradit Sawattananond)
Chairman of Sustainability and Corporate Governance Committee

Message from CEO and President



The year 2025 marks a truly remarkable milestone for Land and Houses Bank as it celebrates the 20th anniversary. Over the past two decades, the bank has grown steadily on the foundation of prudence, credibility, and responsible business practices. Guided by good corporate governance principles and sound risk management. This is to strengthen financial system stability while creating sustainable value for all stakeholders.

In 2025, the bank achieved commendable financial performance, with a net profit of Baht 2,655 million, or 32.07 percent growth over 2024. The result was attributable to continuing expansion in loans and its customer base and sound debt management. In addition, the bank places great importance on conducting business in a balanced manner across all dimensions—economic, social, and environmental—under the good governance principles, transparency, and accountability. The bank continues to develop its organization to be resilient to long-term changes, guided by the concept of "We are Family," which is the heart of its operations to build strong and lasting relationships with customers and partners. We believe that these will serve as a key foundation for stable and sustainable growth.

With strong support from the parent company, CTBC Bank— Taiwan's No. 1 private bank with international expertise and financial networks— LH Bank can operate with stability, prudent financial services and effective management of asset quality.

The bank has been rated at AAA by TRIS Rating and AA+ by Fitch Ratings, affirming its financial strength and effective risk management.

We would like to extend our heartfelt gratitude to all shareholders, customers, business partners, related agencies, and all employees who have been part of our journey over the past two decades. The bank is ready to move forward into the next decade with a steadfast commitment to strengthening the stability of the financial system and fostering sustainable growth.

(Mr. Shih, Jiing-Fuh)
CEO and President

Driving Business for Sustainability

Policies and Goals for Sustainability Management

The bank believes that sustainable growth is a result of conducting the business with accountability in social, economic and environmental dimensions under the good governance principles for the best interests of all stakeholders.

The bank aims to run the business in conformity with good corporate governance principles along with social responsibility by adhering to the code of conduct and business ethics to equally satisfy stakeholders in all dimensions. The bank realizes that sustainable and stable growth requires business operation with vision and business acumen to achieve the mission with morality and ethics which will add great value to the organization and shareholders and bolster confidence among the shareholders. In addition, the bank takes into account environmental dimensions and climate change, which support the economic transition toward environmental sustainability in order to enhance the operations of the bank and companies in the financial businesses group to align with international sustainability standards in 4 areas, including:

- Governance
- Strategy
- Risk management
- Disclosure

The bank has established the environmental, social, and governance (ESG) risk management policy that aligns with the Bank of Thailand's policy guidelines and international standards as a framework for handling related risks.

Guidelines for Corporate Social Responsibility for Sustainable Development

The Board of Directors values social responsibility activities to ensure the concrete implementation in all operation processes for sustainable growth by encouraging employees to participate and instilling the awareness of social responsibility operations. The chairman and president act as the representatives to drive the organization toward the sustainable development while the Sustainability and Corporate Governance Committee is responsible for overseeing social responsibility activities and reporting to the Board of Directors.

The Board of Directors has determined the corporate social responsibility for sustainable development policy following the guidelines of the Corporate Social Responsibility Institute, the Securities and Exchange Commission, and the Stock Exchange of Thailand for all directors, executives and employees at all levels to adhere to the guidelines with annual review. Such policy covers social, economic and environmental dimensions to respond to the Sustainable Development Goals (SDGs) of the United Nations. Moreover, the bank has managed sustainability in accordance with the policy to contribute to the country's concrete greenhouse gas reduction goals, in line with the Bank of Thailand's policy guidelines. This also addresses the support for alleviating climate and environmental issues and sustainable growth that takes into consideration the well-being of all stakeholders.



The bank has established the Sustainable Banking Committee to drive the organization's business operations, considering environmental dimensions and climate change. This promotes the transition to a green economy in the business sector and backs up the country's environmental efforts to achieve its goals. The Sustainable Banking Committee is responsible for overseeing the implementation of the sustainability framework and goals, and reports to the Sustainability and Corporate Governance Committee, and Board of Directors.

Corporate social responsibility means the bank is operating the business with the focus on the stakeholders, economy, society and environment with morals, ethics, code of conduct and corporate governance to make the activities feasible with honesty, transparency, fairness, awareness of negative impacts on economy, society and environment with the readiness to fix the problems to mitigate such impacts and to integrate the philosophy of sufficiency economy as to push the operations toward success and to enhance the competitiveness in all trade forums which will be truly beneficial for the business' sustainability, stakeholders, economy, society and environment.

CSR Logo Represents Social Responsibility for Sustainable Growth



Sustainable Business Strategy

The bank operates under the corporate governance principles and accountability on economy, society and environment and risk management in all dimensions. In addition, the bank pays close attention to operating the business according to the market conduct with the aim of giving customers confidence in the following aspects:

1. Receiving sincere and fair services
2. Receiving clear and appropriate advice

3. Receiving fair pricing and conditions
4. Receiving convenient services and proper issues handling
5. Understanding their rights and duties

Corporate Social Responsibility Activities

Social responsibility is one of the principles considered to be very important since the bank recognizes the importance of "dependence". As all businesses have people in society as the target group to offer products and services, no matter what direction the development of organization is, it requires support from people in society in one way or another. The determination of such policy and practical guidelines will guide the employees in the organization to abide by.

The bank has been running the corporate social responsibility specified in the CSR-in-Process and CSR-after-Process by encouraging the executives and employees at all levels to participate and volunteer as to cultivate awareness for corporate social responsibility. In addition, it also forms a strong foundation for sustainable development and leads to social and national development toward substantial sustainability.

CSR-in-Process

CSR-in-Process means conducting a business with social responsibility by adopting the business practices from social responsibility policy that aligns with both national and international standards for creating the business innovations which will become various activities in working process, product developments and various service standards with the main objective to reduce the potential negative impacts on stakeholders during the work process. It also creates the awareness of social responsibility for directors, executives, and employees at all levels to share the same attitude and commitment in the organization as to become a strong CSR financial institution.

CSR-after-Process

The bank carries out other activities apart from normal business operations by playing the role in promoting the social activities in certain time and occasion. This is for the benefits of societies and communities, both in public and private sectors leading to the establishment of a strong and sustainable foundation for society and the nation.

Sustainable Development Plan

The Board of Directors has established an action plan to drive the organization according to the sustainability framework. In 2025, the bank carried out its mission based on the sustainability action plan, consisting of 3 main pillars as follows:

Pillar 1 Organization Sustainability	Pillar 2 Sustainable Finance	Pillar 3 Responsible to Stakeholder
- To raise awareness on environment among executives and employees - To develop ESG knowledge and competencies to align with FTSE Russell criteria, so that the operation aligns with international standards	- Develop sustainable finance products and services to support the effective transition of the business sector toward a low-carbon economy	- Promote community growth through capacity-building initiatives, such as personal finance and financial discipline training, etc.

Pillar 1 Organization Sustainability	Pillar 2 Sustainable Finance	Pillar 3 Responsible to Stakeholder
- To enhance ESG understanding among employees at all levels and foster a culture of ESG risk management, ensuring that decision-making and operational practices are effectively aligned with ESG risk management principles. - Collaborate with Climate Action Leading Organizations (CALO) to advance toward becoming a low-carbon organization. - Reduce greenhouse gas emissions from own operations and deploy a carbon footprint platform across the organization to monitor and manage greenhouse gas emissions from operations. - Integrate environmental and climate-related risks into the organization's core policies	- Develop a transition plan for the oil and gas industry group to create a framework that supports and enables customers to adapt to a low-carbon economy, ready for the transition to clean energy, and long-term sustainability - Announce the Environmental and Climate (E&C) Risk Management Policy to support the transition toward a low-carbon society by setting risk appetite and key risk indicators (KRIs) - Develop green deposit products under the Sustainable Finance Framework in compliance with international standards, verified by an external party	- Organize seminars to share knowledge and support entrepreneurs at all levels to invest in renewable energy, enhance energy efficiency, and adopt environmentally-friendly production technologies - Organize impact-driven CSR activities by considering the needs of community - Raise ESG awareness among customers, business partners, and the public through lectures, trainings, seminars, booths - Prepare a TCFD report to disclose climate-related risks and opportunities

The Sustainable Banking Committee will regularly monitor the implementation of the operational plan, evaluate the performance according to the sustainability framework and report to the Sustainability and Corporate Governance Committee and the Board of Directors.

Move Forward to Sustainable Business

Economic Dimension	Social Dimension	Environmental Dimension	Governance Dimension
Operate business with accountability (Responsible Finance)	Patronize social development (Community Investment) and use digital innovation to develop financial products and services (Innovative Digital Finance) that are easy to access, convenient and secure	Conduct eco-friendly business, reduce negative impacts on the environment caused by business activities	Operate business to be in line with governance principles by covering the sustainable governance mechanism and ESG risk management

Sustainable Development Goals and Strategies

The bank has implemented guidelines and policies for sustainable operation in line with international sustainability principles covering 4 key dimensions: economic, environmental, social, and governance. The sustainable development goals and strategies have been defined as follows:

Guidelines and Policies for Sustainable Operation	Economic	Environmental	Social	Governance
Goals	- Develop products and services that responsibly meet customer needs, and promote sustainable finance - Increase the revenue contribution from products and services that support sustainable development, the target for sustainable finance lending is Baht 3,000 million in 2025 - Support SMEs and industrial sectors that play a key role in the country's economic growth. - Leverage innovation, technology, and digital solutions to enhance efficiency	- Reduce environmental impacts across value chains and support the transition toward a low-carbon economy - Promote environmental awareness within the organization - Manage energy, water, resources, and waste efficiently Set a target to reduce greenhouse gas emission intensity from own operations by 30% by 2030, compared with the 2020 baseline * Scope 1, 2 from Own Operation at Head Office	- Create a safe working environment and enhance employee engagement - Develop programs to enhance financial, digital, and ESG knowledge for community - Promote workforce and social development activities through regular public-oriented initiatives	- Achieve standards in governance, risk oversight, and responsible business - Prevent fraud and promote an organizational culture with ethical conduct - Enhance ESG disclosure to be transparent and reliable
Strategies and Commitments	- Offer comprehensive sustainable finance products	- Implement greenhouse gas reduction plans based on international	- Enhance personnel skills and improve employee welfare.	- Conduct business under governance principles

	- Enhance services through digital solutions - Strengthen the capabilities of customers, business partners, and supply chains	standards and utilize systems/platforms to calculate and monitor emissions from both the organization and its customers - Enhance the management of energy, water, and waste - Establish collaborations with partners in environmental initiatives and clean technology	- Expand sustainable community support programs. - Promote workplace equality and safety.	- Integrate environmental, social, and corporate governance risks - Develop systems to monitor, verify, and disclose information in line with TCFD reporting standards

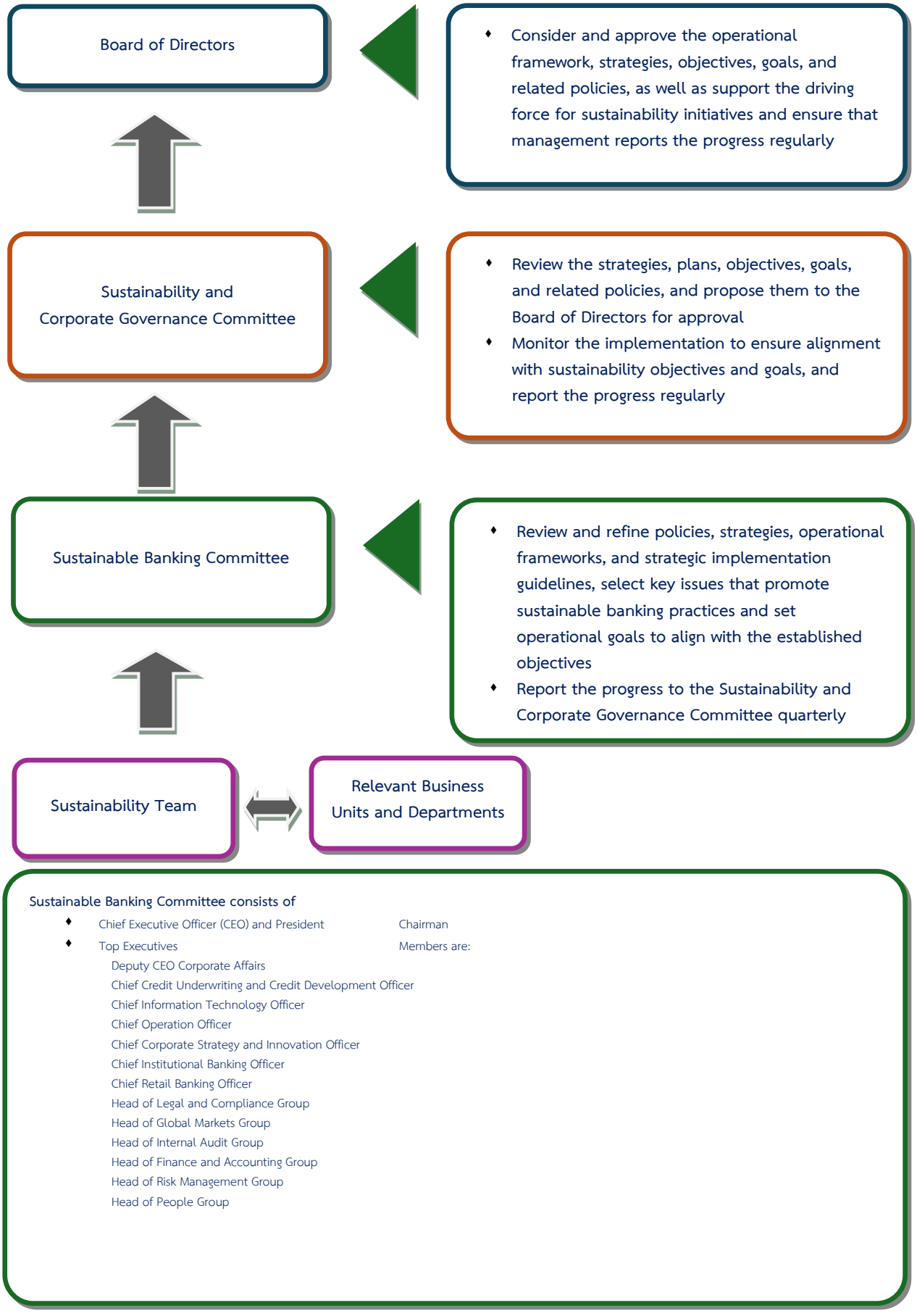
The bank has determined a sustainability management structure as a key mechanism to drive, coordinate, and translate sustainable development goals into actions, ensuring that all departments work in the same direction.

Sustainability Governance Structure

The Land and Houses Bank have developed a sustainability governance structure to manage and oversee sustainability-related activities. The goal is to integrate environmental, social, and governance (ESG) aspects into the organization's operational strategy in a concrete manner. The Board of Directors has assigned the Sustainability and Corporate Governance Committee to oversee and monitor sustainability efforts. Additionally, the Board has assigned the Sustainable Banking Committee, chaired by the Chief Executive Officer and President, to drive, monitor, and evaluate the implementation of sustainability frameworks and goals.

The bank has a dedicated sustainability team responsible for executing the action plan, promoting, supporting, and coordinating with various internal departments to collaboratively carry out sustainable development initiatives as outlined by the Sustainable Banking Committee. This aims to achieve the goals and respond to the needs of all stakeholders. Furthermore, the team has the duty to coordinate with customers and external partners to support and drive the transition of customers' businesses toward the country's green transition goals.

The bank has clear policies and practices, backed by the Board of Directors and senior management with dedicated working group, monitoring and involvement from all departments to ensure that sustainability operations align with the organization's goals and create positive impacts in the long run.


Board of Directors
Consider and approve the operational framework, strategies, objectives, goals, and related policies, as well as support the driving force for sustainability initiatives and ensure that management reports the progress regularly
Sustainability and Corporate Governance Committee
Review the strategies, plans, objectives, goals, and related policies, and propose them to the Board of Directors for approval
Monitor the implementation to ensure alignment with sustainability objectives and goals, and report the progress regularly
Sustainable Banking Committee
Review and refine policies, strategies, operational frameworks, and strategic implementation guidelines, select key issues that promote sustainable banking practices and set operational goals to align with the established objectives
Report the progress to the Sustainability and Corporate Governance Committee quarterly
Sustainability Team
Relevant Business Units and Departments
Sustainable Banking Committee consists of
Chief Executive Officer (CEO) and President — Chairman
Top Executives — Members are:
Deputy CEO Corporate Affairs
Chief Credit Underwriting and Credit Development Officer
Chief Information Technology Officer
Chief Operation Officer
Chief Corporate Strategy and Innovation Officer
Chief Institutional Banking Officer
Chief Retail Banking Officer
Head of Legal and Compliance Group
Head of Global Markets Group
Head of Internal Audit Group
Head of Finance and Accounting Group
Head of Risk Management Group
Head of People Group

Strategies and Sustainable Development Performance

Land and Houses Bank prioritizes the 17 Sustainable Development Goals (SDGs) initiated by the United Nations and use them as a guideline to define policies, strategies, and operations. These serve as a framework for driving business across the 3 dimensions: social, economic, and environmental under good corporate governance, monitoring, reporting results, engagement across all groups of stakeholders and continuous improvement. The focus is on balancing economic growth, environmental care, and the creation of social value, aiming for sustainable growth and responsible business operations. Moreover, the bank demonstrates its intention to drive the reduction of greenhouse gas emissions of the country.

The Board of Directors has approved the sustainable development framework for the year 2025, outlining the ESG business strategy into 3 main pillars as follows:

Pillar 1 **Organization Sustainability**	**(1) Ethical Governance** The Board of Directors has defined the mechanism, overseen the sustainability mechanism, and assigned the Sustainable Banking Committee to report the results to the Sustainability and Corporate Governance Committee and the Board of Directors. **(2) Employee Empowerment** Aim to raise awareness and consciousness of climate change and ESG and to develop the potential of employees to drive the 3 main pillars to support the substantial reduction of greenhouse gas emissions in business and society. **(3) Green Organization** Develop, improve, and monitor the decarbonization plan to reduce greenhouse gas emissions from its own operations, support sustainable goals and minimize environmental impacts.
Performance	- Approved the 2025 annual sustainability development plan to drive the implementation of the sustainability development policy. - Provided ESG training programs for the Board of Directors, the Sustainability and Corporate Governance Committee, the Sustainable Banking Committee, and employees. - Organize activities to promote ESG risk culture, prepare and publish research reports on the ESG impacts of project and corporate financing. (See more information at https://www.lhbank.co.th/en/sme/advisory/lhb-gafe/). - Develop and enhance initiatives to close gaps identified in the assessment of FTSE Russell ESG Scores, focusing on improving public disclosure and strengthening governance at the policy level in a tangible manner. - Committed to achieving the Net Zero Commitment by setting a target to reduce the net zero greenhouse gas emissions from its own operations (Scope 1 and 2) and meet the net zero greenhouse gas emissions in the bank's portfolio by 2050.

	- Utilize a platform to record the organization's greenhouse gas emissions data and conduct hands-on workshops for the bank's clients, enabling verification, assessment, and management of emissions from organizational operations, with a real-time dashboard for monitoring purposes.
Pillar 2 **Sustainable Finance**	**(1) Responsible Finance** Develop diverse sustainable finance products to deliver measurable environmental outcomes, support clients in enhancing their ESG standards through transition-driven lending structures coupled with reducing environmental and social impacts across the customers' value chains. **(2) ESG Risk Management** Enhance the ESG and climate risk management framework to align with the guidelines of the Bank of Thailand and TCFD (Task Force on Climate-related Financial Disclosures) by integrating environmental, social, and climate data into the credit risk management process, enabling comprehensive long-term risk assessment. **(3) ESG Innovative Digital Finance** Leverage innovation and digital technologies to develop financial services that support environmental sustainability, provide convenient and accessible financial services, and ensure the security of customer data, while collaborating with partners specializing in technology and clean energy solutions to support clients' investments in carbon-reducing and energy-efficient innovations.
Performance	- Design and develop sustainable financial products that address the diverse needs of business sector. In 2025, the bank provided support through sustainable finance loans totaling THB 4,545.2 million. - Collaborate with partners to support the bank's clients in achieving a tangible Net Zero Transition through the provision of transition loans that promote environmental sustainability. - Develop a transition plan for the oil and gas industry to create a framework that supports clients in adapting to a low-carbon economy, preparing for clean energy, and achieving long-term sustainability. - Announce the Environmental and Climate Risk (E&C) Management Policy to support the transition toward a low-carbon society, by defining the risk appetite and Key Risk Indicators (KRIs) based on total outstanding balance of business loans sensitive to E&C risks, for instance, drilling or mining (stone/coal), power plant, petroleum and its related businesses. In addition, the bank clearly defines the types of businesses and activities that the bank will not support. - Develop green deposit products under the Sustainable Finance Framework that comply with international standards and have been verified by the external party.

	- Calculate greenhouse gas emissions associated with the organization's financial activities, such as lending, investments, and other financial services under Category 15 of PCAF (Partnership for Carbon Accounting Financials) framework. This includes providing training, knowledge sharing, and platform services to manage clients' carbon emissions. The bank will support and advise its clients on reducing greenhouse gas emissions.
Pillar 3 Responsible to Stakeholder	**(1) Community Investment** Promote community growth through continuous and impact-driven CSR initiatives, focusing on the needs of the community. Examples include providing training on personal financial literacy and fostering financial discipline. **(2) Collaborative Stakeholder Engagement** Raise awareness and disseminate knowledge on ESG and Green Finance through various activities, such as lectures, seminars, booths, and collaborations with the aim of supporting businesses, particularly SMEs, in adapting and putting it into practice, as well as communicating with stakeholders to create understanding in a wider range. **(3) Transparency Disclosure** Disclose information according to the corporate governance policy and prepare relevant reports to align with international standards, particularly environmental and climate risks (E&C Risks), which are disclosed in accordance with the TCFD principles.
Performance	- The bank, in collaboration with the National Institute of Development Administration (NIDA), organizes seminars to promote personal financial literacy for university students and employees of clients in the EEC area. The program aims to raise financial awareness and understanding, encourage financial planning, and foster appropriate financial behaviors that support a better quality of life. - Organized the LHB GAFÉ 2025 seminar: "Transforming Industry Toward a Sustainable Future" for the bank's existing clients and new entrepreneurs. The event provides participants with opportunities to exchange knowledge and receive consultation from the bank's advisory partners, which will help them plan and transform their businesses toward sustainability. - Collaborate with key strategic partners, including EEI, ABeam Consulting, MASCI, THAIPAT, ONNEX by SCG, BANPU NEXT, SGS Thailand, and CARBONWIZE. These partners provide advisory services, assurance/verification, develop renewable energy solutions, and enhance client capabilities to ensure a reliability of transition to a low-carbon economy and alignment with international standards. - Prepare and disclose climate-related risks and opportunities transparently in the TCFD report to build confidence among stakeholders having a clear understanding of the impacts and the organization's

	approaches to coping with climate risks and making climate-related opportunities for organization. This underpins investors' decision-making and aligns with international standards.

The Sustainable Banking Committee has continuously monitored the implementation of action plans and evaluated the performance of sustainability framework, then, presented and reported to the Sustainability and Corporate Governance Committee and the Board of Directors.

Corporate Social Responsibility Performance for Sustainable Business Development

Green Loan for Entrepreneurs toward Sustainability

Land and Houses Bank Public Company Limited (LH Bank) has partnered with **SCG Living & Housing Solutions Co., Ltd.** and **BANPU NEXT Co., Ltd.** to develop green loans that support entrepreneurs in investing in environmental initiatives and clean energy by setting guidelines and criteria suitable for their potential. This partnership encompasses advisory services and investment in energy management and greenhouse gas reduction as well as related technologies and services, for instance, solar cell systems, electric vehicle (EV) charging stations, energy efficiency solutions, and building renovations to enhance environmental and energy efficiency. The initiative also supports entrepreneurs in achieving Net Zero targets and obtaining relevant certifications.

LHB GAFÉ 2025 Seminar Project: Transforming Industry Toward a Sustainable Future



The bank organized the LHB GAFÉ 2025: Transforming Industry Toward a Sustainable Future seminar to empower entrepreneurs to gain knowledge and understanding on doing business in the era of climate tech and AI, covering critical ESG regulation trends. It also features experience sharing from real-world entrepreneurs on their journeys to low carbon industry, titled "Zero to Hero," and offers specialized consulting services from the bank's strategic partners. The seminar aims to inspire the transformation of traditional business models toward environmentally friendly models.

Sustainable Finance

The bank supports sustainable finance that addresses the needs of business in various dimensions including:

- Green Finance Loans: to support investments in environmentally friendly projects, such as renewable energy utilization, waste management, Sustainability-Linked Loans (SLL)
- Loans linked to customers' sustainable key performance indicators (KPIs)
- Green Transition Loans: to support the transition to a low-carbon economy, such as the use of renewable energy, energy-efficient machinery, or technology upgrades to meet future international standards

In 2025, the bank provided various types of environment-related loans including Green Loan, Sustainability-Linked Loan, and Green Transition Loan over Baht 4,545 million.



❖ **LH Bank has provided a green loan of Baht 650 million to Thai AirAsia** to enhance operational efficiency in energy savings, reduce fuel costs and carbon dioxide emissions. This green loan enables Thai AirAsia to upgrade its fleet to Airbus A320neo and A321neo aircrafts, which feature environmentally-friendly technology that boasts fuel efficiency by 15–20% per flight compared to previous models, and reduces carbon dioxide emissions by approximately 5,000 tons per aircraft per year.

❖ **LH Bank has granted the Sustainability-Linked Loan (SLL) of Baht 800 million to Buriram Sugar PLC.** to promote the fresh cane manufacturing as to reduce PM 2.5 emissions from harvesting process and shipping cane to a factory by cooperating with the Cane Farmers Association to launch a campaign to lower cane burning while supporting the acquisition of harvesting equipment for fresh cane and handling the most efficient cane transportation. This is to upgrade the sustainability of sugar industry as well as improve Thai agro-industrial sector and drive sugar production sector toward sustainable environment standards.



❖ **LH Bank approved a green transition loan of Baht 32.2 million to Palasap Company Limited** for upgrading its wastewater treatment system and enhancing production efficiency, and to **Green Power 1 Company Limited** to invest in machinery technology, specifically an RDF machine for waste separation to generate biomass electricity."



Certificate of Collective Action Against Corruption

The bank and companies in the financial business group have signed up for a member of Thai Private Sector Collective Action Against Corruption (CAC) and established the anti-corruption policy and program as a fundamental framework for conducting various activities so that directors, executives, and employees at all levels strictly adhere to.

Performance of CSR Sustainable Development in Various Dimensions

Environmental	Social	Economic
Green Loan approved in 2025 was Baht 1,914 million. **Sustainability-Linked Loan** approved in 2025 was Baht 2,600 million. **Green Transition Loan** approved in 2025 was Baht 31.2 million.	**The number of complaints from employees regarding labor operations** in 2025 was 0.00 percent, which remained the same as in 2024.	**The level of satisfaction of customers who received services from branches** in 2025 was 98.80 percent, increasing by 1.75 percent compared to 97.10 percent in 2024.
Carbon Credits Offset According to the assessment result of GHG emissions arising from various activities in 2025, the bank is under the process of getting verification for offsetting corporate carbon footprint of 3,418 tons of carbon dioxide equivalent (tCO_2eq), accounting for 100 percent of carbon dioxide levels emitted from Scope 1, 2 and 3 sources and equivalent to planting 227,868 perennial trees or equivalent to absorbing carbon dioxide from the forests with area of 6,801 rai. The bank has offset its greenhouse gas emissions from its operations by acquiring a total of 3,418 tCO_2eq to achieve carbon neutrality in its operations. Note: The bank has been reviewed by the VEKIN (Thailand) Co., Ltd. and is under process for verification of GHG emissions from various business activities of 2025. The bank filed a request for CFO certification for carbon footprint registration during the consideration of TGO meeting No. 2/2026. To obtain certification of greenhouse gas emission assessment results in 2025. <u>Proportion of greenhouse gas emissions</u> (Scope 1-2) The contribution to operating income in 2025 was 30%, a decrease of 7% compared to 37% in 2024. **Reduction of greenhouse gas emissions from paper management** In 2025, the bank used 25,182 reams of paper, increasing by 91 percent from 13,168 reams in 2024. As the bank has consolidated paper	**The rate of employees who got injured while working in** 2025 was 0.00 percent, which remained the same as in 2024. **Investments for the development of society, community and environment** valued at around Baht 2.5 million in 2025.	

Environmental	Social	Economic
consumption across all branches nationwide for organization-wide reporting, together with the expansion of its financial products and customer base, overall paper usage has increased. However, excluding branches, paper usage would have increased by only 8% compared to 2024. Nevertheless, the bank continues to implement measures to reduce unnecessary paper consumption through technological development to expand more electronic channels and has set a target to reduce paper usage by 5% annually based on the volume consumed each year. **Energy Management** In 2025, the total electricity of 2,936,168 kWh was consumed, increasing by 49 percent compared to 2024. As the bank has consolidated electricity consumption data from all branches nationwide for organization-wide reporting. However, excluding branches, the consumption will decrease by 24 percent compared to 2024. The electricity usage per operating revenue in 2025 was 0.032%, an increase from 0.023% in 2024. **Waste Management** The bank launched a campaign to promote environmental awareness and encourages employee engagement in daily environmental conservation in line with the circular economic approach to reduce environmental and health impacts. The bank emphasizes the 5R principles: Refuse unnecessary items, Reduce consumption, Reuse materials, Repurpose for new uses, and Recycle into new raw materials. The initiative begins with source waste reduction through planning before buying and refusal of consumables, followed by clear waste segregation to enable reuse, conversion, and recycling, thereby reducing non-hazardous waste generated from business operations.		

Environmental	Social	Economic
In 2025, the waste was 75,619.51 kg, increasing by 40 percent compared to 2024, which was 53,893.91 kg. Amount of recycled waste In 2025, the waste was 31,361.64 kg, increasing by 40 percent compared to 2024, which was 22,673.92 kg. Proportion of business waste to operating income In 2025, it was 0.00083 percent, increasing by 0.00017 percent compared to 0.00066 percent in 2024. Proportion of recycled waste to community waste In 2025, it was 70.86 percent, decreasing by 1.77 percent compared to 72.63 percent in 2024.		

Corporate Social Responsibility for Sustainable Development Policy

The bank is aware of operating its business under social responsibility which will lead to business sustainability by paying close attention to stakeholders, economy, society and environment with morality, ethics, code of conduct and business operations with honesty, transparency, fairness and awareness of impact on economy, society and environment. Consequently, the bank has defined the corporate social responsibility for sustainable business policy so that directors, executives and employees can adhere to the 9 areas as follows:

1. Good Corporate Governance
2. Fair Business Operation
3. Anti-corruption
4. Respect for Human Rights
5. Fair Treatment of Labors
6. Responsibilities toward Consumers
7. Cooperation in the Development of Community and Society
8. Environmental Management
9. Innovation and Dissemination of Innovative Corporate Social Responsibilities

The bank publishes the details of corporate social responsibility for business sustainability policy on the bank's website (www.lhbank.co.th).

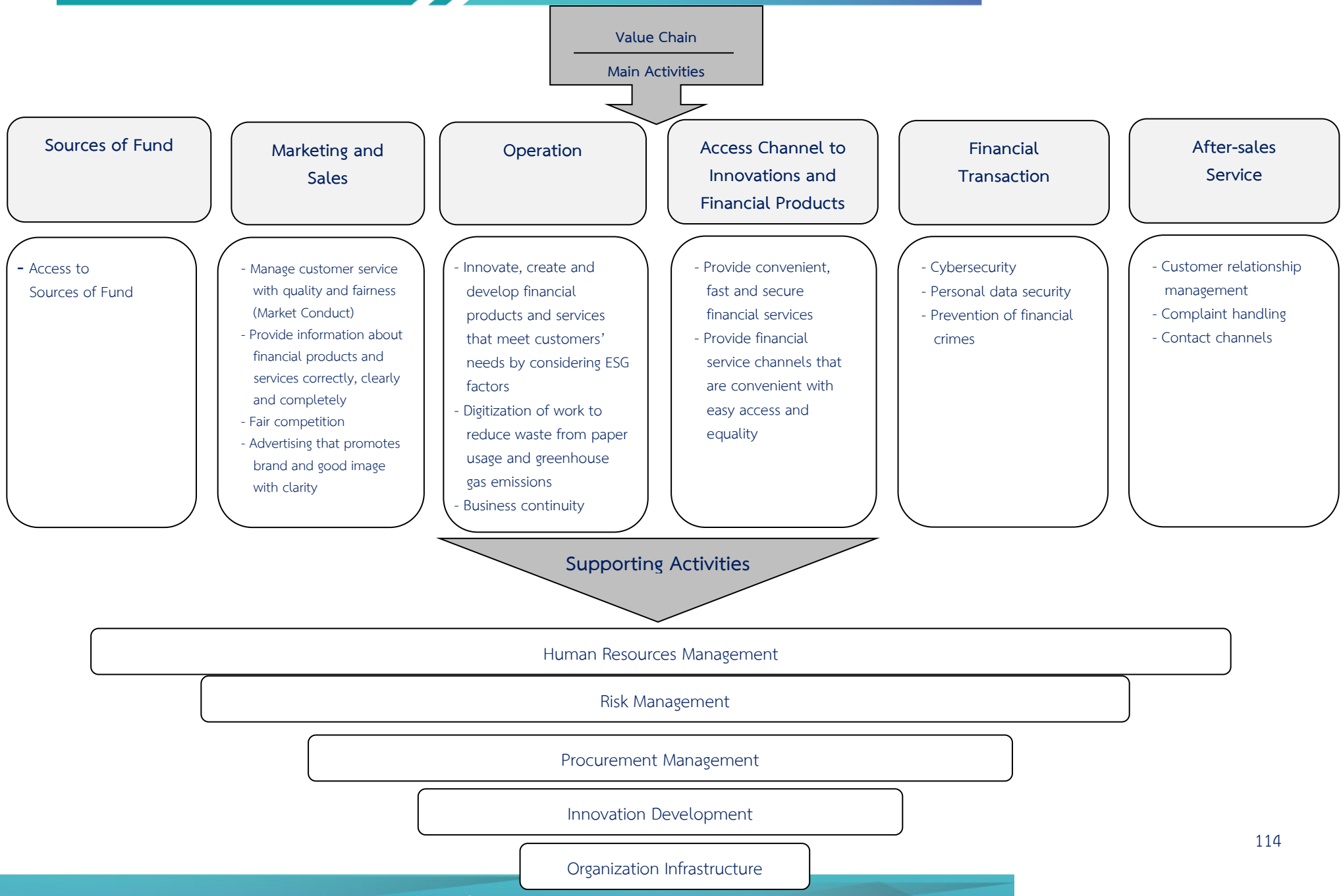
Objectives of Corporate Social Responsibility for Sustainable Development Policy

- To raise awareness and accountability on sustainable development initiatives
- To build up confidence that the bank's efforts on economic development are consistent with the best benefits of society, environment and all groups of stakeholders

- To ensure the bank's business goals are in line with the Sustainable Development Goals of the United Nations to drive sustainable growth by conducting responsible business that can create value for all groups of stakeholders

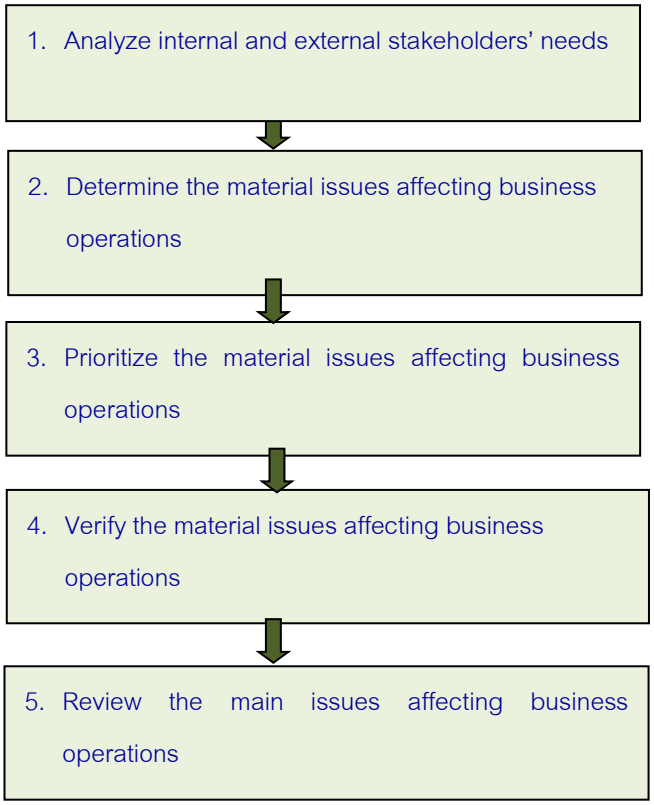
3.2 Value Chain Management

The bank is aware of the importance of stakeholders in the business value chain from upstream to downstream, focusing on sustainable business operations without impacts on society and environment throughout the value chain coupled with analyzing the needs of both internal and external stakeholders to respond to their expectations and reflect social and environmental responsibility for sustainable development.


Value Chain
Main Activities
Sources of Fund
Marketing and Sales
Operation
Access Channel to Innovations and Financial Products
Financial Transaction
After-sales Service
- Access to Sources of Fund
- Manage customer service with quality and fairness (Market Conduct)
- Provide information about financial products and services correctly, clearly and completely
- Fair competition
- Advertising that promotes brand and good image with clarity
- Innovate, create and develop financial products and services that meet customers' needs by considering ESG factors
- Digitization of work to reduce waste from paper usage and greenhouse gas emissions
- Business continuity
- Provide convenient, fast and secure financial services
- Provide financial service channels that are convenient with easy access and equality
- Cybersecurity
- Personal data security
- Prevention of financial crimes
- Customer relationship management
- Complaint handling
- Contact channels
Supporting Activities
Human Resources Management
Risk Management
Procurement Management
Innovation Development
Organization Infrastructure

The bank continues to pay attention to the sustainable development reporting as part of the annual report Form 56-1 One Report to communicate with all groups of stakeholders to get informed of the policy, management guidelines and the outcome of social and environmental responsibilities under the reporting framework of the Corporate Social Responsibility Institute, the Securities and Exchange Commission, the Stock Exchange of Thailand and the Bank of Thailand including the international standards such as Global Reporting Initiative (GRI). The content of the report covers the bank's operations by collecting data from 1 January to 31 December 2025.

The bank has disclosed the content of the sustainable development report with an analysis of the needs of both internal and external stakeholders. The result will then be applied to determining the material issues affecting business operations according to the guidelines of the corporate social responsibility for sustainable development policy with the following steps:



1. Analysis of Stakeholders' Needs

The bank places importance on the rights of all stakeholders by having the processes and steps to analyze the needs of both internal and external stakeholders. The bank analyzes and prioritizes stakeholders based on various factors such as the context of relationships with stakeholders, their relevance to creating added value throughout the supply chain and expectations, impacts on operations in terms of social, economic, environmental, and governance aspects, interdependence, code of conduct, and responsibility toward stakeholders. etc. The focus is on creating positive impacts for stakeholders within the value chain through various activities and communication channels, for example, employee engagement surveys to gather data for defining practices that align with corporate governance policy and corporate social responsibility for sustainable development policy and so on.



Engagement of Stakeholders

The bank pays attention to both internal and external stakeholders. The bank is aware that engaging with stakeholders is a foundation of good corporate governance. Therefore, the bank has determined the practical guideline for stakeholders in writing in the code of conduct and the code of ethics for employees and properly built engagement with stakeholders by considering the issues that stakeholders had expectations and perspectives on the bank's business operations, and impacts from business operations throughout supply chain to determine the stakeholder's best practices appropriately. These processes enable the bank to minimize negative effects while enlarging positive effects constantly. As a result, the organization experiences sustainable growth.

Group of Stakeholders consists of:

1. Internal stakeholders include directors, executives and employees.
2. External stakeholders are shareholders, customers, communities, societies and environments, business partners, competitors and creditors.

Stakeholder Engagement Process

Stakeholders	Interests and Expectations	Engagement and Communication Channels	Practice and Response
1. Shareholders	- Appropriate compensation and sustainable growth - Good business performance and stable growth under appropriate risk - Work with transparency, fairness and accountability - Prudent risk management - Operate business ethically and consider society, economy, environment and governance - Qualification and experience of directors and executives and proportion of independent directors - Disclose information with completeness, correctness, equality, transparency and verifiable - Prevent any violations, right of shareholders and personal data of shareholders	- Hold the Annual General Meeting of Shareholders once a year - Hold a press conference and analyst meeting twice a year - Publish annual report - Provide channels for inquiries via the website - Provide the channels for suggestions, whistleblowing and complaint through the channels provided - Provide the independent directors as the proxy for Annual General Meeting of Shareholders	- Business operations under good corporate governance principles - Anti-corruption - Shareholders' personal data protection - Respect for shareholders' right equally - Generate good performance under proper risk management - Disclose correct and complete information through various channels for equal acknowledgement and transparency - Provide the channels for whistleblowing about fraud, corruption and complaint
2. Board of Directors	- Perform duties with transparency and honesty following the corporate governance principles for sustainable growth of the organization - Treat all stakeholders on the basis of fairness and equality for the best interest of the	- Organize the company's Board of Directors meeting every month - Organize the company's Board of Directors meeting every month - Establish sub-committees to consider and screen proposals before submitting them to the board - Conduct self-assessment for directors as follows:	- Business operations under good corporate governance principles - Management with efficiency, transparency and verifiable according to corporate governance and sustainable development guidelines - Business operations by considering all groups of stakeholders - Provide sufficient and full information in a timely manner - Engage in good governance activities

Stakeholders	Interests and Expectations	Engagement and Communication Channels	Practice and Response
	bank and shareholders by taking into account all groups of stakeholders - Oversee sustainable growth of organizational performance - Promoting gender diversity on the board to support effective governance and a well-rounded perspective	1. Collective self-assessment of the Board of Directors and sub-committees 2. Individual self-assessment of the Board of Directors and sub-committees 3. Cross-assessment of directors 4. Good corporate governance self-assessment - Disclosure of the structure of the Board of Directors	- Promote, support and develop knowledge related to the duties of directors and business - Provide orientation for new directors - Use the results of self-assessment to improve work efficiency - The bank has 2 female directors. The bank's board structure takes gender diversity into consideration.
3. Employees	- Have a chance to improve knowledge, skill and potential - Keep a workplace hygienic, clean and safe - Provide appropriate tools and equipment at work - Provide suitable compensation and benefits with proper career growth - Flexible working arrangements and work-life balance	- Arrange the Welcome Newcomers and orientation activities - Arrange capacity-building learning for all levels of employees and use PacD application for communication online learning anywhere anytime - Arrange activities to build engagement and enhance teamwork - Provide channels to receive complaints, grievances, opinions and suggestions - Hire people with disabilities to give them career opportunities - Provide internal communication channels and learning platform - Prepare the occupational health and safety policy as well as assess risks at work - Establish the Occupational Safety, Health and Environment Committee - Train and appoint executives as occupational safety officers - Select and develop employees to become part of the talent program	- Encourage all levels of employees to instill corporate values - Prepare succession plans for executives and key positions - Survey the rate of compensation on a regular basis as to benchmark with industrial standards and make it fair and competitive - Protect and do not persecute or impose any disciplinary proceedings against an employee who reports any wrongdoings or ethical issues (Whistleblower Protection) - Improve working environment to align with occupational health and safety guidelines - No discrimination on employment or termination regardless of race, nationality, color, gender, sexual orientation, religion, political views or age - Promote employment for vulnerable group, including people with disabilities - Develop human resources consistently by providing skill training and talent program - Do not lay off any employee without reasonable ground or discrimination - Respect human rights by not supporting labor coercion - Provide open and safe communication channels for the voice of employees - Provide fair employment conditions with proper compensations based on abilities and industrial standards

Stakeholders	Interests and Expectations	Engagement and Communication Channels	Practice and Response
4. Customers	- Customers relationship management - Provide services for customers with quality and fairness (Market Conduct) - Satisfaction with a wide variety of quality products and excellent services - Promptness in hearing and responding to customers' requirements - Maintain customer confidentiality - Equal treatment of customers	- Conduct the customers' satisfaction survey for branch services - Offer products that can satisfy customers' needs, improve employees' competency in making an offer to customers with products and services that meet their needs and protect customer data - Publicize products and services completely and transparently - Provide channels for customers to give recommendations, comments or complaints - Conduct a customer satisfaction survey regularly	- Apply the survey results of customers' satisfaction to improve its services - Study customer behaviors as to improve services and strengthen relationship - Give product information accurately, clearly and easily-to-understand - Collect suggestions or feedbacks for improvements - Innovate and create products and services that meet consumers' needs - Publicize full information of products and services through various channels easily accessible by consumers to support their decisions - Provide assistance and answer customers' enquiries to promote good understanding of products and services - Collect complaints and cope with them promptly - Arrange activities to create good relationship with customers - Have customers' data security measure in place
5. Community, Environment and Society	- Support communities' activities - Promote and enhance learning - Develop the quality of life and promote income generation to community through various CSR activities - Promote and support government policies - Preserve environments and effective use of resources - Handle Social and environmental impacts that might arise from the bank's operations - Collect the voice of neighboring communities	- Organize the Green Office project to reduce electricity and paper use as well as shift to use environmentally-friendly office automations with continuous awareness building - Host the Children's Day activities to pass on smile to kids - The Scholarship Project aims to provide educational opportunities for high-achieving, capable, and determined youth, enabling them to continue their studies through upper secondary education. - Provides scholarships for students in the Commercial and Accounting of Thammasat University to strengthen and improve new generations to thrive and become a critical force of society and the nation - Donate used computers project to promote learning among youth in needs and use as pedagogical media for students'	- Perform business with ethics in parallel with environmental and social responsibilities - Support social activities and promote employees' engagement - Support and promote education to improve educational quality and accessibility - Promote cultural, traditional and religious activities - Promote effective use of resources - Listen to public opinions from communities nearby and consider improving or providing support - Provide appropriate emergency plan to prevent losses and damages on environment - Open a chance and facilitate all related parties to express their creative ideas which are the foundation for creating innovations leading to continuous creation of innovations - Promote and cooperate with the stakeholders, such as trade partners, to develop innovations

Stakeholders	Interests and Expectations	Engagement and Communication Channels	Practice and Response
		repairing drills and use in their future career - “Old Calendar We Need” for the school of the blind to be used for producing instructional media, braille book and notebook for the students with visual disability - “Learning Library” project to instill reading habits in youth and create an environment conducive to learning along with giving books for skill enhancements and sports equipment to various schools - “Give Books and Learning Materials to the Department of Corrections” to promote knowledge of prisoners nationwide - "Promoting Personal Financial Discipline" or Financial Literacy project for students at Rajamangala University of Technology Bangkok, in collaboration with the National Institute of Development Administration (NIDA), developed a curriculum to enhance knowledge, understanding, and skills in personal financial planning for university students. The aim is to instill the concepts of saving, spending wisely, and investing with purpose since a teenager. - Blood donation project, "Volunteer Blood Donation with a Heart: One Donor, Three Recipients," where donated blood is used to help patients nationwide in various hospitals, saving their lives. - “RUN for LIFE” project for employees to engage in social activities together by running an accumulated distance of 30 kilometers within 30 days, and convert it into donations for	- Regularly review business procedure whether it poses any risks or adverse effects to society and environment or not. If any, it must be resolved promptly.

Stakeholders	Interests and Expectations	Engagement and Communication Channels	Practice and Response
		underprivileged children of the Foundation for Slum Child Care - Financial and non-financial donations - Debt restructuring by reducing installments, giving more loans for victims or customers impacted by various incidents like natural disasters, epidemics, etc. - Prepare proper emergency plan to mitigate loss	
6. Business Partners	- Conduct the business with transparency and fairness - Treat all business partners with fairness and equality - Provide accurate, sufficient and equal information - Fair selection of business partners - Transparent procurement process with fair compensation - Network extension: extend networks together with partners - Keep customers' information confidential	- Meet with trade partners - Conduct marketing campaign with business partners - Collect suggestions or complaints - Establish the Procurement Committee to manage the procurement to be appropriate and fair - Communicate about anti-corruption with the Thai Private Sector's Collective Action Against Corruption via various channels of the bank - Post the No Gift Policy through various channels of the bank	- Create partnerships with potential business partners so that they can refer other customers to use/ render services - Make payment for products and service in a timely fashion - Transparent selection of service providers - Comply with trade terms and conditions and agreements - Fair business practices and no trade protectionism - Trade partners' data security - Maintain transparency in selecting business partners to provide services to the bank
7. Competitors	- Perform business with transparency and fairness and comply with the rules of honest and fair competition	- Comply with the rules of fair competition without dishonest method	- Fair competition - No monopoly agreements with competitors - No agreements with competitors which reduce competition in the market - No seeking for competitors' confidential information through dishonest means
8. Creditors	- Pay interest and payback when due	- Comply with the contract or terms and conditions in the agreements and duties	- Comply with the contract or any conditions in the agreements and duties - Collect suggestions or complaints

2. Determining Material Issues Affecting Business Operations

The bank takes into account all significant issues, opinions, suggestions and expectations in sustainable activities affecting business operations, derived from the analysis of internal and external stakeholders' demand and determines the important issues and impacts on business operations as follows:

- **Internal stakeholders** consist of directors, executives and employees. The bank has brainstorming forums such as small group discussions and meetings to identify the sustainable issues that the stakeholders deem necessary.

- **External stakeholders** consist of shareholders, customers, community, society and environment, business partners, competitors and creditors. The bank has gathered issues and suggestions via enquiries to identify the sustainable issues that the stakeholders deem necessary.

3. Prioritizing Material Issues Affecting Business Operations

The bank analyzes and considers data obtained from the interviews of both internal and external stakeholders to prioritize the main issues that can affect business operations. These can be divided into 3 levels: low, medium, high, 10 issues in total. The issues have then been prioritized in materiality matrix. The vertical axis represents the key issues critical for stakeholders while the horizontal axis shows the issues critical for the bank.

Materiality Matrix

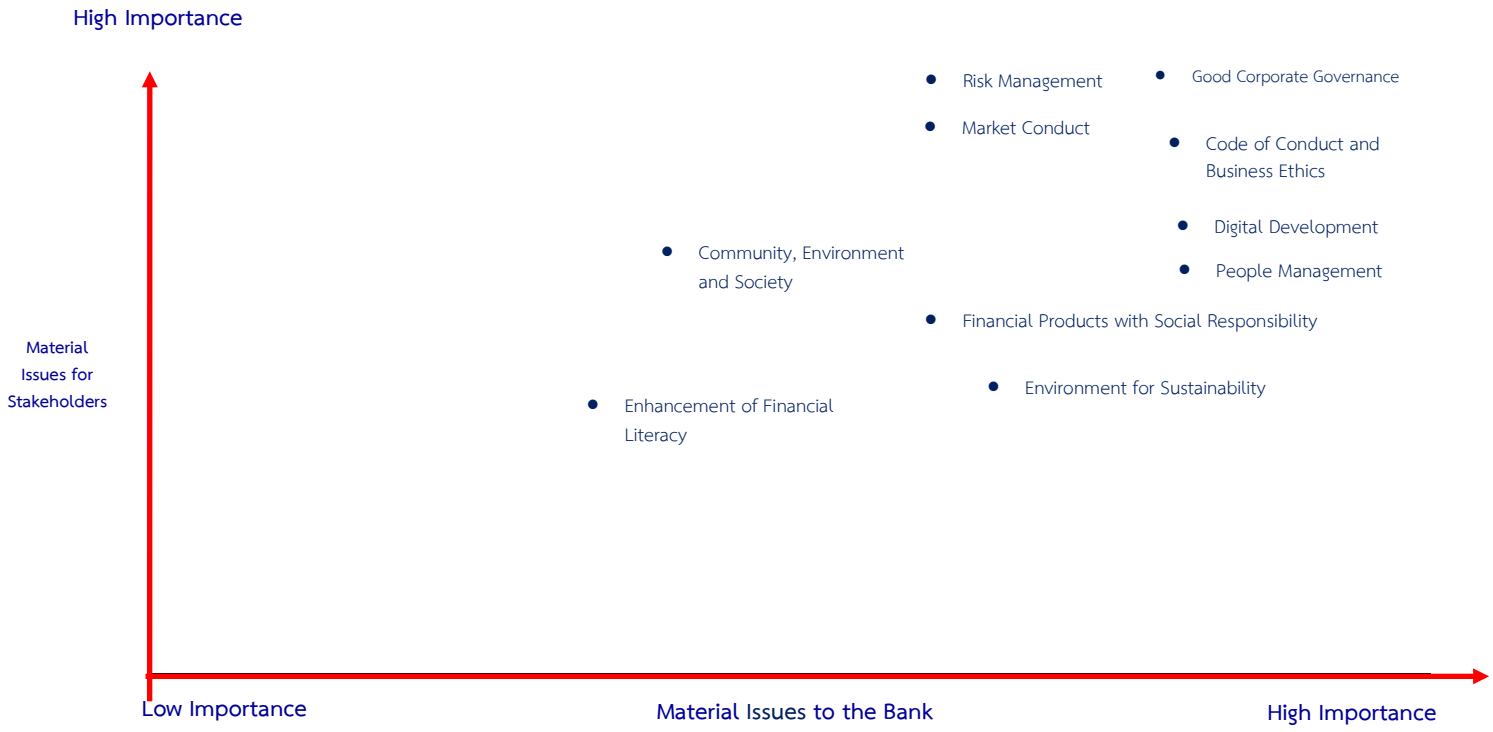


Table: Analysis of Material Issues Affecting Business Operations

Material Issues Affecting Business Operations	Sustainable Issues according to GRI (Global Reporting Initiative)	Internal stakeholders	External Stakeholders	Topics to Include in Annual Report	Sustainable Development Goals (SDGs)
Good Corporate Governance	GRI 102-18 GRI 102-19	- Companies in the financial business group	- Shareholders - Customers - Business Partners	Good corporate governance	

Material Issues Affecting Business Operations	Sustainable Issues according to GRI (Global Reporting Initiative)	Internal stakeholders	External Stakeholders	Topics to Include in Annual Report	Sustainable Development Goals (SDGs)
		- Directors, executives and employees			
Market Conduct	GRI 102-43 GRI 103-1 GRI 103-2 GRI 103-3 GRI 203–1	- Companies in the financial business group - Directors, executives and employees	- Customers	- Sustainable business operations - Responsibilities to customers	
Digital Development	GRI 203–2	- Companies in the financial business group	- Customers	- Innovations and dissemination of innovative social responsibilities	
Code of Conduct and Business Ethics	GRI 102-16 GRI 102-17 GRI 102-25 GRI 103-1 GRI 103-2 GRI 103-3 GRI 205 GRI 205-2 GRI 205-3 GRI 206-1	- Companies in the financial business group - Directors, executives and employees	- Shareholders - Customers - Business Partners	- Code of conduct and business ethics - Anti-corruption	
Risk Management	GRI 102-11 GRI 102-15 GRI 102-30 GRI 103-1 GRI 103-2 GRI 103-3 GRI 201-2	- Companies in the financial business group - Directors, executives and employees	- Shareholders - Customers - Business Partners	- Risk factors - Internal control and risk management - Good corporate governance	
Human Resource Management	GRI 102-8 GRI 102-41 GRI 103-1 GRI 103-2 GRI 103-3 GRI 401-1 GRI 401-2 GRI 401-3 GRI 403 GRI 404 GRI 412	- Companies in the financial business group - Directors and executives	- Business Partners	- Fair treatment of labors - Respect for human rights	

Material Issues Affecting Business Operations	Sustainable Issues according to GRI (Global Reporting Initiative)	Internal stakeholders	External Stakeholders	Topics to Include in Annual Report	Sustainable Development Goals (SDGs)
Financial Products with Social Responsibility	GRI 2-6 GRI 201-1 GRI 203-1 GRI 203-2 GRI 417-1	- Companies in the financial business group - Directors, executives and employees	- Customers - Community, Environment and Society	- Accessibility to financial services	
Enhancement of Financial Literacy	GRI 103-1 GRI 103-2 GRI 103-3 GRI 201-1 GRI 203-1 GRI 203-2 GRI 413-1 GRI 419-1	- Companies in the financial business group	- Customers - Communities, Societies and Environment	- Development of Communities and Societies	
Environment for Sustainability	GRI 305-1 GRI 305-2	- Companies in the financial business group	- Customers - Communities, Societies and Environments	- Environmental Sustainability Management	
Community, Environment and Society	GRI 201-1 GRI 203-1 GRI 203-2 GRI 413-1 GRI 419-1	- Companies in the financial business group	- Customers - Communities, Societies and Environments	- Development of Communities and Societies	

4. Verifying Material Issues Affecting Business Operations

The bank will compile significant issues and propose them to management and the Sustainability and Corporate Governance Committee for acknowledgement and operational guidelines. These material issues have also been disclosed in the business sustainability report and the bank's website.

5. Reviewing Material Issues Affecting Business Operations

The bank conducts an information review process after this report has been published in order to collect opinions and suggestions for further improvement.

Report Quality Check

The contents presented in the business sustainability report and the bank's website have been checked and reviewed to ensure accuracy, completeness and compliance with the practical guidelines for corporate social responsibilities for sustainable development policy.

Persuading Business Partners to Join the Anti-Corruption Alliance

The bank encourages partners to be aware of the importance of building a corruption-free community by encouraging them to join the anti-corruption alliance to help prevent fraud, bribery and corruption by asking customers and patrons for cooperation to refrain from giving gifts, rewards, other benefits or receptions to employees.

Responsible Lending and Investment

The bank has determined the responsible lending guidelines and focused on providing quality loans and treating customers fairly by offering responsible and equitable lending throughout the entire loan cycle, risk management tailored to the risk levels of each segment and to be aware of credit granting that might lead to risk and impacts on the environment, social, and governance (ESG Risk) especially environmental risks and climate change, which are expected to become more severe. If they are not handled properly, it may have both direct and indirect effects on reputation and performance as well as quality of life, economy of community and country.

To prevent the companies in the financial business group from being used as a tool for money laundering by fraudsters or culprits in accordance with the AML law, the bank has provided the AML/CFT compliance program, anti-money laundering and countering terrorism and proliferation of weapon of mass destruction financing (AML/CTPF) policy which prohibits the bank from accepting customers or providing financial transactions to persons who are specially designated national (SDN) announced by the Anti-Money Laundering Office (AMLO) and those announced by other countries. The bank has implemented a filtering system to detect designated persons. Moreover, the bank has a customer acceptance process including Know Your Customer (KYC), Customer Due Diligence (CDD) according to AMLO's criteria and guidelines, screening customer lists on a daily basis and reviewing customer information (Periodic KYC Review) throughout the period of being a bank customer according to the money-laundering risk rating to ensure that the bank's customers are not designated persons.

Credit Underwriting Following Social, Environmental and Corporate Governance Risks

For credit underwriting, the bank is aware of the importance of society, environment and governance. The credit approval lies upon the strict and prudent approval processes combined with the analysis and assessment of environmental, social, and governance risks in order to understand both direct and indirect impacts on customers and the bank. If the customers' business causes negative side effects on the economy, society and environment, the bank may not support them.

Customer Relationship Management

The bank is committed to upgrading the level of service quality by conducting a customer satisfaction survey in order to uphold the service quality to truly address the customers' needs and know their feedbacks so that the service can be improved. Besides, the service standard is regularly revised to ensure effective and timely delivery of services to customers and communicate it to employees to realize the importance of providing high-standard services with constant quality check of services.

Supply Chain Management

The bank is aware of the importance of growing businesses that do not affect society and environment throughout the supply chain. The bank also emphasizes collaboration with trade partners to develop the business operation process together with elevation of the standard on environmental and social activities. The bank has selected trade partners with potential to conduct business with ethics, promptly adapts to changes that affect sustainability under the risk management plan and develop partners to be able to conduct sustainable business and grow together in the long term.

The bank has set practical guidelines for procurement and receiving services so that quality supplies and services can be obtained at an appropriate price. The procurement process and receiving services consist of 6 methods as follows:

1. Pricing method
2. Pricing examination method
3. Bidding method
4. Continuous method
5. Special method
6. Emergency method

The procurement process and receiving services depend on the budget, and it must be approved by the Purchasing Committee. For fairness and equality of suppliers or vendors selection, the bank has created the selection criteria by choosing from business stability, product specification, service and price.

Selection of suppliers or vendors involves the following steps:

1. Acquire the lists of suppliers and vendors that match the needs of buyers or end users
2. Select the suppliers and vendors who are not involved in bribery, fraud and corruption according to the selection criteria of business stability, product qualification, service and pricing. The bank also procures quality products at appropriate prices with sellers who have no records of

corruptions, or operate illegal businesses, no illegal labor policy, treat the business partners with transparency and fairness, take care of occupational safety and safety in the workplace, and conserve the environment to create a supply chain for mutual business operations which will benefit employees, community, society and environment.

3. After receiving a shortlist of suppliers or vendors that passed the selection process, it will enter the selection process. When selected, the partners will be informed about the procurement procedures so that they can understand and comply with the procurement procedures correctly.

Supplier Classification

By considering the significance of business partners based on a variety of risk factors covering economic, social, and environmental aspects as follows:

- Critical Vendors refer to business partners that are essential to business operations, typically consisting of a single or a limited number of suppliers. The absence of these vendors could result in immediate disruption to business.
- Significant Vendors refer to business partners involved in specialized products and/or services with complex operational characteristics. While alternative vendors may be available, sourcing replacements may require some time and could potentially impact business operations.
- General Vendors refer to general business partners for which alternative suppliers are readily available and whose absence would not have a significant impact on business activities.

In 2025, the bank had 506 vendors, representing a 10% increase compared to 460 vendors in 2024, driven by business growth and the expansion of new entrepreneurs, as follows:

Type of Vendors	Number of Vendors	Percentage of Vendors
Critical Vendor	11	2
Significant Vendor	6	1
General Vendor	489	97
Total	**506**	**100**

Management of Risks Arising from Business Partners

Economic Risks Arising from Business Partners	Solutions
Concentration risk from relying on a limited number of external services or just one provider	1. The contract termination conditions are specified, with mutual agreement. Written notice must be provided at least 30 days in advance. The potential impacts of termination or changes in service providers must also be considered, and a management plan should be established for the transition period. 2. Consider sourcing additional service providers 3. All service providers have regularly review and test for their BCP (Business Continuity Plan), for example, having alternate sites and data backup systems, etc. 4. The end users are able to handle it by themselves.

Risks from receiving services that do not meet quality standards	1. The end users conduct a risk assessment before using the service. 2. The end users conduct an annual evaluation of service quality.
Fraud risk arising from business partners	1. Pre-engagement screening and assessment, such as due diligence and risk assessment 2. Contractual arrangements with defined control measures, including the right to audit and data protection 3. Ongoing monitoring and oversight 4. Incident management includes the preparation of a fraud response plan and procedure to suspend access to the bank's systems and data

Process of Assessing Risks from Business Partners

1. Assess risks from using services according to the details outlined in the operating procedures for utilizing services from business alliances and establish mitigation plans in case of having significant risk issues
2. Collect, prepare, and assess the risks of using services from business partners as outlined in the operating procedures before using their services
3. Submit the assessment to the risk management department for review, and risk mitigation plans if significant risk issues are identified, giving feedback, observations, and recommendations.

In 2025, all business partners managed their risks appropriately with regular annual review and evaluation, reflecting the bank's commitment to sustainable supply chain development.

Operational support for business partners

The bank emphasizes the treatment of business partners in accordance with trade agreements and contracts by specifying payment terms as agreed periods and conditions. On average, payments for goods or services are made within approximately 2 weeks upon receipt of complete and accurate documents.

Business partner monitoring, review, and evaluation process

The bank monitors and evaluates business partners' performance through various methods, including service satisfaction assessments and feedback or complaint channels, to ensure that goods and services meet its requirements. A dedicated procurement team oversees procurement activities, inspects goods and services, and provides guidance to partners on quality improvement. Engagements may be discontinued if partners fail to meet the established standards.

Tax Management

The bank is listed on the Stock Exchange of Thailand and operates as a financial business group under transparent oversight, with a strong commitment to governance principles. The bank is dedicated to compliance with applicable tax laws and regulations.

Tax Management Strategy

The bank has planned for a revenue tax for the best interest of the bank and stakeholders and complied with the revenue code.

Tax Risk Management

The bank has income tax risk management and provides seminars and training for related employees by considering the risks and responsibilities and compliance with tax laws and regulations.

Tax Incentives

The bank legally and fully exercises tax incentives and makes use of tax structure in the right manner without any tax avoidance.

Tax incentives cover periodic tax exemption measures or other privileges under the tax policy of the country or local tax policy imposed on businesses with the nature meeting relevant requirements.

Corporate Governance Policy

The bank adheres to good corporate governance principles as guidelines for business operation along with the sustainably social and environmental development. The bank focuses on creating the culture of corporate governance in the organization by establishing the Sustainability and Corporate Governance Committee to determine, review the corporate governance policy, and act as a representative of the bank in communicating and operating corporate governance activities to ensure the same standard throughout the organization. Having business ethics creates competitiveness and trust among shareholders, investors, stakeholders and all relevant parties; and is fundamental to business operations with efficiency, transparency and credibility. The Sustainability and Corporate Governance Committee also supports the enhancement of management with integrity, value addition in business and stability and sustainable growth; places the importance on equitable treatment among shareholders and stakeholders; supervises and ensures that any transactions with conflicts of interest are in an appropriate level and in line with regulatory requirements, and adequate information disclosure within the timeframe specified.

The Board of Directors has appointed the sub-committees to supervise a wide range of efficient operations as follows:

- Executive Committee
- Audit Committee
- Sustainability and Corporate Governance Committee
- Nomination and Remuneration Committee
- Risk Oversight Committee

Each of the sub-committees supervises the business operations following the vision, mission, operation plan and good corporate governance principles. The roles and responsibilities have been indicated clearly in writing. The good corporate governance of the bank consists of 4 main principles to which the Board of Directors, executives and employees shall adhere as follows:

1. Transparency : Transparency in operations and information disclosure to related parties
2. Integrity : Honesty
3. Accountability : Responsibility for the performance
4. Competitiveness : Ability to compete with rivals

Good Corporate Governance Policy and Practice

The bank has defined the corporate governance policy in writing by referring to the Corporate Governance Code (CG Code) of the Securities and Exchange Commission. It consists of the corporate governance code and good governance principles for financial institutions of the Bank of Thailand. The content covers the structure, composition, roles and responsibilities of the Board of Directors, sub-committees, risk management, internal control, insider trading control, guideline for having or may have conflicts of interest, business operations with accountability, transparency and equitable treatment of all groups of stakeholders and management with integrity.

The Board of Directors is aware of its roles and responsibilities in promoting good corporate governance to ensure sustainable business growth and efficient, transparent and fair management. The good corporate governance policy is classified into 8 principles as follows:

Principle 1 Establish Clear Leadership Roles and Responsibilities of the Board
Principle 2 Define Objectives that Promote Sustainable Value Creation
Principle 3 Strengthen Board Effectiveness
Principle 4 Ensure Effective CEO and People Management
Principle 5 Nurture Innovation and Responsible Business
Principle 6 Strengthen Effective Risk Management and Internal Control
Principle 7 Ensure Disclosure and Financial Integrity
Principle 8 Ensure Engagement and Communication with Shareholders

The details of the Good Corporate Governance Policy are published on the bank's website (www.lhbank.co.th).

The bank has not yet fulfilled the principle as follows:

CG Code	Reason
Chairman should be independent director.	Chairman is non-executive director but has not been appointed independent director.

Principle 1 : Establish Clear Leadership Roles and Responsibilities of the Board

1. The Board of Directors is considered as the heart of good corporate governance. Their members consist of experts in various fields with experiences, leadership, vision, independence of decision making and dedication. They perform their duties responsibly, prudently and honestly for the maximum benefit of the bank and shareholders. Moreover, they shall supervise the bank to have effective management in the following aspects:
   - Establish objectives and goals and manage resources to achieve the target
   - Formulate business strategies with the sustainable banking concept including environment, social and governance
   - Monitor, assess and supervise the operational reporting
2. The Board of Directors supervises and ensures the bank achieves the governance outcomes in the following aspects:
   - Being competitive with good performance by considering long-term impacts
   - Conducting business operations with ethics, respect for rights and accountability for shareholders and stakeholders
   - Being beneficial to society and developing or reducing environmental impacts
   - Being adaptable under risk factors
3. The Board of Directors supervises directors and executives to perform their duties with responsibility, duty of care, integrity and compliance with laws, regulations and resolutions of shareholders meeting and Board of Directors as well as corporate governance disclosure; clearly determines the scope of duties and responsibilities and assignments for the CEO and president; and monitors the performance as assigned
4. Board of Directors Meeting
   - The meetings of the Board of Directors are arranged on a regular basis. The bank has determined the meeting schedules in advance for the whole year. In case of necessity and urgency, an extraordinary meeting may be called on as deemed necessary. The bank has informed all directors in advance so that they can allocate time and attend the meeting. Meeting agenda are

set clearly. The important agenda items include the consideration of quarterly and annual financial statements and the monitoring of the bank's operation.

- The directors shall attend the meetings at least 75% of the total Board of Directors meetings held each year except having appropriate reasons and necessities. In addition, the chairman has the duties to promote the culture of open session for sharing ideas during meeting and directors can discuss, argue and exchange ideas in a creative and straightforward manner.
- The Board of Directors meeting requires no less than half of all directors to constitute a quorum in accordance with the Articles of Association, and a resolution of the meeting shall be passed by majority vote. In case of a tie vote, the chairman shall have a casting vote. In case of agenda requiring the Board's decisions, a quorum of at least two-thirds is required at the time of voting.
- The chairman and high-level executives have duties to jointly consider and determine the matters to be included in the agenda of the Board of Directors meetings.
- The company secretary has duties to submit an invitation letter of the meeting to all directors not less than 7 days before the meeting date, together with supporting documents at least 5 business days before the meeting date so that directors have adequate time to study the materials. The company secretary is also required to arrange the minutes of the meetings in writing and keep the minutes adopted by the Board of Directors for audit purposes.

5. The Board of Directors may ask for opinions from independent consultants or external professionals if necessary; it deems to be the bank's expense.
6. Non-executive directors can organize meetings among themselves without the presence of the CEO and President in order to discuss management-related issues or problems of their interests and to find ways to improve or provide useful suggestions to the management. A summary of their opinions and resolutions shall be reported to the CEO and President for acknowledgement.
7. The annual performance evaluation of the CEO and President will be conducted by assigning the Nomination and Remuneration Committee to consider the evaluation method as well as the remuneration and bonus for annual performance.

Principle 2 : Define Objectives that Promote Sustainable Value Creation

1. The Board of Directors shall define the bank's objectives and goals for sustainability in compliance with the value creation to the bank, customers, stakeholders and society as a whole.
2. The Board of Directors shall ensure that the objectives, goals and strategies in each period are consistent with the key objectives and goals.

The bank is committed to conducting its business with the philosophy of growing alongside its customers and Thai society by offering financial products and services that meet customer needs, maintaining strong relationships with customers across generations, and upholding responsibility toward society, the environment, and all stakeholders. Thailand faces multiple challenges, particularly natural disasters caused by climate change, which affect people's livelihoods, business operations, and the country's long-term economic growth. The bank therefore provides financial support and knowledge to enable customers and stakeholders to cope with these challenges and transition toward economic, social, and environmental sustainability. To support this transition, the bank offers environmental loan products designed to help customers and Thai businesses adapt to climate-related risks, reduce reliance on fossil fuels, increase the use of renewable energy, and enhance cost efficiency. These include Green Loans, Sustainability-Linked Loans, Green Transition Loans, and Green Energy Saving Loans, which help drive the business sector toward tangible environmentally friendly operations while enhancing competitiveness under new environmental and climate-related trade regulations.

Principle 3 : Strengthen Board Effectiveness

The Board of Directors is considered the heart of good corporate governance. Their members consist of experts in various fields with experiences, leadership, vision, independence of decision making and dedication. Moreover, they perform their duties responsibly, prudently and honestly for the maximum benefit of the bank and shareholders.

1. Structure, Composition and Qualifications of the Board of Directors

- The Board of Directors is appropriate, sufficient and fair for business operations, consisting of at least 5 members and in line with the Articles of Association. For the sake of maintaining the independence of the chairman and division of powers, the chairman of the Board of Directors shall not be the same person as the Chief Executive Officer and President. The explicit division of powers does not allow any of them to have unlimited power as to maintain checks and balances, and to review their performance.

- The Board of Directors must have at least 3 independent directors or one-thirds of total directors, whichever is higher.

- All directors of the bank and independent directors shall have the qualifications in conformity to related laws, regulations of regulators, and the Articles of Association with regards to directors and good corporate governance principles, and possess intensive knowledge, experience, skills, expertise and integrity which are beneficial to the bank including independence for expressing their opinion, understanding of banking and no gender discriminations. Moreover, they shall pass the consideration by the Nomination and Remuneration Committee.

- The structure of the Board of Directors is proportionate and fair. For the sake of maintaining the independence of the chairman, clear separation of powers between the duties to determine corporate governance policy and regular management, the chairman of the Board of Directors and the chairman of the Audit Committee shall not be the same person as the President. The explicit division of powers does not allow any of them to have unlimited power as to maintain checks and balances, and to review their performance.

- The Board of Directors has defined the qualifications of independent directors in line with the good corporate governance guideline, the notifications of the Capital Market Supervisory Board and the Bank of Thailand. The Board of Directors consists of at least 3 independent directors or at least one-thirds of the total number of the directors, whichever is higher. The independent directors must not be employees or staff who receive salary from the bank. They shall also be independent from the majority shareholders of the bank and be able to protect the minority shareholders' interests.

The bank reveals the details of the independent directors' qualifications under the topic of Management Structure on Independent Directors Qualifications.

- All directors including independent directors have been nominated by the Nomination and Remuneration Committee because their qualifications conform to related laws, regulations of regulators, and the Articles of Association regarding the directors and good corporate governance principles. Their knowledge, experience, skill, a wide range of expertise, honesty, specific competences useful for the bank as well as abilities to provide independent opinions and profound understanding of the financial business group, have been taken into account without gender bias.

2. Nomination of Directors

The Board of Directors has set the term of the director position in accordance with the Public Company Limited Act, and the Articles of Association with transparency and clarity to nominate any person or to propose existing directors to be reappointed as directors, their profiles and sufficient details including criteria and method of nomination shall be readily available for shareholders' voting.

- The appointment of directors shall be conducted transparently and clearly according to the specified agenda. Nominating any persons or existing directors to be reappointed as directors, their profiles and sufficient details including criteria and method of nomination shall be readily available for shareholders' voting.

In addition, the Nomination and Remuneration Committee shall nominate qualified persons to the Board of Directors for consent and propose the list to the shareholders meeting and the Bank of Thailand for approval.

3. Number of Directorship in Other Banks

The Board of Directors has established a clear guideline on the number of other banks in which a director can hold positions in accordance with the good corporate governance principles. The Board of Directors shall carefully consider the performance of directors who hold positions in other banks, ensuring that their sufficient time will be devoted to performing the bank's duties as follows:

- Director, Chief Executive Officer and President and authorized management persons are allowed to hold the position of either chairman, executive director or authorized director in other companies of not more than 3 business groups and not more than 5 listed companies on the Stock Exchange of Thailand or abroad. The Board of Directors shall carefully consider the performance of directors who hold positions in other companies, ensuring that their sufficient time will be devoted to performing the bank's duties

The bank reveals the details of directorship in other banks in the topic of the Board of Directors' positions in the listed banks on the Stock Exchange of Thailand and holding the positions in non-listed banks on the Stock Exchange of Thailand.

4. Independent Directors' Term of Office

The office term of directors conforms to the Public Limited Companies Act and the Articles of Association. Independent directors can hold their position with a maximum of 9 consecutive years.

5. Number of Directors to Retire by Rotation

Directors who have held office for the longest term or one-thirds of the Board of Directors must retire by rotation at every Annual General Meeting of Shareholders. Directors retiring by rotation may be re-elected to continue their office.

6. Sub-committees

The bank's management structure consists of the Board of Directors who has delegated their management power for the sake of effectiveness and transparency. The Board of Directors has appointed sub-committees to help study details and screen tasks so as to ease the burden of the Board of Directors. Consequently, the bank has different sub-committees for specific matters. Such committees shall report their performances to the Board of Directors. These sub-committees are as follows:

- Executive Committee
- Audit Committee
- Sustainability and Corporate Governance Committee
- Nomination and Remuneration Committee

- Risk Oversight Committee

However, the chairman of the Audit Committee, chairman of the Sustainability and Corporate Governance Committee, chairman of the Nomination and Remuneration Committee and chairman of the Risk Oversight Committee are independent directors for the sake of transparency and independence in performing duties.

The bank reveals the details of sub-committees and scope of authority and duties of each sub-committee in the topic of the Management Structure.

The bank reveals the details of the members of the Audit Committee who have knowledge and experiences in the audit of the financial statements in the topic of the Management Structure, No. 2 The Audit Committee.

7. Company Secretary

- The Board of Directors has appointed Ms. Chayawan Budsayalap Thaidech, Vice President of Company Secretary and Translator Division, as the company secretary since April 24, 2023. Her duties involve providing some advice pertaining to laws and regulations that the Board of Directors should acknowledge, and taking responsibilities for matters connected the Board of Directors. In addition, the company secretary shall cooperate with related parties to ensure that the resolutions of the Board of Directors and that of the shareholders meeting have been followed. The scope of company secretary's duties and responsibilities according to the laws require her to act with responsibility, duty of care and honesty.

- The Board of Directors has encouraged and supported the company secretary to continuously receive trainings in order to develop necessary skills, and expand knowledge of law and accounting areas, or corporate secretarial duties.

The bank has disclosed the profile of the company secretary in the topic of the Management Structure, No. 8 The Company Secretary.

8. Remuneration of Directors and Executives

The policy, method and criteria on remunerations of directors and the President has been defined reasonably and transparently in conformity to their duties and responsibility, the bank's performance, and their individual performance, aligned with the industry and sufficient to retain qualified directors. Directors' remuneration shall be proposed to the shareholders meeting for approval.

9. Self-assessment of the Board of Directors

The Board of Directors provides the self-assessment for the Board of Directors and sub-committees in the form of collective assessment, individual assessment and cross-assessment at least once a year to review their performance and challenges in the previous year. The self-assessment fosters the awareness of their roles and responsibilities, which consequently helps enhance work efficiency. It is also an essential tool to assess the appropriateness of the Board of Directors' composition and its performance. The assessment results and recommendations from directors shall be applied to improve the duties of the committees and individual director. Self-assessment forms of the Stock Exchange of Thailand and the Thai Institute of Directors have been applied and adjusted in order to cover the committees' duties and the bank's business nature and environment. The self- assessment includes:

- Self-assessment of the Board of Directors and sub-committees on a collective basis
- Self-assessment of the Board of Directors and sub- committees on an individual basis
- Cross-assessment of directors
- Good Corporate Governance Self-assessment

- **Self-assessment of the Board of Directors and Sub-committees on a Collective Basis**

Self-assessment form is divided into 6 areas as follows:

1. Structure and qualifications
2. Roles, duties and responsibilities
3. Committees meeting
4. Duties of directors
5. Relationship with management
6. Directors' self-improvement and management training

Scoring : The assessment forms contain scores so that directors can compare the result of each topic year over year. Here is the definition of scoring system.

0 = Strongly disagreed or never conducted
1 = Disagreed or seldom conducted
2 = Fairly agreed or moderately conducted
3 = Agreed or well conducted
4 = Strongly agreed or excellently conducted

Evaluation Method : At the meetings of the Board of Directors and sub-committees, the directors thereof jointly conducted an evaluation by marking a score for each assessment item.

Assessment result of self-assessment of Board of Directors and Sub-committees of the year 2025, most items were marked in 4.

- **Self-assessment of the Board of Directors and Sub-committees on an individual Basis**

The assessment form is divided into 3 areas as follows**:**

1. Structure and qualifications of directors
2. Board of Directors meeting and sub-committees' meeting
3. Roles, duties and responsibilities of directors

Scoring : The assessment form contains scores so that directors can compare the results of each topic year over year. Here is the definition of scoring system.

0 = Strongly disagreed or never conducted
1 = Disagreed or seldom conducted
2 = Fairly agreed or moderately conducted
3 = Agreed or well conducted
4 = Strongly agreed or excellently conducted

Evaluation Method : The company secretary and the secretaries of sub-committees shall send individual directors' self-assessment forms to each committee in which they hold an office. The completed forms will then be returned to the secretary of each committee.

Assessment result of self-assessment of the Board of Directors and sub-committees on an individual basis for the year 2025, most items were marked in 4.

- **Cross-assessment of Directors**

The assessment form is to evaluate the responsibilities, roles and duties of the chairman and directors.

Scoring : The assessment form contains scores so that directors can compare the result of each topic year over year. Here is the definition of scoring system.

0 = Strongly disagreed or never conducted
1 = Disagreed or seldom conducted
2 = Fairly agreed or moderately conducted
3 = Agreed or well conducted
4 = Strongly agreed or excellently conducted

Evaluation Method : The company secretary shall submit the cross-assessment of directors to the chairman to evaluate directors individually and in turn the individual directors evaluate the chairman. The completed forms will then be returned to the company secretary to report the result to the board.

Assessment result of cross-assessment for the year 2025, most items were marked in 4.

- **Good Corporate Governance Self-assessment**

The Board of Directors arranges the self-assessment in line with the good corporate governance principles as a tool for the Board of Directors and management to evaluate themselves on issues the bank has done or has not, for adequate disclosure of the bank. The Board of Directors analyzes the evaluation results, recommendations and observations and applies the results to suit the business environment as follows:

The assessment form is divided into 4 areas as follows:

1. Rights of Shareholders and Equitable Treatment of Shareholders
2. Roles of Stakeholders
3. Information Disclosures and Transparency
4. Responsibilities of the Board of Directors

Scoring : No scoring, the assessment form provides a check list for each topic “complied or not” as follows:

- If complied, please check (√) in the "Yes" box.
- If not yet complied or incomplete, please check (√) in the "No" box.

Evaluation Method : The Sustainability and Corporate Governance Committee collectively conducted the evaluation and proposed the results to the Board of Directors for consent.

Assessment Results of good corporate governance, most items were marked in “Yes”.

Principle 4 : Ensure Effective CEO and People Management

The Board of Directors has appointed the Nomination and Remuneration Committee to clearly and transparently nominate directors, Chief Executive Officer and President, and define their remunerations which are commensurate with their roles and responsibilities. The remunerations of directors must be approved by the shareholders meeting and disclosed in the annual report.

1. Knowledge Development for Directors, Executives and Employees

The bank values the efficiency improvements of directors, executives, employees, team of secretary, compliance, internal audit and corporate governance; therefore, it has the policies to encourage them to attend

in-house trainings and external seminars to sharpen their skills, and expand their knowledge and competencies to accommodate both short-term and long-term business growth. These include several training courses run by the Institute of Directors, the Securities and Exchange Commission, the Stock Exchange of Thailand, and the Thai Listed Companies Association. The company secretary acts as the center to communicate news and encourage them to attend the training courses that particularly benefit their duties. The bank will notify seminar programs to directors in advance.

Table : Trainings and Seminars for Directors in 2025

Name of Directors	Training and Seminar Program
1. Mr. Lee, Yu-Chou Chairman	- **Money Laundering Risk** **Organized by** Anti-Money Laundering Office (AMLO) **Date:** 13 May 2025 - **IT Security Awareness** **Organized by** ACIS Professional Center Co., Ltd. **Date:** 21 July 2025 and 19 December 2025 - **Transforming for a Sustainable and Fragile Future for BOD** **Organized by** The Siam Cement Public Company Limited (SCG) **Date:** 25 August 2025
2. Dr. Supriya Kuandachakup Vice Chairman Independent Director	- **Money Laundering Risk** **Organized by** Anti-Money Laundering Office (AMLO) **Date:** 13 May 2025 - **IT Security Awareness** **Organized by** ACIS Professional Center Co., Ltd. **Date:** 21 July 2025 and 19 December 2025 - **Transforming for a Sustainable and Fragile Future for BOD** **Organized by** The Siam Cement Public Company Limited (SCG) **Date:** 25 August 2025 - **Risk Management Program for Corporate Leader** **Organized by** Thai Institute of Directors **Date:** 28-29 August 2025
3. Mr. Pradit Sawattananond Independent Director	- **Money Laundering Risk** **Organized by** Anti-Money Laundering Office (AMLO) **Date:** 13 May 2025 - **IT Security Awareness** **Organized by** ACIS Professional Center Co., Ltd. **Date:** 21 July 2025 and 19 December 2025 - **Hot Issue for Director "The Evolving Role of Audit Committee in Fostering Trust and Transparency", Class 1/2025** **Organized by** Thai Institute of Directors **Date:** 24 July 2025 - **Director's Briefing 4/2025** **Organized by** Thai Institute of Directors **Date:** 15 August 2025

Name of Directors	Training and Seminar Program
	- **Transforming for a Sustainable and Fragile Future for BOD** **Organized by** The Siam Cement Public Company Limited (SCG) **Date:** 25 August 2025 - **Insight in SET: ID & AC Focus** **Organized by** The Stock Exchange of Thailand **Date:** 18-19 November 2025
4. Prof. Piphob Veraphong Independent Director	- **Money Laundering Risk** **Organized by** Anti-Money Laundering Office (AMLO) **Date:** 13 May 2025 - **IT Security Awareness** **Organized by** ACIS Professional Center Co., Ltd. **Date:** 21 July 2025 and 19 December 2025 - **Hot Issue for Director "The Evolving Role of Audit Committee in Fostering Trust and Transparency", Class 1/2025** **Organized by** Thai Institute of Directors **Date:** 24 July 2025 - **Transforming for a Sustainable and Fragile Future for BOD** **Organized by** The Siam Cement Public Company Limited (SCG) **Date:** 25 August 2025
5. Mr. Pichai Dusdeekulchai Independent Director	- **Money Laundering Risk** **Organized by** Anti-Money Laundering Office (AMLO) **Date:** 13 May 2025 - **IT Security Awareness** **Organized by** ACIS Professional Center Co., Ltd. **Date:** 21 July 2025 and 19 December 2025 - **Transforming for a Sustainable and Fragile Future for BOD** **Organized by** The Siam Cement Public Company Limited (SCG) **Date:** 25 August 2025
6. Mr. Rutt Phanijphand Chairman of Executive Committee (Appointed October 2, 2025)	- **IT Security Awareness** **Organized by** ACIS Professional Center Co., Ltd. **Date:** 19 December 2025
7. Mr. Naporn Sunthornchitcharoen Director	- **Money Laundering Risk** **Organized by** Anti-Money Laundering Office (AMLO) **Date:** 13 May 2025 - **IT Security Awareness** **Organized by** ACIS Professional Center Co., Ltd. **Date:** 21 July 2025 and 19 December 2025 - **Transforming for a Sustainable and Fragile Future for BOD** **Organized by** The Siam Cement Public Company Limited (SCG) **Date:** 25 August 2025

Name of Directors	Training and Seminar Program
8. Mr. Shih, Jiing-Fuh Director	- **Money Laundering Risk** **Organized by** Anti-Money Laundering Office (AMLO) **Date:** 13 May 2025 - **IT Security Awareness** **Organized by** ACIS Professional Center Co., Ltd. **Date:** 21 July 2025 and 19 December 2025 - **Transforming for a Sustainable and Fragile Future for BOD** **Organized by** The Siam Cement Public Company Limited (SCG) **Date:** 25 August 2025
9. Mr. Vichian Amornpoonchai Director	- **Director Certification Program (DCP)** **Organized by** Thai Institute of Directors **Date:** 21, 23, 30 April, 7, 14, 21 May and 16 June 2025 - **Money Laundering Risk** **Organized by** Anti-Money Laundering Office (AMLO) **Date:** 13 May 2025 - **IT Security Awareness** **Organized by** ACIS Professional Center Co., Ltd. **Date:** 21 July 2025 and 19 December 2025 - **Transforming for a Sustainable and Fragile Future for BOD** **Organized by** The Siam Cement Public Company Limited (SCG) **Date:** 25 August 2025 - **Cyber Defense with AI and Innovation Strategies** **Organized by** The Securities and Exchange Commission **Date:** 8 September 2025
10. Ms. Chiu, Ya-Ling Director	- **Money Laundering Risk** **Organized by** Anti-Money Laundering Office (AMLO) **Date:** 13 May 2025 - **IT Security Awareness** **Organized by** ACIS Professional Center Co., Ltd. **Date:** 21 July 2025 and 19 December 2025 - **Transforming for a Sustainable and Fragile Future for BOD** **Organized by** The Siam Cement Public Company Limited (SCG) **Date:** 25 August 2025
11. Mr. Liao, Jen-Wen Director	- **Money Laundering Risk** **Organized by** Anti-Money Laundering Office (AMLO) **Date:** 13 May 2025 - **IT Security Awareness** **Organized by** ACIS Professional Center Co., Ltd. **Date:** 21 July 2025 and 19 December 2025 - **Director Accreditation Program (DAP) 234/2025** **Organized by** Thai Institute of Directors (IOD) **Date:** 6-7 August 2025

Name of Directors	Training and Seminar Program
	- **Transforming for a Sustainable and Fragile Future for BOD** **Organized by** The Siam Cement Public Company Limited (SCG) - **Date:** 25 August 2025

2. Remuneration and Employee Welfare

The bank sets the appropriate remuneration and welfare for its employees to align with both short-term and long-term performance to ensure a good standard of living by emphasizing fairness and competitiveness. Therefore, the bank has a policy to increase annual salary and bonus payment based on their annual performance. A special round of salary increase is also made by utilizing the survey results of employee remuneration in the same industry for consideration with an aim at retaining skilled employees whose performances met expectations with the bank.

3. Provident Fund

The bank established a provident fund as a welfare benefit for employees. It is an important factor to encourage and motivate them to perform their tasks and to nourish their good standard of living. They can contribute between 3-15% of their salary to the fund, to which the bank contributes 3-7% depending on the number of years of employment. The Fund Committee, which comprises of representatives elected by fund members and representatives appointed by the employer, has main duties and responsibilities on supervising the management of the fund and formulating investment policies on behalf of fund members. In addition, a multi-investment fund or the "Master Fund" has been offered to employees as an alternative investment policy option, allowing them to choose what suits their needs.

The bank selects a provident fund manager who implements the Investment Governance Code (I Code) in their operations and fund management. This strengthens good corporate governance, transparent and accountable management, aligns with international standards, and builds trust among employees as members of the provident fund.

The total number of employees having the provident in 2025

	Total Employees (Person)	Number of Employees		Percentage of employees participating in provident fund (Person)
		Eligible Employees for the Provident Fund (Person)	Employees Participating in the Provident Fund (Person)	
Land and Houses Bank Public Company Limited	1,503	1,389	1,375	99

Table: Provident Fund Contributions for the Year 2025

Item	Amount (Baht)
Employer Contribution	56,887,268.61
Employee Contribution	105,617,688.99
Total Accumulated Fund	**162,504,957.60**

The bank encourages all employees to participate in the provident fund by providing training on the fund and inviting experts to provide guidance in order to enhance understanding and plan for long-term savings for employees.

4. Orientation Program for New Directors

The bank arranges an orientation session for newly appointed directors. The Chief Executive Officer and President and top executives will give them thorough briefings, from the bank's vision, mission, performance, strategies and business targets to key operations and business nature. Relevant documents including roles and responsibilities of directors, laws and regulations related to the business, annual report and other information of the bank are also provided.

5. Succession Plan for High-Level Executives

The bank places great importance on the development of successors as a key mechanism to enhance business continuity and organizational stability in the long term. The company has established a systematic succession process for strategically key positions, ensuring that the bank has leaders ready for key roles in a timely manner.

The bank has established criteria and processes for selecting qualified successors and Individual Development Plan (IDP) to cultivate knowledge, competencies, and skills necessary for future leadership roles. These plans integrate various development approaches, including training, strategic assignments, and supervisor coaching. The criteria and list of successors are regularly reviewed every year, and individual development progress is monitored and reported regularly to the Board of Directors.

Personnel Development Guidelines for Succession to the Positions of President and Top Executives

1. Define Scope: Set the scope, goal and timeframe for preparing the succession plan
2. Define Key & Critical Position: Define the key positions of the organization including N and N-1 positions and determine the urgency of recruiting a successor (Urgency Wave). The urgency is divided into 3 stages:
   - Wave 1 (High Urgency) : means current position holders aged 57 years or older.
   - Wave 2 (Medium Urgency) : means current position holders aged between 55 - 57 years.
   - Wave 3 (Lower Urgency) : means current position holders aged less than 55 years old.
3. Success Profile Setting : Define qualifications regarding knowledge, skills, and experience required for the position, including:
   1) Bachelor's degree in Finance, Economics, Business Administration, or related fields
   2) At least 15 years of experience in the banking industry and 5-7 years of senior management experience
   3) Knowledge of laws, regulatory framework, risk management, and corporate strategy
   4) Strategic leadership and complex problem-solving skills
   5) Holistic perspective, adherence to governance principles, and ability to professionally deal with stakeholders
4. Identify Successor : Identify a successor through the stock analysis assessment process, which evaluates the competencies required for the position both leadership and functional competency.
5. Competency Gap Analysis : Conduct a competency gap analysis through a 360-degree assessment to analyze strengths and development areas, and design an individual development plan.
6. Development & Monitor : Develop an Individual Development Plan (IDP) and regularly monitor progress, using appropriate development approaches such as strategic assignments and manager coaching.
7. Evaluate & Career Management Process : Conduct the successor readiness assessment and assign them to be acting or promoting them to higher positions when they are ready.

Nomination of Directors and Top Executives

The qualified candidates with sound knowledge, experience in various areas and thorough understanding of banking, finance, economy, laws and related fields, will be carefully screened to ensure the complete composition of the board as required. The Nomination and Remuneration Committee will propose the Board of Directors to consider appointing directors and/or independent directors. In the case where the position of director is vacant for reasons other than retirement at the end of the term or propose the shareholders meeting to select directors and/or independent directors when a director vacates a position upon completion of term or appoint additional new directors based on the board skill matrix in order to find qualified directors with extensive experience suitable for the bank's nature of business, strategies and directions as follows:

Board Skill Matrix

- Business Administration/Management	- Economics/Commerce/Finance/Accounting
- Strategic Planning/Business Strategies	- Internal Control
- Risk Management	- Marketing
- Economics/ Finance	- Human Resource Management
- Sustainable Development	- Information Technology
- Tax Law and Other Laws	

The criteria for nomination and appointment of independent directors indicate that each eligible candidate must meet the qualifications of independent directors as required by the bank and be in accordance with the notification of the Capital Market Supervisory Board and good corporate governance principles. Also for recruiting and appointing individuals to serve as non-executive directors, they must have work experience related to the bank's business.

In addition, in 2025, the Nomination and Remuneration Committee selected qualified director with appropriate qualifications in line with the business strategy to hold the position of director in place of the resigned directors by nominating Mr. Rutt Phanijphand who possesses sound knowledge, ability and experience related to the business and will be a great help to determine the direction and business plan of the bank. This has been approved by the Board of Directors and become effective on October 2, 2025.

In addition, the appointment of directors is subject to approval by the Bank of Thailand.

The details of criteria for the nomination of independent directors and qualifications of independent directors are disclosed in the topic of the Management Structure, Remuneration for Directors and Executives.

According to the recruitment criteria for the bank's top executives, the Nomination and Remuneration Committee will screen and select talented persons with proper qualifications, ethics, morality and honesty. The basic factors for consideration include qualifications, knowledge and experiences. The Nomination and Remuneration Committee will nominate the qualified person to the Board of Directors for appointment and propose to the Bank of Thailand for approval.

Remuneration of Directors and Executives

- The Nomination and Remuneration Committee chaired by an independent director shall lay down policies, methods and criteria for remuneration of directors and president with fairness, reasonableness and transparency in relation to the bank's operating results and his/her performances. The remuneration must be on a par with industry's standards and competitive enough to retain desired directors and executives.

- Remuneration of directors is determined by the shareholders' meeting both in monetary form and other forms considered and proposed by the Nomination and Remuneration Committee. The remuneration will be considered based on general practices by considering work experience, knowledge and competencies, coupled with duties and responsibilities and contributions to the bank. The remuneration shall also be on par with those at other SET listed companies in similar industries and businesses and the average figures at listed companies according to the survey report on remuneration rates for listed companies' directors by the Thai Institute of Directors.

The details of directors' compensations approved by the shareholders meeting are disclosed in the topic of the Management Structure, Remuneration for Directors and Executives.

Principle 5 : Nurture innovation and responsible business

1. Taking into account the rights of stakeholders

The bank gives priority to and takes into account the rights of stakeholders based on related laws; does not commit any act that violates their rights; and is committed to fulfilling its responsibilities towards all groups of stakeholders.

2. Determining the policy on the treatment of stakeholders

- Instill strong work ethics with strict adherence as guidelines to carry out duties honestly and fairly for the bank, stakeholders, public and society
- Disclose the bank's information to shareholders, investors, and public accurately, comprehensively, in a timely manner, and in line with related laws and regulations; and cooperate with regulators in providing accurate and comprehensive reports in a timely manner
- Establish the bank's code of conduct and ethics in writing as guidelines on the treatment of all stakeholders from internal stakeholders, namely, employees and executives, to external stakeholders, namely, all shareholders, customers, business partners, competitors, government sectors and other agencies. Ensure transparent operations and encourage active cooperation between the bank and stakeholders for mutual benefits; and ensure that stakeholders will receive protection and good treatment
- Establish ethics for directors and employees and promote their participation so that they uphold ethical principles and practices with honesty, morality and carefulness; and prevent any act that violates rules and regulations and tarnishes the bank's reputation
- The bank has determined a whistleblower policy to ensure the effectiveness of whistleblowing. The bank provides channels of receiving and handling complaints or other significant matters for both internal and external complaint, for example, whistleblowing via independent directors and bank's website. Moreover, the whistleblower shall be protected from any impact or damage.
- The bank has established a policy on corporate social responsibility for sustainable business development by integrating CSR into the main process of business operations (CSR-in-Process) and outside the main process of business operations (CSR-after-Process). It also reinforces executives and employees at all levels to engage in and instill a volunteer spirit to build their awareness of social responsibility. Also, it lays a strong foundation for sustainable development which leads to true sustainability of social and national development.

The bank has published the good corporate governance policy, code of conduct and code of business ethics, and code of ethics for directors and employees through the bank's intranet and website; and included them in the training curriculum for employees as follows:

Section 1 Intention

The objective of the bank's code of conduct and code of ethics for directors and employees is to provide all levels of employees including directors with good practical guidelines as a working standard. Recognized as a trusted financial institution and a national source of funding, the bank strives to operate its business with honesty and well balance between business performance and impacts on shareholders and customers. It also adheres to the principles of business sustainability by taking into account society, environment and humanitarian principles.

Based on the corporate governance principles, the bank intends to operate its business with honor and trust while bringing benefits to customers and maintaining the well balance between the bank and stakeholders. The bank's code of conduct and code of ethics can be categorized into 4 sections as follows:

Section 1: Intention
Section 2: Code of Conduct
Section 3: Code of Ethics for Directors
Section 4: Code of Ethics for Employees

Definitions

"Code of Conduct" refers to rules of practices that the commercial bank has defined to maintain and improve a good reputation and status of the commercial bank's employees.

"Ethics" refers to the basic practices for controlling physical and verbal behaviors that employees shall adhere to regularly at work.

"Bank" refers to Land and House Bank Public Company Limited.

"Director" refers to the bank's directors.

"Employee" refers to all types of the bank's employees: trainees, permanent employees and employees with special contracts.

Section 2 Code of Conduct

2. Code of conduct can be divided into 10 areas as follows:

2.1 Code of Business Ethics

The bank shall ensure that employees comply with the code of business ethics as follows:

2.1.1 Perform duties with honesty, morality and responsibility to strictly conform to related laws, regulations and rules as well as the anti-corruption policy and anti-money laundering and combating the financing of terrorism policy

2.1.2 Prevent and avoid any actions that may lead to the conflicts of interest

2.1.3 Perform duties as a professional who has sound knowledge, abilities, skills and prudence

2.1.4 Keep confidentiality and shall not use internal information or confidential information to seek unlawful benefits for oneself or others

2.2 Roles of Directors and Executives

The bank's directors and executives shall be aware of their duties and responsibilities under the moral and ethical framework in order to promote good governance at all levels in the bank as follows:

2.2.1 Directors and executives shall carefully perform their duties and oversee operations with honesty, fairness, morality, responsibility and ethics for the maximum benefit of the bank and stakeholders under the framework and guidelines on the business judgment rule.

They shall also protect the bank's benefits by paying attention to the incidents occurred to the bank or its operations.

2.2.2 Directors and executives shall play an important role in instilling good corporate governance in the bank, which will boost up the confidence among shareholders, customers, regulators and all stakeholders for the maximum benefits of the bank, industry and nation. For this reason, the good corporate governance policy and ethics have been set clearly in writing and communicated to employees and executives to follow effectively.

2.2.3 Directors shall follow the good corporate governance principles and shall act as the intermediary between shareholders and management, with the main duties of determining policies relating to business operations and directions. They also set good corporate governance and supervise executives and management to efficiently and effectively perform their duties in accordance with the defined policies.

2.2.4 The bank is required to operate its business under the laws, regulations, standards and practices of regulators, directors as the representatives of shareholders shall set policies while executives as the representatives of management shall carry forward policies to be implemented properly and efficiently. The bank shall also provide an effective internal control to ensure the bank carries out its business strictly in accordance with laws, rules and regulations.

2.2.5 Directors shall make sure that the bank has policies and efficient risk management system to cushion any significant risks. They shall supervise the Risk Management Committee to perform its duties properly and professionally and not to be dominated by any business units. In addition, executives shall be aware of potential risks, protect the bank's benefits while limiting any possible damages to be under risk appetite and effective risk management.

2.2.6 Any transactions by directors and executives with the bank shall be taken at an appropriate level or shall be considered as normal business transactions as those of with general persons who are not particularly related to the bank. This is to avoid any conflicts of interest that may arise or be expected. In the event that any conflicts of interest occur, they must be settled fairly and immediately.

2.3 Service Standards

The bank shall build confidence for customers and stakeholders by providing service standards as follows:

2.3.1 Manage its business effectively, enabling customers and stakeholders to receive the good services

2.3.2 Set a good corporate governance to deliver services that comply with related regulations

2.3.3 Set a prudent management system and internal control to prevent service errors

2.3.4 Set a risk management system that aligns with the business, ensuring the bank is able to manage and properly handle potential risks

2.4 Employees and Work Environment

In order to support employees to work effectively, the bank shall provide them the following facilities:

2.4.1 Provide a good and safe working environment; therefore, employees are ready to service customers

2.4.2 Place an emphasis on treating all employees with justice and honor

2.4.3 Encourage and support employees to improve themselves by attending trainings regularly

2.4.4 Provide fair compensations for employees based on fair performance evaluation

2.4.5 Keep employees' personal information confidential and do not take their information to seek other benefits

2.4.6 In case of any investigation on employees' operations, the bank shall support employees for the cooperation with both compliance, internal and external audit units to ensure fairness

2.4.7 Do not discriminate the differences of gender, race, age, religion or disability

2.4.8 Prevent any verbal and physical threats that may affect the honor or human dignity of others in the workplace

2.4.9 Provide appropriate communication channels for complaints and whistleblowing

2.5 Customer Accountability

The bank shall place an emphasis on customers and treat them with accountabilities as follows:

2.5.1 Offer products and services that meet customers' needs and suitable for customers' purchasing power

2.5.2 Disclose the information about the bank's products and services covering their relevant terms and conditions, risks, service fees and interest rates in a timely manner so that customers can gain deeper understanding and adequate information for making decisions. Moreover, the advertising and public relations must be conducted transparently with clear messages to prevent misleading

2.5.3 Protect the confidentiality of customers' information, unless customers' consent is obtained or the bank has to abide by laws

2.5.4 Provide whistleblowing channels for customers and handle their complaints clearly and properly

2.5.5 Keep a sustainable relationship with customers and do not take bribes and/or benefits, gifts, assets and any forms of entertainment that imply an intention to wrongfully benefit customers

2.6 Conflicts of Interest

The bank provides measures to manage conflicts of interest in business operation as follows:

2.6.1 Protection of insider information usage

1. Provide measures to control securities trading and disclose securities trading account of directors, executives, employees and related parties who may have access to internal information, to prevent abuse of duty for their personal interests or others unlawfully
2. Provide physical separation of working area to prevent information leakage between business units that may have conflicts of interest

2.6.2 Transactions with connected persons and related person transactions

1. Transactions the bank does with directors, executives, major shareholders or connected persons shall not lead to a transfer of benefits of the bank.
2. Persons who have any interests with or involve in any transaction shall not participate in decision-making process of that transaction to ensure the maximum benefits of the bank.
3. Carefully define regulations and process for connected transactions to ensure benefits of the bank and its shareholders

2.6.3 Receiving and giving gifts, receptions and other benefits

1. Receiving or giving gifts and other benefits is to foster business relationships should be operated with caution, reasonability and value suitable for occasions and tradition.
2. Do not offer a bribe, reward, provide or claim for any other inappropriate benefits either directly or indirectly to/from customers, government agencies, private organizations, or any third parties, which influence their neutral judgment or influence others on their duties as to gain improper benefits.

2.7 Data Management

The bank has guidelines to appropriately manage its information and communication as follows:

2.7.1 Data Management

1. Appropriately protect, store and maintain customers' and bank's information, not to disclose it as prescribed by laws. Customers' personal information shall be collected, stored and used properly.
2. Not disclose customers' and bank's information, except when customers' consent is obtained or when the bank has to abide by related laws.

2.7.2 Communication

Communications, statements or any information related to the bank, its business and customers provided to mass media or any media shall be conducted properly and correctly, and only by authorized persons acting on behalf of the bank.

2.8 Overall Supervision

The bank shall operate its business in accordance with related laws, bank's regulations and policies, and good governance principles as follows:

2.8.1 Provide employees with knowledge and understanding of laws and regulations and potential risks of non-compliance that may affect the bank's operations, image and reputation, and encourage them to be aware of their responsibilities

2.8.2 Establish a unit responsible for compliance with laws and regulations. This unit shall perform its duties independently from the bank's management, and be equipped with appropriate staff and other resources

2.8.3 Ensure regular review of the compliance with laws, regulations of regulators, policies and regulations of the bank; and provide solutions and preventive measures under the framework of laws, good governance principles, policies and regulations of the bank

2.8.4 Appropriately enforce a disciplinary actions against those who do not comply with laws and regulations by considering the effect and nature of offenses; and ensure fairness to all parties without discriminations

2.8.5 Provide channels for whistleblowing or to report any suspicious acts against honesty or any acts that does not comply with related laws and regulations

2.9 Trade Competition and Dispute Resolution

To ensure that the bank's operation has been performed efficiently and sustainably, the bank shall proceed as follows:

2.9.1 The bank shall operate its business freely and compete fairly without making agreements with other companies to determine purchase price, selling price, or terms of service that are unfair to customers.

2.9.2 The bank shall offer products and services that are beneficial and cost-effective to customers, allowing them to choose products and services freely; and not obstruct them when they opt for other bank's services.

2.9.3 The bank shall not attack its competitors or take any action that is a monopoly, reduces or limits competition in the market.

2.9.4 In case of dispute, the bank shall provide appropriate process to settle or mediate a dispute.

2.10 Society and Environment

The bank is committed to operating its business with responsibility towards society and environment, carefully dealing with any matter that may affect public feelings, and promoting employees' environmental accountability.

Section 3 Code of Ethics for Directors

The Board of Directors plays a vital role in leading the bank to success by determining policies and guiding the employees' behaviors to the right directions. Consequently, the board shall comply with the following Code of Conduct and Ethics in serving as a good role model for executives and all levels of employees.

3. Code of Ethics for Directors consists of 3 areas as follows:

3.1 Business Management

3.1.1 Supervise the business operations without potential risks to the security of the bank

3.1.2 Perform the duties with integrity, transparency, morality and justice to ensure that the maximum benefits of the bank has been taken into consideration when making any

decision or taking any action without discriminations or abstentions by upholding the principle of equality

3.1.3 Perform duties in a professional manner with knowledge, skills, determination and caution; and apply existing knowledge and skills to manage the bank to the fullest

3.1.4 Refrain from seeking personal interests and related persons' interests by disclosing or exploiting non-public information or confidential data to a third party that may constitute conflicts of interest both intentionally and unintentionally. Information gained from positions shall not be used for personal financial gains and others

3.1.5 Oversee the bank's operations to be in compliance with related laws, regulations and ensure that no facts are concealed and the information is reported accurately, completely, timely and regularly

3.1.6 Comply with the laws and regulations relating to the business operations

3.2 Relationship with Shareholders, Customers, Creditors, Business Partners and Employees

3.2.1 Directors have responsibilities towards shareholders for information disclosure, accounting practices, insider information and conflicts of interest.

3.2.2 Always protect customers' interests, pay attention to and take responsibility towards them by providing good quality products as well as keeping products' standards

3.2.3 Behave within the rules of good competition by refraining from destroying the reputation of competitors or dishonest or fraudulent acts to seek for competitors' information

3.2.4 Ensure equal employment opportunities and equal employee-related principles; and build confidence that employees have knowledge and skills necessary for their job functions

3.3 Social and Environmental Responsibilities

3.3.1 Operate business with social and environmental accountabilities

3.3.2 Take precautions and pay attention to any operations that may affect the public

3.3.3 Promote environmental accountability among employees

Section 4 Code of Ethics for Employees

4. Code of Ethics for Employees consists of 4 areas as follows:

4.1 Integrity

Integrity is a fundamental qualification of executives and employees at all levels who can possibly provide gains or incur damages to customers, colleagues, shareholders, financial system and society as whole. As a result, in order to win trust and credibility among customers, shareholders and regulators, executives and employees must perform their duties with justice, honesty, mental strength and ethical strength. They may not succumb to bribery or personal gains and have to act in the best interests and satisfactions of customers and public as whole.

A. Code of Conducts for Supervisors and Executives

1. Understand the importance of code of ethics for financial professionals that they have to adhere to honesty as their first priority
2. Be a coordinator who conveys the policies of regulators and shareholders to related parties to understand and put them into practices
3. Be a good leadership role model

4. Encourage and support employees to realize the importance and virtue of performing their duties with honesty and fairness by providing them knowledge, praising and/or rewarding executives and employees who work with honesty, sincerity and morality
5. Build up trust, reliability and satisfaction for customers by pointing out disadvantages, inaccuracy and impact arising from giving briberies, rewards or other undue benefits to employees and executives

B. Code of Conducts for Employees

1. Honesty is the foundation for building trust and confidence among customers, which ultimately leads to business success and higher ethics.
2. Perform duties with honesty and protect the bank's benefits as it is your own business
3. Provide services to customers with a purpose in maximizing their benefits based on honesty and legitimacy
4. Shall not place an importance on their own personal interests over accountability to the bank and shall not seek benefits or embezzle assets likely to belong to the bank or its customers
5. Shall not disclose the information of customers' projects to other persons or shall not run a business to compete with customers
6. Shall be honest with customers and shall not exploit customers' trust to seek personal benefits
7. Avoid receiving anything of value or gifts from customers, if possible, employees shall receive them on behalf of the bank as a service provider and not obtain them for personal benefits
8. Shall not exploit his/her position for personal benefits and shall not allow other persons to seek benefits from his/her own name or position
9. Shall not solicit for any other assets from customers, except expenses and fees charged by the bank
10. Shall not give hope or pledge to customers of any particular subject that he/she has no authority to do so
11. Prompt to resolve customers' problems and be ready to assist as much as possible if the case is not contrary to the bank's benefits or causes any damage to the bank
12. When receiving money from customers to pay to the bank, he/she shall deliver receipt to the customer promptly

4.2 Confidentiality

In the bank's business, keeping confidentiality means securing all major types of information of the bank and customers. The critical information includes:

- Financial information, account, name and address of customers
- Information about the bank's assets
- Information about the internal management of the bank, including statistical figures and various reports
- Information about the bank's former and existing employees
- Information about the bank's business partners
- Information about business communications with government or its agencies

Keeping confidential information of the bank and its customers is very important for any financial and banking business. To some extent, by the nature of business, the employees are privy to the confidential information of customers, which, if disclosed, can cause damages to customers or other parties. Therefore, a guideline has been laid down to protect the reputation and avoid any damage to the bank and its customers.

A. Code of Conducts for Supervisors and Executives

1. Receive guidelines and regulations from coordination unit and apply to the bank's guidelines and policies by setting as the bank's practices
2. The supervisor shall create the bank's environment that supports the protection of confidential information.
3. Set up a department responsible for controlling employees' operations to be in accordance with the regulations of confidential information protection
4. When all employees acknowledge and realize such practices, supervisors and executives are responsible to advise them in case of any interruption as well as paying attention to their opinions and suggestions, and consequently, applying their feedbacks to the bank's practices and operations.

B. Code of Conducts for Employees

1. Keeping the confidentiality of the bank and its customers is a fundamental principle of business. Employees shall maintain customer confidentiality and shall not disclose the bank's information that has not yet been publicly disclosed, except when getting permission from customers or top executives, or complying with the laws.
2. Employees shall not exploit the information obtained or prepared by their assigned duties to seek personal benefits or other persons' benefits.
3. Employees shall be aware of the defined procedures. In case of any obstacles or having opinions and suggestions, employees shall consult with their supervisors and executives to adjust the procedures to suit the bank's operations.
4. Employees shall keep the confidentiality of the customers' information strictly and shall not exploit customers' information for their own benefits.
5. In some cases, employees shall not disclose customers' information to other employees or to other departments because it may lead to conflicts of interest.
6. Employees who are privy to personal information of other employees such as salary and benefits are able to disclose the information to internal and external parties only when necessary with carefulness and strictness.
7. Employees shall not criticize personal matters or information of customers and colleagues in a negative way.

C. Exceptions

In some cases, the bank may disclose confidential information when:

- Required by laws such as court writ
- Required by social responsibility and obligation
- Specially requested by any occasion; however, a written consent from customer is required.

4.3 Professional Ethics

Building awareness among executives and employees to behave in accordance with proper framework of procedures by considering the principles of morality, ethics and justice will result in a positive image of the bank.

A. Code of Conducts for Supervisors and Executives

1. Set guidelines or work manuals comprehensively and clearly as standards for business operation which is grounded in morality, ethics and justice
2. Supervise the operations of employees under supervision and/or in departments related to their duties to ensure compliance with the bank's prescribed guidelines
3. Executives shall behave themselves and act as role models for employees at all levels.
4. Executives shall develop employees to have deeper knowledge and expertise in products and services for the maximum benefits of customers.
5. Shall not induce customers to use the bank's products or services through fraudulent propaganda or exaggerated information that can mislead customers

B. Code of Conducts for Employees

1. Have a positive attitude and loyalty to the bank
2. Efficiently perform duties with knowledge and abilities required by professional standards with carefulness and responsibility
3. Provide important information to customers in regard to their benefits, terms and conditions truthfully, completely and clearly
4. Avoid inappropriate behaviors relating to temptation, drug, all types of gambling, insolvency and immorality, which damage the image of themselves and the bank
5. Always treat customers with equality, honesty and friendliness
6. Cooperate and promote activities that will generate mutual understanding among employees at all levels
7. Follow laws, regulations and standards related to the bank's business strictly
8. Provide customers' information adequately for using in performing duties and servicing them efficiently
9. Design efficient management to maintain healthy financial stability and status to prevent any damage to customers and the general public
10. Compete with peers or other banks under the defined rules and regulations without blaming and defaming others
11. Behave properly as a representative of the bank

4.4 Service to Community

The bank's business operations is not limited only to related associates and customers, as an individual and a juristic person in the society of the country, a financial professional shall realize and be aware of altruism both in business and personal aspects.

A. Code of Conducts for Supervisors and Executives

1. Receive guidelines and regulations from coordinating departments to apply to the bank's guidelines and policies and to set up the bank's practice accordingly

2. Executives shall behave as a good role model and shall encourage members of the bank to realize the importance of social activities.
3. Specify the purposes of the business to benefit society and not cause any damages to society
4. Support and follow the government policies, and take part in government activities

B. Code of Conducts for Employees

1. Strictly comply with policies or regulations regarding the scope of social practices defined by the bank
2. Participate in and support social and community activities as appropriate
3. Preserve the nation's arts and culture
4. Shall not cooperate or support any activity which negatively impacts environment and society
5. Shall not cooperate or support any activity which could be detrimental to morality or promote temptation

Whistleblowing Policy

The bank has determined a whistleblowing policy to ensure the effectiveness of whistleblowing. The procedure and channels of receiving and handling complaints or other significant matters are therefore provided. Moreover, the bank protects whistleblowers from any threat or damages. The practical guidelines are as follows:

1. Whistleblowing / complaints of fraud and corruption

- Employees shall not ignore or neglect when they have found or acknowledged any activity that is contrary to the regulations and orders of bank or any suspicious act of corruption which is related to the bank. Employees shall report such attempt through channels provided by the bank.
- Employees shall actively collaborate with any investigation process and provide facts of acts that fall under the category of fraud and corruption they have witnessed.

2. Issues for whistleblowing/complaints about fraud and corruption

- Misuse of authority to seek any alleged benefits for individual, family, friend and acquaintance such as giving or taking bribes or benefits, conflicts of interests, deception, violation of the bank's regulations and policies
- Destruction of documents, distortion or concealment of information in order to support corruption
- Suspicious act of corruption or situation/ information that may be within the scope of such act
- Negative impacts from giving corruption clues, providing information, collaborating in investigation process, or refusing to involve in corruption such as being bullied at work, downgraded, penalized, dismissed from work or other impacts that harm whistleblower.

However, complaints related to problems and/or disputes between individuals or anonymous complaints are not counted as whistleblowing/complaints about fraud and corruptions.

3. Channels for whistleblowing/complaints of fraud and corruption

Witnesses of suspected corruptions or victims of threats from refusing to engage in corruptions can raise any concerns/ lodge any complaints either anonymously or otherwise with clear facts or sufficient evidence to believe that fraud and corruption exist through the following channels.

1) Mr. Pradit Sawattananond — Chairman of Sustainability and Corporate Governance Committee
   Email: Whistleblowing@lhbank.co.th
2) Mr. Jumpon Suwannawong — Secretary of Sustainability and Corporate Governance Committee
   Email: Whistleblowing@lhbank.co.th
3) The bank's website — www.lhbank.co.th
4) Letter to — Chairman of Sustainability and Corporate Governance Committee
   1 Q.House Lumpini Building, South Sathon Rd. Thungmahamek, Sathon, Bangkok 10120
5) Intranet for internal use

4. Procedure for handling whistleblowing reports or complaints

The Whistleblowing Handling Working Group was assigned by the Sustainability and Corporate Governance Committee which consists of head of People Group, Internal Audit Group, Legal and Compliance Group and related departments, as the case may be, in charge of scrutinizing internal facts from whistleblowing reports about wrongdoing or corruption, including reporting and following up on consequences and presenting to the CEO and president and the Sustainability and Corporate Governance Committee.

5. Protection for whistleblowers and those who refuse to engage in corrupt practices

The bank has set a protective mechanism for persons who collaborate with the bank for any acts against fraud and corruption which include whistleblowing, providing information and refusing to engage in fraud and corruption, to ensure such acts hold no harm to informants. The mechanism is as follows:

1. The bank will protect the persons who collaborate with the bank for whistleblowing or refusing to engage in fraud and corruption from any trouble, danger or unfair treatment arising from the collaboration of anti-corruption.
2. The bank will not demote, impose penalties, or pose any negative impact on staff or executives who reject fraud and corruption even such acts might cause the loss of business opportunity to the bank.
3. In case the whistleblowers/complainants found to be at risk, they can request for appropriate protective measures from the bank.
4. To protect the rights of complainants supplying information in good faith, the bank will keep their personal information confidential by limitedly revealing the information only among investigation team. If such information is found to be misused and disclosed improperly, it will be considered as a violation and subject to disciplinary actions.
5. In case, employees or executives are found guilty of unfair treatment or causing damages to others with a motive for being reported / complained or refused to involve in corruption, such acts are subject to disciplinary actions.

Receiving general complaints

The bank provides various channels for both internal and external stakeholders to lodge their complaints and sets up the work group to verify the fact to ensure fairness, transparent and accountability.

Complaints through Independent directors

Mr. Pradit Sawattananond Chairman of the Audit Committee
Email: pradits@lhbank.co.th

Prof. Piphob Veraphong Member of the Audit Committee
Email: piphobv@lhbank.co.th

Dr. Supriya Kuandechakupt Member of the Audit Committee
Email: supriyak@lhbank.co.th

Mr. Pichai Dusdeekulchai Member of the Audit Committee
Email: pichaid@lhbank.co.th

Bank's website : www.lhbank.co.th
E-mail : presidentoffice@lhbank.co.th
Call Center : 1327

In 2025, the bank did not receive any whistleblowing cases or complaints regarding fraud or corruption.

The bank carried out the whistleblowing process, which can be summarized as follows:

1. The bank reported the complaints made through regulators to the Sustainability and Corporate Governance Committee on a monthly basis.
2. The bank reported whistleblowing cases and complaints to the Sustainability and Corporate Governance Committee on a quarterly basis.
3. The bank has communicated the whistleblowing policy to executives and employees through the company's PacD application.



Preventive Measures for Whistleblowing

The bank adopted the guidelines for risk management and good internal control based on the 3 lines of defense guidelines to its supervision as follows:

First Line of Defense includes executives and employees by campaigning for strict compliance with the code of conduct, rules, regulations, and related policies, communicating with them to emphasize the whistleblowing policy on an annual basis so that they are aware of the guidelines, nature of misconducts, whistleblowing channels and punishments.

Second Line of Defense conducts the risk management by evaluating the efficiency of the bank's risk management system and supervision of legal compliance and related regulations.

Third Line of Defense is the inspection and review of operations to ensure that the bank has sound internal control.

3. Disclosure of policy compliance and reporting for sustainable business development

The bank has established a policy on corporate social responsibility for sustainable business development by integrating CSR into the main process of business operations (CSR-in-Process) and outside the main process of business operations (CSR-after-Process). It also reinforces executives and employees at all levels to engage in and instill a volunteer spirit to build their awareness of social responsibility. Also, it lays a strong foundation for sustainable development which leads to true sustainability of social and national development.

- Disclose the implementation of the social responsibility policy for sustainable business development in various activities of the bank as well as promote employee participation in compliance with the policy and instill awareness of social responsibility among employees of the organization continuously
- Prepare the report on sustainable business development for social responsibilities

Social Responsibility for Sustainable Business Development Policy

The bank is aware of operating business with social responsibility for sustainable growth by focusing on taking care of stakeholders, economy, society and environment with morality and ethics as well as corporate governance. The business operations must be conducted with honesty, transparency and fairness with the awareness of negative impact on the economy, society and environment. Thus, the bank develops the policy of social responsibilities for sustainable business development in writing following the guideline of Corporate Social Responsibility Institute, the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. The bank realizes the importance of “dependence” as people in the society are target consumers of all business’ products and services. Therefore, no matter what direction a business organization is developing towards, people in the society inevitably contribute some support. The policy and practical guideline help direct members of the organization to operate CSR-in-process and CSR-after-process by encouraging executives and employees at all levels to instill voluntary spirit and CSR awareness.

The policy on social responsibilities for sustainable business development consists of principles and practical guidelines for directors, executives and employees at all levels to adhere to 9 areas as follows:

1. Good Corporate Governance
2. Fair Business Operation
3. Anti-Corruption
4. Respect for Human Rights
5. Fair Treatment of Labor
6. Responsibilities towards Consumers
7. Cooperation in Development of Community and Society

8. Environmental Management
9. Innovation and Dissemination of Innovative Corporate Social Responsibilities

- **Disclosure of the Policy Compliance and Reporting for Social Responsibility**

The bank discloses its compliance of social responsibility policy in the annual report and the bank's website, including employees' participation in conformity with the policy to instill a sense of social responsibility.

4. No violations of human rights and care for public sentiments

The bank recognizes the importance of stakeholders, employees, communities and surrounding societies that should be treated with fairness, equality, respect and dignity. The bank aims to build good relationships and avoid any actions that may violate basic rights or create negative impacts on public sentiments. The bank has implemented the following key measures.

4.1 Treating employees equally and fairly, providing appropriate, transparent, and non-discriminatory compensation and benefits, enhancing their potential for career advancement, encouraging involvement in organizational activities, creating a safe work environment, respecting individual rights, and not violating human dignity.

4.2 Providing channels for lodging complaints, suggestions, and whistleblowing regarding fraud or unfair treatment. Employees can report through their supervisors, independent directors, and the head of Legal and Compliance Group. The bank has established a clear and impartial process, with a committee to review complaints and investigate the facts to ensure transparent consideration and remedies in accordance with human rights principles.

4.3 No forced labor or child labor exploitation. The bank respects the principle of international human rights, not supporting the exploitation of forced labor or child labor in all forms.

4.4 Operating business with public and societal considerations. The company bank with prudence, refraining from any actions that may offend public sentiments, and striving to maintain an image of transparency, trustworthiness, and social responsibility.

Occupational Health and Safety Policy

The bank pays attention to safety, occupational health, and working environment by strictly adhering to related laws and regulations to prevent accidents, hazards, and work-related illnesses, creating safe environment favorable for work of employees at all levels.

The bank has established the Occupational Health and Safety Committee to oversee, monitor, and systematically push safety action plans, and appointed executives and supervisors who have undergone training sessions as safety officers to support preventive safety practices.

The bank aims to foster a safety culture through regular risk assessments, communication, training, and testing to ensure employees can work safely.

5. Reinforcing Fair Treatments of Stakeholders

Fair Treatments of Employees

The bank reinforces the fair treatment of employees based on human rights principles, equality, and human dignity by considering their needs and appropriate welfare for employees in order to build good ties between employees and the bank.

The bank strictly adheres to work-related regulations and labor laws, and continuously promoting skill development and potential for stability and career advancement. The bank puts in place the performance evaluation process and transparent management of compensation commensurate with the duties, responsibilities,

and abilities of individual employees to enhance quality of life and stability of employees in the long run. A provident fund has been established to provide employees with financial security after retirement and offer risk protection through comprehensive life and health insurance, which can help reduce unexpected expenses and boost confidence in life and work.

Fair Treatments of Business Partners, Competitors and Creditors

The bank has encouraged fair treatment toward business partners, competitors and creditors in terms of costs and returns. For example, the bank manages its fair-trade agreements; does not involve any activities that infringe intellectual property; and arranges payments for products and services in a fair and timely manner. The bank does not seek confidential information from competitors through inappropriate methods or dishonest means and will not destroy the reputation of business competitors by making malicious accusations.

In 2025, there were no disputes and lawsuits among the bank and its partners, competitors, and creditors.

Principle 6 : Strengthen effective risk management and internal control

1. Internal Control and Internal Audit

The Board of Directors supports and places an importance on internal control activities in 5 areas to ensure that the bank has adequate and appropriate internal control to achieve the established objectives of business operations under the good compliance and internal control as follows:

- Environment
- Internal control
- Risk assessment
- Information technology system control and data communication
- Monitoring and evaluation

2. Risk Management

The Board of Directors places an emphasis on risk management across the organization and monitors the financial business group to have risk governance framework and risk culture. The Board of Directors has established the risk management policy and risk management procedures which consist of risk identification, risk assessment, risk monitoring and controls, and risk reporting; and regularly reviewed the adequacy and effectiveness of risk management.

3. Compliance with Regulations

The Board of Directors, executives and employees of the companies in the financial business group have complied with related laws, regulations and rules to ensure that all companies have operated their businesses with responsibilities, transparency, equitable treatment of stakeholders and management with honesty. The bank also ensures its operations have complied with supervisory regulations, provides the procedure for related party transactions with performance report, data storage and booking according to financial reporting standards.

In 2025, the bank has not committed any offenses or violations of the law until criminal proceedings have been taken or civil sanctions or administrative action.

Head of Compliance Division

Name	Ms. Montita Daorerg
Position	Head of Compliance
Age (Years)	45
Education	- LL.M. in Business Laws (International Program), Chulalongkorn University - Master of Laws (International Trade Laws) Thammasat University - Bachelor of Laws, Thammasat University

Trainings

- Digital Business Compliance : Association of Legal & Political Studies
- Technology Crime : ThaiLawTraining
- ASCO Compliance Training Program for Registered or Prospective Chief Compliance Officers
- Head of Compliance Training Program (Securities Business): Faculty of Law, Chulalongkorn University
- Improving the Quality of Suspicious Transaction Reporting (STR) : Australian Government
- Risk Mitigation for Politically Exposed Persons (PEPs) in Thailand Workshop : Australian Government
- Cross Border Financial Investigation Training Program : Homeland Security Investigations (HSI)
- Compliance Officer Training Program, Class 5

Work experiences in the past 5 years

❖ **Current Position in Listed Companies on the Stock Exchange of Thailand** - None -

❖ **Current Position in 1 Non-listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
May 2025 - Present	Head of Compliance	Land and Houses Bank PLC
2022 - 2024	Director	Infinitas By Krungthai Co., Ltd.
2021	Senior Vice President	Krungthai Bank PLC

Duties and Responsibilities:

Wholesale Banking Compliance Department

- To be a center of rules, regulations and regulatory requirements regarding commercial banking business
- To oversee, monitor and control the bank's operations in compliance with the Financial Institutions Business Act, B.E. 2551, Securities and Exchange Act, B.E. 2535, their amendments as well as relevant regulatory requirements
- To analyze the notifications and regulatory requirements, formulate an operational plan for business units such as preparation of policies, regulations, operating manuals to comply with regulations, and monitor the results of operations according to the operational plans relating to wholesales banking business
- To evaluate appropriateness of processes and practices on compliance and to launch new products/services or new businesses relating to wholesales banking business
- To provide advice and recommendation on regulations of the Bank of Thailand and other regulatory requirements relating to wholesales banking business
- To be a center for the preparation of permission/approval letters, request for waivers and consultations, and report to the Bank of Thailand, relating to wholesales banking business
- To provide the compliance actions and annual plans regarding wholesales banking business as required or requested by regulators

Retail Banking Compliance Department

- To be center of retail product regulations
- To oversee the bank's operations in accordance with the Financial Institutions Business Act B.E. 2551 and its amendment as well as related regulations

- To analyze announcements and regulations, and determine operational plans in accordance with business units, such as the formulation of policies, regulations, operational manuals on retail banking products
- To evaluate the effectiveness of the process or new product launching guidelines relating to retail banking products
- To provide advice on regulations of the Bank of Thailand and other government regulations relating to retail banking products
- To be the center for the preparation of permission letters, request for waivers and advice, and report to the Bank of Thailand and other government regulations relating to retail banking business
- To provide plans, ensure the implementation to be in line with the business plans and supervise the regulatory compliance on matters relating to retail banking products
- To prepare an annual report concerning retail banking business for submission to the Bank of Thailand, the Securities and Exchange Commission and the Office of Insurance Commission
- To regularly organize trainings for employees at all levels on relevant laws and regulations
- To oversee, monitor and review information related to customer complaints and handle such complaints effectively

Information Technology Compliance Department

- To be a data center for information technology regulatory requirements by setting up supervisory guidelines or work regulations in compliance with international standards, rules and regulations, randomly reviewing operations to comply with regulations, monitoring identified defects and proposing solutions
- To request for permission, waiver, consultation and acknowledgement of IT matters from regulators
- To oversee IT operations to comply with laws, policies, rules and regulations
- To oversee the use of IT outsourcing services by supervising and reviewing the draft contract of IT outsourcing services as required by the Bank of Thailand
- To renew the license of smart card reader software
- To compile data set reports used for IT risk oversight and other reports as required by the Bank of Thailand, the Office of Securities and Exchange Commission and the Stock Exchange of Thailand or other regulators
- To report significant events of IT system to the Bank of Thailand and the Office of Securities and Exchange Commission
- To compile the statistical records of IT system failures from 4 channels: mobile banking, internet banking, ATM/CDM and branches, and disclose such statistical records of IT failures affecting critical services
- To prepare the annual report for submission to the Bank of Thailand and the Office of Securities and Exchange Commission
- To coordinate the connection, preparation, and data reporting to support for government projects, including reporting FATCA CRS project to the Revenue Department

AML/CFT Compliance Department

- To oversee the compliance with the Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) as required by regulators and FATF standards in terms of the Anti-Money Laundering and Counter Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF), Foreign Account Tax Compliance Act (FATCA), and Common Reporting Standard (CRS) to

align with relevant laws, policies and regulations, and serving as an information center in these areas, including assessing such compliance.

- To randomly review the AML/CFT operations against regulations and monitor identified defects and propose solutions
- To prepare a 1-01, 1-02, 1-03 and 1-05-9 report according to guideline and duration set by the Anti-Money Laundering Office
- To inspect financial transactions according to regulatory letters
- To verify information according to orders of regulators such as designated person information and persons with high risk for money laundering from the Anti-Money Laundering Office
- To regularly provide trainings on the compliance with the Anti-Money Laundering Act, B.E. 2542, the Counter-Terrorism Financing Act, B.E. 2556 and the Guideline on Customer Due Diligence for Financial Institutions, Banking, and their amendments as well as relevant regulatory rules and regulations for employees at all levels
- To prepare the annual report for submission to the Bank of Thailand and other official agencies upon request
- To conduct a risk assessment of internal anti-money laundering compliance

Governance Compliance and Planning

- To prepare strategic plans as the guideline for operations to comply with policies
- To provide the annual compliance report to the Bank of Thailand, the Office of Securities and Exchange Commission and other regulators as required
- To perform assigned tasks to achieve the unit's objectives and goals by planning, controlling, and supporting various activities as appropriate
- To advise and monitor the operations of business units to ensure compliance with the Bank of Thailand's regulatory rules/regulations, including office/ workspace leasing, etc., particularly with relevant parties and other regulatory agencies as appropriate
- To develop policies and operational procedures in accordance with the country addendum for subsidiary of the compliance charter, compliance policy, and whistleblowing policy
- To develop methodologies (identification, measurement, etc.) and document the compliance risk assessments
- To develop methodologies and implement compliance self-evaluation (Application Form for Risk-Based Approach, Taiwan Regulatory Requirements Worksheet, Local Checklist) and result summary/ compliance statement, and summarize the results

Number of Personnel in the Compliance Division as of December 31, 2025

There were 27 staff in the Compliance Division in total consisting of 2 in Wholesales Banking Compliance, 4 in the Retail Banking Compliance, 5 in the IT Compliance, 13 in the AML/CFT Compliance and 3 in the Compliance Governance and Planning.

4. Prevention of Conflicts of Interest

The Board of Directors takes heed of transactions with potential conflicts of interest, inappropriate connected transactions and connected transactions whose pricing and conditions should be determined similarly to those of external parties. In addition, the disclosure of information shall conform to rules, regulations and laws.

Conflicts of Interest Prevention Policy

To run the business, the Board of Directors places importance on building creditability and trust and considering the best interests of the bank's shareholders and all related parties while preventing any loss and damage to the bank's reputation and image. The bank then determines the conflicts of interest policy to be adhered to as the operational guideline. Its principle and practical guideline are as follows:

Conflicts of Interest Principle

1. The bank's transactions shall be conducted by eliminating conflicts of interest with prudence and rationale within a good ethical framework for the best interests of the bank, shareholders and all groups of stakeholders. Therefore, directors and executives who may have benefits related to the bank's transactions shall be prohibited from perusal process or approval process.
2. Transactions among companies in the financial business group or transactions among companies within the bank's financial business group shall be conducted at arm's length with those of other individuals who possess a similar risk level, as required by policies, regulations and related laws.
3. Any related-party transaction connected transaction and information disclosure shall comply with rules, regulations and related laws.
4. Directors, executives and employees shall strictly follow the insider trading policy.
5. Directors and executives shall disclose the information about transactions with companies in the financial business group accurately and adequately for the purpose of making decisions, consideration and approval of the said transactions of the bank or companies in the same financial business group.
6. Securities trading shall comply with the rules and regulations on securities trading of regulators.
7. The auditor has no relationship and/or conflict of interest with the bank, its subsidiaries, its management, its major shareholders, or related persons of such individuals.

Practical Guidelines for Conflicts of Interest

The bank emphasizes the prevention of conflicts of interest by laying down the following guidelines.

1. Having a process in place to prevent conflicts of interest in accordance with the regulatory requirements
2. Having monitoring, control, and audit of compliance with the procedures established by the bank
3. Conducting regular review of the appropriateness of the procedures.

The bank has disclosed the details of transactions with potential conflicts of interest or connected transactions as regulated by the Securities and Exchange Commission and Capital Market Supervisory Board in the annual report. The disclosure of related party transactions has also been made to the Stock Exchange of Thailand and connected transactions have also been revealed in the notes to the financial statements.

Directors shall immediately inform the bank when having conflicts of interest both directly and indirectly in any contracts of the bank or in case of any doubts over conflicts of interest.

At the Board of Directors' meetings or shareholders meetings, the bank's directors, executives, or shareholders who hold stakes in any agenda items shall promptly inform their stake information and related persons' stake information to the meeting for acknowledgment. They shall have no rights to vote in such agenda so that the meeting can consider and make decisions for the benefits of the bank.

Any directors or persons who may have stakes or conflicts of interest in any agenda items shall not participate in the consideration and have no authority to approve the operations or cast votes for such agenda items as required by the Securities and Exchange Commission and/or the Stock Exchange of Thailand. The details of stakes and conflicts of interest shall be recorded in the resolution of that agenda in the meeting minutes.

Directors are responsible for reporting their securities trading and changes in their securities holding in the bank to the Board of Directors.

The Board of Directors is aware of transactions with potential conflicts of interest, inappropriate related party transactions or connected transactions whose pricing and conditions shall be set at arm's length with external parties. In addition, the disclosure of information shall conform to laws and regulations.

In 2025, the bank posted the conflicts of interest policy through the bank's intranet with 100% acknowledgement by executives and employees.

Anti-corruption Policy

The bank is determined to operate its business in line with laws, honesty, moral, code of conduct and business ethics, as defined in organizational values. The bank also aims to perform business together with social responsibility and good corporate governance. The bank then formulates the anti-corruption policy to be used as the operational guideline and joined the Thailand's Private Sector Collective Action Against Corruption (CAC). Key executions are as follows:

1. The bank places an emphasis on the anti-corruption as follows:

1.1 Gifts, Hospitality and Benefits

Do not give or accept any gifts or presents including other benefits that motivate employees to perform or neglect their duties unlawfully or may cause any inappropriate relaxation in business agreement. It is required to follow the requirements stipulated in the code of conduct and business ethics, the code of ethics for directors and for employees.

1.2 Bribes and Incentives

Do not give or accept all forms of bribes and incentives, and do not assign others to give or take any forms of bribes and incentives on one's behalf

1.3 Charitable Donations and Sponsorship

Charitable donations and sponsorship must be transparent and not contrary to laws and morals.

1.4 Political Activities and Participation

1. The bank shall not take the bank's capital or other resources to support any candidates, political parties, or political campaigns or movements, unless the sponsorship is permitted by law for democracy promotion. Such support needs approval from the Board of Directors before proceeding.

2. A director shall show honesty, be good role models for the compliance with the anti-corruption policy, create understanding and encourage employees in the financial business group to consistently and seriously adhere to the anti-corruption policy while embedding such policy into organizational culture.

3. A director shall not ignore or neglect when seeing any actions that are related to corruption in the bank. It must be reported to the responsible persons or units and they must collaborate with the investigation process.

4. The bank shall provide proper supervision for the operations of the companies in the financial business group with standard internal control mechanisms; significant risk assessment; efficient control activities; and delegate duties and responsibilities appropriately. Besides, reliable and sufficient information system is required to regularly monitor and evaluate internal control.

5. The bank requires companies in the financial business group to publicize its anti-corruption policy via both internal and external channels such as intranet, bank's website and annual report. Such policy is the practice under Thailand's law regarding anti-corruption.

6. Any actions in accordance with the anti-corruption policy are required to follow the guidelines as given in the "good corporate governance policy", "the code of conduct manual", the related bank's policies and regulations, and other guidelines that the bank will subsequently set up.

7. In case employees violate the rules and regulations by performing corruptive actions, which are considered as an offense against the bank, they are subject to disciplinary actions specified by the bank's regulations. If the actions break the laws, they must be investigated and face penalties.

The bank has control processes in place for high-risk units that are prone to fraud and corruption by having fraud and corruption risk assessments, covering all elements and types of fraud and corruption, including bribery. The handling process is divided into 3 areas, as follows:

1. Preventive Measures: Establishing appropriate internal control to prevent fraud in operational processes.
2. Detective Measures: Monitoring and whistleblowing to encourage employees and relevant stakeholders in effectively reporting suspicions or behaviors that may constitute fraud.
3. Corrective Measure: Imposing penalties to prevent recurrence and fostering an organizational culture that upholds transparency and governance.

The bank has expressed its intention to become a driving force for fighting against all forms of corruption by participating in various activities held by public and private organizations, including the Office of the National Anti-Corruption Commission, the Office of Public Sector Anti-Corruption Commission and the Anti-Corruption Organization of Thailand.

In 2025, the bank took actions to prevent anti-corruption which can be summarized as follows:

1. The bank reviewed its anti-corruption policy and program, approved by the Board of Directors Meeting No. 4/2025, held on April 21, 2025.
2. The bank reviewed its anti-corruption policy and program to executives and employees via the company's intranet, with 100 percent acknowledgement by executives and employees.
3. The bank communicated its anti-corruption policy and program to the public through the company's website.
4. The bank arranged training for all new employees in the form of E-learning through the PacD application on the topic of code of conduct and code of ethics for employee. This involves measures for managing conflicts of interest, preventing insider trading, related parties' transactions, including accepting and offering gifts, entertainments and other benefits.
5. The bank has communicated the guidelines regarding No Gift Policy to executives and employees through the PacD application and the bank's website and join activities with CAC to No Gift Policy campaign during the New Year festival (No Gift Policy) on behalf of Land and Houses Financial Business Group via Thai CAC Facebook.



6. On December 9, 2025, the bank's executives and employees participated in International Anti-Corruption Day (Thailand) under the theme "HERO OF THE TRUTH: United Against Corruption" to strengthen collaboration among network partners across all sectors. The event aimed to demonstrate the commitment of political leaders and all sectors to addressing corruption in a tangible manner, to foster a societal movement that does not tolerate corruption, to strive to upgrade Thailand's Corruption Perceptions Index (CPI), and to promote transparent business operations under the principles of good corporate governance.



7. The bank has no lawsuits and/or investigations from government agencies or regulators and/or news related to corruption.

8. No employees are under disciplinary actions or dismissed due to non-compliance with the anti-corruption policy.

Principle 7: Ensure Disclosure and Financial Integrity

The Board of Directors puts the focus on and oversees complete, timely and transparent disclosure of its financial and non-financial information via easily accessible, equal and reliable channels.

1. Disclosure of Financial Information and Non-financial Information

The bank has disclosed its material information to shareholders, investors and public with transparency, accuracy, completeness, timeliness and accountability in compliance with related laws and regulations in both Thai and English version via various channels which are easily accessible, equal and regularly updated as follows:

1. The bank's website (www.lhbank.co.th) where information is available in 2 languages: Thai and English
2. IR / PR news of the bank
3. Press conferences and PR news distribution
4. Postal delivery to shareholders
5. Announcement in newspapers

The Board of Directors places an emphasis on the quality of financial statements and adequate disclosure of financial information. Disclosures are in line with the Bank of Thailand, the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission and Financial Reporting Standards. The financial statements are reviewed / audited by certified public accountants and endorsed by the Audit Committee and the Board of Directors before disclosure.

In addition, the bank has disclosed financial statements on a quarterly, half-year and yearly basis, coupled with significant information in notes to financial statements, management discussion and analysis (MD&A) and capital requirement disclosure (Pillar III Report) of the financial business group, allowing investors to know the information and understand changes in the bank's financial position and operating result which will be beneficial to shareholders, investors and public.

The Board of Directors provides the report on its responsibilities towards the bank's financial statements and financial information. The report is submitted together with auditor's report in the annual report. The bank's financial statements must be made in accordance with the financial reporting standards by utilizing proper accounting policies with regular practice.

The bank published the 2024 annual report within 120 days from the end of the fiscal year through the bank's website on March 12, 2025.

The bank's communication channels and contact:

Address : 1 Q.House Lumpini Building, 5th Floor, South Sathon Rd., Thungmahamek, Sathon, Bangkok 10120
Telephone : 0 2359 0000 Ext. 2021, 2024
Fax : 0 2677 7223
Email : presidentoffice@lhbank.co.th
Website : www.lhbank.co.th

The bank has disclosed the shareholding structure and shareholding information of directors and executives together with direct and indirect shareholding of their spouses and minor children in the annual report.

The bank has assigned a department to be responsible for disclosing information, receiving requests and providing information as well as building good relationships with shareholders, investors, analysts and other related organizations.

The bank prepared several reports to be disclosed to the public on a fair and straightforward basis with clear explanations of its performance including significant events occurred throughout the year for shareholders' acknowledgement.

The Board of Directors has assigned the Audit Committee to review the financial reports of the bank to ensure their compliance with financial reporting standards with adequate information disclosure.

The bank has disclosed the reports of sub-committees, Board of Directors and lists of directors and their authority, total number of meetings; attendance of individual director, remuneration of directors, profiles of directors and executives, the bank's information, and reports of certified public accountants in the annual report and the bank's website.

The bank notifies the details and supporting documents of the shareholders meetings in Thai and English to investors in advance through the bank's website. This way, shareholders can have enough time to study the supporting documents beforehand. Besides, the bank advertises the notices of shareholders meetings in the newspaper for 3 consecutive days at least 3 days prior to the meeting date. Each item on the agenda is clearly stated whether it is matters for acknowledgement, matters for approval or matters for consideration, together with the Board of Directors' opinions on each item.

2. Investor Relations Function

The bank has assigned the company secretary to be responsible for investor relations to publicize the bank's financial and general information to shareholders, investors, analysts and related regulators through the following channels: the Stock Exchange of Thailand, the Securities and Exchange Commission and the bank's website under the topic of "Investor Relations", enabling interested persons to study the information with ease.

In 2025, the bank released a number of news to mass media, investors, securities analysts. It is another channel to effectively communicate with all stakeholders about the bank's information.

3. Appointment of Auditors and Audit Fee

The Audit Committee considered the qualifications and performance of auditor, proposed to the Board of Directors for consent and the board will propose it to the shareholders meeting for approval. The list of prospects to be appointed as the bank's auditor shall be consented by the Bank of Thailand and disclosed in the annual report.

According to the bank's policy, all companies under the LH Financial Group public Company Limited financial business group shall have the same external auditor which currently is KPMG Phoomchai Audit Limited.

The remuneration paid to KPMG Phoomchai Audit Limited is as follows:

1. Audit Fee

Table: Audit Fee of 2025 and 2024

Audit Fees (Baht)		Change Increase (Decrease)	
2025	2024	Amount (Baht)	%
6,010,000	5,800,000	210,000	3.62

2. Non-audit Fee

- None

Principle 8: Ensure engagement and communication with shareholders

1. Rights of Shareholders

Never conduct any acts of infringements or deprivations of shareholders' rights and all shareholders are encouraged to exercise their fundamental rights as stipulated by law.

2. Protection of Shareholders Rights and Equitable Treatment of Shareholders

In recognition of the significance of shareholders' basic rights, the bank is committed to ensuring equitable treatment of all shareholders and urging individual and institutional shareholders to exercise their basic rights as stipulated by law. Such basic rights include the right to buy, sell or transfer securities they own, the right to receive a share of the bank's profits, the right to receive dividends, the right to appoint a proxy to attend the meetings and cast their vote, the right to participate in the meetings of shareholders and vote for the appointment or removal of directors, the right to determine directors' remuneration, the right to appoint auditors and determine audit fees, the right to express their opinions and ask questions at the shareholders meetings and the right to obtain adequate information via easily accessible communication channels.

The Board of Directors places an emphasis on the rights of all stakeholders, whether they are internal stakeholders: directors, executives and employees of the bank or external stakeholders: all shareholders, competitors, government sector and other related agencies. The bank has a policy of transparency in conducting its business operations and encourages active collaboration between the bank and its stakeholders for mutual benefits, while ensuring all stakeholders are well protected and treated.

The Board of Directors recognizes the importance of accurate, complete, timely and transparent disclosure through the bank's website, www.lhbank.co.th, in both Thai and English to ensure that stakeholders have easy access to the bank's information and news.

The bank encourages shareholders to fully exercise their rights by providing them with convenient access to participate in shareholders meetings and cast their vote. The bank shall refrain from any action that may limit shareholders' opportunities of attending the meeting and voting. The voting is required to be conducted with simple procedures, for instance, providing relevant information via the bank's website, assigning the company secretary to directly communicate with shareholders, and facilitating the attendance of shareholders meetings, etc.

3. Shareholders Meeting

Before the Annual General Meeting of Shareholders, with the aim of encouraging and supporting all groups of shareholders, including institutional shareholders to pay attention to the meeting attendance, the bank provides the invitation letter to inform shareholders of the meeting schedule, agenda and supporting documents in both Thai and English, which clearly specifies whether the matters are for acknowledgement, approval or consideration including directors' opinions, facts and reasons of each agenda sufficient for making decisions. Such information and materials are disclosed to the public on the bank's website at www.lhbank.co.th 7 days prior to the meeting date, enabling the shareholders to have sufficient time to study the information. In addition, the bank will disseminate the notice together with supporting documents to the shareholders not less than 7 days before the date of the shareholders meeting as specified by the law. The bank will also advertise the notice of shareholders meeting in the newspaper for 3 consecutive days at least 3 days prior to the meeting date The invitation letter sent to shareholders are as follows:

1. Invitation letter including the explanation and reasons for each agenda items and the Board of Directors' opinions
2. Annual report
3. Biographies of proposed directors for shareholders to elect
4. Details of the shareholders' registration and identification documents before the meeting, proxy appointment, voting and method of vote counting
5. Articles of Association of the bank, concerning the shareholders meeting
6. Proxy form A, form B and form C
7. Biographies of independent directors for shareholders' proxy appointment to attend the meeting
8. Definition of independent directors
9. Map of the meeting venue
10. Request from for a print copy of annual report

The Annual General Meeting of shareholders is required to be held within 4 months after the end of accounting period, the Board of Directors may summon the Extraordinary General Meeting on the date, time and place determined by the Board of Directors. Besides, a shareholder or many shareholders who hold shares in aggregate not less than 10 percent of the total paid-up share capital may jointly submit a letter to the Board of Directors requesting an Extraordinary General Meeting at any time. Matters and reasons for calling the meeting are required to be specified in the letter. In this case, the Board of Directors must hold an Extraordinary General Meeting within 45 days from the date of receiving the notice.

The bank encourages and promotes all groups of shareholders including institutional shareholders to attend the shareholders meeting as the shareholders have the right to own the bank by appointing a director to act on their behalf and have the right to make decisions on the significant changes of the bank.

At the Meeting Date

- The bank carefully conducts the shareholders meeting in order to make it fast and accurate, starting from the preparation for participants' information, attendance registration, processing of voting results on each agenda and summary report.
- On the date of the shareholders meeting, the shareholders can register 2 hours before the meeting starts. The bank provides convenience for the shareholders prior to the meeting such as preparing place and staff in order to run the registration smoothly and fast.

Attending the Shareholders Meeting

- During the meeting, the shareholders can register to attend the meeting to exercise their voting rights on any agenda that have not yet been voted.
- At the 2025 Annual General Meeting of Shareholders, the bank nominated 2 independent directors: the chairman of the Audit Committee and a member of the Audit Committee to act as shareholders' proxies. The bank has sent the notice of AGM with Proxy Form B and Proxy Form C to the shareholders, enabling them to determine the direction of voting. In addition, the shareholders can download other types of proxy forms from the bank's website in both Thai and English.
- At the 2025 Annual General Meeting of Shareholders, all 11 directors attended the meeting in person.

4. Open Session for Shareholders' Queries and Comments

- At the shareholders meeting, the chairman of the meeting shall allocate appropriate time and encourage equal opportunity for shareholders to express their opinions and queries.

Conducting the Meeting and Voting

- **Before the meeting starts,** the chairman welcomes and opens the meeting by presenting the number and proportion of shareholders and proxies attending the meeting as well as clarifying rules, voting rights required for each agenda item, voting procedures and vote counting.

- **Conducting the Meeting**
  - The bank accommodates the shareholder's meeting by keeping the process correct following the related law, regulations and the good corporate governance principles.
  - The bank allows shareholders sufficient time to consider the meeting agenda in the order specified the invitation letter, unless shareholders holding total number of shares not less than two-thirds of the total number of shareholders attending the meeting resolve to change the order of the agenda. In addition, the shareholders holding a total number of shares not less than one-thirds of the total number of paid-up shares may request the meeting to consider other matters in addition to those specified in the invitation letter.
  - The 2025 Annual General Meeting of Shareholders was conducted according to the Articles of Association and arranged in the order as identified in the invitation letter. There was no addition or switch of agenda items as well as changes in material information without prior notice to shareholders.

- **Voting Process**
  - For each agenda, a shareholder who attended the meeting present in person or being represented by proxy carries one vote per share. Regarding the agenda of the appointment of directors, the voting shall be done on an individual basis. The bank shall utilize voting forms for all agenda. After the vote count is completed, voting results of each agenda will be announced to the meeting, by specifying the vote results as "Approved", "Disapproved", "Abstained" and "Voided Ballot".

5. Minutes Preparation and Resolution Disclosure

- After the Shareholders Meeting
  - The bank carefully prepared the minutes of shareholders meeting both in Thai and English, containing the comprehensive important information such as the list of directors attending and absent from the meeting, executives attending the meeting, resolutions of the meeting, voting results for each agenda item divided into “Approved”, “Disapproved”, “Abstained” and “Voided Ballot”, queries and answers as well as opinions of the meeting.
  - The bank submitted the annual report with the copy of balance sheet, profit and loss account, and the copy of the 2025 minutes of Annual General Meeting of Shareholders with authority signed for correctness to the registrar of Department of Business Development, Ministry of Commerce within the duration of 1 month from the date of shareholders’ meeting and published the minutes of shareholders meeting on the bank’s website.

6. Equitable Treatment of Shareholders

The bank is fully aware of its duty to ensure that every shareholder will be treated and protected equally and fairly based on their fundamental rights, by providing measures to prevent conflicts of interest or the misuse of insider information for benefits of their own or others.

7. Protection of Rights of Minority Shareholders

- The Board of Directors realizes the rights and equality of individual shareholders and treats all of them, whether they are majority or minority, individual or institution, foreign or Thai, fairly and equally. All shareholders shall receive important and accurate information at the same time to protect their basic rights.

8. Protection of Insider Information

- Insider Trading Policy

The Board of Directors realizes to keep and protect the use of internal information, the bank has set up the policy in writing to oversee the use of inside information as a guideline for maintaining confidentiality of the bank, to ensure equal information disclosure and to prevent the misuse of internal information for benefits of directors, executives and employees, including their spouses and minor children so that they can perform duties with honesty, fairness, compliance with laws and regulations and do not give priority to their own interests over the responsibilities towards the bank. Moreover, employees are not allowed to use internal data for personal gain in order to enhance good corporate governance as follows:

1. To prohibit directors, executives, employees, and their spouses, minor children, who are aware of material information and financial statements of the bank that is yet to be disclosed to the public both internal and external, especially insider information. This includes information between business units to prevent pre-mature non-public information disclosure, except the business units that required to know by nature and assigned as custodian same as the information owner.

This does not include providing information to regulatory authorities such as the Bank of Thailand and Securities and Exchange Commission.

2. To prohibit directors, executives, employees, and their spouses, minor children, who are aware of material information and financial statements of the bank from trading or transferring LH Financial Group Public Company Limited’s securities within 30 days before financial statements disclosed to the public.

The first 4 directors and executives, according to the definition in the announcement of the Capital Market Supervisory Board, have a duty to report any changes in shares holding within 3 business days from the date of the transaction (In the case where the total value of the transaction is equal to or greater than Baht 3 million, or when the accumulated value reaches Baht 3 million.) and report any changes in securities holding within 3 business days or within 6 months from the date of the first transaction (In the case where the total value of the transaction is less than Baht 3 million), whichever comes first, and report the securities holding and any changes in securities holdings to the Board of Directors on a monthly basis.

The company secretary will send the written notifications via e-mail of blackout period to all related parties in advance to prevent the risk of illegal insider trading.

In 2025, the bank took actions to prevent insider trading which can be summarized as follows:

1. The bank has reviewed the insider trading policy, approved by the Board of Directors Meeting No. 12/2025 on December 19, 2025.
2. The bank has communicated the insider trading policy through the bank's intranet system, with 100% acknowledgement by executives and employees.
3. The bank did not have any wrongdoings regarding the insider trading.

3.3 Sustainability Management in Environmental Dimension



The bank and companies in LH Financial Group Public Company Limited are committed to playing part in dealing with global warming and promoting a goal to carbon neutrality at the organizational level. In 2025, the bank received various certificates of recognition from the Thailand Greenhouse Gas Management Organization (Public Organization). These awards reflect its determination to take part in management and drive the tangible greenhouse gas emission within organization as to support Thailand to achieve the goal of net zero greenhouse gas emissions within 2050 including.

The certificate of carbon footprint for the organization heading for explicit guidelines to effectively reduce the organization's greenhouse gas emissions.

The carbon neutral certificate indicates the offset of corporate carbon footprint of 3,998 tons of carbon dioxide equivalent (tCO_2eq).

The certificate of recognition as a leading organization in the program "Climate Action Leading Organization (CALO) to Achieve the Net-zero Greenhouse Gas Emissions".

Environmental Supervision

The Board of Directors has appointed the Sustainability and Corporate Governance Committee to oversee sustainability activities and drive the organization's business operations while considering environmental and climate change aspects. A dedicated unit has been set up to manage environmental operations related to internal activities as well as collect environmental data for reporting and more effective management.

The bank has established a corporate social responsibility for business sustainability development policy for environmental handling, recognizing business activities that do not bring about negative impacts on environment and promoting the efficient use of resources, and setting operational frameworks and sustainability goals to be a framework and guideline for both the bank and its employees in driving environmental initiatives.

Carbon Footprint for Organization (CFO)

The impacts of global warming have prompted international communities, including Thailand, to become more alert and take urgent actions to curb GHG emissions with the concept of Carbon Footprint for Organization (CFO). It is recognized as a method in quantifying GHG emissions from all activities of organization, calculated in terms of carbon dioxide equivalent, which can lead to explicit management guidelines to effectively reduce the organization's GHG emissions.

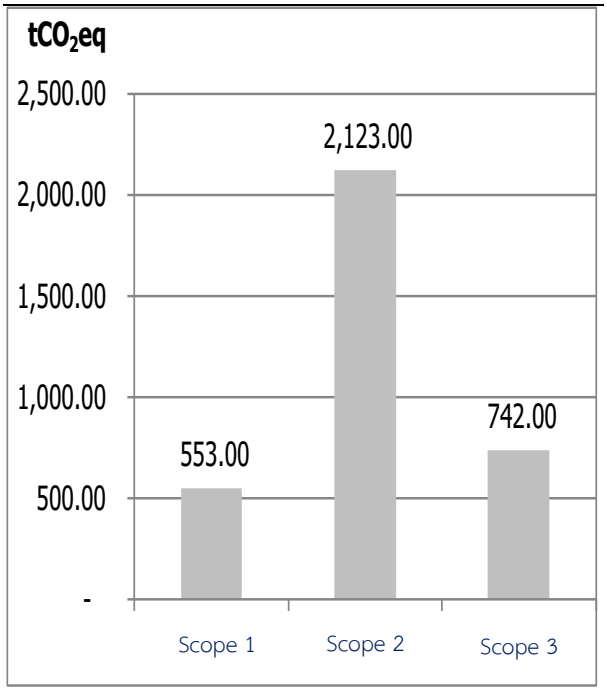
With the intention to address global warming, the bank has set targets for CFO by sending their personnel to join various activities, training sessions and seminars to enhance their preparedness and management skills. On March 8, 2021, LH Financial Group Public Company Limited signed the memorandum of agreement to expand carbon offsetting initiatives to promote the voluntary national carbon markets, hosted by VGREEN, Faculty of Environment, Kasetsart University, to be a pilot voluntary organization to quantify their GHG emissions and consider effective ways to alleviate GHG emissions.

In 2025, the LH Financial Group Public Company Limited prepared a report on assessment of greenhouse gas emissions resulting from various activities as well as its supply chains, both direct and indirect emissions. This report aligns with the requirements for calculating and reporting the organization's carbon footprint as stipulated by the Thailand Greenhouse Gas Management Organization (Public Organization), having the scope of work as financial control model, by considering the greenhouse gas emissions from activities at both headquarters and branches of all companies under the financial business group. The report includes emissions from Scope 1, 2 and 3.

Table: Assessment Results on GHG Emissions Arising from Various Activities of the Company in 2025

Table: GHG Emission Results from Scope 1-3

Scope	Corporate GHG Emissions	Percentage of Scope 1 & 2	Percentage of Scope 1, 2 and 3
Scope 1	*553.00*	*20.67*	*16.68*
Scope 2	*2,123.00*	*79.33*	*62.11*
Scope 3	*742.00*	-	*21.71*
Total Scope 1 & 2	*2,676*	*100.00*	-
Total Scope 1 & 2 & 3	*3,418*	-	*100.00*



Carbon Intensity (Scope 1+2)	0.210346559	tCO_2eq/Sq.m.
Carbon Intensity (Scope 1+2+3)	0.268671352	tCO_2eq/Sq.m.

Table: Scope 1 of GHG Emissions

	Source of GHG Emission	Amount of GHG Emission (tCO_2eq)								Total GHG (tCO_2eq)
		CO_2	Fossil CH_4	CH_4	N_2O	SF_6	NF_3	HFCs	PFCs	
1	Use of diesel for fire pump	0.26	-	0.00	0.00	-	-	-	-	0.26
2	Use of diesel for generator	2.13	-	0.00	0.00	-	-	-	-	2.14
3	Use of diesel: Fleet card	66.75	-	0.10	0.98	-	-	-	-	67.83
4	Use of gasoline: Fleet card	440.99	-	1.01	9.61	-	-	-	-	451.61
5	Use of diesel: Bill	0.02	-	0.00	0.00	-	-	-	-	0.02
6	Use of gasoline: Bill	1.55	-	0.00	0.03	-	-	-	-	1.59
7	Use of diesel: Motorcycle	28.21	-	0.06	0.61	-	-	-	-	28.88
8	Fire extinguishing agent: FM200	-	-	-	-	-	-	-	-	-
9	Use of fire extinguishing agent: carbon dioxide	-	-	-	-	-	-	-	-	-
10	Refrigerant: R410a in air conditioner	-	-	-	-	-	-	-	-	-
11	Refrigerant: R407c in air conditioner	-	-	-	-	-	-	-	-	-
12	Refrigerant: R404a in air conditioner	-	-	-	-	-	-	-	-	-
13	Refrigerant: R134a in air conditioner	-	-	-	-	-	-	-	-	-
14	Refrigerant: R32 in air conditioner	-	-	-	-	-	-	-	-	-
	Grand total	539.91	-	1.18	11.24	-	-	-	-	552.33

Table: Scope 2 of GHG Emission

Source of GHG Emissions	Amount of GHG Emissions (tCO_2eq)
Electricity consumption	2,122.89
Grand total	2,122.89

Table: Scope 3 of GHG Emission

Source of GHG Emissions	Amount of GHG Emissions (tCO_2eq)
Purchased Goods and Services	
1) Acquisition of A4 paper in organization	145.30
2) Use of tap water	13.85
Fuel and Energy-related Activities)	
3) Use of electricity	362.90
4) Gasoline	73.51
5) Diesel	8.44
Waste Generated in Operations	
6) Waste management in communities	59.99

Source of GHG Emissions	Amount of GHG Emissions (tCO_2eq)
7) Recycling waste management	0.84
8) Business trip by plane	75.52
9) Business stay	1.07
Total	**741.42**

In 2025, the percentage of GHG emission (Scope 1 & 2) per operating income was equal to 30 percent.

The assessment result from various business activities of organization in 2025 has been reviewed by the VEKIN THAILAND and is under process for verification of GHG emissions, which still contains its scope of work as financial control model, by considering the Scope 1, 2 and 3 emissions and employing the verification criteria to the organizational carbon footprint provided by Thailand Greenhouse Gas Management Organization (Public Organization): TGO. The bank also filed a request for CFO certification for carbon footprint registration considered by TGO meeting No. 2/2026.

Carbon Credits

TGO has initiated the carbon offsetting program with an aim to encourage all sectors to participate in carbon offsetting activities as an expression of social responsibility and to generate demand for carbon credits under the Clean Development Mechanism (CDM) and the Thailand Voluntary Emission Reduction Program which will support and enhance the local voluntary carbon markets, leading to a greater drive to reduce overall GHG emissions. LH Financial Group Public Company Limited recognizes the importance of the mentioned mechanism and helps drive the voluntary national carbon markets in Thailand with a carbon offsetting policy to become carbon neutral. In 2025, the financial business group had GHG emissions of 3,418 tCO_2eq from Scope 1, 2 and 3, equivalent to planting 227,868 perennial trees or equivalent to absorbing carbon dioxide from the forests with area of 6,801 rai. The financial business group has offset its greenhouse gas emissions from its operations by acquiring a total of 3,418 tCO_2eq to achieve carbon neutrality in its operations.

Energy Management

The Financial Business Group, LH Financial Group Public Company Limited continues to manage electricity and tap water consumption to be efficient and effective, for example:

- Renovated the office building, maintained office equipment in an environmental-oriented manner, glass lamination to lower heat and other activities to reduce pollution and save energy.
- Reduced the number of outdated and single function automations by replacing them with new technologies with less pollution and energy saving. The ongoing project helps reduce energy-related costs and other expenses such as paper cost, maintenance cost and saving the office spaces for office equipment arrangements.
- Changed the printer type by replacing the single-function printers with the multi-function ones, arranged as a pool for shared use to lower power consumption and save space.
- Used LED tubes, with watts suitable for space, and the proper size of cables. The office decoration also employed soft colors and maximized natural light. The company had replaced fluorescent tubes

with LED tubes since 2016, totaling 5,069 tubes, consisting of 4,420 long LED tubes and 649 short LED tubes, helping reduce energy consumption by 1,129,535 kWh or approximately 45 percent when compared to the use of fluorescent tubes. As LED tubes produce less heat than traditional fluorescent lamps, carbon dioxide emissions can be reduced by 564,655 kgCO_2eq over its lifetime, equivalent to planting 62,739 large trees to absorb carbon dioxide (CO_2) or equivalent to carbon absorption from forests covering the area of 1,872 rai.

Replacement of Fluorescent Tubes with LED Tubes Project	
Number of fluorescent tubes replaced by LED tubes	5,069 tubes
Number of hours used	15,000 hours/tube
Amount of carbon dioxide emission reduced	564,655 kgCO_2eq
Number of large trees equivalent (absorbing CO_2)	62,739 trees

- Adjusted the wind speed of air conditioners suitable for working environment
- Controlled office temperature in the range of 23-25 C
- Measured illumination (Lux Meter) of electrical appliances within an office to be in the range of 400 – 500 Lux every year in line with the standard criteria of the Labor Protection and Welfare Department
- Encouraged public to participate in EARTH HOUR, switch off lights for one hour simultaneously in 190 countries worldwide to combat global warming, taking place on March 22, 2025, from 8:30 pm. to 9:30 pm.

Workplace Light Intensity Measurement Project

LH Financial Group Public Company Limited recognizes the dangers of lighting that affect employees. Both insufficient and excessive lighting can harm eyesight. Therefore, the company regularly monitors the lighting intensity of its head office and branches annually to ensure that workplaces have appropriate and standard lighting.

Measurement and Data Collection Procedures:

1. On-site measurement: This involves measuring the intensity of light in work areas that require focused vision or continuous visual focus.
2. Average area measurement: This involves measuring the intensity of light in general areas such as hallways and work areas.

Results of the Workplace Light Intensity Measurement Project

In 2025, the experts were hired to measure light intensity based on actual conditions. The findings showed that the light intensity in all work areas was appropriate and met the standards of the Labor Protection and Welfare Department. That is, the standard for office areas was no less than 400-500 Lux.

GHG Emissions Reduction

LH Financial Group Public Company Limited has utilized the assessment report of direct and indirect GHG emissions from various activities throughout its supply chain in 2020 as a base year. It has been reviewed with all relevant business units to map out improved guidelines on how to reduce GHG emissions more concretely.

* Scope 1 and 2 from own operation, head office

GHG Emissions Goal

LH Financial Group Public Company Limited sets the target to reduce GHG emissions from its own operations from 25 percent to 30 percent, compared to that of the base year 2020 within 2030*, or equivalent to GHG emission per one employee at not over 2.10 tCO_2eq.

* Scope 1 and 2 from own operation head office

Before 2020, the base year, the financial business group implemented various energy management measures, for example, gradually replacing fluorescent light bulbs with LED light bulbs, switching the working style from paper to electronic formats, and shifting from internal combustion vehicles to hybrid ones. Consequently, greenhouse gas emissions in the base year 2020 stood at 3,015 tCO_2eq. The financial business group has efficiently managed energy, resulting in a continuous decrease in greenhouse gas emissions from 2021 to 2025, down to 2,155, 2,378, 2,512, 3,998, and 3,418 tCO_2eq, respectively. Due to business expansion of the financial business group, the office space is insufficient, so it is deemed necessary to expand the office space to accommodate the growing employees from office space of 11,885.87 sq.m. in 2020 to 21,923.42 sq.m. in 2025. The company has the necessity to expand the scope of reporting greenhouse gas emissions from the operations of 71 branches of the bank. Therefore, the financial business group's greenhouse gas emissions in 2025 increased by 11.8 percent compared to the emissions in the base year 2020.

However, when considering greenhouse gas emissions per area compared to the base year 2020, the emissions have been constantly declining since 2021–2025. The company reduced greenhouse gas emissions from its own operations by 28.52, 24.00, 20.97, 27.74 and 38.54 percent, respectively, from the base year which exceeded the target set at 25 percent from the base year. In 2025, the financial business group has revised its GHG emission reduction target down to 30% from the base year, reflecting its intention and commitment to reduce greenhouse gas emissions.

Table: Achievement of GHG Emission Reduction Target

	Base Year 2020	2021	2022	2023	2024	2025
Total GHG Emission (tCO_2e) SC1+SC2+SC3	3,015	2,155	2,378	2,512	3,998	3,418
Scope 1 (tCO_2eq)	701	404	349	220	529	553
Scope 2 (tCO_2eq)	1,654	1,319	1,486	1,659	2,459	2,123
Scope 3 (tCO_2eq)	660	432	543	633	1,010	742
GHG Reduction from Base Year (tCO_2eq)		-860	-637	-503	983	403
GHG Reduction from Base Year (%)		-29%	-21%	-16.7%	32.60%	13.37%
Total Rent Area (Sq.m.)	11,885.87	11,885.87	12,335.87	12,529.87	21,812.88	21,923.40
Emissions Intensity Scope 1,2,3 (tCO_2eq/Sq.m.)	0.254	0.181	0.193	0.200	0.183	0.156
GHG Reduction from Base Year/Sq.m. (%)		**-28.52%**	**-24.00%**	**-20.97%**	**-27.74%**	**-38.54%**

In 2025, the employees were sent to attend the following training provided by various public and private sectors as follows:

Training/ Seminar	Organizer	Number of Participants
Outcomes from COP29 and Direction of Business Sector Toward Trade and Investment	Thailand Greenhouse Gas Management Organization (Public Organization)	2 persons
First-year Webinar with FTSE Russell ESG Scores: Advancing Toward Sustainability with International Standards	The Stock Exchange of Thailand	4 persons
Thailand Voluntary Emission Reduction Program (T-VER), Forestry and Agriculture Sectors	Thailand Greenhouse Gas Management Organization (Public Organization)	2 persons
Environmental Performance Assessment and Sustainable Management	Thailand Greenhouse Gas Management Organization (Public Organization)	3 persons
Net Zero by Green Procurement	Thailand Business Council for Sustainable Development	5 persons
Business for Biodiversity: Building a Sustainable Business Network for Biodiversity and Press Conference on Signing Ceremony of the Memorandum of Understanding (MOU)	Thailand Business Council for Sustainable Development	4 persons
Collaboration to Drive Thailand's Circular Economy Ecosystem in Waste and Plastic Waste Management	Thailand Business Council for Sustainable Development	4 persons
Guidelines for Developing Greenhouse Gas Reduction Plans Based on the Science-based Target (SBT) Approach and Certification Guidelines for Climate Action Leading Organization (CALO)	Thailand Greenhouse Gas Management Organization (Public Organization)	3 persons
Climate Action Leading Organization (CALO)	Thailand Greenhouse Gas Management Organization (Public Organization)	3 persons
SET Sustainability Forum 2/2025, "Claims, Consequences, and Credibility: Capital Market for Climate Action"	The Stock Exchange of Thailand	2 persons
Pathway to Net Zero: Learning from Experienced Organizations in Science-based Target Setting	Thailand Greenhouse Gas Management Organization (Public Organization)	2 persons
GHG SET Carbon Scope 3 Project	The Stock Exchange of Thailand	2 persons
ESG: Opportunities and Risks	The Stock Exchange of Thailand	4 persons

Training/ Seminar	Organizer	Number of Participants
Promoting Responsible Business Conduct for Human Rights, Climate Change, and Biodiversity	The Stock Exchange of Thailand	2 persons
Knowledge Sharing: “Good Ideas to Action for Greenhouse Gas Reduction with the Climate Care Platform	The Stock Exchange of Thailand	4 persons
Revolutionizing Internal Controls with AI: Building a Shield for Your Business	The Stock Exchange of Thailand	8 persons
GHG for Procurement Workshop	ECEE Company Limited	2 persons
SET ESG Experts Pool: Sharing IFRS S1, S2 Decoding, Transforming Report into Truly Sustainable Business Drive	The Stock Exchange of Thailand	2 persons
ESG for Sustainable Development	Mahidol University	2 persons

Waste Management

Waste in Thailand remains a worrying problem that requires urgent attention, as the amount of waste increases every year. Even with proper recycling and disposal, a large amount of residual waste persists, causing significant environmental pollution. This pollution has numerous consequences, including: the breeding of diseases; leachate contamination of surface and groundwater; fires at landfill sites; air pollution from incinerators without treatment systems; and marine debris, impacting marine animals (death from ingestion/entanglement), ecosystems (coral damage, mangrove death, reduced oxygen), and humans (toxins entering the food chain).

The Financial Business Group, LH Financial Group Public Company Limited has been separating wet waste, general waste, recyclable waste, and hazardous waste within the office according to the waste separation program to reduce GHG emissions of the Thai Listed Companies Association. The company also ran a campaign to encourage employees to properly sort out waste before disposal to create good waste disposal habits both at work and at home since current consumption patterns, including the increased ordering of goods and food online, are factors that contribute to the increase in waste.

The Financial Business Group, LH Financial Group Public Company Limited launched a campaign to raise awareness on environment among employees by encouraging their participation in environmental activities, such as the "Mangrove Reforestation" project, which aims to restore the green coastal areas and unite efforts to reforest nature by planting mangroves and collecting trash at the Royal Thai Army Nature Education Center (Bang Pu).

In 2025, the waste from operations was 75,619.51 kg or increased by 40 percent compared to 2024 at 53,893.91 kg. The recycling waste was 31,361,64 kg or increased by 38 percent compared to 2024 at 22,673.92 kg.

In 2025, the non-hazardous waste was 106,978.85 kg and the hazardous waste was 2.30 kg.

In 2025, the ratio of waste from the business to operating income was 0.00083 percent.

In 2025, the percentage of recycled waste per community’s waste was equal to 70.86 percent.

Recycling Waste Management and Goals for 2026

LH Financial Group Public Company Limited carries out waste separation at the source by sorting recyclable waste from general waste, such as plastic, paper, glass, and metal. Clearly labeled bins are used to make disposal easier. Waste is weighed for data recording, and recyclable waste is taken to buy-back points or recycling centers with reliable recycling partners, and the company promotes community involvement.

The recycling waste management in 2025 significantly increased by 38 percent compared to 2024 because in 2025 the waste separation was extended to branches nationwide.

Waste Management Goal for 2026

For the waste management goal for 2026, the Financial Business Group, LH Financial Group Public Company Limited continues doing waste separation by following the 7R principles: Reduce, Reuse, Recycle, Replace, Refill, Repair, and Return. The goal is to maximize resource utilization, reduce daily waste, and efficiently manage leftovers as part of a circular economy.

An encouragement for employees to use digital documents or e-Form, double-sided printing, purchasing environmentally friendly paper, and campaigning against single-use plastics such as plastic cups, thin food containers, lids, and food wrap by encouraging employees to use their own reusable cups or water bottles as well as supporting the use of recycled materials in product manufacturing.

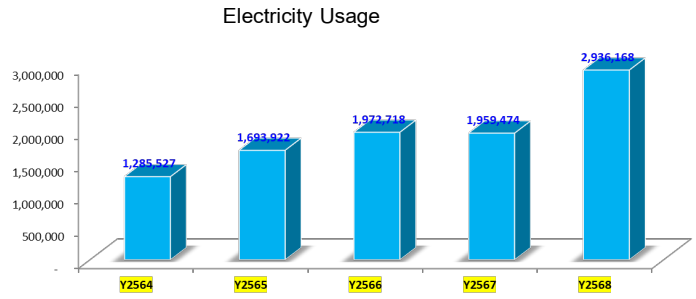
Non-hazardous Waste Reduction Target in 2026

The Financial Business Group, LH Financial Group Public Company Limited campaigns to encourage participation in environmental conservation in daily life, in line with the principles of a circular economy to reduce environmental and health impacts. It emphasizes the 5R principles: Refuse (reject unnecessary items), Reduce (reduce consumption), Reuse (reuse items), Repurpose (modify for new uses), and Recycle (recycle into new materials). This begins with reducing waste at the source by planning before purchasing and rejecting disposable items. Then, waste is clearly separated for reuse, transformation, and recycling, reducing the amount of non-hazardous waste generated from business operations. As a financial institution, most of the waste generated is non-hazardous type, such as papers, food packaging, and so on.

Electricity Management

For management of cost reduction, especially energy cost the financial business group, the Financial Business Group, LH Financial Group Public Company Limited, as a financial service provider, consumes a lot of electrical energy including lighting systems, air-conditioning and computer systems. Therefore, the company monitors environmental impacts and measures energy efficiency constantly with continuous improvements.

In 2025, the total electricity consumption was 2,936,168 kWh, a 49 percent increase compared to 2024 because the bank has combined electricity usage data from both its headquarters and branches to report overall consumption of the organization. Excluding branches, the electricity consumption will decrease by 24 percent compared to 2024.



In 2025, the percentage of power usage per operating income was 0.032 percent.

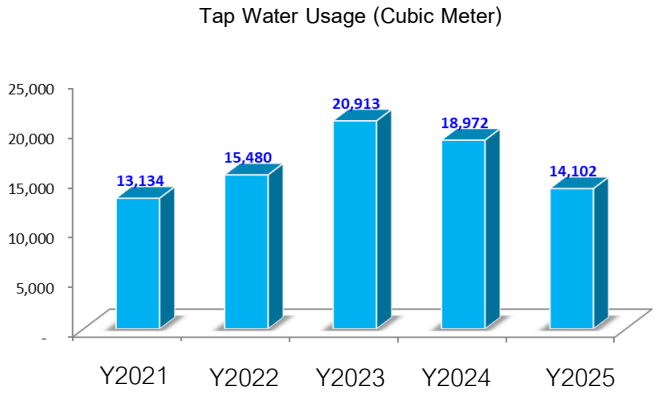
Electricity Management Goal for 2026

The Financial Business Group, LH Financial Group Public Company Limited has set a target to reduce electricity consumption by 5% from 2025 with the aims to enhance energy efficiency by maintaining electricity usage at an optimal level through process improvements, the adoption of energy-saving technologies, and the promotion of employee engagement.

Water Management

The Financial Business Group, LH Financial Group Public Company Limited uses tap water from the Metropolitan Waterworks Authority and Provincial Waterworks Authority for the whole business operation of which the most consumption is in an office for washing purposes. The financial business group has a plan to use water efficiently, so it regularly checks pipes, water meters and other equipment and uses water-saving sanitary wares, taps and bidet showers. It also focuses on raising employees' awareness to conserve water.

In 2025, the total water consumption was 14,102 cubic meters, a 25 percent decrease compared to 2024. Water consumption is likely to decline, even though the financial business group has included water usage data at all branches to report overall consumption of the organization. However, excluding branches, the consumption will decrease by 38 percent compared to 2024.



Water Management Target of 2026

The Financial Business Group, LH Financial Group Public Company Limited has set a target to reduce water consumption by 25% from 2025. This is due to the financial business group's campaign and initiatives focused on efficient water management and raising awareness among employees to support sustainable water conservation.

Paper Management

The Financial Business Group, LH Financial Group Public Company Limited understands that paper is the main office consumable which is essential in operations such as printing reports, documents for customers, receipts and contracts. Producing the paper needs natural resources which are trees while there is massive rubbish from used papers. Therefore, the financial business group promotes and raises awareness among employees to use paper economically and effectively and sort paper waste according to the 3Rs principle as follows:

- Reduce (reduce consumption), Reuse (reuse items), Recycle (recycle/sell)
- For printing documents for review or verification, use single-sided used paper instead of new paper, and reduce the ink quality (Economy Mode).
- Monitor and report the number of papers used to control paper usage to align with their operation

Other initiatives include:

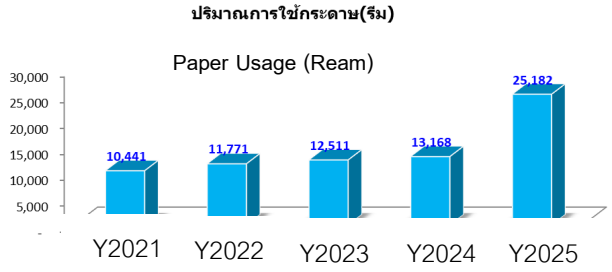
Changing Paper Form of Invitation Letters to Various Meetings into Electronic Forms

Change the process of preparing the meeting materials for many committees from printing meeting invitations and supporting documents in paper format to recording information electronically. This process can help reduce paper consumption by approximately 30,000 pieces a month.

Transforming Financial Services to be More Digital: This enables financial transactions to be performed every day, anywhere and anytime. Not only can it reduce the cost, and the amount of paper used, it also helps lower the use of ink, GHG emissions, amount of wastes from paper usage while enhancing work efficiency due to time saving in preparing documents, putting them into envelopes and posting them via postal service.

Paper Usage

In 2025, paper consumption was 25,182 reams, a 91% increase compared to 13,168 reams in 2024. This increase is due to the company incorporating branch paper usage to report overall consumption of the organization, coupled with an expansion into financial products and an increase in customers. Excluding branches, paper usage will increase by only 8% compared to 2024.



Paperless Guidelines

To reduce paper usage systematically and concretely, the company provides the following guidelines as follows:

1. Survey and planning
2. Application of technologies by increasing electronic channels
3. Efficient use of paper
4. Monitoring and evaluation
5. Individual behavioral change

1. Survey and Planning

The survey was conducted regarding the paper consumption data each year by considering the number of employees and departments as well as developing a plan to reduce paper usage by 5 percent of the total paper used each year.

2. More Application of Technologies via Electronic Channels

Supporting and pushing the increased application of information technology in operations, for example:

- Meeting arrangements involve changing the format of meeting material packages for various committee meetings to submission via an electronic form.
- Training courses with a lot of training materials are suggested to send them by e-mail.
- Correspondence is made via email such as circulars.
- Storage of scanned correspondences instead of copying documents
- Share file within the departments instead of printing or making a photocopy of documents

3. Promoting Efficient Use of Papers

Effective paper conservation starts simply with sorting out one-sided papers and papers without significant information before proceeding with the following steps:

- Establish and designate collection points for single-sided used paper in common areas and encourage employees to reuse the collected paper on the double-sided side.
- Inform all employees of where the common areas of used one-sided papers
- Reuse them as notes
- Reuse single-sided papers to note informal messages or memos within the department or organization, or print documents for review and verification, and use economy mode.
- Default the printer print settings to reduce ink resolution
- Organize ongoing activities to reduce paper usage

4. Monitoring and Evaluation

To make the paperless process more effective and concrete, the paper usage data of each department is tracked and sent to each department to find ways to reduce paper usage. The information is also analyzed for planning efficient paperless operations.

5. Paper Usage's Behavioral Change

The most important thing for the most effective paperless operations begins with behavioral change among employees to foster attitudes and cooperate in carrying out the actions seriously.

The Financial Business Group, LH Financial Group Public Company Limited has recycled unused paper to reduce trees cut down. The operation manual on document storage and disposal has been set by recycling expired documents as detailed in the table below:

	2025	2024	2023	2022
Number of documents due to be destroyed (Box)	2,368	1,194	2,467	5,804
Weight of documents (Kilogram)	21,110	21,448	22,690	61,313
Number of trees that can compensate the cut down trees to produce papers per 1 ton[/1] of used papers (Tree)	317	322	340	920

Note: [/1]1 tons of used paper can substitute up to 15 cut trees to produce paper.
Source: "Green Science Project", Paperless Manual, Faculty of Science, Srinakharinwirot University
Calculation formula: Tree cutting replacement = 15 trees / 1 ton x weight of used papers

Paper Management Target for 2026

LH Financial Group Public Company Limited has set guidelines to reduce paper usage by supporting and promoting the use of information technology in operations. The implementation of RPA (Robotic Process Automation) efficiently helps reduce paper consumption, for instance, digital data storage, the automation of document workflows and forms to extract data from various systems for processing without the need for printing documents, the use of QR codes for online data transmission, and the selection of recycled paper to lower the consumption of natural resources. The plan is to lessen paper usage by 5% of the total paper consumption in 2025.

7S Activity

The 7S activity which consists of Sort, Set in order, Shine, Standardize, Sustain, Scenic and Surrounding. The activity helps keep the workplace and environment clean. Employees are physically and mentally healthy. This, in turn, results in saving resources and costs to increase productivity. The 7S activity gains good cooperation from employees and the company has continued implementing this activity.

7S Results

1. Results of **Sort**
   - Cutting down the consumption of resources
   - Providing more usable space
   - Having a more spacious, splendid and clean workplace results in a better mood of employees
2. Results of **Set in order**
   - Minimizing the frequent search for items
   - Increasing work efficiency
   - Creating good image for organization
3. Results of **Shine**
   - Having a pleasant and productive working environment
   - Cutting down the consumption of resources
   - Increasing efficiency of tools and equipment while decreasing frequent operational issues and breakdowns of office equipment
4. Results of **Standardize**
   - Having neat, tidy and productive workplace
   - Employees are both physically and mentally healthy
5. Results of **Sustain**
   - All employees have good attitude towards work
   - Customers receive quality, convenient and fast services

6. Results of **Scenic**
   - Creating a positive and healthy workplace environment
   - Maintaining safety in workplace
7. Results of **Surrounding**
   - Promote behavioral change among employees toward the efficient and responsible use of resources
   - Saving energy and preserving the environment

LH BANK ATM Stops Global Warming

The bank has played part in reducing global warming by providing customers with an option of no printing of transaction slips from ATM machines.

Environmental Awareness Campaign

The Financial Business Group, LH Financial Group Public Company Limited has fostered participation in environmental conservation in daily life, including energy conservation, efficient resource usage, environmental protection, and communication to educate employees and raise awareness about their involvement.

Implementation of GREEN OFFICE Project

1. Use energy saving devices
2. Make the most of natural light energy
3. Design an office layout
4. Promote 7S activity
5. Check the standard lighting values of office building
6. Measurement of air conditioner airflow
7. Increase green spaces in offices
8. Increase co-working spaces

Encouraging employees to engage in the Efficient Use of Resources

1. Educate employees about environment and promote energy saving via internal media such as Intranet and PacD Application
2. Encourage employees to reuse materials such as using both sides of papers
3. Promote a reduction in paper use and the number of printers, provide photocopier pool, and change employees' behaviors to always think twice before printing
4. Reduce/refrain from using paper materials for meetings by sharing the information through electronic channels
5. Ask for partners' cooperation to reduce the use of printed documents, switching to electronic files
6. Turn off the building light when no one is in the room or meeting room for long time and turn off the light in some areas during lunch break
7. Turn off computer screens during a lunch break

Such practices are to instill values and raise awareness for employees to become personal habits that can be carried over into everyday life.

Vehicle Service Management

LH Financial Group Public Company Limited has a policy to reduce carbon dioxide emission from the vehicles fuel combustion by employing the e-Car service system to support effective vehicle management. The company has also chosen alternative energy, energy efficiency and effective transportation as follows:

1. Plan routes with appropriate schedule for carpooling service for all employees
2. Take good care of car engines
3. Switch from fuel-powered vehicles to other alternative engines such as hybrid cars
4. Use the Grab Car and Grab Express to increase agility and reduce energy consumption from backhaul

Fuel Usage in 2025

Item	Volume	Percentage
Aircraft Fuel (Liter)	0.00	0.00
Diesel (Liter)	27,556.58	9.98
Gasoline (Liter)	248,655.79	90.02
Fuel Oils (Liter)	0.00	0.00
Crude Oil (Barrel)	0.00	0.00
Natural Gas (Cubic Foot)	0.00	0.00
Liquid Propane Gas (Kilogram)	0.00	0.00
Steam (Ton)	0.00	0.00
Coal (Ton)	0.00	0.00

Fuel Management Target

The target to reduce fuel consumption is by 3 percent from 2025

Green Procurement

The Financial Business Group, LH Financial Group Public Company Limited prioritizes environmentally-friendly business practices by selecting eco-friendly partners and products as follows:

1. Use cleaning products that contain natural ingredients and are free of synthetic cleaning agents that are easily biodegradable and environmentally friendly
2. Choose to rent hybrid cars to reduce emissions, save fuel energy, and release less pollution, with a fuel consumption rate approximately 30% lower than combustion engine vehicles, resulting in less carbon dioxide emission. By 2026, the company aims to replace 10 combustion engine cars with hybrid vehicles.
3. Use environmentally-friendly paper that contained not less than 50 percent of recycled pulp. The paper was produced from the trees that grew on rice farm dikes that absorb carbon dioxide for 12.5 kilograms per ream. This helps with the global warming issue and creates renewable energy by using the wood leftover from production to produce electricity. The paper has received a green label.

4. Choose a copy machine and ink that is environmentally friendly which was certified by the Pollution Control Department

5. Choose products from suppliers that meet industry standards or have environmental certifications such as ISO 14001 or other green labels

6. Chose to use Doi Tung coffee beans, which are carbon-neutral and certified by Thailand Greenhouse Gas Management Organization. The company can track the greenhouse gas emissions throughout the entire lifecycle of the coffee beans, from sourcing the raw materials, production processes, distribution, usage, to waste management after the product's expiration.

To allow the purchasing operation to be aligned with the main policy with concrete operation, the Financial Business Group, LH Financial Group Public Company Limited d has set a procurement policy, rules and practical guidelines as follows:

1. Procure, use/circulate product/asset economically with maximum benefit
2. Procure according to the procedures and procurement methods that are fair and equal to all organizations
3. Procure in a cost-effective, transparent, efficient and verifiable manner

Supporting Sustainable Finance

The Financial Business Group, LH Financial Group Public Company Limited recognizes the importance of climate change, which directly impacts the economy, businesses, customers, and the stability of the overall financial system. Therefore, it has established a “Risk & Opportunity” policy to manage climate risk and leverage it into green business opportunities, in line with the Bank of Thailand’s supervisions and international sustainability guidelines. Furthermore, the bank sees an opportunity to support businesses in transitioning to a low-carbon economy and has designed and developed sustainable finance products that meet the diverse needs of the business sector, including:

1. Green Loan: To support investments in environmentally friendly projects, such as renewable energy, waste management, energy efficiency improvement, and greenhouse gas emission reduction projects.

2. Sustainability-linked Loan (SLL): A loan facility that is linked to the customers’ sustainability key performance indicators (KPIs), incentivizes businesses to enhance their environmental, social, and governance (ESG) performance, with a focus on driving tangible and continuous improvements.

3. Green Transition Loan: A loan facility designed to support the “transition” from conventional production processes to more efficient, low-carbon systems, such as the adoption of renewable energy, energy-efficient machinery, or technological upgrades to ensure readiness for future international standards.

4. Green Energy Saving Loan: A financial product designed to enhance the capabilities of businesses seeking to reduce energy costs through investments in solar rooftop systems, energy-efficient solutions, and technologies that improve resource efficiency.

In 2025, the bank provided environmental lending support totaling Baht 4,545.2 million, comprising Baht 1,914 million in Green Loan, Baht 2,600 million in Sustainability-linked Loans, and Baht 31.20 million in Green Transition Loan.

Sustainability Ecosystem Partnership

To enhance its capabilities in climate risk management, sustainability governance, and the promotion of environmental lending, the bank has established a “Sustainability Ecosystem” through collaboration with

strategic partners including the Electrical and Electronics Institute, ABeam Consulting (Thailand) Company Limited, Management System Certification Institute (Thailand), Thaipat Institute, SCG Living and Housing Solution Company Limited, Banpu NEXT Company Limited, SGS (Thailand) Limited, and Carbonwize Company Limited to provide advisory service, assessment, certification, and develop renewable energy solutions that are reliable and in line with international standards. These strategic partners play a key role across 4 main areas as follows:

1. Sustainability & Climate Advisory Partners: Provide advisory service on ESG, climate strategy, carbon accounting, and transition plan.
2. Verification Partners: Support the assessment of environmental data, including carbon footprint calculations, measurement of greenhouse gas reductions, and the certification of green products and projects.
3. Technology & Investment Partners: Collaborate in the development of renewable energy innovations, energy efficiency, and carbon management solutions to help customers can invest and transition their production processes in a cost-effective manner.
4. Capacity Building & Knowledge Partners: Support the enhancement of knowledge for entrepreneurs such as training in ESG, carbon management, and green loan essentials.

GHG Emissions from Lending and Investment (Financed Emissions)

Land and Houses Bank Public Company Limited prioritizes the disclosure of greenhouse gas emissions associated with its financial activities, for example, lending, investments, and other financial services, under the Category 15 framework of the Partnership of Carbon Accounting Financials (PCAF). The bank has conducted verifications of GHG emission calculations from customers' activities within loan portfolio of the bank to ensure data accuracy and consistency.

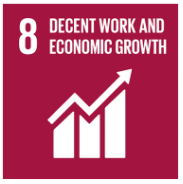
TCFD Report

Land and Houses Bank Public Company Limited places strong importance on the disclosure of financial information regarding climate-related risks and opportunities. The bank has prepared a progress report on adjusting its operational guidelines to align operations with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), as well as the supervisory guidance of the Bank of Thailand.

The bank recognizes the urgency of advancing toward its net zero targets across both internal operations and investment portfolios. This includes the management of climate-related risks in both physical and transition dimensions, alongside the pursuit of new opportunities to promote green finance with the aim to reduce reliance on fossil fuels, drive inclusive and sustainable transition, and enhance stakeholder confidence in understanding the climate impacts, risk management approaches and opportunity development, thereby supporting investor decision-making and aligning with international standards.

3.4 Social Sustainability Management

Fair Business Operation





Risks	Opportunities
The bank does not adhere to the good corporate governance principles in operating its business, not consider the best interests of the bank, customers, and stakeholders, which may create conflicts of interest, complaints from customers and business partners. If the bank does not promote free trade competition, social responsibility in the value chain, respect for property rights and does not avoid actions that may cause conflicts of interest, including not raising an awareness of employees regarding the importance of complying with laws and fair competition, it could result in legal problems and cause reputational risk to the business.	The bank adheres to the good corporate governance principles in operating its business by considering the best interests of the bank, customers and stakeholders, having fair competition and promoting environmental and social responsibility; respects property rights and avoids taking any action that may cause conflicts of interest. Consequently, it creates a good image for the bank. Customers and business partners have confidence that the bank operates its business with honesty, integrity, transparency, and fairness.

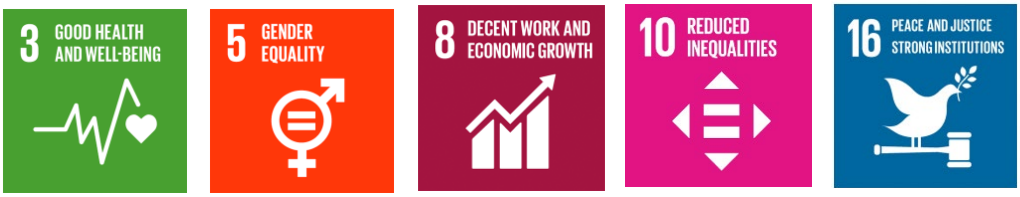
The bank operates its business with good corporate governance principles which have been specified in writing as guidelines for directors, executives and all employees to adhere to and avoid any operations which may cause conflicts of interest while taking into consideration the utmost interest of the bank, customers and stakeholders.

The bank is confident that fair business will bring about confidence which will be positive for the business in the long term. The bank operates in accordance with market conduct for sustainable business development. In this regard, the bank conducts all activities consistent with regulations, laws and fair competition and encourages its employees to realize the importance of compliance with laws, keeping trade secrets, refraining from obtaining information of trade partners and competitors with dishonesty and fostering competition under laws.

The bank promotes fair treatments of stakeholders both in terms of costs and returns, for instance, procurement, appropriate products and services delivery schedule, fair trade agreements and refraining from any activity which infringes intellectual property as well as making prompt payments for products and services in a timely manner.

The bank has determined the procurement method and receiving service procedures to obtain quality products and services at an appropriate price by specifying various methods including price method, quotation method, bidding method, continued method, special method and urgent method. The selected method depends on the financial amounts of each transaction. Regarding the selection of suppliers and service providers, to ensure fairness and equality, the bank has determined the criteria for vendor selection including the stability of their business, specifications of products and services and prices which will be considered by the Procurement Committee.

Respect for Human Rights



Risks	Opportunities
The bank does not respect human rights, violates basic rights, and does not respect life and human dignity. It will bring about a risk of whistleblowing and complaints regarding violations or unfair treatment.	The bank treats all groups of stakeholders with fairness, equality, respect for human values, no violations of basic rights, respect for life, occupational health and safety, and human dignity. As a result, the bank gains credibility and reputation, and whistleblowing and complaints arising from violations or unfair treatment will lessen.

The bank emphasizes the treatments of all stakeholders such as employees, surrounding communities and societies with fairness and equality; respect for life, occupational health and safety and dignity of all people, no forced labors and no child labor exploitation, building good relationship, no violations of basic rights, no violation of legal rights, and being cautious in taking any action that will affect public sentiments.

The bank values the fair treatment of all employees to ensure they obtain appropriate returns and benefits; improves their potential for professional advancements; and encourages their engagement and open feedback.

Respect for human rights is a fundamental practice embedded in people management process, for example:

- Employment regardless of gender, sexual orientation, race, nationality, religion, and culture
- Define the number of leaves and holidays as required by law or beyond that required by law support work-life balance
- Promote learning and improve employees' capabilities constantly
- Clearly determine the criteria for investigations and disciplinary actions for fair punishments under the same standard
- Promote activities that promote good relationships, engagement and harmony in the organization

Human Right Risk Assessment Process

The bank has a process to assess human right risks from business activities throughout the bank's value chain according to human rights due diligence. The process covers identification, assessment and management of risk. This is to prevent and mitigate potential impacts on human rights from business operations.

1. Human Rights Due Diligence

The bank reviews and assesses human rights issues related to business activities throughout the value chain based on the frameworks for internationally accepted human rights best practices and integrates these practices into its operating procedures and risk management of the organization to ensure prudent, transparent operations and the prevention of potential risks.

2. Identify, assess and manage human right risk

The bank has screened and identified significant risk issues relating to human rights issues related to business activities and assessed potential impacts to determine preventive and mitigating measures as well as monitoring, remediating and correcting processes in the event of having human right violations.

The bank prioritizes human rights as an integral part of good corporate governance and sustainable business conduct with ongoing reviews and improvements of human rights risk control to align with the context of business operation and stakeholder expectations.

Salient Human Right Issues: The bank has taken the following actions to mitigate the risks

Activities	Key Human Right Issues	Risk Mitigation Measures for Key Human Right Issues
Treatment of shareholders		
• Dissemination of material information and performance in a full, correct and timely manner • Equitable care for all shareholders • Security of shareholders' personal information	• Failure to disclose material information and performance in a full, correct and timely manner • Discrimination against shareholders • Not keeping data privacy of shareholders	• Disclosing full, correct, understandable and timely information through various channels for equal and transparent access • Respecting for the rights of all shareholders equally • Preventing any violation of shareholders' personal rights • Creating good performance under appropriate risk management • Inviting shareholders to attend the Annual General Meeting of Shareholders and express their opinions at the meeting • Providing channels for receiving general suggestions and complaints through channels specified by the bank • Providing inquiry channels via the website • Complying with the Personal Data Protection Act
Treatment of customers		
• Providing complete, accurate and clear product and service information • Providing financial service channels that are convenient, fast, safe, comprehensive and equal • Maintaining personal data security • Treating customers equally • Managing customer relationships • Receiving complaints and providing communication channels	• Disseminating of incomplete, exaggerated, distorted and insufficient information for decision-making • Misuse of customer personal information • Disclosure of customer personal information • Discrimination against customers	• Disseminating complete, clear, and easy-to-understand product and service information to support customer decision-making, and disseminating it through various channels that are easy to access • Providing quality and fair customer management (Market Conduct) • Building good relationships with customers • Providing assistance and answering customer inquiries to help them understand products and services • Having measures to protect customer data • Caring for and treating every customer equally without discrimination, and respecting individual equality • Organizing activities to build good relationships with customers • Receiving and handling complaints promptly

Activities	Key Human Right Issues	Risk Mitigation Measures for Key Human Right Issues
Treatment of employees		
• Recruitment process • Hiring and promoting diversity • Equal labor practices • Taking care of employees' health and well-being	• Discrimination against employees based on race, nationality, gender, sexual orientation, religion, and age • Image creation about vulnerable/ minority groups • Unsafe working environment for health and safety • Continuous working for excessive long hours impacts health and quality of life. • Risk from employees' personal data protection	• Establishing a non-discriminatory employment policy regardless of race, nationality, color, gender, sexual orientation, religion, political critics, or age as factors in considering, making a decision for hiring and promoting employment of vulnerable groups of workers, such as the disabled • Supporting and respecting the protection of human rights by not supporting the use of forced labor • Establishing criteria and processes to prevent harassment, or disciplinary punishment against employees who honestly report to the executives or government agencies about improper actions • Fair and transparent process for termination or change of employment without any discrimination • Conducting a survey and reviewing compensation structure by benchmarking market standards and cost of living to ensure that employees receive proper and fair compensation • Establishing a policy on occupational health and safety in the workplace, analyzing and finding measures to control workplace safety and health risks • Establishing an Occupational Health and Safety and Environment Committee to drive a safety policy and plan • Providing appropriate equipment and appropriate environments to facilitate work, boost efficient and safe work • Organizing activities to enhance understanding of the organization's values, build morale, and provide opportunities for employees to participate in activities to promote quality of life and well-being • Ensuring personal data protection to align with relevant laws • Continuous empowerment of employees for their career path and security
Treatment of business partners		
• Treating business partners fairly and equally • Selecting business partners fairly	• Discrimination against business partners • Disclosure of business partners' personal information	• Establishing the procurement process and practices to select service providers with transparency and fairness • Complying with trade terms and conditions and contracts without taking advantage • Establishing the Procurement Committee to oversee

Activities	Key Human Right Issues	Risk Mitigation Measures for Key Human Right Issues
• Maintaining transparency in procurement and fair compensation • Being fair, not taking advantage of or discriminating against business partners • Keeping business partners' data confidential		procurement to ensure appropriateness and fairness • Paying for goods and services within a reasonable time frame • Maintaining the security of business partner data

Preventive and remedial measures in case of violations of human rights, equality, and unfair treatment of employees

The bank has preventative measures for the violation of human rights, equality and unfair treatment of employees which are defined in the code of conduct, rules and regulations and people management process and whistleblowing methods when employees feel they have not been treated fairly. The bank has remedial guidelines, official letter of regret, monetary and non-monetary compensation as well as guidelines to take care of employees who could be affected in case of a change in employment policy, the bank restructuring or the business relocation to the extent that it affects the livelihood of employees and their families. The bank has considered paying compensation and allowance to employees fairly, including in case of illness or danger resulting from work, which the bank will not consider as sick leave. Moreover, the bank has also joined the Compensation Fund and Social Security Fund as another security for employees.

In 2025, the bank had no incidents or complaints concerning the violations of human rights, equality, and unfair treatment of employees. As a result, no compensation has been paid for such matter.

Fair Treatment of Employees



Risks	Opportunities
The bank does not treat employees as agreed in the conditions of employment, fails to strictly comply with the Labor Protection Act and Personal Data Protection Policy accordingly, discriminates in employment, exploits the forced labor, does not consider health and safety in work environment, which may cause the risk of complaints from employees, decreasing in engagement of employees and increasing turnover rate, causing business discontinuity and higher resource management costs.	The bank treats employees as agreed in the conditions of employment, Labor Protection Act and Personal Data Protection Policy seriously, creating good labor relationship between employees and the bank. If employees are treated with fairness, equality, respect for life, occupational health and safety in the work environment, and human dignity, it will encourage employees to work with dedication for career development and efficiency. This will result in the bank's stability and sustainable growth.

The bank prioritizes human resource management by setting as mission in developing and supporting human resource management in terms of knowledge and benefits of employees. The employment conditions have been set for working days and working hours, holidays and leaves, overtime work and working on holidays, right to receive compensation, overtime pay and holiday pay according to the Labor Protection Act.

The bank has established the Human Resources Development Committee to manage and develop human resources effectively, efficiently and consistently with the bank's strategies. Besides, the Welfare Committee has been set up for employees to receive feedback and suggestions regarding appropriate and sufficient welfare arrangements. The bank will consider whether the proposed welfare can be arranged or not. This is to promote labor relations and reduce labor disputes and complaints.

The bank has established labor standards guidelines within its code of conduct to ensure that employees adhere to them, recognize their rights and duties, and has communicated them thoroughly to employees through internal communication channels such as the PacD application and e-mail. In addition, training sessions have been organized to enhance employees' understanding and awareness.

In 2025, the bank reported no incidents of non-compliance with labor standards.

The bank has established a whistleblowing channel to accommodate complaints and reports of inappropriate conduct, bullying, or harassment in the workplace. Employees may submit information or complaints through designated channels such as the chairman of the Audit Committee, head of Legal and Compliance Group, supervisors, the bank's internal intranet system, or via the bank's website. The bank will protect whistleblowers and will not take any bullying, punitive, or adverse actions against them, for example, accusations, salary reductions, demotions, or any form of discrimination. Whistleblower's information will be kept confidential.

Key Principles for Human Resource Management and Development

The bank strives to strengthen the capabilities of its employees while simultaneously caring for their quality of life, engagement, and a supportive work environment. This ensures that employees can reach their full potential and contribute to creating value for the organization, customers, and stakeholders.

Candidate Hunting

The bank recognizes the importance of the new generation workforce including new graduates as well as the 3rd and 4th-year students who are entering the labor market within the next 1-2 years. The bank launches some projects to promote and open opportunities for new graduates and soon-to-be graduates through various projects, for example:

- **The Internship Project** is a project that accepts students from various universities to be interns in various units of the bank. Courses and activities have been designed for students to learn more and open up opportunities to learn perspectives on financial and banking industries through hands-on experiences.



Recruitment

The selection process for employees will consider knowledge and skills, criteria provided, and individuals who share the bank's beliefs and values, in order to find the right personnel for the bank.

Equality and Diversity

The bank adheres to the fair treatment of employees such as compliance with the labor law and human rights without discrimination of any kind, regardless of race, nationality, color, gender, sexual orientation, religion, political critics, revocation of citizenship, social background and any other forms of discrimination related to both internal and external stakeholders. The bank does not engage in illegal labor practice and child labor exploitation. These guidelines are applied to all employees. The bank also offers opportunities for people with disabilities to work with the bank.

Employment

The bank has clearly and strictly defined the standard guidelines and procedures for recruiting and hiring under the Labor Protection Act, rules and related policies by considering qualifications and suitability related to work without discrimination such as race, nationality, gender, sexual orientation, age, and religion. In addition, the bank will maintain the privacy of employees and candidates by considering data security and privacy rights of employees and applicants.

Hiring People with Disabilities

Empowerment Project for People with Disabilities' Well-being

The bank has offered job opportunities and generated income for people with disabilities by joining the empowerment project for people with disabilities arranged by the Thai Bankers' Association that hired people with disabilities to work for the Thai Red Cross Society in many provinces. They are also hired to work for the bank.

In 2025, the bank hired proper number of people with disabilities required by laws, and contributed the fund in full required by law to the Empowerment for Persons with Disabilities Fund as follows:

Hired via Thai Red Cross Society	Directly Hired
12 Persons	1 Person

Hiring Retired Employees

The bank always realizes the importance of age-friendly business by hiring retired employees or advisors from those who have potential. Not only does it create careers for the elderly to earn an income, benefit the organization, but also address a labor shortage.

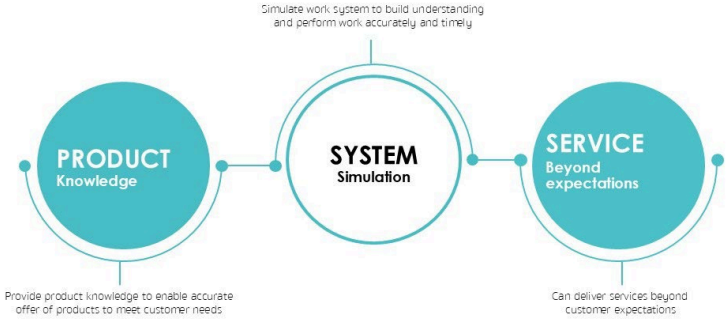
Table : Number of Retired Employees Getting Hired

	2025	2024	2023
Accumulative number of retired employees getting hired (Person)	7	3	4
Number of retired employees per year (Person)	15	15	8

Welcome Newcomers Activity

The bank has upgraded its orientation program by integrating the "Mission to the Moon" activity to communicate organizational goals, strategies, and expectations toward employees from the very beginning of their employment. This initiative aims to ensure that employees understand their roles in driving the organization, recognize the value of their work, and align their growth trajectory with the organization's long-term objectives. The activity also fosters inspiration and a sense of belonging from the first day.

The bank requires onboarding employees to complete the prescribed courses within 30 days of their first day at work. These courses are designed to cover essential knowledge and mandatory requirements for work performance. It includes compulsory programs such as work regulations and employee handbook, IT and cybersecurity awareness, corporate governance principles, personal data protection and data security policies (PDPA, Clear Desk & Clear Screen Procedures, Whistleblowing Process), anti-money laundering and counter-terrorism financing (AML), as well as ESG knowledge, to ensure employees perform their duties correctly.



Strengthening and Reviewing Knowledge Related to Compliance with Key Regulations, Rules, Policies and Laws

The bank places importance on continuously strengthening and reviewing knowledge related to compliance with regulations, rules, policies, and laws, to ensure that employees have good understanding and can apply it correctly, while fostering a culture of compliance.

In 2025, the bank organized training and refreshment courses covering compliance with regulations, rules, policies, and laws, as follows:

Courses	Percentage of employees getting trained in 2025
Cybersecurity Awareness	92%
Operational Risk Management	87%
Responsible Lending	92%
Foreign Exchange Control Act B.E. 2568	94%
Anti-Money Laundering and Counter Terrorism and Proliferation of Weapon of Mass Destruction Financing- Review	92%
Risk Governance Approach Related to Sanctions	86%
AML/CTPF (Non-Related) - Review	100%
NPA Disposal Criteria	92%

Knowledge Enhancement and IT Security Awareness

The bank places importance on knowledge enhancement, understanding, and awareness of information security among personnel at all levels, aimed to support secure business operations in alignment with good corporate governance principles and requirements for customer and stakeholder's data protection. Continuous training and knowledge development activities on IT security are provided, covering all employees and members of the Board of Directors. Learning formats are diverse, including onsite classroom training, online training, and self-learning through the bank's e-learning platform, ensuring broad accessibility to knowledge.

The bank has also organized awareness building activities on cybersecurity threats, including testing and training on e-mail phishing prevention, enabling employees to recognize various scam techniques and avoid falling victims that could lead to data leakage or organizational damage. These initiatives help reduce IT security risks, strengthen a culture of IT security awareness, and build confidence among customers, partners, and stakeholders.

Employee Competency Development

The bank places strong emphasis on continuous improvement of employee capabilities to enhance readiness in performing tasks in line with roles and responsibilities as well as customer expectations. In this regard, the bank has designed and implemented employee development programs focusing on both soft skills and hard skills as well as mindset, to support effective performance and deliver impressive customer experiences.

The bank also prioritizes team collaboration by strengthening effective teamwork skills in communication, coordination, and cooperation, fostering strong teams that drive organizational goals in a unified direction. In addition, employees are encouraged to develop analytical thinking, systematic problem-solving, and rational decision-making skills. Such development initiatives elevate workforce capabilities, build high-performing teams, and support the bank's sustainable and stable growth.

Future Skills Development

Continuous personnel development is a key driver for enabling organizations to adapt and grow amid technological shifts. The bank places great importance on enhancing employees' digital skills in alignment with the direction of digital transformation, thereby strengthening competitiveness.

Building on the success in 2024, the bank laid down a strong foundation in digital literacy for employees through various training programs to equip personnel with knowledge, understanding, and readiness to apply digital tools in their work in a tangible way.

In 2025, the focus shifted toward intensifying the learning process, with an emphasis on generating measurable outcomes and enhancing work efficiency so that employees can practically apply their knowledge and create value in their work. The skill development matrix is structured into 3 levels, namely:

- **Beginner Level**: Establishing a robust foundation in digital literacy, focusing on essential digital skills for employees to enhance efficiency in daily tasks using frequently utilized tools.
- **Intermediate Level**: Building on in-depth data analysis, encourage real usage of knowledge through "Showcase" activities where employees present their data analysis work. This serves as a key platform for knowledge sharing and inspiring.
- **Advanced Level**: Building comprehension, readiness, and strategic alignment to advance the organization's direction.



Human Resource Development to Support Succession Planning

The bank always pays attention to executives' development to get them for key positions by implementing systematic succession planning that covers identifying key positions, development and follow-up, and readiness assessment and management of career paths, in order to ensure leadership continuity, lower risks from position transitions, and prepare a workforce to align with the bank's business direction.

Human Resource Development for Talent

The bank prioritizes the management and development of talented employees to cultivate new gen leaders who can propel the business in the future by applying systematic approach, spanning selection, in-depth assessment, and personalized development to maintain a continuous leadership pipeline compatible with strategic direction. Talents have been evaluated through the Developing Leadership Quality Panel (DLQ), by analyzing potential and readiness across critical dimensions: leadership capability, growth commitment, achievement mindset, behavioral characteristics, and organizational engagement. The evaluation results will be used as the core database for designing Individual Development Plans (IDPs) to ensure targeted development.

Learning Management System Development

Building on the success in 2024 with the launch of the Individual Development Plan (IDP) features a significant milestone and becomes the foundation for operations in 2025 that will elevate employees' learning experiences. The bank put the focus on enhancing Learning Management System (LMS) into a strategic tool that meets organizational needs sustainably. For example, features such as Training Recording and Reporting and Employee Learning Transcript are added to consolidate training histories and learning records within a single system, providing data for workforce development planning.

The bank also supports the creation of learning community by developing the LMS as a venue for employees to exchange knowledge, share experiences, and translate learning into practice, thereby promoting and embedding a culture of learning.

ESG Day Activity to Inspire Employees' Awareness in Driving Corporate ESG Initiatives

In 2024, the bank joined the ESG DNA program developed by the Stock Exchange of Thailand, with the objective of providing employees with fundamental knowledge of conducting business according to ESG principles (Environmental, Social and Governance) and embedding sustainability mindsets and culture into both work life and daily life. In 2025, the bank expanded its ESG efforts by encouraging employees to apply the knowledge gained from the ESG DNA program to their actual work within the context of each function, in order to deepen understanding and integrate sustainability concepts into work processes.

From its commitment to upgrading knowledge and fostering a tangible ESG culture, the bank received a certificate of recognition for its participation and the successful implementation of this project in 2025. This achievement reflects the organization's dedication to enhancing employee capabilities and driving business operations under ESG framework.



Promoting Financial Literacy through Financial Day Activities

The bank recognizes that financial stability is one of key factors contributing to employees' quality of life and well-being. To this end, the bank has organized the Financial Day activity to promote financial knowledge and understanding alongside holistic well-being support. This initiative aims to strengthen employees' personal financial management skills, enabling them to assess their financial status, plan spending, saving, and investing appropriately, reduce concerns arising from financial issues, and build long-term financial security.

The bank has designed the Financial Day program by dividing the learning sessions into 2 rooms to align with various levels of experience and needs of employees.

The first classroom focuses on building a foundation in financial planning, suitable for employees who are beginning to manage their personal finances. It aims at developing an understanding of financial health, budgeting, saving, and setting appropriate financial goals.

The second classroom is designed for employees with investment experience, focusing on deepening knowledge in investment planning, portfolio management, and risk assessment. It aims to support prudent financial decision-making that aligns with long-term financial goals.



Average training hours of employees and executives for the year 2025 are as follows:

TRAINING DATA IN 2025

CURRICULUM	NUMBER OF CURRICULUM	NUMBER OF TRAINING ATTENDANCE
IN-HOUSE TRAINING	153	5,879
PUBLIC TRAINING	160	805
E-LEARNING	779	42,479
TOTAL	1,092	49,163

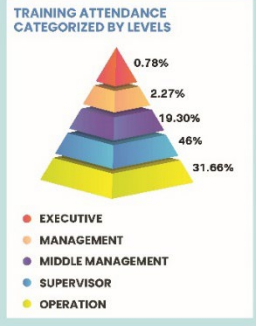




In 2025 the bank organized learning activities and training in a variety of formats covering employees at all levels, totaling 129,626 hours, an average of 77 hours, or about 13 days per person per year, reflecting the organization's commitment to investing in human resource development.

TRAINING ATTENDANCE CATEGORIZED BY LEVELS

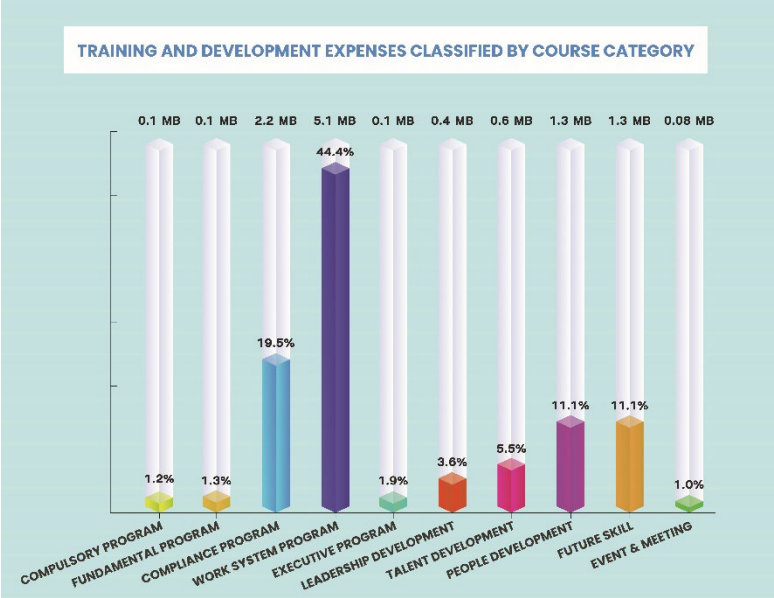
LEVEL	NUMBER OF EMPLOYEES	PERCENTAGE	TOTAL TRAINING HOURS	AVERAGE PERIOD (DAYS)
EXECUTIVE (LEVEL 21-24)	13	0.78%	624	8
MANAGEMENT (LEVEL 18-20)	38	2.27%	2,329	10
MIDDLE MANAGEMENT (LEVEL 13-17)	323	19.30%	24,211	12
SUPERVISOR (LEVEL 8-12)	770	46%	64,715	14
OPERATION (LEVEL 1-7)	530	31.66%	37,747	12
TOTAL	1,674	100%	129,626	13







The expenses for employee training and development for the year 2025 are as follows:



Annual Performance Appraisal

The bank sees the annual performance appraisal as an essential mechanism to enhance work efficiency and support the achievement of the organization's strategic goals. The bank encourages its employees to coordinate with their supervisors to set KPIs and communicate this SMART KPIs setting process to ensure clarity, measurability, and alignment with the goals of organization.

Managing Remunerations

The bank places importance on managing remunerations to be fair and competitive. Therefore, the bank has a policy on merit increase and annual bonus based on operating result and performance. Special payroll adjustments are also made by benchmarking compensation surveys in the same or similar industry for consideration in order to retain qualified employees who can meet the expectations of the bank.

Compensation Ratio by Gender

The basic compensation ratio of male to female is 1:1.

Building Pride in the Organization

The bank recognizes that employees are a key factor in driving and building sustainable business success. The bank constantly places importance on promoting and recognizing the value and their dedication to their work (Employee Recognition). Therefore, a ceremony was held to present commemorative gifts to 40 employees with 10 years and 20 years of service, expressing gratitude and appreciation for their dedication over the years. In addition, the bank has produced and distributed commemorative jackets to all employees for the 20th anniversary as a symbol of pride and gratitude for their contribution to the organization's growth and development.

Communication with Employees and External Parties

The bank is committed to providing employees with complete information about the organization. The bank communicates through various channels for the convenience of employees, including communicating with external parties so that they can follow the news of the organization's activities. It is divided into 2 channels as follows:

1. Online media
   - For employees, including E-mail, PacD application, Intranet and private Facebook group
   - For external parties, including LINE Official Account (@LHBANKCAREER) and LinkedIn (LH Bank), which are channels for branding (Employer Branding) and attracting applicants who are interested in working with the organization. Currently, there are approximately 7,000 followers on the page.
2. Offline media
   - Town Hall Meeting 2025 aims to communicate the organization's strategic plans and vision to ensure that operations are in the same direction in order to achieve the set goals.



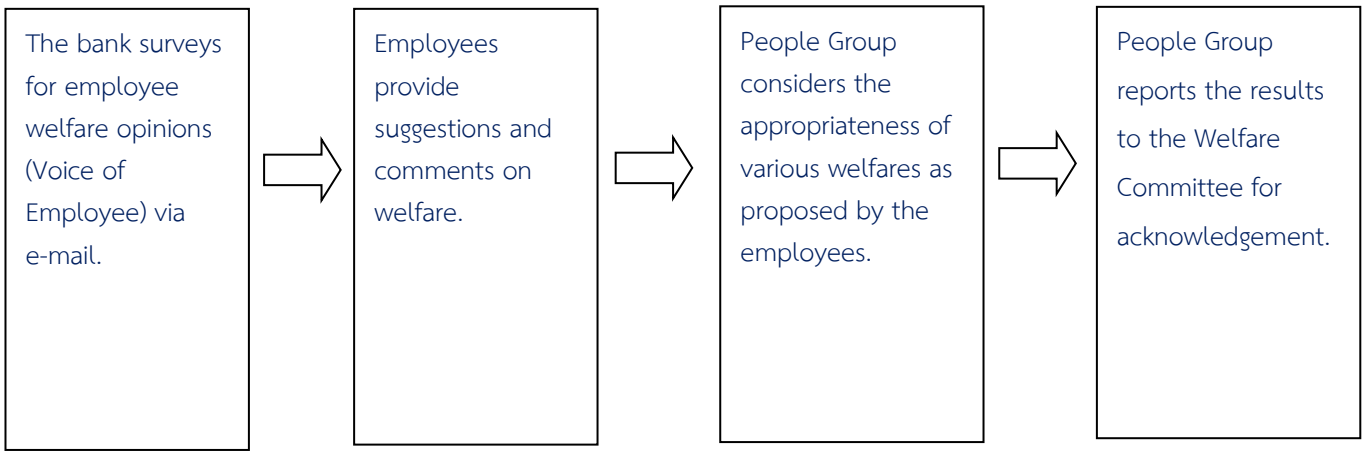
Employees' Welfare

Good benefits are significant factors for boosting the employees' morale and spirit. The bank has set an appropriate and fair system of remunerations and benefits so that they can have good quality of life by providing various benefits as follows:

- Annual leave
- Housing allowance for employees who have been transferred outside their domicile
- Financial assistance in the case of natural disasters such as floods, storms, and fires
- Provident fund
- Group life insurance and health insurance
- Housing loan, auto and motorcycle hire purchase and personal loan with low interest rate
- Staff uniform

The bank has established the Welfare Committee in the workplace, with representatives selected by employees as members of the committee to discuss with the bank's representatives about welfare for employees. This is to promote employee participation, listen to the needs and opinions of employee representatives on various welfare provided by the bank, and improve it.

Welfare Proposal Process by Employees



Welfare and Employee Participations

The bank is aware of the health of its employees and aims for all employees to have good physical and mental health. The bank, therefore, provides activities to promote the health of its employees, such as annual health check-ups, flu vaccinations, special discounts for employees' family members who wish to receive vaccinations or health check-ups and inviting speakers who are physicians to share health knowledge.

Tax planning knowledge sharing activity has also been arranged for employees nearing retirement by inviting analysts and investment planners from Land and Houses Fund Management Company Limited, officers from the Social Security Office and the Revenue Department.

Employees Engagement and Voice of Employees

In 2024, the bank conducted a survey on employee engagement with the organization, with 94 percent of all employees responding to the questionnaire. 77 percent of employees were satisfied or engaged with the organization. The bank did not conduct the employee engagement survey in 2025 as it has a plan to do so every 2-3 years.

Employee Satisfaction Development Plan

The bank uses the results of the Voice of Employee survey in 2024 as key information in conducting development plans to enhance the work experience and quality of life for employees. The bank prioritizes input from leaders, who play a vital role in shaping the work environment, communication, and employee engagement within the organization.

The bank has developed its leadership capabilities by focusing on strengthening leadership skills that foster positive work experience, engagement, and performance-driven growth. The bank has diversified and made its insurance benefits more flexible, allowing employees to choose benefits that best suit their needs. Furthermore, it prioritizes employee engagement and long-term retention by continuously funding team-building activities with participation rates exceeding 80% of all employees by 2025.





Creating a Culture of Embracing Diversity in the Organization (Inclusive Workplace)

The bank prioritizes a work environment where all employees feel valued, respected for their differences, and can confidently express themselves. This is achieved by fostering an open and inclusive corporate culture that embraces diversity in all aspects, while creating a work environment conducive to well-being, psychological safety, and a sense of belonging, key factors in promoting employee engagement and effective collaboration.

Good Environment and Workplace Safety

The bank places importance on creating work environment that fosters efficiency, safety, mutual respect, and a high quality of life for employees. We believe that a suitable work environment is a key factor in developing employee potential, strengthening organizational commitment, and creating a supportive and trusting atmosphere.

Physically, the bank provides safe, hygienic, and suitable workspaces for each department and regularly checks workplace lighting according to legal requirements. Workspaces are improved with eco-friendly office materials to conserve resources and reduce greenhouse gas emissions. The examples include using 100% recycled carpets, environmentally friendly and standardized furniture and decorative materials, low volatile organic compound (VOC) paints, replacing fluorescent light bulbs with LED bulbs, which reduce energy consumption by more than 40%, and increasing the air conditioning temperature by 1 degree Celsius in the office to reduce electricity consumption by 10%.

For mental and social dimension, the bank prioritizes creating a work environment free from harassment, discrimination, and violence of all forms, while promoting diversity, equity, and inclusion to ensure all employees receive fair opportunities and treatment. Examples include providing breastfeeding rooms within the workplace to facilitate and support employees who are breast feeders. The purpose of these rooms is to allow employees to conveniently, safely, and privately breastfeed, reducing anxiety about returning to work after maternity leave and encouraging employees to continue breastfeeding, thereby supporting the long-term health of both mother and baby.

The bank has established the Safety Healthy Environment Committee (SHE) as a mechanism to drive compliance with relevant laws and regulations regarding safety, occupational health, and environment. The bank manages this systematically as follows:

- Train and appoint executives and supervisors as occupational safety officers
  In 2025, training was provided to 25 safety officers at the supervisory level and 40 safety officers at the management level to enhance their safety competencies and comply with legal requirements.

- Educate and create understanding about occupational safety in the workplace through various communication channels
- Annual Fire Evacuation Drill
  In 2025, one fire evacuation training session was conducted, and 41 Fire Marshals were appointed.
- Provide channels to report various safety incidents and coordinate with relevant departments to provide assistance

The bank systematically manages occupational health, safety, and environment in a workplace in accordance with labor laws, relevant standards, and international best practices. Clear policies, procedures, and responsibilities have been established to prevent accidents, injuries, and health risks to employees.

The bank is committed to creating a work culture of mutual respect, free from harassment, discrimination, and violence of all forms, by promoting a physically and mentally safe working environment so that employees can work with confidence, dignity, and be treated fairly.

In 2025, no employees were injured at work.

Table: Number of employees injured at work

	2025	2024	2023	2022
Number of employees injured at work (Person)	0	0	0	0

Target number of employees injured at work in 2026

The bank has set zero injuries at work in 2026.

Responsibilities towards Consumers





Risks	Opportunities
The bank violates consumer rights, distorts information about products and services, exaggerates advertising, provides inadequate information about products and services for making decisions, sets unreasonable prices for products and services, and fails to manage customer relationships both before and after sales. This will cause the risk of complaints of infringement or deprivation of consumer rights and potential reputational risk.	The bank considers consumer rights, provides truthful and adequate information for consumers for their decision making to buy products and services, manages customer relationships both before and after sales, and improves products and services by taking into account the benefits for society and environment as well as market conduct. As a result, the bank has good image and more customers with sustainable growth.

Financial business relies on economy and treasury of the country, and its business operation can impact the economic drive and investments at a wider range than any other business. Land and Houses financial business group, therefore, has been operating effectively coupled with social responsibility, especially towards consumers on which the bank prioritizes by offering products and services of quality, responding to the demands of all customer segments. There are many areas of development to accommodate more convenience for customers to utilize services. The details of products and services are clearly and accurately presented to

customers through various channels which can be easily accessed so that they access information regarding our products including sales promotions to study for decision-making. Moreover, the bank emphasizes and operates its business under the market conduct.

Basic Rights of Consumers

Land and Houses Bank announces the basic rights of consumers to raise the awareness of their rights eligible from using services via the bank's website as follows:

Rights of Consumers	Products	Personnel or Processes
1. Right to receive correct information	• Consumers shall receive clear explanation about the differences between the main products of the bank and the securities and insurance products. • Consumers shall receive product details, risks, conditions, benefits such as in the form of APR (Annual Percentage Rate) or IRR (Internal Rate of Return) and related assumptions. • Consumers shall receive correct and proper information advertisement or other marketing media in sales promotions.	• Consumers shall receive the fact sheet of securities and insurance products. The fact sheet must indicate the unique features and risks of the products with concise and straightforward wording and is in line with the form required by the Office of The Securities and Exchange Commission (SEC) and the Office of Insurance Commission (OIC), for making the decision to buy the products.
2. Right to freely choose the financial products and services		• Consumers have the right to freely invest and can deny buying any securities and insurance products. • Consumers have the right to deny buying any securities and insurance products which are bundled with the products of the bank. The bank shall give the right to the consumers in choosing to buy or not to buy such products. • Consumers have the right to give consent or deny giving the consent to reveal the information as mentioned in the letter of consent given separately from the purchase agreement.
3. Right to claim for		• Consumers have the right to complain

Rights of Consumers	Products	Personnel or Processes
fairness		to all branches of the bank selling the products of securities and insurance (Point of Sale) with evidence to prove that the bank has acknowledged the complaint. • Consumers shall be able to ask for more information for better understanding of the products from the call center of the bank.
4. Right to claim for compensation from damage		• Consumers have the right to receive appropriate compensation if it has been proven that the bank fails to conform to the good product offer policy with intention or negligence causing any damage to the consumers.

Treatment of Consumers

The bank has been constantly conducting social responsibility in CSR-in-Process by adhering to the practical guidelines in the corporate social responsibility for business sustainability policy and to create the business innovation until it becomes part of working processes, product development as well as service standards. The main objectives were to reduce the potential negative impacts on the stakeholders in all aspects and to raise awareness and a good attitude throughout the organization, from Board of Directors, executives to employees.

The bank has developed a working process in the forms of regulations, standard operation manuals designed organizational structure and segregated duties to each department properly (Three Lines of Defense) with clear operation process, risk management in all dimensions, quick and accurate system and effective operation control. The bank also designs systems to create correct understanding among employees, reduce errors and be transparent, monitored, tracked and evaluated efficiently for the best benefits to customers, including:

- For savings and current accounts without transaction movements for more than 1 year, the bank will notify the balance and conditions of account maintenance fee deduction to customers 30 days in advance.
- For debt collection and debt management, collectors must introduce themselves to customers by telling their names and objective correctly and appropriately. In the case of face-to-face communication, evidence of debt collecting permission certified by the bank must be shown to customers. The bank also specifies the time and frequency of debt collection which is proper and conforms to the law and practice of the Bank of Thailand and related regulators.
- The announcement of the interest rates and fees has been made in advance before the effective date of any changes in order to keep customers informed before making decisions to use the services by posting a notice and posting it on the website at www.lhbank.co.th. The notice clearly specifies the rate against the credit line and type of customers, details and conditions of such product so that they can consider before making decisions.

The bank provides its employees with knowledge of products and services so that they can give the information correctly and quickly and minimize service disruptions to ensure customer satisfaction by providing a call center to provide advisory service available 24 hours daily at 1327.

Land and Houses Bank Public Company Limited provides a special channel for customers to report online incidents and get urgent assistance in cases of money transfer scams, suspicious transactions, or hackings. Customers can contact the LH Bank Call Center at 1327, or call 02-359-0000 (press 8), or any branch of the bank, or report via email at callcenter@lhbank.co.th, 24 hours a day.

The bank values the confidentiality of customers' data by not revealing them unless written consent is obtained.

Customers' Satisfaction Measurement

The bank measures the customers' satisfaction with the services provided by staff at branches by having customers complete a survey via QR code after using services at the branch. The information collected will then be used to develop and improve services at branches to increase their satisfaction.

Customer Satisfaction Improvement Plan

- Enhance a full range of services and focus on building sustainable relationships with customers
- Improve work process and upgrade service quality to be fast and convenient
- Supervise and evaluate the effectiveness of customer service
- Build customer relationships and provide up-to-date product information to customers consistently

Quantitative Goals to Improve Customer Satisfaction

In 2025, the bank set a target for customer satisfaction level at a minimum of 95 percent.

Customer Satisfaction Evaluation Results

Customer satisfaction stood at 98.80 percent, increasing by 1.75 percent when compared to 97.10 percent in 2024.

The bank places importance on customer satisfaction through providing services based on customer centric principles by developing and offering products and services along with solutions that meet various needs of each customer segment. The bank plans to deliver a better financial life and design products that meet customer needs.

Providing Deposit Account for Basic Financial Service Accessibility

The bank provides many financial products under the concept of promoting inclusive financial access to stimulate economic growth sustainably and thoroughly by supporting public including the elderly, the disabled, etc., to gain easy access to financial services with a lower cost. This important mechanism serves as an initiative on supporting all individuals to learn basic financial management, gain access to financial services, cultivate savings attitude and expand to other products.



Criteria for Opening Basic Banking Account are as follows:

- Savings account
- 1 person/1 account
- Receive savings account's interest rate
- No minimum balance when opening an account (zero balance)
- No account maintenance fees
- No fees for ATM/debit card used with the basic bank account

Resolution Process and Result Reporting to Complainants According to Service Level Agreement (SLA)

The bank has determined the Service Level Agreement (SLA) to set the processing time for financial services for retail customers. The agreement, covering services in the field of credits, deposits, electronic cards and general services, is intended to upgrade the financial service standards and to set standards for receiving and handling customers' complaints, and to eventually reduce the number of complaints. It was the bank's commitment to deliver more efficient, faster and more convenient services, to respond to the customers' needs well so that they can understand the bank's operations. Moreover, the Service Level Agreement (SLA) ensures the correctness and completeness of facts and/or information, the cooperation of customers, force majeure, uncontrollable incidents and/or incidents where the bank shall comply with the business continuity plan.

The bank has disclosed the Service Level Agreement (SLA) on the bank's website at www.lhbank.co.th covering 5 areas of financial services as follows:

1. Receiving and Handling Complaints

- Verification of complaints through various channels
- Notification of termination or progress on actions to cope with complaints in all channels

2. Loans

- Return of collateral including registration documents or other evidence received as collateral for debt repayment for individual and juristic person customers using retail loan products and SME loan products
- Transfer of ownership to auto/motorcycle hire purchase customers. For individual retail customers, once the debt is paid off, the bank will proceed until it is ready to transfer ownership to the customer.
- Consideration of debt restructuring for individual retail loans. The bank will inform the customer of the initial consideration results from the date the bank receives all documents.
- Issuance of a letter confirming the debt settlement for individual retail customers
- Request for checking the status of the individual retail customer's loan account, such as the remaining principal and installments due

3. Deposits

- Cash deposit/withdrawal through ATM/CDM of the same bank and different banks with some errors occurred: no money received or incorrect balance (excluding suspected fraud cases)
- Money transfer via electronic channels including ATM, internet, and mobile banking before 10:00 p.m. but there is a system error, the recipient does not receive the money. The bank will check and adjust the transaction to be correct (if any).

- e-Wallet top up via ATM, CDM, internet, and mobile banking but the system malfunctioned causing no money debited, the bank will check the error, notify a customer, and adjust that transaction to be correct (if any).
- Request to check the transfers to wrong account, transfers or e-Wallet top up to wrong account (excluding suspicious fraud cases), the bank will check the error and keep a customer informed.

4. Electronic Cards

- Freezing debit cards
- Objecting debit cardholders' payment (only for payments made for goods and services in Thailand and abroad and cash withdrawals from ATMs abroad)
- Checking the debit card's transactions at the point of sale locally and returning money to cardholders in cases where customers use debit cards to pay for goods or services domestically using Electronic Data Capture (EDC), but during the transaction at the point of sale, the Electronic Data Capture (EDC) or the bank's network system malfunctions, resulting in money being deducted from the customer's account, but the merchant does not receive confirmation of successful transaction. The bank will verify and refund the customer.

5. General Services

- Requesting for various information for individual retail customers such as historical data on the calculation of interests for credit/ hire purchase not exceeding 12 months and bank statement not exceeding 6 months, the bank will notify the customer in writing from the date the bank received the request from the customer.

Market Conduct

The bank has been emphasizing and supporting operations according to the market conduct for sustainable operations. We expect our customers to gain confidence in:

1. Receiving fair and sincere services
2. Receiving appropriate, clear, complete, and accurate advice
3. Receiving transparent and fair service in terms of both price and conditions
4. Receiving convenient services and proper solutions
5. Receiving understanding of their rights and duties

Enhancing Accessibility of Financial Services



Risks	Opportunities
People do not have access to financial products and services or have access with inefficiency. It may cause financial inequality and a risk of inequality in financial service accessibility, leading to loan sharks and household debt issues, increased risk to asset quality of the bank and may affect the wider range of economic system.	Creating channels to access financial services for all groups and all levels of customers to reduce inequality in financial service accessibility is part of improving the quality of life, adding savings opportunities, obtaining funds, and increasing opportunities to start or expand the business. The bank has developed various channels for the public to access financial services in several forms such as digital banking through LHB You application of Land and Houses Bank, which allows access to financial services every day, anytime anywhere to help provide customers with equal financial opportunity and be part of the country's economic development.

The bank has continuously focused on developing its digital platform and digital products and services because digital channels are channels that allow customers to easily and conveniently access various products and services of the bank. The bank has developed an application for accessing loan products, which is part of reducing inequality in access to financial resources for people who live in remote areas and are unable to travel to a bank branch to complete transactions and apply for loans by themselves.

Products and Services to Create Financial Accessibility

Products/Services	Details of Access Channels to Products and Services	Performance
Personal loan application service on LHB You	The bank has added channels for customers to access personal loan products more easily and conveniently through LHB You application. Customers can apply for personal loans by themselves and receive the results and drawdown of the approved limit. This is a financial transaction that they can do by themselves every day, anywhere, anytime without the need to go to a branch.	• Personal loan application service on LHB You application • In 2025, there were 107 customers applying for personal loans and getting approved on LHB You application, with the loan limit of Baht 21 million in total.

Cooperation in Development of Community and Society



Risks	Opportunities
Nowadays, CSR activities are expected to create benefits, develop, and strengthen community, society and environment as well as yield the benefits for the bank. If the bank does not give importance to the implementation of social responsibility and neglects supporting, helping, promoting and developing the quality of life of society in various aspects, it may affect the image and credibility of the bank and shareholders.	The bank's participation in community and social development under the readiness and available resources with clear goals and guidelines for implementation will play part in raising the quality of society and strengthening the community to have good immunity. This will lead to a good image and credibility for the bank, bring in opportunities to expand new customer base in the future and result in the bank having good economic and social environments as well.

The bank is engaged in being part of sustainable development in accordance with good governance principles coupled with social responsibility by supporting activities to promote and improve the quality of life in various fields continuously as well as encouraging its employees to volunteer in various activities with the aim of maximizing benefits to society and communities sustainably. This also creates good ties among the bank, society, and community according to the Sustainable Development Goals (SDGs) of the United Nations.

The bank has been supporting and promoting the development of society and communities through supportive activities covering 3 areas as follows:

1. Youth Empowerment and Education

The bank has a policy to support sustainable educational activities as education is the foundation for all success stories. Thus, the bank always realizes the significance of educational support, knowledge development and quality of Thai juveniles such as:

- "Scholarship" project is to support youths across the country who study well, possess talents and are determined to study at a higher education but lack funds to have an opportunity to continue studying.
- "Library Renovation" project is to create a pleasant library atmosphere to study and promote good reading habit, which is the starting point for cultivating a learning culture. This library is designed to be open and cute to attract juveniles to visit and learn more.
- "Book Donation to the Department of Corrections for Prisoners" project is where employees and customers join in donating books to promote education for prisoners.

- "Old Calendar Donation Project" is to give old calendars to the Bangkok School for the Blind to be used for media production, teaching braille books and notepads for visually impaired students.

- **Scholarship Project**

The bank realizes the importance of education as it is the future of youths and the nation and the development of youths, who will be the powerful driver of the nation in the long run, and sets up a scholarship project to support the youths who have high academic performance, talent and determination to pursue higher education in order to alleviate the household spending. This project also encourages juveniles to realize the values and importance of education and increase quality human resources. Furthermore, the bank has donated sports and gym equipment that will allow the youths to grow and become the main driving force for the nation in the future.

Main Objectives

- To bring educational stability to the 7th grade needy students with high academic records to pursue their education until 12th grade
- To instill youths the values and importance of education
- To increase the number of potential and quality human resources to society
- To carry out activities that benefit and help society and country as a whole (Corporate Social Responsibilities)

Nature of Scholarship

- It is a scholarship for junior high school to high school students who have good academic records with average GPA above 2.50 and good behaviors.
- It is offered for youths in a wider area across 6 regions where the bank's branch networks are located.

List of schools joining the 2025 scholarship project includes:

- Anurajprasit School, Bangkok
- Ratniyom School, Nonthaburi
- Thanyarat School, Pathum Thani
- San Kamphaeng School, Chiang Mai
- Chuenchom Pittayakarn School, Maha Sarakham
- Hua Hin Witthayakhom School, Prachuap Khiri Khan
- Phuket Wittayalai School, Phuket

Youth Empowerment and Education Outcome

- 108 students received continuing scholarships from 7th to 12th grade, with the total amount of Baht 905,000
- The students' academic record showed medium to good level.
- The youths were willing to study and striving to finish their high school.

Scholarship Activity Snapshots



San Kamphaeng School, Chiang Mai



Chuenchom Pittayakarn School, Maha Sarakham

Expenses for CSR Activities

Activities	2025	2024	2023
Continuing Scholarship	908,000	908,000	908,000
Environmental, Social and Governance	1,714,954.85	1,285,933	1,092,000

Used Computers Donation Project

The bank endeavors to fulfill the educational gap. The bank, therefore, arranges the used computers donation project, offering second-hand, ready-to-use computers and tablets with good conditions to needy schools as a source of learning and information search.

In 2025, the bank delivered 532 items of used devices to Phra Dabos School, Samut Prakan, as well as 10 sets of tablets to Wat Prasat School (Prasat Pittaya), Nonthaburi.



Old Calendar Donation Project

The bank has collected the unused desk calendars to donate to the Bangkok School for the Blind to produce instructional materials, braille books and notebooks for students with visual impairments.

Old Calendar Donation for the Bangkok School for the Blind

2025	2024	2023
1,919 pieces	1,900 pieces	1,820 pieces



Old Calendar Donation Project at Educational Technology Center for the Blind

Old Book Donation for the Department of Corrections

2025	2024	2023
1,180 books	1,148 books	1,100 books



Donated Books to the Department of Corrections for Prisoners' Learning Media and Self-improvement

2. Society and Quality of Life Improvement

The bank has been supporting various projects which promote society and environment and drive positive changes in communities through a wide range of supports such as providing budgets, donating materials, providing aids in an emergency, voluntary activities of employees, internal activities for employees to donate money and materials to different public charities, and sharing knowledge and skills. The bank also participates in the anti-corruption activities to encourage Thai society to work together against all forms of corruption. We are Family... RUN for LIFE project was organized to allow employees to participate in social activities and to promote good health, which is a combined force to "run" to convert mileage into donations. There were 867 employees participating in the activity, with a total of Baht 320,000 donated to the Foundation for Slum Child Care under the patronage of HRH Princess Galyani Vadhana Krom Luang Naradhiwas Rajanagarindra.

The bank delivered 65,000 bottles of drinking water to carry spirit and care to help flood victims in Chiang Rai, Chiang Mai, Nan and Songkhla province. In addition, the bank provided drinking water, electrolyte drinks, bread, dried food, first-aid kits, and face masks to disaster relief units and rescue workers assisting those trapped in the collapsed building in Chatuchak district. The bank also supported the sale of jasmine bouquets under the "United Hearts for Mom" project to the National Council on Social Welfare of Thailand under Royal Patronage.

- **Voluntary Activities for Social Development**



Blood donation activity under the " Give Blood for Children " project for the Thai Red Cross Society



Blood donation activity with the Thai Red Cross Society



International Anti-corruption Day activities (Thailand) under the concept of "Zero Tolerance, Thais do not tolerate corruption", join force in expressing the intention to fight against all forms of corruption and promote transparent business operations under good governance principles.







We are Family... RUN for LIFE project: Run to accumulate mileage and convert it into donations for the Foundation for Slum Child Care



Donated drinking water to help flood victims in Chiang Rai, Chiang Mai, Nan province

- **Youth Empowerment and Education**

The “Library Renovation” project creates a library with reading-friendly atmosphere and good reading habits which are the starting point for cultivating a learning culture. The library was designed to be spacious and lovely so that the youth would come in and enjoy looking for information using computers. This is one way to instill sustainable learning culture.

List of schools in the "Learning Library" project is as follows:

1. Prachanukool School, Bangkok
2. Soi Annex School, Bangkok
3. Wat Cherngkrabue School, Nonthaburi
4. Fuangfha Wittaya School, Pathum Thani
5. Wat Krajabpinit School, Bangkok
6. Wat Suwankeeree School, Bangkok
7. Wat Chom Nimit School, Samut Prakan
8. Samakee Bamrung School, Bangkok
9. Wat Mai Phadung Khet School, Nonthaburi
10. Wat Prasat School (Prasat Pittaya), Nonthaburi





“Learning Library” Project

Furthermore, a project called "Financial Literacy" is implemented for students of Rajamangala University of Technology Krungthep in collaboration with the National Institute of Development Administration (NIDA). This involves developing a curriculum to enhance knowledge and skills in personal financial planning. Financial discipline and sound financial management are crucial foundations for life's security. This also includes knowledge sharing with students from the Finance and Financial Innovations program at Rajamangala University of Technology Krungthep visiting the bank and attending a special lecture on "The Use of AI in Financial Risk Management." This aims to help students understand the significant role of AI technology in the banking and financial sector,



"Financial Literacy" project for students of Rajamangala University of Technology Krungthep



Professors and students from the Finance and Financial Innovations program at Rajamangala University of Technology Krungthep visiting the bank and attending a special lecture on "The Use of AI in Financial Risk Management"

3. Culture and Environment Conservation

Financial institutions that play a key role in economic and social development do not only focus on providing financial services but also realize the importance of preserving culture and environment as to create positive impacts on communities and society in the long run. The bank has participated in various traditional activities with communities and people in the areas where the bank provides services, such as supporting activities for the Chinese New Year Festival and Children's Day activities to strengthen and promote customs, traditions, arts and cultures together with communities surrounding the bank's branches.

For environment, the bank recognizes the importance of nature conservation and strengthening sustainable ecosystems by focusing on creating cooperation and employees' engagement in the organization to drive sustainable changes through activities that benefit society and the planet. One of the projects that the bank has implemented is the "CSR Mangrove Forests Planting" activity, which aims to restore natural areas and enhance ecosystem integrity.

- **Culture Conservation Activities**



National Children's Day Activities at Wat Prasat School (Prasat Pittaya), Nonthaburi



National Children's Day Activities at Bon Kai Recreation Center, Bangkok

- **Environment Conservation Activities**

The "CSR Mangrove Forests Planting" activity, celebrating the 20th anniversary of Land and Houses Bank, involves planting 2,000 mangrove trees, increasing mangrove forest area by 1,600 square meters or 1 rai. This area can absorb up to 20 tons of carbon dioxide per year. The event includes a coastal cleanup to restore the coastal ecosystem. Furthermore, this activity also supports local schools and youths who cultivate the mangrove saplings, generating income for the local community.



The "CSR Mangrove Reforestation" activity strengthens sustainable ecosystem.

Innovation and Dissemination of Innovative Corporate Social Responsibilities



Risks	Opportunities
Today's consumer behaviors and technological developments are changing rapidly. In addition, consumer behaviors have changed more towards digital. If the bank is unable to create or invent new innovations or not adjusting strategies to be in line with consumer needs, it may cause the number of customers or service users to decrease and have a financial impact on the bank.	The bank develops and creates financial innovations that meet customer needs, positive creativity, and social responsibility which brings business opportunities, adds value to the business and develops the economy, society and environment at the same time.

The bank is committed to creating innovations that can benefit business and society at the same time and support the new era that drives towards digital transformation and the government's policy to move forward to digital economy. The bank is aware of these significant trends; therefore, it enhances the innovations for financial products and services in the form of digital banking, helping customers save travel time, reduce costs and get more convenient services. Moreover, the bank has communicated with customers to receive accurate information for their best interest, such as mobile banking services that allow for comprehensive and fast financial transactions at any day, anywhere, anytime.

Results and Benefits of Innovations

The total number of users in mobile banking surged from 254,000 users to 290,000 users in 2025, accounting for 15 percent growth from 2024. In 2025, the bank developed new functions and services, including enhancing security to help customers complete financial transactions conveniently, quickly, and safely, resulting in a continuous increase in the number of users of the application and the number of transactions.

Certification of IT Security Management System Standards (ISO/IEC 27001 : 2022)

Land and Houses Bank Public Company Limited received the certificate for the IT security management system standards (ISO/IEC 27001 : 2022) to enhance the management of IT security of infrastructure, operation, and services directly connected to BAHTNET, ICS and SWIFT system, including the operation of the bank's computer center to meet international standards to prevent the cyber risks that may cause financial loss and reputational damage which may affect the people and economy in a wider scale.

Raising Awareness of IT Security

The bank has organized a training course on IT security awareness for directors and executives to keep up with the changes that occurred to data protection system and information system (Cyber Security)

locally and internationally. This is to raise the level of cautions in preventing the risks caused by the changing trends in the digital world so that the bank will be able to cope with and prevent risks immediately and efficiently as well as provide knowledge on the Cyber Security Act B.E. 2562, Personal Data Protection Act B.E. 2562, IT risks and updates of new IT system threats for employees so they are aware of more secure use of computers.

IT Operations and Data Security

1. The board has roles and duties to oversee IT security, approve strategies and policies, supervise and monitor cyber security. For supervision and monitoring, the board may assign other committees to act on its behalf by clearly defining the roles and duties in writing. The board has assigned other committees to supervise and follow up on IT security functions as follows:

- Risk Oversight Committee has the duties and responsibilities as follows:

(1) Supervise the preparation of risk management policies in various areas, such as credit risk, market risk, liquidity risk, operational risk and reputational risks and define IT risk management policy that is sufficient, comprehensive and consistent with international standards

(2) Supervise IT risk management and risk management process covering IT risk and cyber risk assessment constantly, maintaining security and readiness to deal with cyber risks (Cyber Security), supervise and report key IT risk and cyber risk to the Board of Directors for acknowledgement

- Information Technology Steering Committee has the duties and responsibilities to set policies, strategies and master plan for the IT group in line with the bank's business plan, IT changes, risk management and regulatory requirements.

2. Establish an IT security policy that covers cyber security and aligns international standards: ISO/IEC 27001:2022 as to be a guideline for ensuring security and safety in processing transactions and able to determine the expected information system security response in a systematic and efficient manner. Moreover, it can ensure communication between departments, maintain security in various aspects and systems with regular maintenance, clear action plan to ensure maximum safety, leading to a mitigation of damage to operations and personnel as well as higher levels of security in various business units. It will be arranged for a regular review at least once a year and when there are significant changes to keep the policy consistent with environment, events, and legislative changes.

Performance of IT and Data Security in 2025

1. Review IT security policy which has been approved by Executive Committee No. 22/2025 on 12 December 2025.

2. Communicate IT security policy to executives and employees via the bank's intranet, with 100 percent of executives and employees receiving the communication.

3. Organize various training courses for directors, executives, and employees to share knowledge and build awareness of cyber security on a regular basis both in the form of providing knowledge and organizing activities that promote cyber security so that personnel understand and can act correctly. 100% of directors and 83.00% of executives and employees attended these courses.

4. Implement IT security policy by controlling, monitoring, reporting operations, including preparing reports, watching out for threats and studying cyber threats trend that may occur and affect the bank and continuously reporting to the assigned committee and relevant senior executives. Thus, the bank has had no cyber threats that significantly disrupted the bank's operational systems from providing services. As a result, the bank's IT system is highly secure and supports business operations well.

Corrective Measures in the Event of a Cyber Threat Incident

The bank has established a process for monitoring incident events on the information system to be a guideline for resolving incident events in a timely manner and has collected information about security incidents in order to plan and prevent them from recurring.

The bank has prepared a cyber threat response plan in abnormal cyber events (Cyber Incident Response Plan) by creating a plan, investigating and analyzing causes and assessing the impact so that it can be used as a reference in dealing with threats, and restoring systems and data quickly in a timely manner. The bank also has a Security Operation Center (SOC) to monitor when a cyber threat occurs. The cyber incident response plan has been designed to be in line with the IT Disaster Recovery Plan (IT DRP) and Business Continuity Plan (BCP) that covers cyber threat incidents and there is a sequence of system restoration by taking into account the priorities of each system and the plan is subject to testing annually.

Security and Protection of Customer Data

The bank is aware of the importance of personal data protection by setting the personal data protection policy to promote and support personal data protection and to be a guideline for protecting personal data of data subjects collected, stored, used or disclosed. The policies cover the following areas:

1. Accuracy: To ensure that personal information collected, used or disclosed on behalf of the bank is accurate and complete. This is especially the case where personal data is likely to be used to make decisions concerning the owner of personal information either by the bank or by the bank's personal data processors.

2. Storage and Retention Period: The bank keeps records and determines the storage and retention period for personal information according to the relevant laws or regulations or appropriate storage and retention period that is necessary considering for legal purposes.

3. Confidentiality and Integrity: The bank has prepared appropriate security measures, including organizational measures and technical measures to prevent message counterfeiting and unauthorized collection, use, access or alteration. The bank has established handling procedures for incidents of personal data breaches and will notify data subject in accordance with legal requirements.

4. Personal Data Breach Notification: The bank has a process to support reporting of personal data leaks, including remedial measures and reporting to Thai Personal Data Protection Committee and data subject in accordance with legal requirements.

In addition, the bank has internal control measures regarding the security system of information technology and personal information such as the information security policy, data classification standard and guidelines for protecting personally identifiable information, data security and privacy guidelines and operating procedures regarding the collection, use and/or disclosure of personal information of the bank’s customers, etc.

Performance of Security and Customer Data Protection in 2025

1. Review the personal data protection policy which was approved by the Sustainability and Corporate Governance Committee No. 8/2025 on August 21, 2025

2. Communicate the personal data protection policy to executives and employees via the bank's intranet, with 100% of executives and employees attending, including dispersing knowledge about Personal Data Protection Act and related internal operating procedures through all channels of the bank on a monthly basis

3. Provide knowledge about Personal Data Protection Act and related internal operating procedures to executives and employees

In 2025, there are no complaints regarding breaches of customer personal data.

Corrective Measures in the Event of a Personal Data Leak or Misuse of Customers' Data

The bank has established operating procedures in the event of a leak or breach of personal information within the organization. It is required that those who know the incident must report it to the personal data protection officer as soon as possible to investigate and find the cause of breaches and take corrective action, considering remedial measures, and report incidents of violations to Thai Personal Data Protection Committee and data subjects for acknowledgement in accordance with legal requirements.

Promoting Innovations

- **RPA (Robotic Process Automation)**

The bank has applied Robotic Process Automation (RPA) technology to improve work processes to be more flexible, reduce errors and redundances, increase work efficiency, reduce paper usage, help reduce greenhouse gas emissions, support ESG goals in the environmental aspect, including using data analytics to analyze in-depth data in real time to support strategic decision making.

- **Carbon Emission Platform**

The bank has acquired the carbon platform services for internal use and to customers, which supports the management and reduction of greenhouse gas emissions at both the corporate and investment or loan portfolio levels, with the aim of creating environmental sustainability and supporting the transition to a low-carbon economy.

The carbon platform is a digital system that helps organizations and financial institutions manage and reduce greenhouse gas emissions, covering the tracking and calculation of carbon emissions from scope 1, scope 2 and scope 3, along with analysis and reporting results according to international standards such as the GHG protocol and PCAF, as well as creating real-time reports and dashboards to support compliance with reporting frameworks such as the GHG protocol or the greenhouse gas emission report for business sustainability of the Thailand Greenhouse Gas Management Organization (TGO - Public Organization), to help organizations effectively achieve their environmental goals.

The bank has introduced the carbon platform to track and manage carbon emissions in investment and loan portfolios to adjust lending support strategies to align with sustainability, helping to accurately report the organization's greenhouse gas emissions data according to standards such as TCFD, PCAF or GHG protocol, and to reduce financial risks, especially regulatory and reputational risks related to carbon emissions. In addition, the use of the carbon platform demonstrates a commitment to sustainability and builds confidence among investors and customers. This includes supporting ESG (Environmental, Social, Governance) goals, helping to develop the organization's brand as a leader in sustainable finance, and playing an important role in supporting a low-carbon economy by helping businesses and organizations to transform their processes into environmentally friendly operations and effectively reduce carbon emissions.

The bank organizes a workshop on corporate carbon footprint for organization (CFO) calculation through the carbon platform for its existing customers. This program aims to support customers in recording and collecting their organizational data, covering the monitoring and calculation of carbon emissions under Scope 1 and Scope 2 as well as generating real-time reports and dashboards.

- **Data Mart**

The bank has developed the data mart to upgrade the use of the bank's data and ai capabilities by enabling users to perform data analytics themselves and integrate data from many departments into a real-time connection. developed a centralized data platform that supports advanced analytics and large-scale processing, while designing a user-friendly data mart and maintaining strict data security in line with financial industry standards.

- **AI assistant (chatbot) "LISA"**

The bank has developed "LISA", an AI assistant (chatbot) for internal use within the organization to enhance employees' efficiency in fast and accurate access to complex data through the development of a Large Language Model (LLM) that responds naturally to employee inquiries with a secure, flexible, and highly stable infrastructure.

Internal Control

The Board of Directors and executives value the importance of good internal control and realize the importance of risk management and sufficiency of internal control for all dimensions of operations, especially, market conduct, banking products and other processes relating to products, services and customer data security. The bank directs all units to adhere to the best practices regarding internal control in any business operation and any practice of staff. The bank also sets up a business unit to manage risks and formulates risk management policy as practical guidelines.

The bank requires the review of the effectiveness and sufficiency of risk management process and internal control, conducted by the Audit Committee. The essence of the review consists of the consideration of appropriateness of the scope of responsibilities, action plan, the assessment of adequacy and quality of risk management process, internal control, corporate governance process and the compliance with regulations of official and Articles of Association. The review will be reported to the Board of Directors in the event that there are significant defects arising in order to correct them and make recommendations.

The bank acknowledges the importance of good corporate governance and internal control, creates policies and practical guidelines in writing, and provides trainings to broaden staff's knowledge and to sharpen their practical skills so that they can be able to perform their tasks efficiently and accurately.

The bank provides staff manuals, disciplines, professional ethics and code of conduct & ethics in accordance with the guidelines of the Thai Bankers Association. Penalties for disciplinary offenses are also imposed so that staff can run the operations with efficiency, transparency and fairness to stakeholders. This helps strengthen corporate governance and internal control to ensure consistency throughout the organization. The said matters have been included in employee training program.

The bank has specified that internal control activities as part of operational process with appropriate structures for all departments by separating the duties of operators and auditors to ensure appropriate check and balance mechanism. Any activities with potential conflicts of interest shall be identified and corrected to be in accordance with regulations, business conditions and relevant rules.

The information system including financial information system has been developed. Operations comply with the bank's information technology risk governance and other relevant regulations. The information system is used to monitor and evaluate internal control, promptly correct any significant defects and ensure correct, complete and updated information for decision making. Effective communication channel is also provided to ensure that executives and all employees truly understand policies and operational practices related to their functions.

The bank always comprehends that internal control is essential to banking operations because it ensures efficient operation and rational confidence that the bank's operations can lead to goal achievement and can yield long term benefits. The internal control also ensures reliable financial information reporting and operation, compliance with laws, regulations and requirements, and prevents any act that may damage the bank's assets and reputation. Therefore, the bank has monitored and evaluated the internal control to ensure that the internal control is proper and able to handle changing risks arising in each period of time. Any defects detected shall be reported to involved executives and any significant defects shall be reported to top executives, Audit Committee and Board of Directors as appropriate.

The Audit Committee is responsible for nominating the auditors by considering their qualifications, performance and audit fee before submitting the proposal to the Board of Directors each year. Then, the audit fee will be submitted to the shareholders meeting for approval. The Audit Committee also reviews the financial statement by calling the auditor to attend the meeting and present the key issues relating to internal control

environment and financial statement. The auditor of the bank was KPMG Poomchai Limited who audited the 2025 financial statements and provided the reports with unqualified opinions. In addition, the duties of the Audit Committee cover the consideration of qualifications and suitability of the head of Internal Audit Group which has been screened by the management. The appointment, removal and transfer of the head of Internal Audit Group shall be consented by the Audit Committee as specified in the Audit Committee Charter.

The Internal Audit Group is independent and directly reports to the Audit Committee. The Internal Audit Group has the duties to audit, assess the sufficiency of internal control, risk management system and compliance with policies, guidelines, procedures, code of conduct and regulatory requirements, and evaluate the effectiveness of resources management, accuracy and reliability of information, customer data security, anti-corruption and fraud, propose the guideline for improvement and report the audit result to the Audit Committee and Board of Directors on a regular basis.

The Audit Committee meeting assesses the adequacy of internal control system for 2025, based on the assessment form of the Securities and Exchange Commission, and reported the assessment results to the Board of Directors that the bank's internal control system is adequate and appropriate.

The tasks under the responsibility of the head of Internal Audit Group include:

1. Wholesale banking audit
2. Retail banking audit
3. Information technology audit
4. Audit standard and strategy

Profile of the Head of Internal Audit Group

Name	**Ms. Thanawan Teekautamakorn**
Position	Head of Internal Audit Group LH Financial Group Public Company Limited
Age (Years)	62
Education	• Master of Arts in Business Law, Chulalongkorn University • Master Degree in General Management, Mahidol University • Bachelor of Accounting, The University of the Thai Chamber of Commerce
Training	• Internal Auditing Certificate, Federation of Accounting • Thai Accounting and International Standards • Personal Data Protection Act-PDPA 2562 B.E. • Integrated Risk Management & Strategy • COSO 2013 & Anti-Corruption Master Class • Internal Audit Best Practices • IT Governance and Cyber Resilience Program (ITG) • IT Risk Management Implementation Guideline • Corruption Risk and Control Workshop (CRC) • PDPA for Internal Audit 2020 • Fraud Fighters Summit with GBG • Guideline for Biometric Technology Adoption in Financial Services • Keep up with the new financial and banking laws in the digital age by TIBFA • Trade–Based Money Laundering (TBML) by TIBFA • Financial Statement Analysis by TIBFA • IT Security Awareness 2025 • The Future of Fraud Prevention : AI & Behavioral Intelligence by BioCatch • CAE Forum 2025: Forward Looking, the Internal Audit

Shareholding proportion (%) - None -
Relationship with executives - None -
Work experiences in the past 5 years

❖ **Current Position in 1 Listed Company on the Stock Exchange of Thailand**

Period	Position	Organization/Company
2021 - Present	Head of Internal Audit Group	LH Financial Group PLC
2018 - 2020	Executive Vice President of Internal Audit Group	Thanachart Capital PLC Thanachart Bank PLC
2013 - 2017	Head of Internal Audit	TMB Bank PLC

❖ **Current Position in Non-Listed Companies on the Stock Exchange of Thailand - None -**

Roles and Responsibilities

General Audit, Branch Audit and IT Audit

- Define the objectives, goals, audit scope and audit plan
- Adjust the strategy for audit functions to align with risks, organizational directions and goals, and technological changes
- Develop the capability of auditors to have knowledge and skills to catch up with business changes, technologies and emerging risks, including promoting their acquisition of relevant professional certifications
- Prepare and revise the audit manual to align with the regulatory requirements, international accounting standards for internal audit, code of conduct for auditor and monitor the compliance with standards, manuals and codes of conduct
- Manage the general audit, branch audit, IT audit functions and supervise the compliance with policies, plans and operating procedures
- Evaluate the sufficiency and efficiency of internal control
- Assess the reliability and accuracy of financial information
- Give advice, opinion and suggestion about internal control guidelines and best practices
- Report the audit results to the head of audited units, President, Audit Committee and Board of Directors as appropriate
- Evaluate the performance of all levels of auditors
- Conduct audit quality assessments in order to improve the performance of Internal Audit
- Conduct special investigation
- Follow up the progress of corrections against audit report
- Perform other tasks assigned by the Audit Committee

The number of staff of Internal Audit Group as of December 31, 2025

There were 33 employees under the Internal Audit Group, 19 in Wholesale Audit, 10 in Information Technology Audit and 4 in Audit Standard and Strategy.

Significant Penalty Charges under the Governing Laws

In 2021, there were no significant penalty charges under the governing laws.
In 2022, there were no significant penalty charges under the governing laws.
In 2023, there were no significant penalty charges under the governing laws.
In 2024, there were no significant penalty charges under the governing laws.
In 2025, there were no significant penalty charges under the governing laws.

Related Party Transactions

Related party transactions refer to any transactions which are similar to or competitive with one another or have any relation that may constitute conflicts of interest between the bank and related parties. In conducting any related party transactions, the bank applies policies, normal trade terms and conditions in accordance with predefined processes in an appropriate, transparent, and accurate manner, taking into consideration the utmost benefits of the bank and its shareholders.

Having related party transactions with any related person/party, the bank has policies and procedures to prevent conflicts of interest and complies with the Bank of Thailand's notification and regulators. The related party transaction is considered by the same policies with general customers and normal trade terms through the transparent approval process, taking into consideration the utmost benefits of the bank and its shareholders.

Related person or party of the bank refers to any person or company that has the control over the bank or is controlled by the bank either directly or indirectly or under the same control over the bank. The definition includes any subsidiary or person having significant influence over the bank either directly or indirectly. Transactions with such company or person are disclosed in the notes to financial statements under the subject "Related Party Transactions."

Necessities and Rationales of Transactions

The bank conducts related party transactions with care and takes into account the maximum benefit of the bank and its shareholders. All related party transactions conducted by the bank are either normal business operation or necessary and reasonable transactions which help support the normal business of the bank. However, the Audit Committee has frequently examined the related party transactions and commented that the transactions are under normal business operation. The bank has received and paid commission based on market price and fair price, has followed related regulations and disclosed the information completely.

Furthermore, the Audit Committee shall examine related party transactions that may occur in the future with any person having potential conflicts of interest or stake, and give opinions on the necessity and appropriateness of such transactions. In the case where the Audit Committee does not have the expertise in considering such transactions, the bank will assign independent experts or its auditors to give opinions on the transactions so that the bank or its shareholders, whichever is applicable, will base their decisions on. In any case, the bank will always disclose such transactions in the notes to audited financial statements.

Measures / Approval Process for Related Party Transactions

The bank comprehends the importance of the prevention of conflicts of interest; therefore, approval process of such transaction is subject to due procedures based on the regulations of the bank and scrutinized by responsible committees so that related party transaction complies to principles and reasonable process and is under fair price and terms which not only does it create the highest benefits to the bank and its shareholders, as any other transactions with normal persons, but it also prevents conflicts of interest. Furthermore, the bank shall examine related party transactions that may occur in the future with any person having potential conflicts of interest or stake, and give opinions on the necessity and appropriateness of such transactions. In the case where the audit committee does not have the expertise in considering such transactions, the bank will assign independent experts or its auditors to give opinions on the transactions so that the bank or its shareholders, whichever is applicable, will base their decisions on. In any case, the bank will always disclose such transactions in its audited financial statements.

Policies and Trends for Future Related Party Transactions

The bank has a policy for conducting current and future related party transactions with any person who potentially has conflicts of interest. The important guidelines for such transactions are that they must be conducted transparently and fairly, in line with good corporate governance, good pricing model, and normal trade terms. The commissions received or paid from such transactions are under market price and fair price. However, the bank assigns the Audit Committee or its auditors or independent experts to audit and comment on the appropriateness of the price and rationale of such transactions.

Any related party transactions which may occur in the future, the bank shall comply with the related law, requirements, announcements, orders, or regulations. The bank also takes into account on the rationale of related party transactions and the opinions of the Board of Directors and the Audit Committee.

Directors with Vested Interest in any Contract of the Bank during the Fiscal Year

- None -

Information Disclosure

The bank discloses related party transactions and connected transactions in the annual report.

Related Party Transaction/Connected Person

Significant business transactions with related parties include transactions with directors, executive or other persons with equivalent position, including entities that the persons or related persons have management authorities, or entities in which the bank or directors or executives hold shares of more than 10 percent of the paid-up share capital of such entities, which were disclosed in the Note No. 29 to the financial statements of the bank. The details are as follows:

Outstanding Balances

As at December 31, 2025, the outstanding balances of transactions between the bank and its related parties were summarized as follows:

(Unit: Million Baht)

Relationship[/1]	Interbank and money market items (assets)	Loans to customers and accrued interest receivables	Other assets	Deposits	Interbank and money market items (liabilities)	Debts issued and borrowings	Accrued interest payables	Lease liabilities	Accrued Expenses	Other liabilities	Contingent liabilities Bank guarantee
1. Parent company of the bank	-	-	0.94	1,290.57	-	5,000.00	84.59	1.21	-	-	-
2. Subsidiaries of the bank's parent company	149.97	-	7.91	-	149.23	-	-	-	-	-	850.00
3. Major shareholders of the bank's parent company	-	-	-	4,404.06	0.53	-	1.42	-	16.86	-	-
4. Related companies	-	-	9.67	2,332.28	-	-	2.32	20.84	0.17	0.05	-
5. Directors and executives	-	0.28	-	240.42	-	-	0.73	-	-	0.01	-
6. Related persons	-	16.20	-	1,138.52	-	-	1.73	-	-	-	-
Total	**149.97**	**16.48**	**18.52**	**9,405.85**	**149.76**	**5,000.00**	**90.79**	**22.05**	**17.03**	**0.06**	**850.00**

Notes[/1] The nature of the relationships is described in the Note No. 29 to the financial statements "Related Party Transaction/Connected Person".

Related Party Transactions in 2025

During the year 2025, the bank had significant business transactions with its related parties. Such transactions, summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the bank and its related parties according to normal business as follows:

(Unit: Million Baht)

Relationship[/1]	Interest income	Fees and service income	Other operating income	Interest expenses	Fees and service expenses	Other operating expenses
1. Parent company of the bank	0.05	0.24	1.92	203.81	-	370.91
2. Subsidiaries of parent company	13.67	94.37	1.27	3.11	-	-
3. Major shareholders of parent company	-	-	-	16.58	-	15.23
4. Related companies	-	0.69	-	26.15	0.22	4.20
5. Directors and executives	0.02	-	-	2.25	-	-
6. Related persons	0.63	-	-	10.05	-	-
Total	**14.37**	**95.30**	**3.19**	**261.95**	**0.22**	**390.34**

Notes [/1] The nature of relationships is described in the Note No. 29 to the financial statements “Related Party Transaction/Connected Person”.

Audit Committee's Report

The Audit Committee consists of 4 independent directors as follows:

1. Mr. Pradit	Sawattananond	Chairman
2. Dr. Supriya	Kuandachakupt	Member
3. Mr. Pichai	Dusdeekulchai	Member
4. Prof. Piphob	Veraphong	Member

Mrs. Thanawan Teekautamakorn, head of Internal Audit Group of LH Financial Group Public Company Limited, is the secretary.

The Audit Committee has fulfilled its duties and responsibilities as assigned by the Board of Directors. In 2025, the Audit Committee held 12 meetings in total and reported its performance to the Board of Directors as follows:

1. Review the financial statements prepared in accordance with the financial reporting standards to ensure the accuracy and completeness of information, adequacy of disclosures, audit results and significant risks. In addition, the bank's operating results are considered on a quarterly basis and a meeting with the auditors is arranged to discuss the independence of their duties and opinions. In this regard, auditors report all issues found from their inspection to the Audit Committee for consideration.

2. Review and assess the sufficiency of the internal control by considering the observations from the internal audit report and monitoring for appropriate corrections as well as auditor's reports to assess the adequacy and effectiveness of the internal control as well as evaluating the independence of the internal audit unit including the charter of internal audit unit.

3. Consider the selection of auditors by considering knowledge, ability, experience, credibility and the sufficiency of resources including the assessment results of the independence and quality of audit tasks in the past year. For the auditor's remuneration, the scope of the auditor's responsibility is taken into account.

In 2025, the bank's auditor was KPMG Phoomchai Audit Limited auditing the financial statements and providing the unqualified reports of the financial statements.

4. Ensure that the connected transactions or transactions with potential conflicts of interest comply with laws and regulations of the Stock Exchange of Thailand, transparency, reasonableness and protection of the interests of the bank and shareholders; and disclosure of the bank's information relating to connected transactions or transactions with potential conflicts of interest is accurate.

5. Review the risk management system at the holistic level of the company to the activity level to align with best practices and ensure that the bank can achieve its goals with efficiency and effectiveness and comply with laws, and cooperate with the Risk Oversight Committee in promoting the risk culture in order to create strength according to the Three Lines of Defense Model so that executives and employees at all levels are aware of and understand their roles as part of risk management, including compliance with laws, government regulations, policies and regulations of the bank including requirements related to ethics and code of conduct.

6. The self-assessment is conducted by comparing the key activities of the Audit Committee with the Audit Committee Charter, related regulations and best practices. The evaluation results reflected that the Audit Committee have performed their duties and responsibilities adequately and appropriately as specified in the Audit Committee Charter, relevant regulations, and as assigned by the Board of Directors.

The Audit Committee has performed its roles and responsibilities as a whole and is of the opinion that the bank's financial statements have been prepared in accordance with financial reporting standards with adequate and appropriate information disclosure. The auditors are independent in auditing the financial statements and perform their duties as professionals. The bank has an internal control system that is adequate and suitable for its operations and complies with laws, regulations and rules related to its business activities.



(Mr. Pradit Sawattananond)
Chairman of Audit Committee

Nomination and Remuneration Committee's Report

The Nomination and Remuneration Committee consists of 3 members as follows:

1.	Prof. Piphob	Veraphong	Chairman
2.	Dr. Supriya	Kuandachakupt	Member
3.	Mr. Pradit	Sawattananond	Member

Ms. Chularat Nilchaikovit, head of People Group, LH Financial Group Public Company Limited, is the secretary.

The Nomination and Remuneration Committee has performed its duties under the scope of responsibilities assigned by the Board of Directors. During the year 2025, the Nomination and Remuneration Committee had a total of 6 meetings and reported the results of each meeting to the Board of Directors as follows:

1. Consider the nomination of directors and executives
2. Consent to the position adjustment of senior executives
3. Consent to the restructuring of business units
4. Consent to the employment of executives after retirement
5. Consider the performance and consent to the 2024 bonus and 2025 merit increase for Chief Executive Officer and President and propose to the Board of Directors for approval
6. Consent to the 2025 bonus and merit increase for employees in case of promotion and special adjustment to be compatible with market for the year 2026 and propose to the Board of Directors for approval
7. Consent to the directors' remuneration and meeting allowances for the year 2025 and directors' gratuity for the year 2024
8. Consent to the report of the Nomination and Remuneration Committee for the year 2025
9. Conduct the individual and collective self-assessment of the Nomination and Remuneration Committee for the year 2025
10. Acknowledge the progress of succession plan 2025
11. Acknowledge the progress of the talent management & development 2025

(Prof. Piphob Veraphong)
Chairman of Nomination and Remuneration Committee

Board of Directors' Responsibility for Financial Reports

The Board of Directors of Land and Houses Bank Public Company Limited is responsible for the bank's financial statements and financial information presented in the annual report. The aforementioned financial statements have been prepared in accordance with the financial reporting standards by applying appropriate and consistent accounting policies with discretion. Material information regarding accounting policy and requirements for financial statements is adequately and transparently disclosed to shareholders and general investors in the notes to financial statements.

The Board of Directors has established and maintained appropriate and effective risk management and internal control in order to rationally assure that the accounting information is correct, complete and adequate to sustain assets of the bank.

The Board of Directors has appointed the Audit Committee which comprises independent directors responsible for the quality of the financial reporting and internal control. The Audit Committee's opinions on these issues are included in the Audit Committee's report in the annual report.

The financial statements of the bank have been audited by the certified public accountants of KPMG Phoomchai Audit Limited. In the audit, the bank has supported all information and documents in order that the auditors can be able to audit and address opinions to the financial reporting standards. The auditor's opinions have been included in the audit report in this annual report.

In the Board of Directors' point of view, the bank has an appropriate and adequate internal control for the credibility of the financial statements of the bank as of December 31, 2025.



(Mr. Lee, Yu-Chou)
Chairman



(Mr. Shih, Jiing-Fuh)
CEO & President

Independent Auditor's Report

To the Shareholders of Land and Houses Bank Public Company Limited

Opinion

I have audited the financial statements of Land and Houses Bank Public Company Limited ("the Bank"), which comprise the statement of financial position as at 31 December 2025, the statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Bank as at 31 December 2025 and its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs) and the regulations of the Bank of Thailand.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Bank in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the Bank's financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the Bank's financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the Bank's financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the Bank's financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with TFRSs and the regulations of the Bank of Thailand, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Bank or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Bank's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Bank's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Bank's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Bank to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



(Orawan Chotiwiriyakul)
Certified Public Accountant
Registration No. 10566

KPMG Phoomchai Audit Ltd.
Bangkok
23 February 2026

Land and Houses Bank Public Company Limited

Statements of financial position

		31 December	
Assets	*Note*	2025	2024
		(in thousand Baht)	
Cash		585,584	643,315
Interbank and money market items, net	*8, 24, 29*	53,703,002	42,391,341
Financial assets measured at fair value through profit or loss	*9*	2,027,685	-
Derivative assets	*10*	1,765,965	404,812
Investments, net	*11*	50,190,688	42,728,152
Loans to customers and accrued interest receivables, net	*12, 29*	273,650,552	241,882,214
Properties for sale, net	*14*	7,248,135	8,124,222
Premises and equipment, net	*15*	521,538	438,610
Right-of-use assets, net	*31*	601,025	631,523
Intangible assets, net	*16*	550,243	436,370
Deferred tax assets	*17*	1,072,832	1,611,636
Accrued interest receivables on investments		149,364	103,414
Collateral receivables under the Credit Support Annex agreements		57,600	218,405
Other assets, net	*18, 29*	790,967	831,891
Total assets		**392,915,180**	**340,445,905**

Land and Houses Bank Public Company Limited

Statements of financial position

Liabilities and equity	Note	31 December 2025	2024
		(in thousand Baht)	
Liabilities			
Deposits	*19, 29*	318,013,326	279,907,724
Interbank and money market items	*20, 29*	16,513,838	10,146,141
Liabilities payable on demand		264,240	107,945
Derivative liabilities	*10*	1,388,132	544,959
Debts issued and borrowings, net	*21, 29*	8,392,130	7,217,716
Accrued interest payables	*29*	1,264,637	1,189,282
Accrued expenses	*29*	1,526,452	988,891
Lease liabilities	*29, 31*	625,266	657,814
Provisions	*22*	579,049	547,042
Income tax payable		475,910	378,728
Revenue received in advance		217,877	225,957
Collateral payables under the Credit Support Annex agreements		1,810,638	146,083
Other liabilities	*23, 24, 29*	788,767	424,110
Total liabilities		**351,860,262**	**302,482,392**
Equity			
Share capital			
Authorised share capital			
2,000,000,000 ordinary shares of Baht 10 each		20,000,000	20,000,000
Issued and paid-up share capital			
2,000,000,000 ordinary shares of Baht 10 each		20,000,000	20,000,000
Premium on share capital		10,598,915	10,598,915
Other reserves	*26*	843,903	(1,125,232)
Retained earnings			
Appropriated			
Legal reserve	*26*	1,297,600	1,164,600
Unappropriated		8,314,500	7,325,230
Total equity		**41,054,918**	**37,963,513**
Total liabilities and equity		**392,915,180**	**340,445,905**

Land and Houses Bank Public Company Limited

Statements of profit or loss and other comprehensive income

	Note	Year ended 31 December 2025	2024
		(in thousand Baht)	
Interest income	*29, 34*	13,537,212	13,151,114
Interest expenses	*29, 35*	(6,630,974)	(6,206,819)
Net interest income		**6,906,238**	**6,944,295**
Fees and service income	*29*	549,891	443,462
Fees and service expenses	*29*	(82,827)	(95,766)
Net fees and service income	*36*	**467,064**	**347,696**
Net gains on financial instruments measured at fair value through profit or loss	*37*	180,578	45,003
Net gains (losses) on investments	*38*	393,981	(30,680)
Dividend income	*11*	237,085	204,235
Other operating income	*29*	154,008	133,178
Total operating income		**8,338,954**	**7,643,727**
Other operating expenses	*29*		
Employee expenses		2,060,189	1,762,097
Directors' remuneration		9,127	9,806
Premises and equipment expenses		931,196	795,938
Taxes and duties		400,319	395,417
Advertising and promotional expenses		200,165	126,162
Amortisation on intangible assets		115,773	98,508
Supporting services expenses		370,910	373,518
Other expenses		315,632	297,125
Total other operating expenses		**4,403,311**	**3,858,571**
Expected credit losses	*39*	640,966	1,283,057
Profit from operations before income tax		**3,294,677**	**2,502,099**
Income tax	*40*	639,599	491,755
Net profit		**2,655,078**	**2,010,344**

Land and Houses Bank Public Company Limited

Statements of profit or loss and other comprehensive income

	Note	Year ended 31 December 2025	2024
		(in thousand Baht)	
Other comprehensive income			
Items that will be reclassified subsequently to profit or loss			
Gains on investments in debt instruments measured at fair value through other comprehensive income		610,397	1,202,627
Income tax relating to components of other comprehensive income will be reclassified subsequently to profit or loss	*40*	(122,079)	(240,525)
		488,318	**962,102**
Items that will not be reclassified subsequently to profit or loss			
Gains on investments in equity instruments designated at fair value through other comprehensive income		1,332,079	299,552
Actuarial losses on defined benefit plans	*22*	(22,067)	(19,770)
Income tax relating to components of other comprehensive income will not be reclassified subsequently to profit or loss	*40*	(262,003)	(55,957)
		1,048,009	**223,825**
Total other comprehensive income, net		**1,536,327**	**1,185,927**
Total comprehensive income		**4,191,405**	**3,196,271**
Earnings per share			
Basic earnings per share *(in Baht)*		1.33	1.01

Land and Houses Bank Public Company Limited

Statements of changes in equity

	Note	Issued and paid-up share capital	Premium on share captial	Other reserves: Gains on investments in debt instruments at fair value through other comprehensive income	Other reserves: (Losses) gains on investments in equity instruments designated at fair value through other comprehensive income	Other reserves: Total other reserves	Retained earnings: Legal reserve	Retained earnings: Unappropriated	Total equity
				(in thousand Baht)					
Year ended 31 December 2025									
Balance as at 1 January 2025		**20,000,000**	**10,598,915**	**794,334**	**(1,919,566)**	**(1,125,232)**	**1,164,600**	**7,325,230**	**37,963,513**
Transactions with owners, recorded directly in equity									
Dividend paid	*42*	-	-	-	-	-	-	(1,100,000)	(1,100,000)
Total transactions with owners, recorded directly in equity		**-**	**-**	**-**	**-**	**-**	**-**	**(1,100,000)**	**(1,100,000)**
Comprehensive income for the year									
Net profit		-	-	-	-	-	-	2,655,078	2,655,078
Other comprehensive income		-	-	488,318	1,065,663	1,553,981	-	(17,654)	1,536,327
Total comprehensive income for the year		**-**	**-**	**488,318**	**1,065,663**	**1,553,981**	**-**	**2,637,424**	**4,191,405**
Transfer to legal reserve	*26*	-	-	-	-	-	133,000	(133,000)	-
Transfer to retained earnings	*11.1*	-	-	-	415,154	415,154	-	(415,154)	-
Balance as at 31 December 2025		**20,000,000**	**10,598,915**	**1,282,652**	**(438,749)**	**843,903**	**1,297,600**	**8,314,500**	**41,054,918**

Land and Houses Bank Public Company Limited

Statements of changes in equity

	Note	Issued and paid-up share capital	Premium on share captial	Other reserves: (Losses) gains on investments in debt instruments at fair value through other comprehensive income	Other reserves: (Losses) gains on investments in equity instruments designated at fair value through other comprehensive income	Other reserves: Total other reserves	Retained earnings: Legal reserve	Retained earnings: Unappropriated	Total equity
				(in thousand Baht)					
Year ended 31 December 2024									
Balance as at 1 January 2024		**20,000,000**	**10,598,915**	**(167,768)**	**(2,611,691)**	**(2,779,459)**	**1,064,000**	**6,733,786**	**35,617,242**
Transactions with owners, recorded directly in equity									
Dividend paid	*42*	-	-	-	-	-	-	(850,000)	(850,000)
Total transactions with owners, recorded directly in equity		**-**	**-**	**-**	**-**	**-**	**-**	**(850,000)**	**(850,000)**
Comprehensive income for the year									
Net profit		-	-	-	-	-	-	2,010,344	2,010,344
Other comprehensive income		-	-	962,102	239,641	1,201,743	-	(15,816)	1,185,927
Total comprehensive income for the year		**-**	**-**	**962,102**	**239,641**	**1,201,743**	**-**	**1,994,528**	**3,196,271**
Transfer to legal reserve	*26*	-	-	-	-	-	100,600	(100,600)	-
Transfer to retained earnings	*11.1*	-	-	-	452,484	452,484	-	(452,484)	-
Balance as at 31 December 2024		**20,000,000**	**10,598,915**	**794,334**	**(1,919,566)**	**(1,125,232)**	**1,164,600**	**7,325,230**	**37,963,513**

Land and Houses Bank Public Company Limited

Statements of cash flows

	Note	Year ended 31 December 2025	2024
		(in thousand Baht)	
Cash flows from operating activities			
Profit from operations before income tax		3,294,677	2,502,099
Adjustments to reconcile profit from operations before			
income tax to net cash receipts (payments) from operating activities			
Depreciation and amortisation		523,869	454,027
Expected credit losses	*39*	640,966	1,283,057
Impairment on other assets		32,351	-
Provisions for employee benefits	*22*	49,975	46,607
Provisions for litigation		17,999	69,015
(Gains) losses on financial instruments measured at fair value through profit or loss		(445,383)	272,377
Losses on disposal/write-off of premises and equipment and intangible assets		9,057	30
(Gains) losses on lease modification		(2,449)	2,116
(Gains) losses on sales of investments		(393,981)	30,680
Net interest income		(6,906,238)	(6,944,295)
Dividend income		(237,085)	(204,235)
Cash received on interest income		11,484,289	11,725,564
Cash paid on interest expenses		(6,094,079)	(5,618,439)
Cash paid on income tax		(425,059)	(598,483)
Profit from operation before changes in operating assets and liabilities		1,548,909	3,020,120
(Increase) decrease in operating assets			
Interbank and money market items		(11,308,673)	(9,229,834)
Financial assets measured at fair value through profit or loss		(2,079,145)	-
Loans to customers		(31,263,270)	(16,540,915)
Properties for sales		2,596	180,458
Collateral receivables under the Credit Support Annex agreements		160,805	(65,032)
Other assets		158,334	(155,163)
Increase (decrease) in operating liabilities			
Deposits		38,105,602	28,454,337
Interbank and money market items		6,367,697	(107,236)
Liabilities payable on demand		156,295	(314,874)
Short-term debts issued and borrowings		(3,850,000)	(7,042,000)
Accrued expenses		120,528	41,109
Provisions		(19,589)	(25,078)
Revenue received in advance		130,663	105,396
Collateral payables under the Credit Support Annex agreements		1,664,555	(103,011)
Other liabilities		187,483	(61,605)
Net cash provided by (used in) operating activities		**82,790**	**(1,843,328)**

Land and Houses Bank Public Company Limited

Statements of cash flows

	Year ended 31 December	
	2025	2024
	(in thousand Baht)	
Cash flows from investing activities		
Interest received	1,089,563	978,807
Dividends received	237,085	204,235
Acquisition of investments in debt instruments measured at amortised cost	-	(50,010)
Proceeds from redemption of investments in debt instruments measured at amortised cost	-	135,175
Acquisition of investments in debt instruments measured at fair value through other comprehensive income	(18,426,311)	(12,560,705)
Proceeds from disposal and redemption of investments in debt instruments measured at fair value through other comprehensive income	13,268,671	13,722,320
Proceeds from disposal and capital return of investments in equity instruments designated at fair value through other comprehensive income	536,880	830,539
Acquisition of premises and equipment	(244,981)	(193,832)
Proceeds from disposal of equipment	951	2,314
Acquisition of intangible assets	(227,712)	(192,451)
Net cash (used in) provided by investing activities	**(3,765,854)**	**2,876,392**
Cash flows from financing activities		
Cash paid for lease liabilities	(274,667)	(231,124)
Proceeds from perpertual subordinated debentures	5,000,000	-
Dividend paid	(1,100,000)	(850,000)
Net cash provided by (used in) financing activities	**3,625,333**	**(1,081,124)**
Net decrease in cash	**(57,731)**	**(48,060)**
Cash at 1 January	643,315	691,375
Cash at 31 December	**585,584**	**643,315**
Supplementary disclosures of cash flow information		
Non-cash transactions:		
Increase in investments in equity instruments from debt-to-equity swap by the issuer	-	567,884
Increase in receivable on sale of investments	(133,613)	-
(Decrease) Increase in payable for purchase on acquisition of equipment and intangible assets	(1,868)	49,198
Increase in payable on purchase of investments	77,664	-

Land and Houses Bank Public Company Limited

Statements of financial position

		31 December	
Assets	*Note*	2025	2024
		(in thousand Baht)	
Cash		585,584	643,315
Interbank and money market items, net	*8, 24, 29*	53,703,002	42,391,341
Financial assets measured at fair value through profit or loss	*9*	2,027,685	-
Derivative assets	*10*	1,765,965	404,812
Investments, net	*11*	50,190,688	42,728,152
Loans to customers and accrued interest receivables, net	*12, 29*	273,650,552	241,882,214
Properties for sale, net	*14*	7,248,135	8,124,222
Premises and equipment, net	*15*	521,538	438,610
Right-of-use assets, net	*31*	601,025	631,523
Intangible assets, net	*16*	550,243	436,370
Deferred tax assets	*17*	1,072,832	1,611,636
Accrued interest receivables on investments		149,364	103,414
Collateral receivables under the Credit Support Annex agreements		57,600	218,405
Other assets, net	*18, 29*	790,967	831,891
Total assets		**392,915,180**	**340,445,905**

Land and Houses Bank Public Company Limited

Statements of financial position

Liabilities and equity	Note	31 December 2025	2024
		(in thousand Baht)	
Liabilities			
Deposits	*19, 29*	318,013,326	279,907,724
Interbank and money market items	*20, 29*	16,513,838	10,146,141
Liabilities payable on demand		264,240	107,945
Derivative liabilities	*10*	1,388,132	544,959
Debts issued and borrowings, net	*21, 29*	8,392,130	7,217,716
Accrued interest payables	*29*	1,264,637	1,189,282
Accrued expenses	*29*	1,526,452	988,891
Lease liabilities	*29, 31*	625,266	657,814
Provisions	*22*	579,049	547,042
Income tax payable		475,910	378,728
Revenue received in advance		217,877	225,957
Collateral payables under the Credit Support Annex agreements		1,810,638	146,083
Other liabilities	*23, 24, 29*	788,767	424,110
Total liabilities		**351,860,262**	**302,482,392**
Equity			
Share capital			
Authorised share capital			
2,000,000,000 ordinary shares of Baht 10 each		20,000,000	20,000,000
Issued and paid-up share capital			
2,000,000,000 ordinary shares of Baht 10 each		20,000,000	20,000,000
Premium on share capital		10,598,915	10,598,915
Other reserves	*26*	843,903	(1,125,232)
Retained earnings			
Appropriated			
Legal reserve	*26*	1,297,600	1,164,600
Unappropriated		8,314,500	7,325,230
Total equity		**41,054,918**	**37,963,513**
Total liabilities and equity		**392,915,180**	**340,445,905**

Land and Houses Bank Public Company Limited

Statements of profit or loss and other comprehensive income

	Note	Year ended 31 December 2025	2024
		(in thousand Baht)	
Interest income	*29, 34*	13,537,212	13,151,114
Interest expenses	*29, 35*	(6,630,974)	(6,206,819)
Net interest income		**6,906,238**	**6,944,295**
Fees and service income	*29*	549,891	443,462
Fees and service expenses	*29*	(82,827)	(95,766)
Net fees and service income	*36*	**467,064**	**347,696**
Net gains on financial instruments measured at fair value through profit or loss	*37*	180,578	45,003
Net gains (losses) on investments	*38*	393,981	(30,680)
Dividend income	*11*	237,085	204,235
Other operating income	*29*	154,008	133,178
Total operating income		**8,338,954**	**7,643,727**
Other operating expenses	*29*		
Employee expenses		2,060,189	1,762,097
Directors' remuneration		9,127	9,806
Premises and equipment expenses		931,196	795,938
Taxes and duties		400,319	395,417
Advertising and promotional expenses		200,165	126,162
Amortisation on intangible assets		115,773	98,508
Supporting services expenses		370,910	373,518
Other expenses		315,632	297,125
Total other operating expenses		**4,403,311**	**3,858,571**
Expected credit losses	*39*	640,966	1,283,057
Profit from operations before income tax		**3,294,677**	**2,502,099**
Income tax	*40*	639,599	491,755
Net profit		**2,655,078**	**2,010,344**

Land and Houses Bank Public Company Limited

Statements of profit or loss and other comprehensive income

	Note	Year ended 31 December 2025	2024
		(in thousand Baht)	
Other comprehensive income			
Items that will be reclassified subsequently to profit or loss			
Gains on investments in debt instruments measured at fair value through other comprehensive income		610,397	1,202,627
Income tax relating to components of other comprehensive income will be reclassified subsequently to profit or loss	*40*	(122,079)	(240,525)
		488,318	**962,102**
Items that will not be reclassified subsequently to profit or loss			
Gains on investments in equity instruments designated at fair value through other comprehensive income		1,332,079	299,552
Actuarial losses on defined benefit plans	*22*	(22,067)	(19,770)
Income tax relating to components of other comprehensive income will not be reclassified subsequently to profit or loss	*40*	(262,003)	(55,957)
		1,048,009	**223,825**
Total other comprehensive income, net		**1,536,327**	**1,185,927**
Total comprehensive income		**4,191,405**	**3,196,271**
Earnings per share			
Basic earnings per share *(in Baht)*		1.33	1.01

Land and Houses Bank Public Company Limited

Statements of changes in equity

	Note	Issued and paid-up share capital	Premium on share captial	Other reserves: Gains on investments in debt instruments at fair value through other comprehensive income	Other reserves: (Losses) gains on investments in equity instruments designated at fair value through other comprehensive income	Other reserves: Total other reserves	Retained earnings: Legal reserve	Retained earnings: Unappropriated	Total equity
				(in thousand Baht)					
Year ended 31 December 2025									
Balance as at 1 January 2025		**20,000,000**	**10,598,915**	**794,334**	**(1,919,566)**	**(1,125,232)**	**1,164,600**	**7,325,230**	**37,963,513**
Transactions with owners, recorded directly in equity									
Dividend paid	*42*	-	-	-	-	-	-	(1,100,000)	(1,100,000)
Total transactions with owners, recorded directly in equity		**-**	**-**	**-**	**-**	**-**	**-**	**(1,100,000)**	**(1,100,000)**
Comprehensive income for the year									
Net profit		-	-	-	-	-	-	2,655,078	2,655,078
Other comprehensive income		-	-	488,318	1,065,663	1,553,981	-	(17,654)	1,536,327
Total comprehensive income for the year		**-**	**-**	**488,318**	**1,065,663**	**1,553,981**	**-**	**2,637,424**	**4,191,405**
Transfer to legal reserve	*26*	-	-	-	-	-	133,000	(133,000)	-
Transfer to retained earnings	*11.1*	-	-	-	415,154	415,154	-	(415,154)	-
Balance as at 31 December 2025		**20,000,000**	**10,598,915**	**1,282,652**	**(438,749)**	**843,903**	**1,297,600**	**8,314,500**	**41,054,918**

Land and Houses Bank Public Company Limited

Statements of changes in equity

	Note	Issued and paid-up share capital	Premium on share captial	Other reserves: (Losses) gains on investments in debt instruments at fair value through other comprehensive income	Other reserves: (Losses) gains on investments in equity instruments designated at fair value through other comprehensive income	Other reserves: Total other reserves	Retained earnings: Legal reserve	Retained earnings: Unappropriated	Total equity
				(in thousand Baht)					
Year ended 31 December 2024									
Balance as at 1 January 2024		**20,000,000**	**10,598,915**	**(167,768)**	**(2,611,691)**	**(2,779,459)**	**1,064,000**	**6,733,786**	**35,617,242**
Transactions with owners, recorded directly in equity									
Dividend paid	*42*	-	-	-	-	-	-	(850,000)	(850,000)
Total transactions with owners, recorded directly in equity		**-**	**-**	**-**	**-**	**-**	**-**	**(850,000)**	**(850,000)**
Comprehensive income for the year									
Net profit		-	-	-	-	-	-	2,010,344	2,010,344
Other comprehensive income		-	-	962,102	239,641	1,201,743	-	(15,816)	1,185,927
Total comprehensive income for the year		**-**	**-**	**962,102**	**239,641**	**1,201,743**	**-**	**1,994,528**	**3,196,271**
Transfer to legal reserve	*26*	-	-	-	-	-	100,600	(100,600)	-
Transfer to retained earnings	*11.1*	-	-	-	452,484	452,484	-	(452,484)	-
Balance as at 31 December 2024		**20,000,000**	**10,598,915**	**794,334**	**(1,919,566)**	**(1,125,232)**	**1,164,600**	**7,325,230**	**37,963,513**

Land and Houses Bank Public Company Limited

Statements of cash flows

	Note	Year ended 31 December 2025	2024
		(in thousand Baht)	
Cash flows from operating activities			
Profit from operations before income tax		3,294,677	2,502,099
Adjustments to reconcile profit from operations before			
income tax to net cash receipts (payments) from operating activities			
Depreciation and amortisation		523,869	454,027
Expected credit losses	*39*	640,966	1,283,057
Impairment on other assets		32,351	-
Provisions for employee benefits	*22*	49,975	46,607
Provisions for litigation		17,999	69,015
(Gains) losses on financial instruments measured at fair value through profit or loss		(445,383)	272,377
Losses on disposal/write-off of premises and equipment and intangible assets		9,057	30
(Gains) losses on lease modification		(2,449)	2,116
(Gains) losses on sales of investments		(393,981)	30,680
Net interest income		(6,906,238)	(6,944,295)
Dividend income		(237,085)	(204,235)
Cash received on interest income		11,484,289	11,725,564
Cash paid on interest expenses		(6,094,079)	(5,618,439)
Cash paid on income tax		(425,059)	(598,483)
Profit from operation before changes in operating assets and liabilities		1,548,909	3,020,120
(Increase) decrease in operating assets			
Interbank and money market items		(11,308,673)	(9,229,834)
Financial assets measured at fair value through profit or loss		(2,079,145)	-
Loans to customers		(31,263,270)	(16,540,915)
Properties for sales		2,596	180,458
Collateral receivables under the Credit Support Annex agreements		160,805	(65,032)
Other assets		158,334	(155,163)
Increase (decrease) in operating liabilities			
Deposits		38,105,602	28,454,337
Interbank and money market items		6,367,697	(107,236)
Liabilities payable on demand		156,295	(314,874)
Short-term debts issued and borrowings		(3,850,000)	(7,042,000)
Accrued expenses		120,528	41,109
Provisions		(19,589)	(25,078)
Revenue received in advance		130,663	105,396
Collateral payables under the Credit Support Annex agreements		1,664,555	(103,011)
Other liabilities		187,483	(61,605)
Net cash provided by (used in) operating activities		**82,790**	**(1,843,328)**

Land and Houses Bank Public Company Limited

Statements of cash flows

	Year ended 31 December	
	2025	2024
	(in thousand Baht)	
Cash flows from investing activities		
Interest received	1,089,563	978,807
Dividends received	237,085	204,235
Acquisition of investments in debt instruments measured at amortised cost	-	(50,010)
Proceeds from redemption of investments in debt instruments measured at amortised cost	-	135,175
Acquisition of investments in debt instruments measured at fair value through other comprehensive income	(18,426,311)	(12,560,705)
Proceeds from disposal and redemption of investments in debt instruments measured at fair value through other comprehensive income	13,268,671	13,722,320
Proceeds from disposal and capital return of investments in equity instruments designated at fair value through other comprehensive income	536,880	830,539
Acquisition of premises and equipment	(244,981)	(193,832)
Proceeds from disposal of equipment	951	2,314
Acquisition of intangible assets	(227,712)	(192,451)
Net cash (used in) provided by investing activities	**(3,765,854)**	**2,876,392**
Cash flows from financing activities		
Cash paid for lease liabilities	(274,667)	(231,124)
Proceeds from perpertual subordinated debentures	5,000,000	-
Dividend paid	(1,100,000)	(850,000)
Net cash provided by (used in) financing activities	**3,625,333**	**(1,081,124)**
Net decrease in cash	**(57,731)**	**(48,060)**
Cash at 1 January	643,315	691,375
Cash at 31 December	**585,584**	**643,315**
Supplementary disclosures of cash flow information		
Non-cash transactions:		
Increase in investments in equity instruments from debt-to-equity swap by the issuer	-	567,884
Increase in receivable on sale of investments	(133,613)	-
(Decrease) Increase in payable for purchase on acquisition of equipment and intangible assets	(1,868)	49,198
Increase in payable on purchase of investments	77,664	-

Land and Houses Bank Public Company Limited
Notes to financial statements
For the years ended 31 December 2025

1 General information

Land and Houses Bank Public Company Limited ("the Bank") was incorporated as a public limited company under Thai laws and has been operating a commercial bank business in Thailand. The Bank's registered office is located at No. 1, on the G, 1st, 5th, 6th and 32nd floors of Q.House Lumpini Building, South Sathorn Road, Thungmahamek Sub-district, Sathorn District, Bangkok.

The ultimate parent company during the year was CTBC Financial Holding Company Ltd., which operates in Taiwan and the immediate parent company during the year was LH Financial Group Public Company Limited (99.99% shareholding), which operates in Thailand.

The principal business of the Bank is commercial banking business.

2 Basis for preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards ("TFRS"), guidelines promulgated by the Federation of Accounting Professions, applicable rules and regulations of the Bank of Thailand ("BoT") and applicable rules and regulations of the office of Thai Securities and Exchange Commission; and presented as prescribed by the BoT notification number Sor Nor Sor 21/2561, directive dated 31 October 2018, regarding *"The preparation and announcement of the financial statements of a commercial bank and a holding company which is the parent company of a financial group"*. The financial statements are presented in Thai Baht, which is the Bank's functional currency. The accounting policies set out in note 3 have been applied consistently to all periods presented in these financial statements.

New and revised TFRSs are effective for annual accounting periods beginning on or after 1 January 2025. The initial application of these new and revised TFRSs has resulted in changes in certain of the Bank's accounting policies. These changes have no material effect on the financial statements.

The preparation of financial statements in conformity with TFRSs requires management to make judgments, estimates and assumptions that affect the application of the Bank's accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that are described in each note are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

3 Material accounting policies

(a) Foreign currencies

Transactions in foreign currencies including non-monetary assets and liabilities denominated in foreign currencies are translated to the functional currency at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate at the reporting date.

Foreign currency differences are generally recognised in profit or loss.

(b) Cash

Cash comprises cash on hand and cash on collection.

(c) *Financial instruments*

(1) Initial recognition and measurement

The Bank initially recognises financial assets or financial liabilities (including regular way purchases and sales of financial assets) on the transaction date, which is the date on which the Bank becomes the party to the provisions of the instrument, except for investments in debt instruments which are recognised and derecognised on the trade date.

Financial assets and financial liabilities not measured at fair value through profit or loss (FVTPL) are initially measured at fair value plus or minus transaction costs that are directly attributable to its acquisition or issuance of the financial assets or financial liabilities.

(2) Classification and subsequent measurement

Classification of financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost, fair value through other comprehensive income (FVOCI) or FVTPL. The classification is based on the cash flow characteristics of the financial asset and the business model in which they are managed.

A financial asset which is not designated as at FVTPL is measured at amortised cost if it meets both of the following conditions:
- the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt instrument which is not designated as at FVTPL is measured at FVOCI only if it meets both of the following conditions:
- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition, an investment in equity instrument that is not held for trading, the Bank may irrevocably elect to present subsequent changes in fair value in OCI. This election is made on an investment-by-investment basis.

On initial recognition, the Bank may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Business model assessment

The Bank makes an assessment of the objective of a business model in which an asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:
- the stated policies and objectives for the portfolio and the operation of those policies in practice. In particular, whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of the liabilities that are funding those assets or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Bank's management;

- the risks that affect the performance of the business model (and the financial assets held within that business model) and the way in which those risks are managed;
- how managers of the business are compensated (e.g. whether compensation is based on the fair value of the assets managed or on contractual cash flows collected); and
- frequency, value and timing of sales in prior year, the reasons for those sales and expectations about future sales activity. However, information about sales is not considered in isolation, but as part of an overall assessment of how the Bank's stated objective for managing the financial assets is achieved and how cash flows are realised.

Assessment of whether contractual cash flows are solely payments of principal and interest on the principal amount outstanding

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money, credit risk, other basic lending risks (e.g. liquidity risk) and costs (e.g. administrative costs), as well as profit margin associated with holding the financial assets for a particular period of time.

In assessing whether the contractual cash flows are solely payment of principal and interest on the principal amount outstanding, the Bank considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making the assessment, the Bank considers:

- contingent events that would change the amount and timing of cash flows;
- leverage features;
- terms that limit the Bank's claim to cash flows from specified assets (e.g. non-recourse loans); and
- features that modify consideration of the time value of money (e.g. periodic reset of the interest rates).

Subsequent measurement and gains and losses of financial assets

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gain and loss, including any interest or dividend income, are recognised in profit or loss.
Financial assets measured at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss, any gain or loss on derecognition are recognised in profit or loss.
Investment in debt instruments measured at FVOCI	These assets are subsequently measured at fair value. Interest income, calculated using the effective interest method, foreign exchange gains and losses and expected credit loss are recognised in profit or loss. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss.
Investment in equity instruments designated at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss on the date on which the Bank's right to receive payment is established. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

Reclassifications

Financial assets are not reclassified subsequent to their initial recognition unless the Bank changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

Modifications of financial assets

If the terms of a financial asset are modified, then the Bank evaluates whether the cash flows of the modified asset are substantially different.

If the cash flows are substantially different, then the contractual rights to cash flows from the original financial asset are deemed to have expired. In this case, the original financial asset is derecognised and a new financial asset is recognised at fair value plus any eligible transaction costs. Any fees received as part of the modification are accounted for as follows:

- fees that are considered in determining the fair value of the new asset and fees that represent reimbursement of eligible transaction costs are included in the initial measurement of the asset; and
- other fees are included in profit or loss as part of the gain or loss on derecognition.

If cash flows are modified when the borrower is in financial difficulties, then the objective of the modification is usually to maximise recovery of the original contractual terms rather than to originate a new asset with substantially different terms. If the Bank plans to modify a financial asset in a way that would result in forgiveness of cash flows, then it first considers whether a portion of the asset should be written off before the modification takes place. This approach impacts the result of the quantitative evaluation and means that the derecognition criteria are not usually met in such cases.

If the modification of a financial asset measured at amortised cost or FVOCI does not result in derecognition of the financial asset, then the Bank first recalculates the gross carrying amount of the financial asset using the original effective interest rate of the asset and recognises the resulting adjustment as a modification gain or loss in profit or loss. For floating-rate financial assets, the original effective interest rate used to calculate the modification gain or loss is adjusted to reflect current market terms at the time of the modification. Any costs or fees incurred and fees received as part of the modification adjust the gross carrying amount of the modified financial asset and are amortised over the remaining term of the modified financial asset.

If such a modification is carried out because of financial difficulties of the borrower then the gain or loss is presented together with expected credit loss. In other cases, it is presented as interest income calculated using the effective interest rate method.

Financial guarantee contacts held

The Bank assesses whether a financial guarantee contract held is an integral element of a financial asset that is accounted for separately. The factors that the Bank considers when making this assessment include whether:

- the guarantee is implicitly part of the contractual terms of the debt instrument;
- the guarantee is required by laws and regulations that govern the contract of the debt instrument;
- the guarantee is entered into at the same time as and in contemplation of the debt instrument; and
- the guarantee is given by the parent of the borrower or another company within the borrower's group.

If the Bank determines that the guarantee is an integral element of the financial asset, then any premium payable in connection with the initial recognition of the financial asset is treated as a transaction cost of acquiring it. The Bank considers the effect of the financial guarantee contacts held when measuring the fair value of the debt instrument and when measuring expected credit losses ("ECL").

If the Bank determines that the guarantee is not an integral element of the financial asset, then it recognises an asset representing as prepayment of guarantee premium and a right to compensation for credit losses. A prepaid premium asset is recognised only if the risks related to guaranteed exposure neither is credit-impaired nor has undergone a significant increase in credit risk when the guarantee is acquired. These assets are recognised in "other assets". The Bank presents gains or losses on a compensation right in profit or loss in the line item "expected credit loss".

Classification, measurement and gains and losses of financial liabilities

On initial recognition, financial liabilities, except undrawn loan commitments and financial guarantee contracts, are classified and measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

Modifications of financial liabilities

The Bank derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability derecognised and consideration paid is recognised in profit or loss. The consideration paid includes any assets transferred and new liabilities assumed.

If the modification of a financial liability is not accounted for derecognition, then the amortised cost of the liability is recalculated by discounting the modified cash flows at the original effective interest rate and the resulting gain or loss is recognised in profit or loss. For floating-rate financial liabilities, the original effective interest rate used to calculate the modification gain or loss is adjusted to reflect current market terms at the time of the modification. Any costs and fees incurred are recognised as an adjustment to the carrying amount of the liability and amortised over the remaining term of the modified financial liability by re-computing the effective interest rate on the instrument.

(3) Derecognition and offsetting

Derecognition of financial assets

The Bank derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Bank neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

On derecognition of a financial asset, the difference between the carrying amount of the asset (or the carrying amount allocated to the portion of the asset derecognised) and the sum of (i) the consideration received (including any new asset obtained less any new liability assumed) and (ii) any cumulative gain or loss that had been recognised in OCI is recognised in profit or loss.

Any cumulative gain or loss recognised in OCI in respect of investment in equity instruments designated as at FVOCI is not recognised in profit or loss on derecognition of such securities. Any interest in transferred financial assets that qualify for derecognition that is created or retained by the Bank is recognised as a separate asset or liability.

The Bank enters into transactions whereby it transfers assets recognised on its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets or a portion of them. In such cases, the transferred assets are not derecognised. Examples of such transactions are securities lending or sale under sale-and-repurchase agreements.

Derecognition of financial liabilities

The Bank derecognises a financial liability when its contractual obligations are discharged, cancelled or expired. The Bank also derecognise a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Bank currently has a legally enforceable right to set off the amounts and the Bank intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(4) Securities purchased under reverse sale-and-repurchase agreements/ Securities sold under sale-and-repurchase agreements

The Bank enters into agreements to purchase securities or to sell securities back at certain dates in the future at fixed prices. Amounts paid for securities purchased subject to a resale commitment are presented as assets under the caption of "Interbank and money market items, net (assets)" or "Loans to customers", depending upon the type of its counterparty, in the statements of financial position, and the underlying securities are treated as collateral to such receivables. Securities sold subject to repurchase commitments are presented as liabilities under the caption of "Interbank and money market items (liabilities)" or "Debt issued and borrowings", depending upon the type of its counterparty, in the statements of financial position, at the amounts received from the sale of those securities, and the underlying securities are treated as collateral.
The difference between the purchase and sale considerations is recognised as interest income or expenses, as the case may be, over the transaction periods.

(5) Derivatives

Derivatives are recognised at fair value and remeasured at fair value at each reporting date. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss.

(d) Properties for sale

Properties for sale include properties foreclosed transferred under the Bank of Thailand's supportive measure to acquire collateral assets for debt repayment, which the customers have the right to buy back the assets at transferring price with maintenance expenses within an agreed period not exceed 5 years since transferred date and the customers have the right to rent the assets for doing their businesses.

Properties for sales are stated at the lower of cost or net realizable value. The cost is the carrying value of debt balance of the debtor on the date the Bank is entitled to such properties for sales to settle debt. Net realizable value is determined with reference to the latest appraisal value less estimated selling expenses.

Gain (losses) on disposal of properties for sales is recognised as income (expenses) in profit or loss upon disposal. Impairment loss is recognised as expenses in profit or loss.

(e) Premises and equipment

Premises and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset and the costs of dismantling, removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Differences between proceeds from disposal and the carrying amount of premises and equipment are recognised in profit or loss.

Depreciation

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on land and assets under installation.

The estimated useful lives are as follows:

Buildings	20	years
Leasehold improvement	3 and 5	years
Furniture and fixtures	5	years
Office equipment	5	years
Vehicles	5	years

(f) Leases

At inception of a contract, the Bank assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

At commencement or on modification of a contract, the Bank allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. For the leases of property, the Bank has elected not to separate non-lease components and accounted for the lease and non-lease components wholly as a single lease component.

The Bank recognises a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets or short-term leases which are recognised as expenses on a straight-line basis over the respective lease terms.

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any prepaid lease payments, plus any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term.

The estimated useful lives are as follows:

Right-of-use assets		
- Office space	1 - 6	years
- Vehicles	1 - 5	years

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Bank uses the Bank's incremental borrowing rate to discount the lease payments to the present value. The Bank determines its incremental borrowing rate by obtaining the interest rates from external source which reflect the term of the lease.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a modification. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

As a lessor

At inception or on modification of a contract, the Bank allocates the consideration in the contract to each component on the basis of their relative standalone selling prices.
At lease inception, the Bank considers to classify a lease that transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to lessees as a finance lease. A lease that does not meet this criteria is classified as an operating lease.

When the Bank is an intermediate lessor, the Bank classifies the sub-lease either as a finance lease or an operating lease with reference to the right-of-use asset arising from the head lease. In case of a head lease is a short-term lease, the sub-lease is classified as an operating lease.

The Bank recognises finance lease receivables at the net investment of the leases, which includes the present value of the lease payments, and any unguaranteed residual value, discounted using the interest rate implicit in the lease. Finance lease income reflects a constant periodic rate of return on the Bank's net investment outstanding in respect of the leases.

The Bank recognises lease payments received under operating leases in profit or loss on a straight-line basis over the lease term as part of deduction to premises and equipment expenses. Initial direct costs incurred in arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term.

The Bank derecognises and determines impairment on the lease receivables as disclosed in note 3 (c) (3) and 3 (h), respectively.

(g) Intangible assets

Intangible assets are measured at cost less accumulated amortisation and impairment losses. Subsequent expenditure is capitalised only when it will generate future economic benefits. Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss. No amortisation is provided on assets under development.

The estimated useful are as follows:

Computer software	5	years
Deferred membership and license fee	5 and 10	years

(h) Impairment of financial assets and lease receivables

Significant estimates and judgments

The Bank's expected credit loss ("ECL") calculations are based on complex models with a series of underlying assumptions. The significant judgments and estimates in determining ECL include criteria for assessing if there has been a significant increase in credit risk and development of ECL models, including the choice of inputs relating to macroeconomic variables. The calculation of ECL also involves expert credit judgment to be applied by management based upon counterparty information they receive from various internal and external. Expert credit judgment is also applied to determine whether any post-model adjustments are required for credit risk elements which are not captured by the model under a "management overlay" framework, such as identified model deficiencies, debtors' risk and other factors.
Measurement of ECL

ECLs are computed as unbiased, probability weighted amounts which are determined by evaluating a range of reasonably possible outcomes, the time value of money, and considering all reasonable and supportable information. This includes forward-looking information.

ECLs are a probability-weighted estimated of credit losses. They are measured as follows:

- financial assets: as the present value of all cash shortfalls (i.e., the difference between the contractual cash flows and the cash flows that the Bank expects to receive);
- undrawn loan commitments: as the present value of the difference between the contractual cash flows that are due to the Bank if the commitment is drawn down and the cash flows that the Bank expects to receive if the loan is drawn down; and
- financial guarantee contracts: the expected payments to reimburse the holder less any amounts that the Bank expects to recover.

Estimate of expected cash shortfalls is determined by multiplying the probability of default ("PD") with percentage of the loss given default ("LGD") with the expected exposure at the time of default ("EAD").

Forward-looking macroeconomic assumptions are incorporated into the PD, LGD and EAD where relevant and where they have been identified to influence credit risk such as gross domestic product ("GDP"), inflation rate, unemployment rate, etc. These assumptions are determined using all reasonable and supportable information, which includes both internally developed forecasts and those available externally and are consistent with those used for financial and capital planning.

Multiple forward-looking scenarios are incorporated into the range of reasonably possible outcomes for all material portfolios both in terms of determining the PD, LGD and EAD, where relevant, and in determining the overall expected credit loss amounts.

The estimate of expected cash shortfalls on a collateralised financial instrument reflects the amount and timing of cash flows that are expected from foreclosure on the collateral less the costs of obtaining and selling the collateral, irrespective of whether foreclosure is probable.

Cash shortfalls are discounted using the effective interest rate on the financial assets.

Staging

For ECL recognition, financial assets are classified in any of the below 3 stages at each reporting date by being assessed on individual basis. A financial asset can move between stages during its lifetime.

The stage are based on changes in credit quality since initial recognition and defined as follows:

- Stage 1: Financial assets that have not had a significant increase in credit risk (Performing)

Financial assets that have not had a significant increase in credit risk ("SICR") since initial recognition (i.e. no Stage 2 or 3 triggers apply) or investment in debt instrument that considered to have low credit risk at each reporting date with the exception of purchased or originated credit impaired (POCI) assets. The allowance for ECL is 12-month ECL. 12-month ECL is the portion of lifetime ECL that result from default events on a financial instrument that are possible within the 12 months after the reporting date.

- Stage 2: Financial assets that have a SICR (Under-performing)

When financial assets that have a SICR since initial recognition, ECLs are recognised for possible default events over the lifetime of the financial assets. SICR is assessed by using a number of quantitative and qualitative factors that are significant to the increase in credit risk. Financial assets that are 30 days or 1 month past due or more and not credit-impaired will always be considered to have experienced a SICR.

Quantitative factors include an assessment of whether there has been a significant increase in the PD since origination. Increase in PD is determined from economic conditions that are relating to changes in credit risk such as internal credit rating downgrade. If the changes exceed the thresholds, the financial assets are considered to have experienced a significant increase in credit risk.

Qualitative factor assessments are part of current credit risk management processes, such as an assessment of significant deterioration in the customers' ability to repay. Qualitative indicators include operating results, financial liquidity and other reliable indicators.

Financial assets can be transferred to Stage 1 in case they have proven that their ability to repay is back to normal.

- Stage 3: Financial assets that are credit-impaired (Non-performing)

Financial assets that are credit-impaired or in default represent those that are at least 90 days or 3 months past due in respect of principal and/or interest. Financial assets are also considered to be credit-impaired where the customers are unlikely to repay on the occurrence of one or more observable events that have a negative impact on the estimated future cash flows of the financial assets.

Evidence that a financial asset is credit impaired includes the following events:
- A debtor whose debt cannot be recovered by the Bank or the quality of the debtor has deteriorated significantly;
- A debtor that does not have a clear business or not do business seriously or misuse the money;
- A debtor who delays debt repayment or does any act in order to prevent the Bank from receiving debt repayment, such as going out of the Kingdom or transfer of assets;
- A debtor who cannot be contacted or found or has left the domicile specified in the contract without notifying the Bank; or
- A debtor who stops doing business or ceases operation or the debtor's business is in the process of being liquidated.

ECLs of credit-impaired financial assets are determined based on the difference between the present value of the recoverable cash flows under a range of scenarios, including the realisation of any collateral held where appropriate, discounted at the financial assets' effective interest rate, and the gross carrying amount of the financial assets prior to any credit impairment.

Financial assets that are credit-impaired require a lifetime provision.

Modifications of financial instruments

Where the original contractual terms of a financial asset have been modified for credit reasons and the instrument has not been derecognised, the resulting modification loss is recognised within ECL in profit or loss with a corresponding decrease in the gross carrying amount of the asset.

ECLs for modified financial assets that have not been derecognised and are not considered to be credit-impaired will be recognised on a 12-month basis, or a lifetime basis, whether if there is a SICR. These assets are assessed to determine that there has been a SICR subsequent to the modification.

Loans renegotiated or modified of contractual cash flows, the Bank might consider them as financial assets that have a SICR except there is an evidence that the risk of not receiving contractual cash flows significantly reduces and there is no indicator of the impairment. The Bank then considers the aforementioned financial assets as the ones that does not have a SICR.

Write-offs of credit-impaired instruments and reversal of ECL

To the extent a financial instrument is considered irrecoverable, the applicable portion of the gross carrying amount is written off against the related allowance for ECL. Such financial instruments are written off after all the necessary procedures have been completed, it is decided that there is no realistic probability of recovery and the amount of the loss has been determined. Subsequent recoveries of amounts previously written off decrease the amount of ECL in the profit or loss.

If, in a subsequent period, the amount of the allowance for ECL decreases and the decrease can be related objectively to an event occurring after the credit impairment was recognised, the previously recognised ECL is reversed by adjusting the allowance for ECL. The amount of the reversal is recognised in the profit or loss.

Improvement in credit risk

A period may elapse from the point at which instruments enter stage 2 or stage 3 and are reclassified back to stage 1.

For financial assets with credit-impaired (Stage 3) and no debt restructured will transfer to stage 2 or stage 1 if it is considered that no more qualify as a financial asset with credit-impaired.

For financial assets within stage 2, these can only be transferred to stage 1 when they are no longer considered to have experienced a SICR.

Where SICR was determined using quantitative measures, the instruments will automatically transfer back to stage 1 when the original PD based transfer criteria are no longer met. Where instruments were transferred to stage 2 due to an assessment of qualitative factors, the issues that led to the reclassification must be cured before the instruments can be reclassified to stage 1. This includes the action to be resolved before the instruments are reclassified to stage 1.

For debt restructuring receivables, exposures under stage 3 can transfer to stage 2 when the customer performs under the revised terms of the contract for a longer of 3 months or 3 consecutive payments. Further 9 months are required for such customers to be transferred to stage 1 on the basis that there is no overdue balance on the account and the customer is expected to repay its remaining obligations in full.

For debt restructuring receivables, exposures under stage 2 that were not previously credit impaired can transfer to stage 1 when the customer performs under the revised terms of the contract for 3 months or 3 consecutive payments, whichever is longer.

(i) Impairment of non-financial assets

The carrying amounts of the Bank's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. For intangible assets that are not yet available for use, the recoverable amount is estimated each year at the same time.

An impairment loss is recognised in profit or loss if the carrying amount of an asset exceeds its recoverable amount.

The recoverable amount is assessed from the estimated future cash flows discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An impairment loss of asset recognised in prior years is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(j) Employee benefits

Defined contribution plans

Obligations for contributions to the Bank's provident funds are recognised as employee expenses in profit or loss as the related service is provided.

Defined benefit plans

The Bank's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior years. The defined benefit obligations is discounted to the present value, which performed annually by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Bank determines the interest expense on the net defined benefit liability for the year by applying the discount rate used to measure the defined benefit obligation at the beginning of the year, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.
When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Bank recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Termination benefits are expensed at the earlier of when the Bank can no longer withdraw the offer of those benefits and when the Bank recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Bank has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(k) Provisions

A provision is recognised if, as a result of a past event, the Bank has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

Allowance for ECL on obligation having credit risk exposures

The Bank provides allowance for ECL on undrawn loan commitments and financial guarantee contracts by the same methods applied to allowance for ECL as described in note 3 (h).

(l) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Bank has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Bank uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable inputs.

The Bank recognises transfers between levels of the fair value hierarchy at the beginning of the reporting period.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Bank measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price - i.e. the fair value of the consideration given or received. If the Bank determines that the fair value of a financial instrument on initial recognition differs from the transaction price, the financial instrument is initially measured at fair value, adjusted for the difference between the fair value on initial recognition and the transaction price and the difference is recognised in profit loss immediately. However, for the fair value categorised as level 3, such difference is deferred and will be recognised in profit or loss on an appropriate basis over the life of the financial instrument or until the fair value level is transferred or the transaction is closed out.

(m) Interest

Effective interest rate

Interest income and interest expense are recognised in profit or loss using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to the gross carrying amount of the financial asset or the amortised cost of the financial liability.

When calculating the effective interest rate for financial instruments other than purchased or originated credit-impaired assets, the Bank estimates future cash flows considering all contractual terms of the financial instrument, but not allowance for ECL.

The calculation of the effective interest rate includes transaction costs and fees that are an integral part of the effective interest rate. Transaction costs include incremental costs that are directly attributable to the acquisition or issuance of a financial asset or financial liability.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured on initial recognition minus the principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount and, for financial assets, adjusted for any allowance for ECL.

The gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any allowance for ECL.

Calculation of interest income and interest expense

The effective interest rate of a financial asset or a financial liability is calculated on initial recognition of a financial asset or a financial liability. In calculating interest income and interest expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. The effective interest rate is revised as a result of periodic re-estimation of cash flows of floating rate instrument to reflect movements in market rates of interest.

However, for financial assets that are not purchased or originated credit-impaired financial assets but subsequently have become credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis of assets.

(n) Revenue from contracts with customers

Revenue recognition

Revenue is recognised when a customer obtains control of the service in an amount that reflects the consideration to which the Bank expects to be entitled, excluding those amounts collected on behalf of third parties and value added tax. Judgment is required in determining the timing of the transfer of control for revenue recognition at a point in time or over time. The related costs are recognised in profit or loss when they are incurred.

Commission income

For the contracts that the Bank is arranging for the provision of the services on behalf of its customers and does not control the services before the primary service providers will provide the services to the customers. The Bank acts in the capacity of an agent and recognises the net amount of consideration as commission income when its obligation to arrange for the provision of the specified service is fulfilled.

(o) Dividend income

Dividend income is recognised when the right to receive income is established.

(p) Net gains on financial instruments measured at FVTPL

Net gains on financial instruments measured at FVTPL comprises gains less losses related to trading assets and liabilities, and includes all fair value changes, interest, dividends and foreign exchange differences.

(q) Net gains (losses) on investments

Net gains (losses) on investments are recognised as revenues or expenses on the transaction dates.

(r) Government grants

The Bank recognises government grants when all attached conditions have been met and there is reasonable assurance that the grants will be received. The Bank recognises those government grants as income in profit or loss, included in other operating income.

(s) Expenses

The Bank recognises expenses on an accrual basis.

Contributions to the Deposit Protection Agency and the Financial Institutions Development Fund

Contributions to the Deposit Protection Agency and the Financial Institutions Development Fund are recorded as expenses in profit or loss on an accrual basis.

(t) Income tax

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that it relates to items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiary to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Bank expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in the financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(u) Earnings per share ("EPS")

Basic EPS is calculated by dividing the profit attributable to ordinary shareholders of the Bank by the weighted average number of ordinary shares outstanding during the year.

(v) Segment reporting

Segment results that are reported to the Bank's Management Committee (the chief operating decision maker) include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

4 Risk management

The Bank's risk management policies are principally focused on maintaining various risks within acceptable levels with adequate and effective internal control in accordance with risk management policies and also, comply with regulations of the Bank of Thailand and any other regulators. The policies, which are annually reviewed so that they reflect any changes in the environment in which the Bank operates and in the risks arising from internal and external factors, are as follows:

4.1 Credit risk

Credit risk is the risk that debtors or counterparties may not be able to comply with repayment condition on their agreements, as well as the likelihood of the credit rating of debtors being downgraded, which may affect the revenues and capital funds of the Bank due to external risk factors i.e. changes in the economy, changes in law and regulation and internal risk factors i.e. lack of monitoring control, lack of tracking the debtor to comply with condition on their agreement, ineffective credit assessment process.

The transactions that related to credit risk are consist of the lending transaction and any equivalent lending transaction, transaction that related to the counterparties are obligated to deliver collateral asset or repayment debt to the Bank, transaction that related to investment in debt instrument.

Credit risk is recognised as highly significant to financial institutions, especially the risk associated with credit transactions, which are the core transactions of the Bank, both in terms of loans, investments and commitments and in terms of credit-like transactions. The Bank's maximum exposure to credit loss is the carrying value of loans to customers, including commitments related to guarantees, avals or other similar items.

The Bank manages credit risk by setting guidelines for granting credit in order to control, prevent and mitigate the risks associated with credit transactions. Decisions on granting credit have to take into account a range of criteria such as the target market, type of business, type of loan and activity, the credit limits set for each debtor in order to mitigate credit concentration risk, the collateral obtained in order to reduce credit risk and persons or corporates that are not supported by the Bank. In addition, the Bank's key risk management processes are as follows:

(a) Risk identification

The Bank considers factors that are relevant to a borrower and the borrower/counterparty's business, and external factors that may adversely impact the revenues and the operations of the borrower/counterparty. It also monitors changes in credit quality and historical payment trends, which help provide a picture of asset quality and credit risk. In addition, the Bank conducts reviews of borrower risk levels and their alignment with the identified risk factors.

(b) Risk measurement

The Bank has established tools to assess and differentiate the credit risk levels of borrowers in order to enhance the effectiveness of credit risk assessment. These tools include a Credit Rating Model used to assign credit ratings to corporate banking customers and a Credit Scoring Model used to assign credit scores to retail banking customers. Both models are developed by the Credit Risk Management Division to reduce reliance on individual judgment in the credit approval process.

(c) Risk monitoring and reporting

The Bank has developed a process of monitoring counterparties' credit risk, so that it is aware of the current size and level of risk associated with its borrowers. Financial reviews and customer visits are required to be carried out at least annually, and the value and liquidity of collateral is appraised. The status of borrowers and their compliance with conditions are also reported to executives on a regular basis.

(d) Risk control and mitigation

The Bank sets credit concentration limits at both the industry level and individual client level, in order to ensure the Bank's risk exposure to a particular industry or client is not excessive. If a limit is reached, the responsible department is to investigate the reason for the abnormality, in order to maintain risk exposure within acceptable parameters. The Bank also has internal controls and audit procedures in place to ensure that its risk management is in accordance with the frameworks and processes laid down by the Bank.

Furthermore, the Bank conducts stress testing that covers credit risk at least annually, in order to forecast potential losses on individual accounts or counterparties and on different types of credit in its portfolio, and consider whether the resulting deterioration in credit quality within its portfolio would

affect its capital adequacy and its allowance for expected credit losses, so the Bank will be able to take timely action to mitigate the risk.

Customer's credit risk classification

The Bank classifies the credit risk of customer by financial asset type as shown below:

1) Interbank and money market items (assets), loans to customers and accrued interest receivables and undue interest receivables, undrawn loan commitment and financial guarantee contract.

	Internal Risk Rating	
Credit Risk Classification	**Commercial Loan**	**Consumer Loan**
1. Low risk	ORR Grade 0-5	CRR Grade 1-5
2. Medium risk	ORR Grade 6-9	CRR Grade 6-9
3. High risk	ORR Grade 10-14	CRR Grade 10-20
4. NPL	ORR Grade 15-16	CRR Grade 21

2) Investments in debt instruments measured at amortised cost and Investments in debt instruments measured at FVOCI.

Credit Risk Classification	**External Risk Rating**
1. Investment grade	AAA ~ BBB-
2. Non-investment grade	BB+ and below

Credit risk classification description can be summarized as follows:

- Low risk group refers to a group of debtors with a good ability of repayment, good financial status, stable financial structure and able to repay all outstanding principal and interest.
- Medium risk group refers to a group of debtors who have an acceptable ability of repayment, a moderate financial status, a high likelihood of continuing to make repayment when due and are expected to repay all outstanding principal and interest.
- High risk group refers to a group of debtors with concerns or an uncertain ability to meet financial obligations.
- Non-performing loan group refers to a group of debtors who are unable to repay the outstanding principal and interest when due mainly due to being overdue for more than 90 days or 3 months or having other indications reflecting the inability to repay.
- Investment grade refers to a group in which the credit quality of financial assets has a relatively low risk of default due to the issuer of the financial asset having a high likelihood to meet payment obligations.
- Non-investment grade refers to a group that is concerned about the quality of financial assets due to the risk that the issuer is unable to repay its obligation when due.

Credit quality analysis

Credit risk refers to the risk that a customer or a counterparty will default on its contractual obligations resulting that the return may not be as expected. The Bank has adopted a policy to mitigate this risk, whereby credit analysis is performed based on customer information and the status of customers is followed up regularly.

The table below shows the credit quality of financial assets exposed to credit risk. The amounts presented for financial assets are the gross carrying amount (before netting allowance for expected credit losses). The amounts presented for undrawn credit limits and financial guarantee contracts are the amounts committed or guaranteed, respectively.

	2025			
	Stage 1	Stage 2	Stage 3	Total
		(in thousand Baht)		
Interbank and money market items (assets)				
Low risk	52,574,677	-	-	52,574,677
Medium risk	1,130,888	-	-	1,130,888
Total	**53,705,565**	**-**	**-**	**53,705,565**
Less allowance for expected credit losses	(2,563)	-	-	(2,563)
Net carrying amount	**53,703,002**	**-**	**-**	**53,703,002**
Investments in debt instruments measured at amortised cost				
Investment grade [1]	2,633,105	-	-	2,633,105
Total	**2,633,105**	**-**	**-**	**2,633,105**
Less allowance for expected credit losses	(1,940)	-	-	(1,940)
Net carrying amount	**2,631,165**	**-**	**-**	**2,631,165**
Investments in debt instruments measured at FVOCI				
Investment grade [1]	41,411,806	-	-	41,411,806
Non-investment grade [1]	-	-	200,000	200,000
Total	**41,411,806**	**-**	**200,000**	**41,611,806**
Allowance for expected credit losses	(1,481)	-	(200,000)	(201,481)
Carrying amount - Fair value	**43,013,640**	**-**	**-**	**43,013,640**
Loans to customers and accrued interest receivables and undue interest receivables				
Low risk	210,196,256	26,580	-	210,222,836
Medium risk	46,493,028	46,564	-	46,539,592
High risk	4,771,621	17,521,306	-	22,292,927
NPL	-	-	9,353,622	9,353,622
Total	**261,460,905**	**17,594,450**	**9,353,622**	**288,408,977**
Less allowance for expected credit losses [2]	(1,206,957)	(2,916,201)	(7,162,292)	(11,285,450)
Net carrying amount	**260,253,948**	**14,678,249**	**2,191,330**	**277,123,527**
Undrawn loan commitment				
Low risk	20,242,177	177	-	20,242,354
Medium risk	7,084,380	602	-	7,084,982
High risk	293,084	179,364	-	472,448
NPL	-	-	46,043	46,043
Total	**27,619,641**	**180,143**	**46,043**	**27,845,827**
Allowance for expected credit losses	(24,098)	(10,560)	(10,909)	(45,567)
Financial guarantee contracts				
Low risk	6,311,365	-	-	6,311,365
Medium risk	1,161,568	-	-	1,161,568
High risk	328,560	588,040	-	916,600
NPL	-	-	156,423	156,423
Total	**7,801,493**	**588,040**	**156,423**	**8,545,956**
Allowance for expected credit losses	(110)	(1,198)	(1,134)	(2,442)

[1] Rating by external credit risk rating agency
[2] Exclude management overlay

	2024			
	Stage 1	Stage 2	Stage 3	Total
		(in thousand Baht)		
Interbank and money market items (assets)				
Low risk	41,834,513	-	-	41,834,513
Medium risk	560,229	-	-	560,229
Total	**42,394,742**	**-**	**-**	**42,394,742**
Less allowance for expected credit losses	(3,401)	-	-	(3,401)
Net carrying amount	**42,391,341**	**-**	**-**	**42,391,341**
Investments in debt instruments measured at amortised cost				
Investment grade [1]	2,632,699	-	-	2,632,699
Total	**2,632,699**	**-**	**-**	**2,632,699**
Less allowance for expected credit losses	(3,611)	-	-	(3,611)
Net carrying amount	**2,629,088**	**-**	**-**	**2,629,088**
Investments in debt instruments measured at FVOCI				
Investment grade [1]	32,944,118	-	-	32,944,118
Non-investment grade [1]	-	3,087,613	200,000	3,287,613
Total	**32,944,118**	**3,087,613**	**200,000**	**36,231,731**
Allowance for expected credit losses	(5,268)	(671,000)	(200,000)	(876,268)
Carrying amount - Fair value	**33,281,869**	**3,066,510**	**-**	**36,348,379**
Loans to customers and accrued interest receivables and undue interest receivables				
Low risk	177,381,744	27,154	-	177,408,898
Medium risk	56,742,209	54,182	-	56,796,391
High risk	5,246,317	9,059,060	-	14,305,377
NPL	-	-	7,747,263	7,747,263
Total	**239,370,270**	**9,140,396**	**7,747,263**	**256,257,929**
Less allowance for expected credit losses [2]	(2,120,639)	(2,470,072)	(5,186,928)	(9,777,639)
Net carrying amount	**237,249,631**	**6,670,324**	**2,560,335**	**246,480,290**
Undrawn loan commitment				
Low risk	22,322,589	177	-	22,322,766
Medium risk	8,299,025	824	-	8,299,849
High risk	494,247	537,473	-	1,031,720
NPL	-	-	51,761	51,761
Total	**31,115,861**	**538,474**	**51,761**	**31,706,096**
Allowance for expected credit losses	(36,400)	(47,659)	(7,238)	(91,297)
Financial guarantee contracts				
Low risk	2,077,759	-	-	2,077,759
Medium risk	248,954	-	-	248,954
High risk	17,479	19,033	-	36,512
NPL	-	-	359	359
Total	**2,344,192**	**19,033**	**359**	**2,363,584**
Allowance for expected credit losses	(16)	(19)	(2)	(37)

[1] Rating by external credit risk rating agency
[2] Exclude management overlay

Collateral held and other credit enhancements

The Bank holds collateral and other credit enhancements of its exposure to credit risk. Details for each type of collateral are as follows:

	Exposure to credit risk with collateral		
	2025	2024	Type of collateral
	(in thousand Baht)		
Interbank and money market items (assets)			
- Reverse repurchase agreements	27,008,894	28,508,593	Bonds
Loans to corporate customers	35,022,513	26,561,426	Lands and buildings, Machinery and equipment, Deposits, Bonds, Standby letter of credit
Loans to SME customers	48,536,379	52,589,866	Lands and buildings, Machinery and equipment, Deposits, Bonds, Standby letter of credit
Loans to retail customers			
- Housing loans	71,394,635	58,563,276	Residence
- Other loans to retail customers	1,767,184	1,685,234	Residence, Deposits

Concentrations of credit risk

The Bank monitors concentrations of credit risk by sector and by nature of transactions. Analyses of concentrations of credit risk as at 31 December 2025 and 2024 are shown below.

	2025					
	Interbank and money market items (asset)	Investments in debt instruments measured at amortised cost	Investments in debt instruments measured at FVOCI*	Loans to customers and accrued interest receivables and undue interest receivables	Undrawn loan commitments	Financial guarantee contracts
	(in thousand Baht)					
Financial institutions						
Government and state enterprises	2,546,103	1,467,105	39,801,806	-	-	-
Commercial banks	38,003,749	-	-	-	-	-
Specialised financial insitutions	9,501,179	-	-	-	-	-
Other financial institutions	3,654,534	-	-	-	890,000	-
Commercial loans						
Agriculture and mineral	-	-	-	2,939,729	71,413	221,263
Manufacture and commercial	-	500,000	1,000,000	73,808,408	5,239,262	703,227
Real estate and construction	-	-	-	35,053,466	9,918,862	5,368,677
Utilities and services	-	-	-	41,780,948	6,049,665	2,045,741
Financial services	-	666,000	810,000	52,633,596	4,899,904	102,690
Others	-	-	-	6,620,543	758,070	104,358
Consumer loans						
Housing loans	-	-	-	71,394,655	9,900	-
Other lending	-	-	-	4,177,632	8,751	-
Total	**53,705,565**	**2,633,105**	**41,611,806**	**288,408,977**	**27,845,827**	**8,545,956**

* Gross carrying amount

	2024					
	Interbank and money market items (asset)	Investments in debt instruments measured at amortised cost	Investments in debt instruments measured at FVOCI*	Loans to customers and accrued interest receivables and undue interest receivables	Undrawn loan commitments	Financial guarantee contracts
			(in thousand Baht)			
Financial institutions						
Government and state enterprises	3,927,866	1,466,699	34,001,731	-	-	-
Commercial banks	22,602,936	-	-	-	-	-
Specialised financial insitutions	12,503,911	-	-	-	-	-
Other financial institutions	3,360,029	-	-	-	5,905,000	-
Commercial loans						
Agriculture and mineral	-	-	-	1,251,455	70,000	60,000
Manufacture and commercial	-	500,000	1,000,000	69,103,686	4,723,193	141,893
Real estate and construction	-	-	-	29,241,617	8,638,543	897,471
Utilities and services	-	-	130,000	39,577,959	5,363,552	1,174,415
Financial services	-	666,000	1,100,000	48,383,766	5,601,897	62,350
Others	-	-	-	6,994,757	1,156,020	27,455
Consumer loans						
Housing loans	-	-	-	58,603,283	224,986	-
Other lending	-	-	-	3,101,406	22,905	-
Total	**42,394,742**	**2,632,699**	**36,231,731**	**256,257,929**	**31,706,096**	**2,363,584**

* Gross carrying amount

Information related to ECL

Significant increase in credit risk (SICR)

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Bank considers reasonable and supportable information that is relevant and available without undue cost or effort. Such assessment incorporates both quantitative and qualitative factors, based on the Bank's historical experience, current credit risk assessment, and expert judgment. The evaluation also takes into account forward-looking information, including macroeconomic factors, that may affect the ability of the borrower to meet its contractual obligations.

Definition of default

The Bank considers a financial asset to be in default when the borrower is assessed as unlikely to pay its credit obligations to the Bank in full, without recourse by the Bank to actions such as the realisation of collateral, if any is held.

In assessing whether a borrower is in default, the Bank considers both quantitative and qualitative indicators that are:

- Quantitative: e.g., the borrower is more than 90 days or 3 months past due on any material credit obligation to the Bank. Overdrafts are considered as being past due once the customer has breached an advised limit or been advised of a limit smaller than the current amount outstanding;
- Qualitative: e.g., a debtor whose debt cannot be recovered by the Bank or the quality of the debtor has deteriorated significantly, a debtor that does not have a clear business or not do business seriously or misuse the money, a debtor who delays debt repayment or does any act in order to prevent the Bank from receiving debt repayment, such as going out of the Kingdom or transfer of assets, a debtor who cannot be contacted or found or has left the domicile specified in the contract without notifying the Bank or a debtor who stops doing business or ceases operation or the debtor's business is in the process of being liquidated.

Inputs into the assessment of whether a financial instrument is in default and their significance may vary over time to reflect changes in circumstances. The definition of default applied by the Bank largely aligns with the Bank of Thailand criteria.

Probability of default (PD)

Credit risk grades are a primary input into the determination of the probability of default. The Bank has collected repayment performance data of each receivable and input into statistical models to analyse the data collected and generate estimates of the lifetime PD based on contractual repayment. Then, the Bank uses the PD to estimate Expected Credit Loss (ECL).

Incorporation of forward-looking information

ECL has been estimated by the probability weighted risk of default over the expected life of the financial instrument. It is based on the present value of all expected cash shortfalls carried by historical loss experience data for the group of assets that the Bank considers credit risk to be similar such as types of loans to customers, types of collateral, contract terms and other relevant factors and adjusted by current observed data, along with supportable and reasonable future forecasts if statistically correlated can be proved.

The Bank formulates three forward-looking economic scenarios; Boom case scenario, Average case scenario and Worst case scenario. These scenarios are weighted by different level of probabilities. Examples of the macro-economic variables used in the forward-looking information are Gross Domestic Product (GDP), inflation rate, unemployment rate, etc.

The Bank uses judgments to assess how much relevant macroeconomic changes should affect to ECL of the Bank's portfolio. However, the Bank reviews the method, the assumptions and forecasts of the future economic situations on a regular basis. In addition, the Bank also considers providing the management overlay as part of ECL.

4.2 Market risk

Market risk is the risk that changes in interest rate, foreign exchange rates and securities prices in money markets/equity markets may negatively affect the revenues and capital funds of the Bank. The Bank's market risk consists of interest rate risk, foreign exchange risk and equity position risk.

(a) Interest rate risk

Interest rate risk is the risk that volatility in market interest rates will result in changes in the value of financial instruments, or fluctuations in income or the value of financial assets and liabilities. Interest rate risk is a consequence of the structure and the nature of asset, liability and equity items, and mismatches between the maturities and the repricing terms of assets and liabilities.

Most of the Bank's assets consist of deposits at financial institutions, loans to customers and investments in debt instruments measured at fair value through other comprehensive income, and its liabilities mainly consist of deposits from individuals. These key items may be affected by interest rate fluctuations, and whenever such fluctuations occur the Bank is exposed to the risk that its income, expenses and/or economic value (equity value) may be affected. The Bank therefore needs to manage interest rate risk in order to mitigate the impact.

Interest rate risk is a risk that income or capital of the Bank may be negatively affected as fluctuations in interest rates impact rate-sensitive assets, liabilities and commitments. The main causes are maturity mismatches and repricing risks for assets and liabilities presented in the Bank's statement of financial position.

The Bank has developed interest rate risk measurement and assessment tools to evaluate the impact of interest rate risk. The Bank sets risk ceilings in order to keep risk levels within stipulated parameters and reports risk levels to the Asset and Liability Committee on a monthly basis.

Moreover, the Bank performs stress tests by simulating an interest rate crisis, using simulations provided by the BOT and/or appropriate simulations it has established itself.

Financial instruments which bear interest rate at fixed rates are classified below by the year ended 31 December 2025 and 2024 to the repricing date or maturity date (whichever is sooner).

	2025							
	Repricing periods							
	Immediate repricing	Within 3 months	Over 3 months to 1 year	Over 1 year to 5 years	Over 5 years	Financial assets that are credit-impaired	Non-interest bearing	Total
	(in thousand Baht)							
Financial assets								
Cash	-	-	-	-	-	-	585,584	585,584
Interbank and money market items [1], [2]	856,625	49,750,000	310,246	-	-	-	2,784,182	53,701,053
Financial assets measured at FVTPL	-	-	-	1,537,608	490,077	-	-	2,027,685
Investments [2]	-	901,422	3,675,284	14,544,816	26,525,223	-	4,545,883	50,192,628
Loans to customers [1], [2]	171,869,107	31,951,971	21,821,166	41,225,663	8,292,621	8,146,335	-	283,306,863
Collateral receivables under the Credit Support Annex agreements	57,600	-	-	-	-	-	-	57,600
Other financial assets, net	-	-	-	-	-	-	533,013	533,013
Total financial assets	**172,783,332**	**82,603,393**	**25,806,696**	**57,308,087**	**35,307,921**	**8,146,335**	**8,448,662**	**390,404,426**
Financial liabilities								
Deposits	107,599,711	98,705,443	105,038,063	5,848,555	4,815	-	816,739	318,013,326
Interbank and money market items	4,978,774	1,359,629	2,391,393	7,632,484	-	-	151,558	16,513,838
Liabilities payable on demand	-	-	-	-	-	-	264,240	264,240
Debt issued and borrowings [3]	-	1,000,000	-	5,000,000	2,400,000	-	-	8,400,000
Collateral payables under the Credit Support Annex agreements	1,810,638	-	-	-	-	-	-	1,810,638
Other financial liabilities	-	-	-	-	-	-	773,506	773,506
Total financial liabilities	**114,389,123**	**101,065,072**	**107,429,456**	**18,481,039**	**2,404,815**	**-**	**2,006,043**	**345,775,548**

[1] Exclude accrued interest receivables and undue interest receivables.

[2] Before deduction of allowance for expected credit loss.

[3] Before deferred expenses.

	2024							
	Repricing periods							
	Immediate repricing	Within 3 months	Over 3 months to 1 year	Over 1 year to 5 years	Over 5 years	Financial assets that are credit-impaired	Non-interest bearing	Total
	(in thousand Baht)							
Financial assets								
Cash	-	-	-	-	-	-	643,315	643,315
Interbank and money market items [1], [2]	786,996	36,757,000	306,717	-	-	-	4,538,138	42,388,851
Investments [2]	-	-	7,110,175	16,088,438	15,782,465	-	3,750,685	42,731,763
Loans to customers [1], [2]	164,489,286	34,324,305	20,073,963	25,631,980	841,265	6,763,998	-	252,124,797
Collateral receivables under the Credit Support Annex agreements	218,405	-	-	-	-	-	-	218,405
Other financial assets, net	-	-	-	-	-	-	656,226	656,226
Total financial assets	**165,494,687**	**71,081,305**	**27,490,855**	**41,720,418**	**16,623,730**	**6,763,998**	**9,588,364**	**338,763,357**
Financial liabilities								
Deposits	61,335,895	100,269,457	115,688,118	2,240,358	5,010	-	368,886	279,907,724
Interbank and money market items	751,300	433,968	611,938	8,246,404	-	-	102,531	10,146,141
Liabilities payable on demand	-	-	-	-	-	-	107,945	107,945
Debt issued and borrowings [3]	-	2,850,000	2,000,000	-	2,400,000	-	-	7,250,000
Collateral payables under the Credit Support Annex agreements	146,083	-	-	-	-	-	-	146,083
Other financial liabilities	-	-	-	-	-	-	400,431	400,431
Total financial liabilities	**62,233,278**	**103,553,425**	**118,300,056**	**10,486,762**	**2,405,010**	**-**	**979,793**	**297,958,324**

[1] Exclude accrued interest receivables and undue interest receivables.

[2] Before deduction of allowance for expected credit loss.

[3] Before deferred expenses.

In addition, the average balances of the financial assets and liabilities of the Bank generating revenues/incurring expenses, calculated based on the average balances outstanding during the year, and the average interest rate for the year ended 31 December 2025 and 2024 were as follows:

	2025			2024		
	Average balance	Interest	Average interest rate	Average balance	Interest	Average interest rate
	(in thousand Baht)		*(% per annum)*	*(in thousand Baht)*		*(% per annum)*
Financial assets						
Interbank and money market items	41,142,846	748,668	1.82	23,769,111	586,123	2.47
Investments in debt instruments	43,639,702	1,041,460	2.39	39,130,579	898,903	2.30
Loans to customers	262,807,314	11,744,313	4.47	240,878,307	11,657,077	4.84
Financial liabilities						
Deposits	290,599,345	6,140,531	2.11	252,151,981	5,855,068	2.32
Interbank and money market items	14,051,405	131,286	0.93	9,804,843	41,802	0.43
Debts issued and borrowings	8,292,914	332,407	4.01	9,598,293	277,204	2.89

Interest rate sensitivity analysis

Analysis of sensitivity to changes in interest rates shows the impact of potential changes in interest rates on profit or loss and equity of the Bank when other variables are set to constant values.

The sensitivity of profit or loss is the effect of changes in interest rates to profit or loss of the year. For financial assets and financial liabilities at the end of the reporting period, the sensitivity of equity is calculated by measuring the fair value as at 31 December 2025 and 2024 of financial assets measured at fair value through other comprehensive income by assuming a 1 percent change in the interest rate. The methods used in sensitivity analysis are unchanged from the previous year.

The effect of change in interest rates on profit or loss and equity within the next 1 year as at 31 December 2025 and 2024 can be summarised as follows:

	2025 Effect on		2024 Effect on	
	Profit or loss	Equity	Profit or loss	Equity
		(in thousand Baht)		
Increased by 1 percent	367,908	(2,028,336)	505,656	(1,342,354)
Decreased by 1 percent	(393,928)	2,028,336	(511,394)	1,342,354

(b) Foreign exchange risk

Foreign exchange risk is the risk that changes in foreign exchange rates may result in changes in the value of financial instruments, and gains or losses on foreign exchange result in fluctuations in revenues or the values of financial assets and liabilities.

The Bank engages in foreign currency trading, provision of trade finance services to support customers engaged in foreign trade, buying and selling foreign currency exchange services including fund transfers. As a result of these transactions, the Bank has foreign currency positions and has, therefore, established a risk management framework to mitigate the foreign exchange risk, and also set maximum risk ceilings for foreign exchange risk, using statistical tools, namely the Value-at-Risk (VaR Model), and other tools, such as net open position and year to date loss limits, in order to closely monitor operations in order to maintain foreign exchange risk at acceptable levels.

As at 31 December 2025 and 2024, foreign currency positions equivalent to Thai Baht of the Bank, were as follows:

	2025			
	USD	EUR	JPY	Others
		(in thousand Baht)		
Foreign currencies items recognised in the statements of financial position				
Financial assets				
Interbank and money market items	561,593	65,759	13,042	116,229
Loans to customers and accrued interest receivables and undue interest receivables	2,716,200	429	21,634	38,829
Other financial assets	57	-	2,372	3
Total financial assets	**3,277,850**	**66,188**	**37,048**	**155,061**
Financial liabilities				
Deposits	6,193,496	4,908	16,691	137,660
Interbank and money market items	527	-	-	-
Accrued interest payables	36,311	-	-	-
Collateral payables under the Credit Support Annex agreements	623,125	-	-	-
Other financial liabilities	455,163	5	2	12,126
Total financial liabilities	**7,308,622**	**4,913**	**16,693**	**149,786**
Items recognised in the statements of financial position - net	**(4,030,772)**	**61,275**	**20,355**	**5,275**
Foreign currencies items not recognised in the statements of financial position - net	3,964,146	(37,454)	(20,223)	2,918
Forward contracts				

	2024			
	USD	EUR	JPY	Others
		(in thousand Baht)		
Foreign currencies items recognised in the statements of financial position				
Financial assets				
Interbank and money market items	438,833	8,754	6,059	33,348
Investments	1,079,115	-	-	-
Loans to customers and accrued interest receivables and undue interest receivables	3,311,346	10,134	28,402	123,514
Collateral receivables under the Credit Support Annex agreements	97,205	-	-	-
Other financial assets	3,292	2	76	4,658
Total financial assets	**4,929,791**	**18,890**	**34,537**	**161,520**
Financial liabilities				
Deposits	4,578,735	6,419	20,929	112,936
Interbank and money market items	557	-	-	-
Accrued interest payables	30,764	-	-	-
Other financial liabilities	223,379	5	-	6,378
Total financial liabilities	**4,833,435**	**6,424**	**20,929**	**119,314**
Items recognised in the statements of financial position - net	**96,356**	**12,466**	**13,608**	**42,206**

	2024			
	USD	EUR	JPY	Others
		(in thousand Baht)		
Foreign currencies items not recognised in the statements of financial position - net				
Forward contracts	(101,825)	(17,727)	(12,930)	(32,593)

Foreign exchange rate sensitivity analysis

Analysis of sensitivity to changes in foreign exchange rates shows the impact of potential changes in foreign exchange rates on profit or loss and the equity of the Bank when other variables are set to constant values. The risks encountered, and methods used for sensitivity analysis are unchanged from the previous period.

The effect of change in exchange rate of foreign currencies compared to US Dollar on profit or loss and equity as at 31 December 2025 and 2024 can be summarised as follows:

	2025		2024	
	Effect on		Effect on	
	Profit or loss	Equity	Profit or loss	Equity
		(in thousand Baht)		
Increased by 5 percent	235,766	235,766	(28,443)	(28,443)
Decreased by 5 percent	(235,839)	(235,839)	28,443	28,443

(c) Equity position risk

Equity position risk is the risk that changes in the market prices of equity instruments or stocks may result in changes in the value of investments, and fluctuations in revenue and the value of financial assets.

The Bank closely manages equity position risk, with a policy to invest in equity instruments with a lower risk than those in equity markets. Moreover, the Bank monitors risks related to investments in equity instruments to ensure that the risk is still lower than that of the market.

Equity security price sensitivity analysis

The following table demonstrates the sensitivity of a reasonably possible change in equity securities price by a percentage change of SET Index on the Bank's profit or loss and equity as at 31 December 2025 and 2024 when other variables are set to constant values.

	2025		2024	
	Effect on		Effect on	
	Profit or loss	Equity	Profit or loss	Equity
		(in thousand Baht)		
Increased by 10 percent	-	522,765	-	134,822
Decreased by 10 percent	-	(522,765)	-	(134,822)

4.3 Liquidity risk

Liquidity risk is the risk that the Bank will be unable to liquidate its financial assets and/or procure sufficient funds to discharge its obligations in a timely manner, resulting in the Bank incurring a financial loss.

The Bank manages its liquidity risk by preparing net liquidity status reports or liquidity gap reports. The Bank's analysis has two components, namely a Contractual Liquidity Gap report and a Behavior Liquidity Gap report, which analyse the net liquidity status at each point in time and consider the cash flow adequacy over the next year. Moreover, the Bank assesses liquidity risk based on accumulated outstanding net liquidity by maturity, adjusted to reflect depositor behavior, in order to maintain liquidity risk at the appropriate levels stipulated by the Bank.

The Bank conducts studies of the effect on liquidity of various factors, such as early deposit withdrawal and deposit rollover, by creating simulations incorporating normal scenarios and stress scenarios and these include the effects on liquidity management of the Bank. The Market Risk Management Department is responsible for carrying out the studies and reporting the results to the Asset and Liability Committee, for assessment of liquidity requirements under each scenario and to provide a framework for establishing contingency plans for liquidity crisis.

In addition, the Bank monitors its liquidity risk based on regulations relating to the maintenance of liquid assets to handle a severe liquidity crisis situation (Liquidity Coverage Ratio: LCR), which is based on the assumption that total cash inflows and outflows reflect the differing withdrawal behaviors of various counterparties and both on and off-balance sheet items, which are affected by different cash flow indicators. The assumptions also reflect the business group structure, which may require the Group's commercial banks to provide liquidity assistance in the event of a severe and continuous cash outflow crisis. The Bank sets risk limits in order to monitor liquidity risk levels and maintain them within appropriate levels, and enable the Bank to maintain appropriate amounts of liquid assets and efficiently cope with fluctuations in cash inflows and outflows.

The Bank will disclose Liquidity Coverage Ratio (LCR) information for the Bank as at 31 December 2025 through the Bank's website at www.lhbank.co.th within April 2026.

The periods to maturity, counting from the financial reporting dates, of financial instruments outstanding as at 31 December 2025 and 2024 were as follows:

	2025						
	At call	Less than 1 year	1 - 5 years	Over 5 years	No maturity	Financial assets that are credit-impaired	Total
				(in thousand Baht)			
Financial assets							
Cash	-	-	-	-	585,584	-	585,584
Interbank and money market items [(1), (2)]	3,640,807	49,910,246	150,000	-	-	-	53,701,053
Financial assets measured at FVTPL	-	-	1,537,608	490,077	-	-	2,027,685
Investments [(2)]	-	4,576,706	14,544,816	26,525,223	4,545,883	-	50,192,628
Loans to customers [(1), (2)]	4,331,525	106,156,050	105,804,382	58,868,571	-	8,146,335	283,306,863
Collateral receivables under the Credit Support Annex agreements	57,600	-	-	-	-	-	57,600
Other financial assets, net	-	296,101	-	-	236,912	-	533,013
Total financial assets	**8,029,932**	**160,939,103**	**122,036,806**	**85,883,871**	**5,368,379**	**8,146,335**	**390,404,426**

	2025						
	At call	Less than 1 year	1 - 5 years	Over 5 years	No maturity	Financial assets that are credit-impaired	Total
				(in thousand Baht)			
Financial liabilities							
Deposits	107,779,328	204,164,428	6,064,755	4,815	-	-	318,013,326
Interbank and money market items	5,130,332	3,751,022	7,632,484	-	-	-	16,513,838
Liabilities payable on demand	264,240	-	-	-	-	-	264,240
Debts issued and borrowings [3]	-	1,000,000	-	2,400,000	5,000,000	-	8,400,000
Collateral payables under the Credit Support Annex agreements	1,810,638	-	-	-	-	-	1,810,638
Other financial liabilities	-	773,506	-	-	-	-	773,506
Total financial liabilities	**114,984,538**	**209,688,956**	**13,697,239**	**2,404,815**	**5,000,000**	**-**	**345,775,548**
Net liquidity gap	**(106,954,606)**	**(48,749,853)**	**108,339,567**	**83,479,056**	**368,379**	**8,146,335**	**44,628,878**

(1) Exclude accrued interest receivables and undue interest receivables.

(2) Before deduction of allowance for expected credit loss.

(3) Before deferred expenses

	2024						
	At call	Less than 1 year	1 - 5 years	Over 5 years	No maturity	Financial assets that are credit-impaired	Total
				(in thousand Baht)			
Financial assets							
Cash	-	-	-	-	643,315	-	643,315
Interbank and money market items [1], [2]	5,325,134	37,063,717	-	-	-	-	42,388,851
Investments [2]	-	7,110,175	16,088,438	15,782,465	3,750,685	-	42,731,763
Loans to customers [1], [2]	5,153,219	90,972,256	95,492,473	53,742,851	-	6,763,998	252,124,797
Collateral receivables under the Credit Support Annex agreements	218,405	-	-	-	-	-	218,405
Other financial assets, net	-	435,820	-	-	220,406	-	656,226
Total financial assets	**10,696,758**	**135,581,968**	**111,580,911**	**69,525,316**	**4,614,406**	**6,763,998**	**338,763,357**
Financial liabilities							
Deposits	60,776,362	216,617,099	2,509,253	5,010	-	-	279,907,724
Interbank and money market items	853,831	1,045,906	8,246,404	-	-	-	10,146,141
Liabilities payable on demand	107,945	-	-	-	-	-	107,945
Debts issued and borrowings [3]	-	4,850,000	-	2,400,000	-	-	7,250,000
Collateral payables under the Credit Support Annex agreements	146,083	-	-	-	-	-	146,083
Other financial liabilities	-	400,431	-	-	-	-	400,431
Total financial liabilities	**61,884,221**	**222,913,436**	**10,755,657**	**2,405,010**	**-**	**-**	**297,958,324**
Net liquidity gap	**(51,187,463)**	**(87,331,468)**	**100,825,254**	**67,120,306**	**4,614,406**	**6,763,998**	**40,805,033**

(1) Exclude accrued interest receivables and undue interest receivables.

(2) Before deduction of allowance for expected credit loss.

(3) Before deferred expenses.

5 Fair value of financial assets and financial liabilities

Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the hierarchy, but does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

		Carrying amount				Fair value			
	Note	FVTPL	FVOCI	Amortised cost	Total	Level 1	Level 2	Level 3	Total
					(in thousand Baht)				
2025									
Financial assets									
Interbank and money market items, net (assets)	*8*	-	-	53,703,002	53,703,002	-	53,401,525	299,782	53,701,307
Financial assets measured at FVTPL	*9*	2,027,685	-	-	2,027,685	-	2,027,685	-	2,027,685
Derivative assets	*10*								
- Foreign currency related		1,765,965	-	-	1,765,965	-	1,765,965	-	1,765,965
Investments	*11*								
- Debt instruments measured at amortised cost		-	-	2,631,165	2,631,165	-	2,920,067	-	2,920,067
- Debt instruments measured at FVOCI		-	43,013,640	-	43,013,640	-	43,013,640	-	43,013,640
- Equity instruments designated at FVOCI		-	4,545,883	-	4,545,883	4,538,980	-	6,903	4,545,883
Loans to customers, net [(1)]	*12*	-	-	277,123,527	277,123,527	-	171,723,908	102,433,293	274,157,201
[(1)] Exclude management overlay									
Financial liabilities									
Deposits	*19*	-	-	318,013,326	318,013,326	-	319,200,569	-	319,200,569
Interbank and money market items (liabilities)	*20*	-	-	16,513,838	16,513,838	-	16,433,147	-	16,433,147
Derivative liabilities	*10*								
- Foreign currency related		1,388,132	-	-	1,388,132	-	1,388,132	-	1,388,132
Debt issued and borrowings, net	*21*	-	-	8,392,130	8,392,130	-	8,731,988	-	8,731,988

		Carrying amount				Fair value			
	Note	FVTPL	FVOCI	Amortised cost	Total	Level 1	Level 2	Level 3	Total
					(in thousand Baht)				
2024									
Financial assets									
Interbank and money market items, net (assets)	*8*	-	-	42,391,341	42,391,341	-	42,089,261	300,672	42,389,933
Derivative assets	*10*								
- Foreign currency related		404,812	-	-	404,812	-	404,812	-	404,812
Investments	*11*								
- Debt instruments measured at amortised cost		-	-	2,629,088	2,629,088	-	2,810,791	-	2,810,791
- Debt instruments measured at FVOCI		-	36,348,379	-	36,348,379	-	36,348,379	-	36,348,379
- Equity instruments designated at FVOCI		-	3,750,685	-	3,750,685	3,175,898	-	574,787	3,750,685
Loans to customers, net [(1)]	*12*	-		246,480,290	246,480,290	-	164,413,716	81,105,599	245,519,315
Financial liabilities									
Deposits	*19*	-	-	279,907,724	279,907,724	-	279,951,921	-	279,951,921
Interbank and money market items (liabilities)	*20*	-	-	10,146,141	10,146,141	-	10,146,138	-	10,146,138
Derivative liabilities	*10*								
- Foreign currency related		544,959	-	-	544,959	-	544,959	-	544,959
Debt issued and borrowings, net	*21*	-	-	7,217,716	7,217,716	-	7,284,972	-	7,284,972

[(1)] Exclude management overlay

Valuation techniques and significant unobservable inputs

The following tables show the valuation techniques and significant unobservable inputs which are used in measuring Level 3 fair values for financial instruments measured at fair value in the statement of financial position.

Financial instruments measured at fair value	**Valuation technique**	**Significant unobservable inputs**
Investments in equity instruments	Dividend discount model	Expected future cash flow and discount rate
	Book value or Adjusted book value	Net asset value

Level 3 fair values

Reconciliation of Level 3 fair values

The following table shows a reconciliation from the opening balances to the closing balances for Level 3 fair values of investments in equity instruments.

For the year ended 31 December	2025	2024
	(in thousand Baht)	
At 1 January	574,787	6,903
Purchased or acquired	-	567,884
Transfers out of Level 3	(567,884)	-
At 31 December	**6,903**	**574,787**

At 31 December 2025, the Bank holds an investment in equity instruments of a private entity with a fair value of Baht 1,551 million. The fair value of the investment was previously determined using unobservable inputs and classified at Level 3 of the fair value hierarchy at 31 December 2024. During the year ended 31 December 2025, trading in the entity's equity instruments resumed on an exchange and they are currently actively traded in that market. The fair value measurement is now determined using the published price quotation in that active market and therefore transferred from Level 3 to Level 1 of the fair value hierarchy.

The following methods and assumptions were used by the Bank in estimating the fair value of financial assets and liabilities.

Interbank and money market items (assets) and loans to customers

The fair value of interbank and money market items (assets) and loans to customers that are credit-impaired or bear floating interest rates, or bear fixed interest rates with 1-year maturity or less is assumed to approximate their carrying values, net of allowance for expected credit losses.

The fair value of interbank and money market items (assets) and loans to customers that are not credit-impaired and bear fixed interest rates with longer than 1-year maturity is the present value of the expected future cash flows, discounted by the interest rates the Bank offers on similar loans, net of allowance for expected credit losses.

Derivatives

The fair value of derivatives is based on quoted market prices. When there is no observable market price, the fair value is measured using a valuation technique that uses observable inputs such as interest rates and foreign exchange rates, obtained from reliable sources and adjusted to reflect counterparty's credit risk.

Financial assets measured at FVTPL and investments

The fair value of investments in debt instruments is determined based on the yield rates quoted by the Thai Bond Market Association.

The fair value of investments in marketable equity instruments is estimated by using the bidding prices at the Stock Exchange of Thailand on the last business day of the period.

The fair value of investments in non-marketable equity instruments is determined mainly based on common valuation techniques (dividend discount model and book value or adjusted book value) with price and/or variables from the market.

Deposits and interbank and money market items (liabilities)

The fair value of deposits and interbank and money market items (liabilities) that are payable on demand or bear floating interest rates, or bear fixed interest rates with 1-year maturity or less is assumed to approximate their carrying value. The fair value of deposits and interbank and money market items (liabilities) that bear fixed interest rates with longer than 1-year maturity is determined by discounting the expected future cash flows at the Bank's announced interest rates for instruments having similar characteristics.

Debt issued and borrowings

The fair value of debts issued and borrowings that are both subordinated and unsubordinated debentures is determined using yield rates quoted by the Thai Bond Market Association. The fair value of debts issued and borrowings that bear fixed interest rates is determined by discounting the expected future cash flows by market interest rates on borrowings with similar conditions.

Other financial instruments

For financial assets and liabilities which have short-term maturities, including cash, accrued interest receivables on investments, collateral receivables under the Credit Support Annex agreements, liabilities payable on demand and collateral payables under the Credit Support Annex agreements, the carrying value in the statement of financial position approximates their fair value.

6 Maintenance of capital fund

The primary objectives of the Bank's capital management are to maintain its ability to continue as a going concern and to maintain a capital adequacy ratio in accordance with the Financial Institution Business Act B.E. 2551.

As at 31 December 2025 and 2024, capital fund of the Bank calculated under Basel III consisted of the following:

	2025	2024
	(in thousand Baht)	
Tier 1 capital		
Common Equity Tier 1 (CET1)		
Paid-up share capital	20,000,000	20,000,000
Premium on share capital	10,598,915	10,598,915
Legal reserve	1,297,600	1,164,600
Net profit after appropriation	7,325,230	6,404,341
Revaluation surplus (deficit) on investments measured at fair value through other comprehensive income	842,719	(1,666,247)
Capital deduction items on CET1	(2,055,883)	(2,190,597)
Total Common Equity Tier 1 Capital	**38,008,581**	**34,311,012**
Additional Tier 1 Capital		
Subordinated debentures classified as additional Tier 1 Capital	5,000,000	-
Total Tier 1 Capital	**43,008,581**	**34,311,012**
Tier 2 Capital		
Subordinated debentures	2,400,000	2,400,000
General provision	3,318,895	3,100,982
Total Tier 2 Capital	**5,718,895**	**5,500,982**
Total Capital funds	**48,727,476**	**39,811,994**
Total Risk-Weighted Assets	**282,119,028**	**261,546,579**

	The BoT's regulation minimum requirement	2025	2024
		(%)	
Capital Funds/Total Risk-Weighted Assets	11.00	17.27	15.22
Tier 1 Capital/Total Risk-Weighted Assets	8.50	15.24	13.12
Common Equity Tier 1 Capital/Total Risk-Weighted Assets	7.00	13.47	13.12

As at 31 December 2025 and 2024, the Bank has no add-on arising from Single Lending Limit.

The Bank will disclose capital adequacy and capital risk exposure information for the Bank as at 31 December 2025 through the Bank's website at www.lhbank.co.th within April 2026.

7 Classification of financial assets and financial liabilities

	2025				
	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	Investments in equity instruments designated at FVOCI	Financial instruments measured at amortised cost	Total
			(in thousand Baht)		
Financial assets					
Cash	-	-	-	585,584	585,584
Interbank and money market items, net	-	-	-	53,703,002	53,703,002
Financial assets measured at fair value through profit or loss	2,027,685	-	-	-	2,027,685
Derivative assets	1,765,965	-	-	-	1,765,965
Investment, net	-	43,013,640	4,545,883	2,631,165	50,190,688
Loans to customers and accrued interest receivables, net	-	-	-	273,650,552	273,650,552
Accrued interest receivables on investments	-	-	-	149,364	149,364
Collateral receivables under the Credit Support Annex agreements	-	-	-	57,600	57,600
Other financial assets, net	-	-	-	533,013	533,013
Total	**3,793,650**	**43,013,640**	**4,545,883**	**331,310,280**	**382,663,453**
Financial liabilities					
Deposits	-	-	-	318,013,326	318,013,326
Interbank and money market items	-	-	-	16,513,838	16,513,838
Liabilities payable on demand	-	-	-	264,240	264,240
Derivative liabilities	1,388,132	-	-	-	1,388,132
Debts issued and borrowings, net	-	-	-	8,392,130	8,392,130
Accrued interest payables	-	-	-	1,264,637	1,264,637
Collateral payables under the Credit Support Annex agreements	-	-	-	1,810,638	1,810,638
Other financial liabilities	-	-	-	773,506	773,506
Total	**1,388,132**	**-**	**-**	**347,032,315**	**348,420,447**

	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	2024 Investments in equity instruments designated at FVOCI	Financial instruments measured at amortised cost	Total
			(in thousand Baht)		
Financial assets					
Cash	-	-	-	643,315	643,315
Interbank and money market items, net	-	-	-	42,391,341	42,391,341
Derivative assets	404,812	-	-	-	404,812
Investment, net	-	36,348,379	3,750,685	2,629,088	42,728,152
Loans to customers and accrued interest receivables, net	-	-	-	241,882,214	241,882,214
Accrued interest receivables on investments	-	-	-	103,414	103,414
Collateral receivables under the Credit Support Annex agreements	-	-	-	218,405	218,405
Other financial assets, net	-	-	-	656,226	656,226
Total	**404,812**	**36,348,379**	**3,750,685**	**288,524,003**	**329,027,879**
Financial liabilities					
Deposits	-	-	-	279,907,724	279,907,724
Interbank and money market items	-	-	-	10,146,141	10,146,141
Liabilities payable on demand	-	-	-	107,945	107,945
Derivative liabilities	544,959	-	-	-	544,959
Debts issued and borrowings, net	-	-	-	7,217,716	7,217,716
Accrued interest payables	-	-	-	1,189,282	1,189,282
Collateral payables under the Credit Support Annex agreements	-	-	-	146,083	146,083
Other financial liabilities	-	-	-	400,431	400,431
Total	**544,959**	**-**	**-**	**299,115,322**	**299,660,281**

8 Interbank and money market items, net (assets)

	Note	2025	2024
		(in thousand Baht)	
Domestic			
Bank of Thailand		2,546,103	3,927,866
Commercial banks		37,261,434	22,109,152
Specialised financial institutions		9,500,000	12,500,000
Other financial institutions	*29*	3,660,246	3,363,717
Total		**52,967,783**	**41,900,735**
Add accrued interest receivables and undue interest receivables		4,512	5,891
Less allowance for expected credit losses		(2,563)	(3,401)
Total domestic		**52,969,732**	**41,903,225**
Foreign			
US Dollar		561,593	438,833
Yen		13,042	6,059
Euro		65,759	8,754
Other currencies		92,876	34,470
Total foreign		**733,270**	**488,116**
Total domestic and foreign		**53,703,002**	**42,391,341**

9 Financial assets measured at fair value through profit or loss

	2025 Fair value	2024 Fair value
	(in thousand Baht)	
Financial assets held for trading		
Government and state enterprise securities	2,027,685	-
Total	**2,027,685**	-

10 Derivatives

Derivatives held for trading

As at 31 December 2025 and 2024, the fair values and the notional amounts of derivatives held for trading, classified by type of risk, were as follows:

	2025			2024		
	Fair value		Notional amount	Fair value		Notional amount
Type of risks	Assets	Liabilities		Assets	Liabilities	
			(in thousand Baht)			
Foreign currency related	1,765,965	1,388,132	207,680,419	404,812	544,959	42,770,115
Total	**1,765,965**	**1,388,132**	**207,680,419**	**404,812**	**544,959**	**42,770,115**

11 Investments, net

11.1 Type of investments

	2025 Amortised cost	2024 Amortised cost
	(in thousand Baht)	
Investments in debt instruments measured at amortised cost		
Government and state enterprise securities	1,467,105	1,466,699
Private debt securities	1,166,000	1,166,000
Total	2,633,105	2,632,699
Less allowance for expected credit losses	(1,940)	(3,611)
Net	**2,631,165**	**2,629,088**

	2025 Fair value	2024 Fair value
	(in thousand Baht)	
Investments in debt instruments measured at FVOCI		
Government and state enterprise securities	41,398,202	31,258,903
Private debt securities	1,615,438	2,022,966
Foreign debt securities	-	3,066,510
Total	**43,013,640**	**36,348,379**
Allowance for expected credit losses	**(201,481)**	**(876,268)**

	2025 Fair value	2024 Fair value
	(in thousand Baht)	
Investments in equity instruments designated at FVOCI		
Domestic marketable equity instruments		
- Stocks	1,550,681	-
- Investment units	2,988,299	3,175,898
Domestic non-marketable equity instruments	6,903	574,787
Total	**4,545,883**	**3,750,685**
Total investments	**50,190,688**	**42,728,152**

Dividend income from investments in equity instruments designated at FVOCI recognised in statements of profit or loss and other comprehensive income for the year ended 31 December 2025 amounted to Baht 237 million *(2024: Baht 204 million)*.

For the year ended 31 December 2025 and 2024, the Bank derecognised investments in equity instruments designated at FVOCI as a result of the sale of such investments. Accumulated losses on derecognition were recognised in retained earnings as follows:

For the year ended 31 December	2025			
	Fair value on derecognition date	Dividend income	Losses on derecognition net of income tax	Reason of derecognition
	(in thousand Baht)			
Domestic marketable equity instruments				
- Investment units	372,402	927	(415,154)	Sale for liquidity management
Total	**372,402**	**927**	**(415,154)**	

For the year ended 31 December	2024			
	Fair value on derecognition date	Dividend income	Losses on derecognition net of income tax	Reason of derecognition
	(in thousand Baht)			
Domestic marketable equity instruments				
- Investment units	557,625	6,143	(452,484)	Sale for liquidity management
Total	**557,625**	**6,143**	**(452,484)**	

As at 31 December 2025 and 2024, the Bank had some investments in securities pledged as collateral and under restriction as disclosure in note 27.

11.2 Investments in companies with problems in their financial position and operating results

	2025			2024		
	Number of companies	Cost	Fair value	Number of companies	Cost	Fair value
		(in thousand Baht)			*(in thousand Baht)*	
Companies whose ability to continue as going concern is uncertain	2	200,025	-	2	200,025	-

11.3 Investments in which the Bank holds 10% or more of those companies' shares

As at 31 December 2025 and 2024, the investments in which the Bank holds 10% or more of those companies' shares that were not treated as investments in subsidiaries and associates, were as follows:

	2025	2024
	Fair value	Fair value
	(in thousand Baht)	
Infrastructure fund	129,500	136,500

12 Loans to customers and accrued interest receivables, net

12.1 Classified by loan types

	Note	2025	2024
		(in thousand Baht)	
Overdrafts	*29*	4,041,888	4,282,586
Loans	*29*	221,582,116	195,179,122
Bills	*29*	57,094,617	51,870,673
Hire-purchase receivables		588,242	792,416
Total loans to customers		**283,306,863**	**252,124,797**
Add accrued interest receivables and undue interest receivables		5,102,114	4,133,132
Total loans to customers and accrued interest receivables and undue interest receivables		**288,408,977**	**256,257,929**
Less allowance for expected credit losses		(14,758,425)	(14,375,715)
Loans to customers and accrued interest receivables, net		**273,650,552**	**241,882,214**

12.2 Classified by residency of debtors

	2025	2024
	(in thousand Baht)	
Domestic	282,586,040	249,679,946
Foreign	720,823	2,444,851
Total	**283,306,863**	**252,124,797**

12.3 Classified by loan classification

	2025	2024
	(in thousand Baht)	
Loans to customers and accrued interest receivables and undue interest receivables		
Financial assets that have not had a significant increase in credit risk (Performing)	261,460,905	239,370,270
Financial assets that have a significant increase in credit risk (Under-performing)	17,594,450	9,140,396
Financial assets that are credit-impaired (Non-performing)	9,353,622	7,747,263
Total	**288,408,977**	**256,257,929**

12.4 Loans that are credit-impaired

As at 31 December 2025 and 2024, the Bank had loans that are credit-impaired (including loans to interbank and money market items) under TFRS 9 per the BoT's regulations as follows:

	2025	2024
Loans that are credit-impaired (principal)		
Loans that are credit-impaired *(in thousand Baht)*	8,146,335	6,763,998
Total loans *(in thousand Baht)*	333,467,109	289,488,513
Percentage of loans that are credit-impaired *(%)*	2.44	2.34

During the year ended 31 December 2025 and 2024, the Bank did not sell any loans that credit-impaired to third parties.

12.5 Modified loans to customers

For the year ended 31 December	2025	2024
	(in thousand Baht)	
Loans to customers modified during the year [1]		
Amortised cost before modification	6,455,567	4,909,193
Net modification losses	(10,913)	(1,883)

[1] Loans to customers net of allowance for expected credit loss that had only lifetime ECL.

	2025	2024
	(in thousand Baht)	
Loans to customers modified since initial recognition		
Gross carrying amount of loans to customers previously modified for which allowance for expected credit loss has changed during the period to an amount equal to 12-month ECL from lifetime ECL	1,915,951	1,973,084

12.6 Loans to customers having problems with financial position and operating results

As at 31 December 2025 and 2024, loans to listed companies that meet SET's criteria for delisting were as follows:

	2025				2024			
	Number of companies	Loans and accrued interest receivables and undue interest receivables	Collateral	Allowance for expected credit loss	Number of companies	Loans and accrued interest receivables and undue interest receivables	Collateral	Allowance for expected credit loss
		(in thousand Baht)				*(in thousand Baht)*		
Listed companies that meet SET's criteria for delisting	2	56,176	-	(36,138)	2	1,508,513	-	(1,267,332)

12.7 Hire-purchase receivables

	2025					
	Portion due within 1 year	Portion due over 1 year but within 2 years	Portion due over 2 years but within 3 years	Portion due over 3 years but within 4 years	Portion due over 4 years but within 5 years	Total
			(in thousand Baht)			
Hire-purchase receivables	239,114	216,794	139,528	26,059	-	621,495
Less unearned interest income	(18,323)	(10,361)	(4,126)	(443)	-	(33,253)
Present value of minimum lease payments	220,791	206,433	135,402	25,616	-	588,242
Add accrued interest receivables and undue interest receivables						1,560
Less allowance for expected credit loss						(7,381)
Hire-purchase receivables, net						**582,421**

	2024					
	Portion due within 1 year	Portion due over 1 year but within 2 years	Portion due over 2 years but within 3 years	Portion due over 3 years but within 4 years	Portion due over 4 years but within 5 years	Total
	(in thousand Baht)					
Hire-purchase receivables	239,373	226,433	215,551	138,151	32,843	852,351
Less unearned interest income	(25,896)	(18,080)	(10,398)	(4,126)	(1,435)	(59,935)
Present value of minimum lease payments	213,477	208,353	205,153	134,025	31,408	792,416
Add accrued interest receivables and undue interest receivables						1,311
Less allowance for expected credit loss						(6,920)
Hire-purchase receivables, net						**786,807**

13 Allowance for expected credit losses

	2025				
	Financial assets that have not had a significant increase in credit risk	Financial assets that have a significant increase in credit risk	Financial assets that are credit-impaired	Management overlay	Total
			(in thousand Baht)		
Interbank and money market items (assets)	2,563	-	-	-	2,563
Investments in debt instruments measured at amortised cost	1,940	-	-	-	1,940
Investments in debt instruments measured at FVOCI	1,481	-	200,000	-	201,481
Loans to customers and accrued interest receivables and undue interest receivables	1,206,957	2,916,201	7,162,292	3,472,975	14,758,425
Undrawn loan commitments and financial guarantee contracts	24,208	11,758	12,043	-	48,009
Total	**1,237,149**	**2,927,959**	**7,374,335**	**3,472,975**	**15,012,418**

	2024				
	Financial assets that have not had a significant increase in credit risk	Financial assets that have a significant increase in credit risk	Financial assets that are credit-impaired	Management overlay	Total
			(in thousand Baht)		
Interbank and money market items (assets)	3,401	-	-	-	3,401
Investments in debt instruments measured at amortised cost	3,611	-	-	-	3,611
Investments in debt instruments measured at FVOCI	5,268	671,000	200,000	-	876,268
Loans to customers and accrued interest receivables and undue interest receivables	2,120,639	2,470,072	5,186,928	4,598,076	14,375,715
Undrawn loan commitments and financial guarantee contracts	36,416	47,678	7,240	-	91,334
Total	**2,169,335**	**3,188,750**	**5,394,168**	**4,598,076**	**15,350,329**

As at 31 December 2025, the Bank had allowance for expected credit loss on accrued interest receivables on investments and other financial assets amounting to Baht 2 million and Baht 71 million, respectively *(2024: Baht 2 million and Baht 58 million, respectively)*.

The movements in allowance for expected credit loss for the years ended 31 December 2025 and 2024 for the were as follows:

	Financial assets that have not had a significant increase in credit risk	Financial assets that have a significant increase in credit risk	Financial assets that are credit-impaired	Management overlay	Total
			(in thousand Baht)		
Interbank and money market items (assets)					
At 1 January 2024	11,634	-	-	-	11,634
Change from remeasurement of ECL	(3,741)	-	-	-	(3,741)
Purchased or acquired	33,476	-	-	-	33,476
Derecognised	(37,968)	-	-	-	(37,968)
At 31 December 2024 and 1 January 2025	**3,401**	**-**	**-**	**-**	**3,401**
Change from remeasurement of ECL	(2,038)	-	-	-	(2,038)
Purchased or acquired	12,699	-	-	-	12,699
Derecognised	(11,499)	-	-	-	(11,499)
At 31 December 2025	**2,563**	**-**	**-**	**-**	**2,563**

	Financial assets that have not had a significant increase in credit risk	Financial assets that have a significant increase in credit risk	Financial assets that are credit-impaired	Management overlay	Total
			(in thousand Baht)		
Investments in debt instruments measured at amortised cost					
At 1 January 2024	870	-	-	-	870
Change from remeasurement of ECL	2,962	-	-	-	2,962
Purchased or acquired	771	-	-	-	771
Derecognised	(992)	-	-	-	(992)
At 31 December 2024 and 1 January 2025	**3,611**	**-**	**-**	**-**	**3,611**
Change from remeasurement of ECL	(1,671)	-	-	-	(1,671)
At 31 December 2025	**1,940**	**-**	**-**	**-**	**1,940**
Investments in debt instruments measured at FVOCI					
At 1 January 2024	649	671,000	200,000	-	871,649
Change from remeasurement of ECL	4,720	-	-	-	4,720
Purchased or acquired	23	-	-	-	23
Derecognised	(124)	-	-	-	(124)
At 31 December 2024 and 1 January 2025	**5,268**	**671,000**	**200,000**	**-**	**876,268**
Change from remeasurement of ECL	(3,895)	(30,812)	-	-	(34,707)
Purchased or acquired	163	-	-	-	163
Derecognised	(55)	(640,188)	-	-	(640,243)
At 31 December 2025	**1,481**	**-**	**200,000**	**-**	**201,481**
Loans to customers and accrued interest receivables and undue interest receivables					
At 1 January 2024	4,546,186	1,637,603	4,197,072	3,035,942	13,416,803
Change from stage reclassification	506,098	272,057	(778,155)	-	-
Change from remeasurement of ECL	(3,175,299)	862,085	1,939,882	1,562,134	1,188,802
Purchased or acquired	1,626,260	309,545	1,056,982	-	2,992,787
Derecognised	(1,382,606)	(611,218)	(959,475)	-	(2,953,299)
Written-off	-	-	(269,378)	-	(269,378)
At 31 December 2024 and 1 January 2025	**2,120,639**	**2,470,072**	**5,186,928**	**4,598,076**	**14,375,715**
Change from stage reclassification	193,756	(195,876)	2,120	-	-
Change from remeasurement of ECL	(1,303,384)	573,004	2,196,669	(1,125,101)	341,188
Purchased or acquired	297,969	389,530	410,567	-	1,098,066
Derecognised	(102,023)	(320,529)	(525,669)	-	(948,221)
Written-off	-	-	(108,323)	-	(108,323)
At 31 December 2025	**1,206,957**	**2,916,201**	**7,162,292**	**3,472,975**	**14,758,425**

	Financial assets that have not had a significant increase in credit risk	Financial assets that have a significant increase in credit risk	Financial assets that are credit-impaired	Management overlay	Total
			(in thousand Baht)		
Undrawn loan commitments and financial guarantee contracts					
At 1 January 2024	102,576	19,367	2,273	-	124,216
Change from stage reclassification	15,230	(15,636)	406	-	-
Change from remeasurement of ECL	(93,973)	11,076	4,802	-	(78,095)
Purchased or acquired	31,587	35,122	-	-	66,709
Derecognised	(19,004)	(2,251)	(241)	-	(21,496)
At 31 December 2024 and 1 January 2025	**36,416**	**47,678**	**7,240**	**-**	**91,334**
Change from stage reclassification	3,433	(14,022)	10,589	-	-
Change from remeasurement of ECL	(21,315)	(1,084)	18,033	-	(4,366)
Purchased or acquired	20,752	352	28,771	-	49,875
Derecognised	(15,078)	(21,166)	(52,590)	-	(88,834)
At 31 December 2025	**24,208**	**11,758**	**12,043**	**-**	**48,009**

As at 31 December 2025, the management reserved an additional amount of ECL of Baht 3,473 million *(2024: Baht 4,598 million)* to address risks from vulnerable borrowers or high risk sectors, specific economic uncertainties including geopolitical tensions, trade disputes and regulatory changes, limitations inherent in the ECL model (Model Risk Gap), and other specific factors that are not yet fully reflected in the Bank's credit models.

14 Properties for sale, net

	At 1 January 2025	Additions	Disposals	At 31 December 2025
		(in thousand Baht)		
Assets from settlement of debts*				
- Immovable assets	8,124,222	2,921	(5,517)	8,121,626
Total	8,124,222	2,921	(5,517)	8,121,626
Less allowance for impairment loss	-	(873,491)	-	(873,491)
Net	**8,124,222**	**(870,570)**	**(5,517)**	**7,248,135**

	At 1 January 2024	Additions	Disposals	At 31 December 2024
		(in thousand Baht)		
Assets from settlement of debts*				
- Immovable assets	8,304,680	18,372	(198,830)	8,124,222
Total	**8,304,680**	**18,372**	**(198,830)**	**8,124,222**

*As at 31 December 2025, assets from settlement of debts include properties foreclosed transferred under the Bank of Thailand's supportive measure to acquire collateral assets for debt repayment amounting to Baht 7,456 million *(2024: Baht 7,456 million)*.

The bank periodically reviews and revises its estimate of the recoverable amount of properties for sale to reflect current information, the Bank's disposal plan and appraisal reports prepared by external and internal valuers. .

The cost value of immovable assets acquired from debt repayment was appraised by external and internal appraisers as at 31 December 2025 and 2024 as follows:

	2025	2024
	(in thousand Baht)	
Assets from settlement of debts		
- Appraised by internal appraisers	2,007	-
- Appraised by external appraisers	8,119,619	8,124,222
Total	**8,121,626**	**8,124,222**

15 Premises and equipment, net

	Land	Buildings	Leasehold improvement	Furniture and fixtures	Office equipment	Vehicles	Assets under installation	Total
				(in thousand Baht)				
Cost								
At 1 January 2024	40,589	10,211	393,367	130,710	694,160	9,145	7,245	1,285,427
Additions	-	-	5,649	14,537	97,739	-	91,187	209,112
Transfers in (out)	-	-	38,241	49	46,206	-	(84,496)	-
Disposals/write-off	-	-	(53,677)	(12,598)	(46,516)	(5,436)	-	(118,227)
At 31 December 2024 and 1 January 2025	**40,589**	**10,211**	**383,580**	**132,698**	**791,589**	**3,709**	**13,936**	**1,376,312**
Additions	-	-	2,829	8,117	122,227	-	108,006	241,179
Transfers in (out)	-	-	28,290	1,921	57,407	-	(87,618)	-
Disposals/write-off	-	-	(35,431)	(7,393)	(83,344)	-	-	(126,168)
At 31 December 2025	**40,589**	**10,211**	**379,268**	**135,343**	**887,879**	**3,709**	**34,324**	**1,491,323**
Accumulated depreciation								
At 1 January 2024	-	5,561	321,242	105,888	493,984	6,724	-	933,399
Depreciation charge for the year	-	511	25,163	8,413	86,835	1,055	-	121,977
Disposals/write-off	-	-	(53,539)	(12,475)	(46,224)	(5,436)	-	(117,674)
At 31 December 2024 and 1 January 2025	**-**	**6,072**	**292,866**	**101,826**	**534,595**	**2,343**	**-**	**937,702**
Depreciation charge for the year	-	510	30,822	10,542	105,627	742	-	148,243
Disposals/write-off	-	-	(25,700)	(7,238)	(83,222)	-	-	(116,160)
At 31 December 2025	**-**	**6,582**	**297,988**	**105,130**	**557,000**	**3,085**	**-**	**969,785**
Net book value								
At 31 December 2024	**40,589**	**4,139**	**90,714**	**30,872**	**256,994**	**1,366**	**13,936**	**438,610**
At 31 December 2025	**40,589**	**3,629**	**81,280**	**30,213**	**330,879**	**624**	**34,324**	**521,538**

As at 31 December 2025, the Bank had certain items of premises and equipment, which were fully depreciated but are still in use. The original costs before deducting accumulated depreciation of those assets totalling Baht 654 million *(2024: Baht 635 million)*.

16 Intangible assets, net

	Computer softwares	Deferred membership and license fee	Assets under development	Total
		(in thousand Baht)		
Cost				
At 1 January 2024	1,289,919	39,428	91,896	1,421,243
Additions	46,600	-	179,769	226,369
Transfers in (out)	167,875	-	(167,875)	-
Write-off	-	-	(1,791)	(1,791)
At 31 December 2024 and 1 January 2025	**1,504,394**	**39,428**	**101,999**	**1,645,821**
Additions	88,485	-	141,161	229,646
Transfers in (out)	180,044	-	(180,044)	-
Write-off	(573)	-	-	(573)
At 31 December 2025	**1,772,350**	**39,428**	**63,116**	**1,874,894**
Accumulated amortisation				
At 1 January 2024	1,074,908	36,036	-	1,110,944
Amortisation charged for the year	97,239	1,268	-	98,507
At 31 December 2024 and 1 January 2025	**1,172,147**	**37,304**	**-**	**1,209,451**
Amortisation charged for the year	115,042	731	-	115,773
Write-off	(573)	-	-	(573)
At 31 December 2025	**1,286,616**	**38,035**	**-**	**1,324,651**
Net book value				
At 31 December 2024	**332,247**	**2,124**	**101,999**	**436,370**
At 31 December 2025	**485,734**	**1,393**	**63,116**	**550,243**

As at 31 December 2025, the Bank had certain items of intangible assets, which were fully amortised but are still in use. The original costs before deducting accumulated amortisation of those assets totalled Baht 1,070 million *(2024: Baht 1,014 million)*.

17 Deferred tax assets

	At 1 January 2025	Credited / (charged) to: Profit or loss	Credited / (charged) to: Other comprehensive income	At 31 December 2025
		(note 40)		
		(in thousand Baht)		
Deferred tax assets				
Financial assets measured at FVTPL	-	898	-	898
Investments	533,049	(239,080)	(293,969)	-
Loans to customers and accrued interest receivables	928,937	(101,006)	-	827,931
Properties for sale	-	174,698	-	174,698
Other assets	11,893	2,740	-	14,633
Lease liabilities	131,563	(6,510)	-	125,053
Provisions	106,627	1,167	4,413	112,207
Others	25,872	6,271	-	32,143
Total	**1,737,941**	**(160,822)**	**(289,556)**	**1,287,563**
Deferred tax liabilities				
Investments	-	-	(94,526)	(94,526)
Right-of-use assets	(126,305)	6,100	-	(120,205)
Total	**(126,305)**	**6,100**	**(94,526)**	**(214,731)**
Net	**1,611,636**	**(154,722)**	**(384,082)**	**1,072,832**

	At 1 January 2024	(Charged) / credited to: Profit or loss	Other comprehensive income	At 31 December 2024
		(note 40)		
		(in thousand Baht)		
Deferred tax assets				
Investments	945,134	(111,649)	(300,436)	533,049
Loans to customers and accrued interest receivables	616,528	312,409	-	928,937
Other assets	10,876	1,017	-	11,893
Lease liabilities	135,379	(3,816)	-	131,563
Provisions	85,322	17,351	3,954	106,627
Others	22,526	3,346	-	25,872
Total	**1,815,765**	**218,658**	**(296,482)**	**1,737,941**
Deferred tax liabilities				
Right-of-use assets	(132,582)	6,277	-	(126,305)
Total	**(132,582)**	**6,277**	**-**	**(126,305)**
Net	**1,683,183**	**224,935**	**(296,482)**	**1,611,636**

18 Other assets, net

	Note	2025	2024
		(in thousand Baht)	
Receivables on disposals of properties for sale through auctions		236,912	220,406
Prepaid expenses	*29*	141,644	136,969
Receivables on sale of investments		133,613	-
Deposits and guarantees	*29*	96,889	85,134
Suspense accounts - debtors		91,702	383,307
Accrued income	*29*	45,335	25,116
Token money		30,810	30,810
Others		85,500	7,886
Total		**862,405**	**889,628**
Less allowance for expected credit losses		(71,438)	(57,737)
Net		**790,967**	**831,891**

19 Deposits

19.1 Classified by type of deposits

	Note	2025	2024
		(in thousand Baht)	
At call	*29*	6,049,698	2,659,579
Savings	*29*	101,729,630	58,116,783
Term	*29*	152,443,263	162,871,336
Fixed deposit receipts		57,790,735	56,260,026
Total		**318,013,326**	**279,907,724**

19.2 Classified by currency and residency of depositors

	2025			2024		
	Domestic	Foreign	Total	Domestic	Foreign	Total
			(in thousand Baht)			
Baht	311,660,469	102	311,660,571	275,188,603	102	275,188,705
US Dollar	5,140,786	1,052,710	6,193,496	4,042,250	536,485	4,578,735
Other currencies	159,259	-	159,259	140,284	-	140,284
Total	**316,960,514**	**1,052,812**	**318,013,326**	**279,371,137**	**536,587**	**279,907,724**

20 Interbank and money market items (liabilities)

	Note	2025	2024
		(in thousand Baht)	
Domestic			
Bank of Thailand		8,057,722	8,158,722
Commercial banks		20,037	19,099
Specialised financial institutions		2,471,016	523,982
Other financial institutions	*29*	5,964,536	1,443,781
Total domestic		**16,513,311**	**10,145,584**
Foreign			
US Dollar	*29*	527	557
Total foreign		**527**	**557**
Total domestic and foreign		**16,513,838**	**10,146,141**

21 Debts issued and borrowings, net

As at 31 December 2025 and 2024, debts issued and borrowings, which were issued in Thailand and denominated entirely in Thai Baht, consist of the following:

	Note	Year of maturity	Interest rate	2025	2024
			(% per annum)	*(in thousand Baht)*	
Bills of exchange		2026	1.40	1,000,000	4,850,000
Subordinated debentures [(1)]	*29*	2031	3.75	2,400,000	2,400,000
Perpetual subordinated debentures counted as a part of Tier 1 Capital	*29*	2030[(2)]	4.75	5,000,000	-
Total				**8,400,000**	**7,250,000**
Less deferred expenses				(7,870)	(32,284)
Net				**8,392,130**	**7,217,716**

[(1)] Counted as a part of Tier 2 capital, which is determined under the conditions as specified in the BoT's notification.
[(2)] The year in which call option exercise period starts

On 21 May 2021, the Bank issued 2.4 million units with a par value of Baht 1,000 each, totalling Baht 2,400 million of the subordinated debentures No.1/2564, to be counted as Tier 2 Capital. The subordinated debentures have a term of 10-year period, which mature in 2031 and carry interest at a fixed rate of 3.75% per annum, payable quarterly in February, May, August and November of every year. The Bank can early redeem the subordinated debentures after 5 years from the issuing date or under certain conditions. The Bank has to seek an approval from the Bank of Thailand for early redemption.

On 24 February 2025, the Bank issued the perpetual subordinated debentures to be counted as Additional Tier 1 Capital under Basel III requirement, par value at Baht 5,000 million, which have no expiry date and bear a fixed interest rate at 4.75% per annum until the date of redemption rights and thereafter, they will bear a floating interest rate based on the sum of 5-year government bond yield and Initial Credit Spread, payable semi-annually in February and August of every year. The debentures were offered to private placement (institutional investors). The Bank can early redeem the perpetual subordinated debentures after 5 years from the issue date, according to certain specified conditions. The Bank has to seek an approval from the Bank of Thailand's approval for early redemption.

22 Provisions

	2025	2024
	(in thousand Baht)	
Provisions for employee benefits	345,749	284,160
Allowance for expected credit loss of undrawn loan commitments and financial guarantee contracts	48,009	91,334
Provisions for decommissioning cost	47,619	50,309
Other provisions	137,672	121,239
Total	**579,049**	**547,042**

As at 31 December 2025, the Bank was exposed to credit risk in respect of undrawn loan commitments and financial guarantee contracts as total amount of Baht 36,391.78 million *(2024: Baht 34,069.68 million)*.

Provisions for employee benefits

	2025	2024
	(in thousand Baht)	
Defined benefit plan	345,749	284,160
Total	**345,749**	**284,160**

The Bank operates a defined benefit plan based on the requirement of Thai Labour Protection Act B.E. 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plans expose the Bank to actuarial risks, such as longevity risk, interest rate risk and market (investment) risk.

Present value of the defined benefit obligations	2025	2024
	(in thousand Baht)	
At 1 January	284,160	242,649
Recognised in profit or loss		
Current service cost	43,509	39,696
Interest on obligation	6,466	6,911
	49,975	**46,607**
Recognised in other comprehensive income		
Actuarial losses		
- Financial assumptions	18,110	13,403
- Experience adjustment	3,957	6,367
	22,067	**19,770**
Others		
Benefit paid	(28,468)	(24,866)
Employees transfer from parent company	18,015	-
	(10,453)	**(24,866)**
At 31 December	**345,749**	**284,160**

Actuarial assumptions

	2025	2024
	(%)	
Future salary increment rates	5.00	5.00
Discount rates	1.77	2.41

Assumptions regarding future mortality have been based on published statistics and mortality tables.

At 31 December 2025, the Bank's weighted-average durations of the defined benefit obligation were 8 years *(2024: 8 years)*.

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

	Increase	Decrease
	(in thousand Baht)	
2025		
Future salary incremental rates (0.5% movement)	14,639	(14,010)
Discount rates (0.5% movement)	(14,371)	15,198
2024		
Future salary incremental rates (0.5% movement)	11,262	(11,090)
Discount rates (0.5% movement)	(11,309)	11,599

23 Other liabilities

	Note	2025	2024
		(in thousand Baht)	
Suspense accounts - creditors		571,715	277,478
Payables on acquisition of equipment and intangible assets		113,602	115,470
Payables on purchase of investments		77,664	-
Deposits	*29*	5,178	6,516
Payables on advertising and promotion		5,347	967
Accrued expenses on premises and equipment	*29*	3,163	15,663
Payables to the Revenue Department		2,850	-
Others		9,248	8,016
Total		**788,767**	**424,110**

24 Advances received from electronic payment

In accordance with the the BoT notification number Sor Nor Chor 2/2562 dated 20 December 2019 regarding Regulations on Service Business relating to Electronic Fund Transfer (EFT), the Bank did not have advances received for electronic fund transfer, which were presented as part of liabilities as at 31 December 2025 *(2024: Baht 0.15 million)*. The Bank did not keep advances received for electronic fund transfer, which were presented as part of assets, as at 31 December 2025 *(2024: Baht 0.15 million)*.

In addition, the Bank had deposits of Baht 10 million to support electronic transactions, which are presented under interbank and money market items (assets) in the statements of financial position as at 31 December 2025 and 2024.

25 Offsetting of financial assets and financial liabilities

	2025				
	Gross carrying amount	Amount to be offset in statement of financial position	Net amount presented in statement of financial position	Amount of unoffsetting in statement of financial position	Net amount
			(in thousand Baht)		
Financial assets					
Reverse repurchase agreements	27,008,894	-	27,008,894	27,462,131	-
Derivative assets	1,009,459	-	1,009,459	1,810,638	-
Total	**28,018,353**	**-**	**28,018,353**	**29,272,769**	**-**
Financial liabilities					
Derivative liabilities	294,399	-	294,399	57,600	236,799
Total	**294,399**	**-**	**294,399**	**57,600**	**236,799**

	2024				
	Gross carrying amount	Amount to be offset in statement of financial position	Net amount presented in statement of financial position	Amount of unoffsetting in statement of financial position	Net amount
			(in thousand Baht)		
Financial assets					
Reverse repurchase agreements	28,508,593	-	28,508,593	28,839,382	-
Derivative assets	249,188	-	249,188	146,083	103,105
Total	**28,757,781**	**-**	**28,757,781**	**28,985,465**	**103,105**
Financial liabilities					
Derivative liabilities	328,859	-	328,859	218,405	110,454
Total	**328,859**	**-**	**328,859**	**218,405**	**110,454**

Reconciliation of net amount presented in statement of financial position with the caption in statement of financial position as follows:

				2025	
Type of financial instrument	Net amount presented in statement of financial position *(in thousand Baht)*	Caption in statement of financial position	*Note*	Carrying amount presented in statement of financial position *(in thousand Baht)*	Carrying amount in statement of financial position not under the offsetting conditions *(in thousand Baht)*
Financial assets					
Reverse repurchase agreements	27,008,894	Interbank and money market items (assets)	*8*	53,703,002	26,694,108
Derivative assets	1,009,459	Derivative assets	*10*	1,765,965	756,506
Total	**28,018,353**			**55,468,967**	**27,450,614**
Financial liabilities					
Derivative liabilities	294,399	Derivative liabilities	*10*	1,388,132	1,093,733
Total	**294,399**			**1,388,132**	**1,093,733**

				2024	
Type of financial instrument	Net amount presented in statement of financial position *(in thousand Baht)*	Caption in statement of financial position	*Note*	Carrying amount presented in statement of financial position *(in thousand Baht)*	Carrying amount in statement of financial position not under the offsetting conditions *(in thousand Baht)*
Financial assets					
Reverse repurchase agreements	28,508,593	Interbank and money market items (assets)	*8*	42,391,341	13,882,748
Derivative assets	249,188	Derivative assets	*10*	404,812	155,624
Total	**28,757,781**			**42,796,153**	**14,038,372**
Financial liabilities					
Derivative liabilities	328,859	Derivative liabilities	*10*	544,959	216,100
Total	**328,859**			**544,959**	**216,100**

26 Reserve

Reserves comprise:

Appropriations of profit and/or retained earnings

Legal reserve

Section 116 of the Public Limited Companies Act B.E. 2535 (1992) requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

Movement in the legal reserve was as follows:

	(in thousand Baht)
At 1 January 2024	1,064,000
Increase	100,600
At 31 December 2024 and 1 January 2025	**1,164,600**
Increase	133,000
At 31 December 2025	**1,297,600**

Other components of equity

Fair value changes in investments in debt instruments measured at FVOCI and equity instruments designated at FVOCI

The fair value changes in investments in debt instruments measured at FVOCI and equity instruments designated at FVOCI within equity comprises the cumulative net change in the fair value of investments in debt instruments measured at FVOCI and equity instruments designated at FVOCI and the allowance for ECL for debt instruments measured at FVOCI until the investments are derecognised or reclassified.

27 Assets pledged as collateral and under restriction

As at 31 December 2025, government and state enterprise securities amounting to Baht 2,211 million (*2024: Baht 4,842 million*), were pledged as collateral for other commitment with government organisation.

As at 31 December 2025, the Bank holds an investment in equity instruments of a private entity with a fair value of Baht 1,551 million that are subject to a contractual sale restriction. The equity instruments are subject to a one-year sale restriction starting from 4 August 2025, which was the date that trading in the entity's equity instruments resumed on the SET. After six months, up to 25.0% of the equity instruments could be gradually sold, with the remaining portion eligible for sale once the one-year restriction period ends.

28 Commitments and contingent liabilities

28.1 Contingent liabilities

	2025			2024		
	Baht	Foreign currencies	Total	Baht	Foreign currencies	Total
			(in thousand Baht)			
Avals to bills	132,803	-	132,803	325,267	-	325,267
Liabilities under unmatured import bills	8,793	386,747	395,540	25,075	188,909	213,984
Letters of credit	25,007	1,107,773	1,132,780	23,143	533,739	556,882
Other commitments						
- Undrawn bank overdrafts	4,343,984	-	4,343,984	4,157,027	-	4,157,027
- Others guarantees	13,215,086	241,884	13,456,970	11,818,490	174,274	11,992,764
- Others	23,501,844	-	23,501,844	27,549,069	-	27,549,069
Total	**41,227,517**	**1,736,404**	**42,963,921**	**43,898,071**	**896,922**	**44,794,993**

28.2 Commitments under long-term agreements

As at 31 December 2025 and 2024, the Bank has commitments under service agreements and consultancy service agreements relating to software development and installation services with various companies which the remaining terms of the agreements were between 1 - 5 years. The Bank is committed to pay total service fees amounting to Baht 425 million *(2024: Baht 226 million)*.

As at 31 December 2025, the Bank has commitments under lease agreements relating to office spaces and other assets with non-related parties, which the remaining terms of the agreements were between 1 - 6 years. The Bank is committed to pay total rental fees amounting to Baht 28 million *(2024: Baht 25 million)*.

28.3 Litigation

As at 31 December 2025, the Bank has been sued in many litigation cases being claimed for compensations totaling Baht 647 million *(2024: Baht 640 million)*. Final judgements have not yet been reached in respect of these cases. The management considers that the provision established for such potential loss due to the said litigation and other claims is adequate.

29 Related parties

A related party is a person or entity that has direct or indirect control or joint control, or has significant influence over the financial and managerial decision-making of the Bank; a person or entity that is under common control or under the same significant influence as the Bank; or a person or entity over which the Bank has direct or indirect control or joint control, or has significant influence over the financial and managerial decision-making. The pricing policies for transactions with related parties are determined on an arm's length basis or based on contractually agreed price.

Related parties that the Bank had significant transactions with during the year were as follows:

Name of entities	Country of incorporation / nationality	Nature of relationship
Key management personnel	Thai and other nationalities	Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the Bank
CTBC Financial Holding Company Limited	Taiwan	The ultimate parent company of the Bank
LH Financial Group Public Company Limited	Thailand	The parent company owning 99.99% of the Bank's paid-up share capital
CTBC Bank Company Limited	Taiwan	The parent company's major shareholder owning over 10% of the parent company's paid-up share capital
Land and Houses Public Company Limited	Thailand	The parent company's major shareholder owning over 10% of the parent company's paid-up share capital
Quality Houses Public Company Limited	Thailand	The parent company's major shareholder owning over 10% of the parent company's paid-up share capital
Land and Houses Securities Public Company Limited	Thailand	The subsidiary of the parent company
Land and Houses Fund Management Company Limited	Thailand	The subsidiary of the parent company

Name of entities	Country of incorporation / nationality	Nature of relationship
Land and Houses Advisory Company Limited [1]	Thailand	The indirect subsidiary of the parent company

[1] Land and Houses Advisory Company Limited has registered for dissolution registration with the Department of Business Development, the Ministry of Commerce on 17 April 2025. The liquidation process had been completed on 19 December 2025.

Significant transactions with related parties

For years ended 31 December	2025	2024
	(in thousand Baht)	
Interest income		
Parent company	55	36,234
Subsidiary of the parent company	13,671	67,017
Directors and executives	16	55
Related persons	628	915
Interest expenses		
Parent company	203,815	502
Major shareholders of the parent company	16,575	10,099
Subsidiaries of the parent company	3,112	888
Related companies	26,150	41,916
Directors and executives	2,249	2,106
Related persons	10,052	11,074
Fees and service income		
Parent company	237	134
Subsidiaries of the parent company	94,376	39,643
Related companies	689	6,328
Fees and service expenses		
Major shareholders of the parent company	-	1
Related companies	223	217
Other operating income		
Parent company	1,916	-
Subsidiaries of the parent company	1,276	986
Other operating expenses		
Parent company	370,910	372,758
Major shareholders of the parent company	15,230	6,832
Related companies	4,199	6,161

As at 31 December 2025 and 2024, the outstanding balances of significant transactions with related parties can be summarised as follows:

	2025	2024
	(in thousand Baht)	
Interbank and money market items (assets)		
Subsidiary of the parent company	149,973	734,893
Loans to customers and accrued interest receivables		
Directors and executives	282	1,510
Related persons	16,197	19,411
Other assets		
Parent company	939	300
Major shareholder of the parent company	-	7,585
Subsidiaries of the parent company	7,912	4,771
Related companies	9,663	9,001
Directors and executives	4	-
Deposits		
Parent company	1,290,566	5,151,809
Major shareholders of the parent company	4,404,056	2,111,681
Subsidiary of the parent company	-	3,363
Related companies	2,332,285	2,605,881
Directors and executives	240,424	184,235
Related persons	1,138,517	1,717,422
Interbank and money market items (liabilities)		
Major shareholder of the parent company	527	557
Subsidiaries of the parent company	149,229	53,025
Debts issued and borrowings		
Parent company	5,000,000	-
Related persons	-	7,000
Accrued interest payables		
Parent company	84,589	-
Major shareholders of the parent company	1,418	1,119
Subsidiary of the parent company	-	8
Related companies	2,320	3,242
Directors and executives	732	518
Related persons	1,732	2,106
Accrued expenses		
Parent company	16,860	32,586
Related companies	174	71
Directors and executives	-	90
Lease liabilities		
Parent company	1,210	2,662
Major shareholders of the parent company	-	2,323
Related companies	20,843	19,770

	2025	2024
	(in thousand Baht)	
Other liabilities		
Major shareholders of the parent company	-	172
Subsidiary of the parent company	-	45
Related companies	51	7
Directors and executives	7	-
Contingent liabilities - undrawn credit limit		
Parent company	-	30,000
Subsidiaries of the parent company	850,000	5,865,000

Significant agreements with related parties

The Bank has been served under a yearly renewable term of service and support agreement from the parent company, effective on 1 October 2025 onwards. The agreement remains in effect unless either party provides written notice of its intention to terminate the agreements to the other party. The service fees are calculated based on a core service fee and administrative costs as stipulated in the agreement.

The Bank has served under a yearly renewable term of service and support agreement to the parent company and the subsidiaries of the parent company, effective on 1 October 2025 onwards. The agreement remains in effect unless either party provides written notice of its intention to terminate the agreements to the other party. The service fees are calculated based on a core service fee and administrative costs as stipulated in the agreement.

30 Other benefits to directors and persons with managing authority

The Bank has not paid other benefits to director and executive except for the benefit that are normally paid such as directors fee, director bonus, executives' salary and bonus.

Directors' and executives' compensation

During the years ended 31 December 2025 and 2024, compensations incurred on directors and executives of the Bank, which were recognised in profit or loss, were summarised as follows:

For the years ended 31 December	2025	2024
	(in thousand Baht)	
Short-term employee benefits	186,613	201,001
Post-employment benefits	16,744	15,821
Total	**203,357**	**216,822**

Directors and executives of the Bank are directors, president, senior executive vice president, first executive vice president, executive vice president, first senior vice president and equivalent.

31 Leases

Leases as lessee

The Bank has entered into the lease agreements for rental of various assets for use in its operation, whereby it is committed to pay rental on a monthly basis. The terms of the agreements are generally between 1 to 5 years.

Right-of-use assets

	Office space	Vehicles	Machine/ ATM	Office equipment	Total
			(in thousand Baht)		
Cost					
At 1 January 2024	1,199,308	60,568	-	-	1,259,876
Additions	216,420	12,018	5,058	4,818	238,314
Write-off	(90,873)	(9,402)	-	-	(100,275)
At 31 December 2024 and 1 January 2025	**1,324,855**	**63,184**	**5,058**	**4,818**	**1,397,915**
Additions	212,084	25,321	-	5,733	243,138
Write-off	(259,242)	(10,765)	-	-	(270,007)
At 31 December 2025	**1,277,697**	**77,740**	**5,058**	**10,551**	**1,371,046**
Accumulated depreciation					
At 1 January 2024	569,394	27,573	-	-	596,967
Depreciation charged for the year	220,471	12,448	85	539	233,543
Write-off	(54,736)	(9,382)	-	-	(64,118)
At 31 December 2024 and 1 January 2025	**735,129**	**30,639**	**85**	**539**	**766,392**
Depreciation charged for the year	243,036	14,160	1,011	1,646	259,853
Write-off	(245,476)	(10,748)	-	-	(256,224)
At 31 December 2025	**732,689**	**34,051**	**1,096**	**2,185**	**770,021**
Net book value					
At 31 December 2024	**589,726**	**32,545**	**4,973**	**4,279**	**631,523**
At 31 December 2025	**545,008**	**43,689**	**3,962**	**8,366**	**601,025**

Lease liabilities

	2025	2024
	(in thousand Baht)	
Less than 1 year	254,197	257,811
1 year to 5 years	395,771	437,802
Over 5 years	2,708	-
Total undiscounted lease liabilities	**652,676**	**695,613**
Lease liabilities included in the statement of financial position	**625,266**	**657,814**

Amount recognised in profit or loss

For the years ended 31 December	2025	2024
	(in thousand Baht)	
Depreciation for right-of-use assets		
- Office space	243,036	220,471
- Vehicles	14,160	12,448
- Machine/ATM	1,011	85
- Office equipment	1,646	539
Interest expense on lease liabilities	19,451	21,333
Expenses relating to leases of low-value assets/short-term leases/variable lease payments that do not depend on an index or a rate	27,918	26,450

Leases as lessor

Finance leases

Leases which are classified as finance leases are hire-purchase contracts as disclosed in note 12.7.

32 Segment information

The Bank has identified 3 main business groups for management reporting purposes. The business groups offer different customers, different products and services, and the groups' performance is measured based on segment operating profit before expected credit loss and income tax expense.

Institutional Banking (Formerly Wholesale Banking)

Institutional Banking (Formerly Wholesale Banking) comprises corporate business customers including state enterprises, and financial institutions etc. The products and services include commercial loans, working capital and letter of guarantee.

Retail Banking

Retail Banking comprises individual customers who use the Bank's products and services such as deposit services, housing loans, personal loans and life insurance and mutual fund brokerage service.

Global Markets

Global Markets comprises activities mainly including funding, investing in liquid assets and services relating to foreign exchange rate.

Management Committee monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. The Bank measures segment performance based on operating profit or loss and total assets, and on a basis consistent with that used to measure operating profit or loss in the financial statements. In addition, recording for inter-segment (if any) is reported on a basis in consistent with external customers.

The following tables present revenue and profit information regarding the Bank's operating segments for the years ended 31 December 2025 and 2024.

For the years ended 31 December	2025			
	Institutional Banking	Retail Banking	Global Markets	Total
		(in thousand Baht)		
Net interest income	4,813,932	1,354,765	737,541	6,906,238
Non-interest income, net	314,880	314,379	803,457	1,432,716
Total operating income	5,128,812	1,669,144	1,540,998	8,338,954
Total other operating expenses	(1,746,679)	(2,298,110)	(358,522)	(4,403,311)
Profit (loss) from operations before expected credit loss and income tax	3,382,133	(628,966)	1,182,476	3,935,643
Expected credit loss				(640,966)
Profit from operations before income tax				3,294,677
Income tax				(639,599)
Net profit				**2,655,078**

For the years ended 31 December	2024			
	Institutional Banking	Retail Banking	Global Markets	Total
		(in thousand Baht)		
Net interest income	4,831,815	1,309,213	803,267	6,944,295
Non-interest income, net	268,508	218,883	212,041	699,432
Total operating income	5,100,323	1,528,096	1,015,308	7,643,727
Total other operating expenses	(1,643,966)	(1,955,528)	(259,077)	(3,858,571)
Profit (loss) from operations before expected credit loss and income tax	3,456,357	(427,432)	756,231	3,785,156
Expected credit loss				(1,283,057)
Profit from operations before income tax				2,502,099
Income tax				(491,755)
Net profit				**2,010,344**

The following tables present assets and liabilities regarding the Bank's operating segments as at 31 December 2025 and 2024.

	Institutional Banking	Retail Banking	Global Markets	Total
		(in thousand Baht)		
2025				
Loans to customers and interbank and money market items [1]	214,730,058	72,237,051	46,500,000	333,467,109
Total assets				392,915,180
Total liabilities				351,860,262
2024				
Loans to customers and interbank and money market items [1]	196,299,378	59,189,135	34,000,000	289,488,513
Total assets				340,445,905
Total liabilities				302,482,392

[1] Exclude accrued interest receivables and undue interest receivables and allowance for expected credit loss.

During the years ended 31 December 2025 and 2024, the Bank had no major customer with revenue of 10 percent or more of total revenues.

33 Financial position and results of operations classified by domestic and foreign business

The Bank mainly operates in 3 segments, which are institutional banking (formerly wholesale banking), retail banking and global markets, carrying out in Thailand only. Most revenues, expenses, profit, assets and liabilities are as reflected in the financial statements pertaining to the aforementioned industry and geographic area.

34 Interest income

For the years ended 31 December	*Note*	2025	2024
		(in thousand Baht)	
Interbank and money market items	*29*	748,668	586,123
Investments in debt instruments		1,041,460	898,903
Loans to customers	*29*	11,717,631	11,628,088
Hire purchase		26,682	28,989
Others		2,771	9,011
Total		**13,537,212**	**13,151,114**

35 Interest expenses

For the years ended 31 December	*Note*	2025	2024
		(in thousand Baht)	
Deposits	*29*	4,819,951	4,700,432
Interbank and money market items	*29*	101,602	34,616
Contributions to Deposit Protection Agency, Financial Institutions Development Fund and You Fight We Help Program *		1,350,264	1,161,906
Debts issued and borrowings			
- Subordinated debentures	*29*	293,376	90,700
- Bills of exchange		39,031	186,420
Others		26,750	32,745
Total		**6,630,974**	**6,206,819**

* The BOT announced a reduction in the rate of contribution from financial institutions to the Financial Institutions Development Fund for the year 2025. The reduced amount is to be utilised to support the programs specified by the BOT.

36 Net fees and service income

For the years ended 31 December	*Note*	2025	2024
		(in thousand Baht)	
Fees and service income			
- Acceptances, aval and guarantees		117,059	99,892
- Commission income	*29*	356,964	273,178
- Others	*29*	75,868	70,392
Total		**549,891**	**443,462**
Fees and service expenses			
- Fees and charges		(79,084)	(91,844)
- Others	*29*	(3,743)	(3,922)
Total		**(82,827)**	**(95,766)**
Net		**467,064**	**347,696**

37 Net gains on financial instruments measured at fair value through profit or loss

For the years ended 31 December	2025	2024
	(in thousand Baht)	
Gains on trading and foreign exchange transactions		
Foreign currencies and foreign currency related derivatives	172,053	45,003
Debt instruments	8,525	-
Total	**180,578**	**45,003**

38 Net gains (losses) on investments

For the years ended 31 December	2025	2024
	(in thousand Baht)	
Gains (losses) on derecognition		
Investments in debt instruments measured at FVOCI	393,981	(30,680)
Total	**393,981**	**(30,680)**

39 Expected credit losses

For the years ended 31 December	2025	2024
	(in thousand Baht)	
(Reversal of) expected credit losses		
Interbank and money market items	(838)	(8,233)
Investments in debt instruments measured at amortised cost	(1,671)	2,741
Investments in debt instruments measured at FVOCI	(674,787)	4,619
Loans to customers and accrued interest receivables		
- Expected credit losses	1,332,173	1,228,290
- Modification losses	13,211	58,069
Other assets	16,203	15,377
Undrawn credit limit and financial guarantee contracts	(43,325)	(17,806)
Total	**640,966**	**1,283,057**

40 Income tax

Income tax recognised in profit or loss

For the years ended 31 December	*Note*	2025	2024
		(in thousand Baht)	
Current tax			
Current year		486,966	706,692
(Over) under provided in prior years		(2,089)	9,998
Deferred tax			
Movements in temporary differences	*17*	154,722	(224,935)
Total		**639,599**	**491,755**

Income tax recognised in other comprehensive income

For the years ended 31 December	2025			2024		
	Before tax	Tax (expense) income	Net of tax	Before tax	Tax (expense) income	Net of tax
	(in thousand Baht)					
Investment in debt instruments measured at FVOCI	610,397	(122,079)	488,318	1,202,627	(240,525)	962,102
Investment in equity instruments designated at FVOCI	1,332,079	(266,416)	1,065,663	299,552	(59,911)	239,641
Actuarial losses	(22,067)	4,413	(17,654)	(19,770)	3,954	(15,816)
Total	**1,920,409**	**(384,082)**	**1,536,327**	**1,482,409**	**(296,482)**	**1,185,927**

Reconciliation of effective tax rate

For the years ended 31 December	2025		2024	
	Rate (%)	*(in thousand Baht)*	Rate (%)	*(in thousand Baht)*
Profit before income tax		3,294,677		2,502,099
Income tax using the Thai corporation tax rate	20.0	658,935	20.0	500,420
(Over) under provided in prior years		(2,089)		9,998
Tax effects of				
Tax-exempted revenues		(18,183)		(14,744)
Additional expense deductions allowed		(2,661)		(4,721)
Non-deductible expenses		3,597		802
Total	**19.4**	**639,599**	**19.7**	**491,755**

41 Interest in unconsolidated structured entity arising in the normal course of business

The Bank has transactions with unconsolidated structured entities, through various activities such as involvement in the establishment process, fund management, acting as the trustee, as well as providing source of funds. These structured entities are normally in the form of mutual funds and some investment funds, which were summarised as follows:

	2025		2024	
	Carrying value	Maximum exposure to loss	Carrying value	Maximum exposure to loss
	(in thousand Baht)			
Assets				
Investments	2,988,299	2,988,299	3,175,898	3,175,898
Loans to customers and accrued interest receivables and undue interest receivables	12,255,397	12,255,397	10,644,038	10,644,038
Liabilities				
Deposits	408,840	408,840	185,021	185,021
Accrued interest payables	1,225	1,225	-	-

Maximum exposure to loss of loans to customers and accrued interest receivables, deposits and accrued interest payables is presented at carrying value, and maximum exposure to loss of investments is presented at fair value.

42 Dividend

The dividends paid by the Bank to the shareholders are as follows:

Dividend	Approved by	Dividend paid *(in thousand Baht)*	Dividend paid per share *(Baht per share)*
From its operating results for the nine-month period ended 30 September 2024	The Board of Directors Meeting of the Bank on 11 November 2024	850,000	0.425
Total dividend paid during year ended 31 December 2024		**850,000**	**0.425**

From its operating results for the nine-month period ended 30 September 2025	The Board of Directors Meeting of the Bank on 10 November 2025	1,100,000	0.550
Total dividend paid during year ended 31 December 2025		**1,100,000**	**0.550**

43 Events after the reporting period

On 23 January 2026, the Extraordinary General Meeting of Shareholders passed a resolution for approval of issuance and offering of the subordinated debenture counted as a part of Tier 2 Capital in the amount of Baht 2,400 million with the greenshoe option of Baht 200 million a 10-year tenor to replace the existing Tier-2 subordinated debentures, amounted to Baht 2,400 million, which the Bank planned to redeem it in 2026 to maintain capital adequacy. However, the terms and conditions of the instrument will be subject to the supervision and requirements of the office of Thai Securities and Exchange Commission.

On 23 February 2026, the Board of Director's Meeting passed a resolution to propose to the Annual General Meeting of the shareholders for approval of the 2025 dividend payments in cash of Baht 0.80 per share from the operating results for the year ended 31 December 2025. The Bank already paid an interim dividend in cash of Baht 0.55 per share. Accordingly, the remaining dividend to be paid in cash is Baht 0.25 per share, or a total of Baht 500 million.

Reference Information

Auditor	:	**KPMG Phoomchai Audit Limited**
List of Auditors:	:	Ms. Orawan Chotiwiriyakul CPA Registration No. 10566 Mr. Jedsada Leelawatanasuk CPA Registration No. 11225 Mr. Chokechai Ngamwutikul CPA Registration No. 9728 Ms. Thitima Pongchaiyong CPA Registration No. 10728
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