

A woman and a young girl are watering a small green sapling in a sunlit forest. The woman is holding a white watering can and pouring water onto the plant. The girl is standing next to her, also holding the watering can. They are both wearing light-colored clothing. The background is a lush green forest with many trees and sunlight filtering through the leaves. A blue butterfly is flying in the foreground on the left.

SCB^x

SUSTAINABILITY REPORT
2025

Sustainability
In Every Future

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Overview

Message from the Chairman and the Chief Executive Officer

SCBX Overview

Sustainability at SCBX

Message from the Chairman and the Chief Executive Officer



Police Colonel Thumnithi Wanichthanom
Chairman of the Board of Directors



Mr. Arthid Nanthawithaya
Chief Executive Officer

The year 2025 has proven to be another challenging year for SCBX Group. The global landscape remained volatile, shaped by heightened geopolitical tensions, economic volatility, and escalating severity of climate-related natural disasters. Meanwhile, Thailand's economy remained fragile, pressured by persistent structural challenges, including elevated household debt, aging demographics, declining birth rates, political uncertainty, and unforeseen natural disasters such as earthquakes and major flooding—all of which have exerted prolonged and far-reaching impacts on the Thai economy and society.

Despite these challenges, SCBX Group has delivered strong performance, reflecting the Group's resilience, adaptability, and long-term potential in the face of intricate challenges posed by a volatile business environment. The Group continues to emphasize a robust foundation for sustainable growth, anchored in prudent risk management and strategic investments to strengthen the group's technological capabilities—particularly in AI capabilities—to become an AI-first organization.

To advance its sustainability mission, SCBX Group established the Sustainability Committee in 2025 to provide governance and strategic oversight of Environmental, Social, and Governance (ESG) initiatives and climate-related policies. The Committee is mandated to examine, review, and approve ESG policies, strategies, and risk tolerance, while ensuring alignment with the Group's overall strategic direction, alongside recommending approaches to integrate sustainability considerations into business operations and risk management strategies.

SCBX Group remains steadfast in championing sustainability under the overarching mission of ‘Opportunities for Everyone, Possibilities Every Day’—which is structured around four strategic pillars: Planting Digital Seeds, Enriching Lives, Growing Economic Resilience, and Achieving Climate Neutrality. This framework not only adheres to the ten principles of the United Nations Global Compact but also upholds the United Nations Sustainable Development Goals (SDGs) and the Paris Agreement.

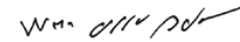
Under the ‘Planting Digital Seeds’ pillar, SCBX Group aspires to nurture a robust and future-ready AI ecosystem through the Group AI Roadmap, to offer a strategic approach to building AI, technology, and data literacy across the organization to build a robust AI Ecosystem. The Group launched the aGenX, a core platform architecture designed to accelerate advanced technology adoption and knowledge diffusion across SCBX subsidiaries. aGenX serves as a critical catalyst for innovation and service excellence to deliver unparalleled experiences to customers and stakeholders. SCBX Group, firmly believes that technological advancement is anchored in the synthesis of AI power and human intelligence, as AI delivers its greatest impact only when leveraged by users with deep expertise and understanding. Therefore, throughout 2025, SCBX Group prioritized the cultivation of technology and digital skills among employees and the broader society to reinforce responsible AI adoption and deepen understanding of AI-enabled transformation.

Under the ‘Enriching Lives’ pillar, SCBX Group continues to bridge the financial access gap—particularly for underserved populations, consistently expand access to formal funding sources and holistic solutions, promote financial literacy, enhance long-term financial security, and uplift quality of life. Furthermore, the Group empowers SMEs and startups to unlock their potential and business capabilities amid rapid change, while preparing the younger generation and communities to adapt to a myriad of challenges brought by digital transformation, ensuring that society can thrive in turbulent times.

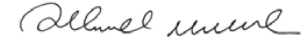
With respect to environmental stewardship, SCBX Group has accelerated initiatives under the ‘Growing Economic Resilience’ and ‘Achieving Climate Neutrality’ pillars by implementing both short- and long-term strategies to mitigate greenhouse gas (GHG) emissions and fulfill our net zero commitment by 2050. This reflects the Group’s unwavering efforts to address the urgent climate agenda, which requires collective efforts from all stakeholders. In 2025, SCBX Group delivered over 223,487 million baht in sustainable finance solutions, surpassing the initial target. This success not only underscores the Group’s commitment to fostering a resilient economic

system to navigate global volatility but also underscores its role in supporting Thailand’s transition to a low-carbon economy. In 2025, SCBX Group mitigated operational GHG emissions (Scope 1 and 2) by 25% compared to the 2023 base year, through multiple initiatives such as renewable electricity procurement, the phase-out of R22 refrigerants, electrification of vehicle fleets, and expanded solar panel installation—all underpinned by our ambition to achieve the Operational Net Zero by 2030.

The Board of Directors and management would like to extend our gratitude to all stakeholders for their resolute trust and steadfast support in pioneering SCBX Group’s value-creation ecosystem. Looking ahead to 2026, we stand ready to pursue ambitious milestones with integrity, upholding the highest standards of business ethics and embedding sustainability at the core of our strategy as we march toward our aspiration to become ‘The Most Admired Regional Financial Technology Group.’



Police Colonel Thumnithi Wanichthanom
Chairman of the Board of Directors



Mr. Arthid Nanthawithaya
Chief Executive Officer

About SCBX

A Future Built by All of Us

SCB X Public Company Limited was listed on the Stock Exchange of Thailand on April 22, 2022, following the restructuring plan from Siam Commercial Bank's financial business group to SCBX's financial technology group. The primary goal is to enhance the group's competitiveness and increase its long-term value in the context of significant changes in the current financial transaction landscape.



Vision

To be the most admired regional financial technology group.



Commitment

Beyond Banking

Drive growth with a comprehensive technology ecosystem, digital asset infrastructure, and environmental technology.



Mission

To make finance simple and accessible for everyone through the integration of technology and innovation.

Beyond Thailand

Expand the customer base to 200 million, covering both within and outside the ASEAN region, through SCBX Group's operations and mergers and acquisitions.

Value-Driven

Achieve growth with a company valuation of 1 trillion Baht.

Business Groups

SCBX serves as the parent company of the financial technology business group, comprising 12 companies under three main business segments

GEN
1

Banking Business



GEN
2

Consumer and
Digital Finance Business



GEN
3

Platform and
Technology Business

Climate Technology



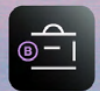
Building new capabilities in technology and data.



Learn more about SCBX's strategy: The Path to a Technology Company. [Click here.](#)

2025 Performance Overview

Financial



Total Net
Operating Income

171.6 Billion Baht



Net Profit

47,488 Million Baht



Return on Equity

9.7



Return on Assets

1.3

Employees



Total
Employees

30,116 People



Proportion of
Female Executives

54%



Average
Training Hours

58 Hours/
Employee



Male
Employees

33%



Female
Employees

67%



Human Capital
Return on
Investment (HCROI)

3.80

2025 Performance Overview

Social



Expenditure on
Social Activities

220 Million Baht



93%

Cash Contribution

7%

In-Kind Giving

Environmental



Reduction in
Greenhouse Gas
Emissions
Scope 1-2,
compared with
the 2023 base year

25%



Reduction of
total energy
consumption
within the
organization

8.5%



Percentage of electricity
purchased within the
organization from renewable
sources from total electricity

38%

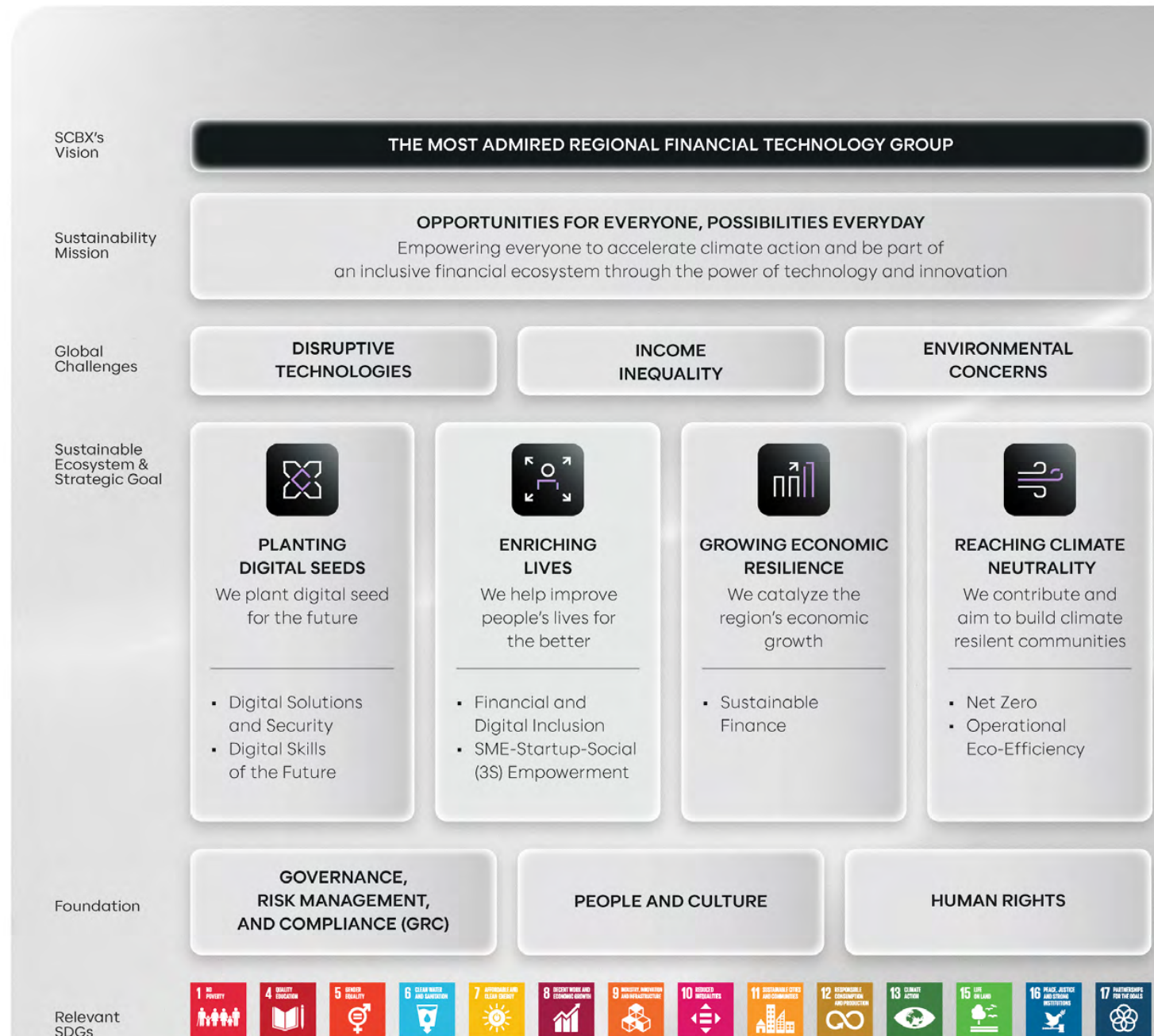
Sustainability at SCBX

SCBX Group is committed to advancing sustainable development anchored in an economic, social, and environmental balance. In doing so, the Group seeks to foster opportunities and unlock possibilities for all stakeholders to contribute meaningfully to a resilient and sustainable ecosystem.



Sustainability Framework

Recognizing the Group's role and responsibility to the Thai economy and society, and guided by a strong belief in the power of shared value creation, SCBX Group's ambition extends beyond becoming the most sustainable organization, but also enabling stakeholders to navigate change with confidence and thrive while contributing meaningful value to a balanced ecosystem. The Group's sustainability agenda is driven by the four strategic pillars: 'Planting Digital Seeds, Enriching Lives, Growing Economic Resilience, and Achieving Climate Neutrality'—under the overarching mission of 'Opportunities for Everyone, Possibilities Everyday'. SCBX Group pursues these efforts in adherence to business ethics, the United Nations' international principles, and the Sustainable Development Goals.



To ensure coherence and clear strategic direction, SCBX Group has established a comprehensive set of sustainability policies under this framework, encompassing environmental, social, governance, and technology-related dimensions as follows:



[Sustainability Policy](#)



[ESG Risk Management Policy](#)



[Climate Change and Environmental Stewardship Policy](#)



[Financial Inclusion Policy](#)



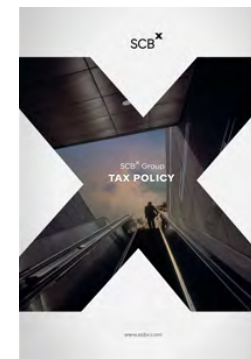
[Human Rights Policy](#)



[People Management Policy](#)



[Occupational Health, Safety, and Environment Policy](#)



[Tax Policy](#)



[Information and Cybersecurity Policy](#)



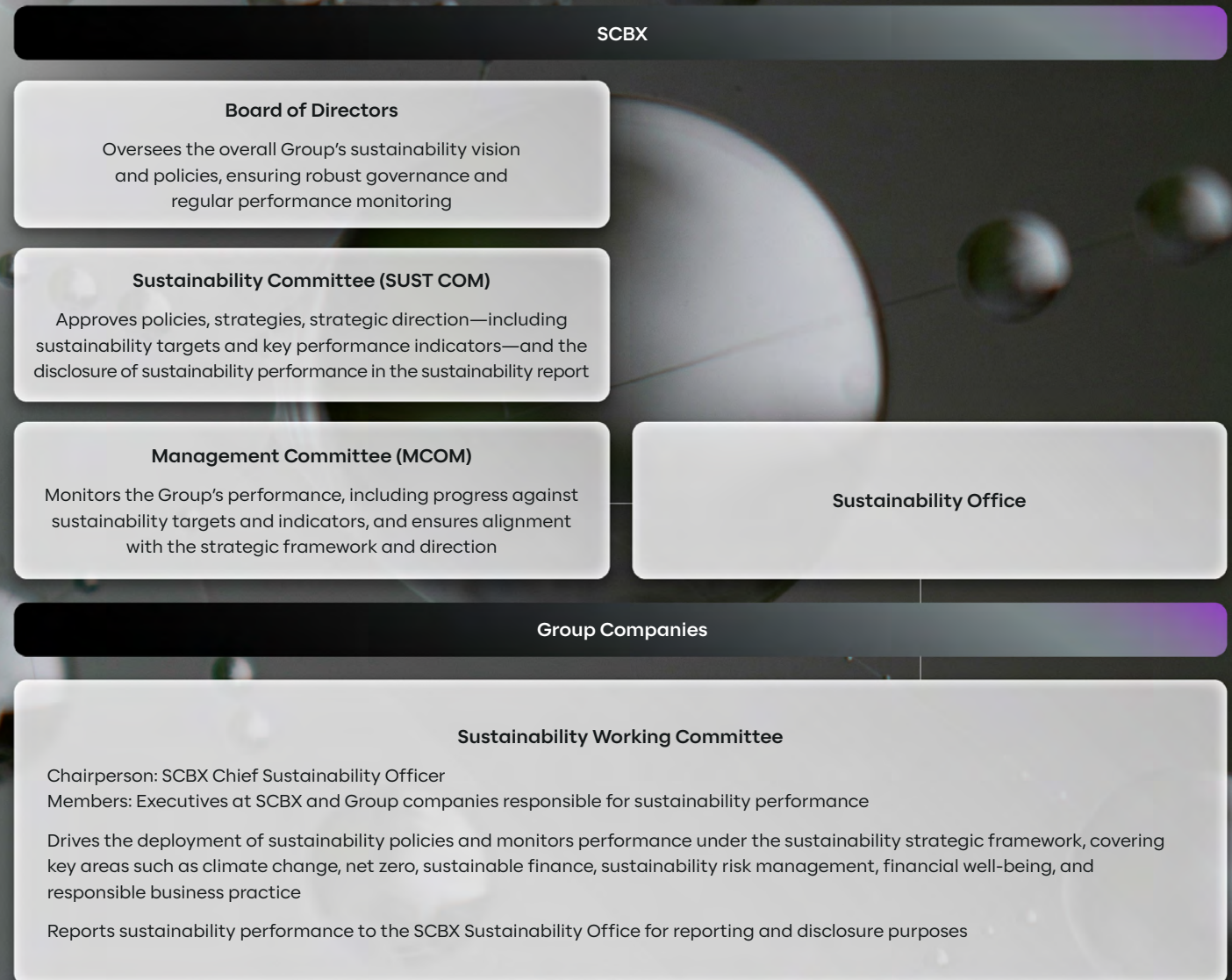
[Corporate Social Responsibility Policy](#)

Sustainability Governance

SCBX Group has put in place a sustainability governance structure with clearly defined roles and responsibilities spanning from the Board of Directors to Group companies. This governance structure ensures that sustainability efforts are coherent organization-wide, aligned with policies and strategic priorities, and implemented systematically, with sustainability considerations and guidelines embedded into operations and corporate culture.

In January 2025, SCBX Group appointed the Sustainability Committee, tasked with overseeing and providing policy guidance on the direction, targets, and execution of the Group's sustainability and climate-related undertakings. The Committee takes into account material risks and opportunities for business operations, while promoting the integration of environmental, social, and governance (ESG) considerations into SCBX Group's strategy, risk management, and decision-making processes, in alignment with the relevant sustainability disclosure frameworks.

Sustainability Governance Structure at SCBX



Materiality and Stakeholder Engagement

SCBX Group conducts an annual assessment or review of material sustainability issues in accordance with the Global Reporting Initiative (GRI) Standards, integrating the Double Materiality principle in alignment with the European Commission's Corporate Sustainability Reporting Directive (CSRD), with reference to the European Sustainability Reporting Standards (ESRS). The Double Materiality assessment evaluates sustainability issues across two main dimensions.

- 1. Impact Materiality:** An assessment of actual and potential positive and negative impacts arising from SCBX Group's operations across the short and long term, taking into account stakeholder expectations throughout the value chain.
- 2. Financial Materiality:** An assessment of sustainability-related risks and opportunities that may influence SCBX Group's financial position and performance.

This assessment enables SCBX Group to develop a comprehensive view of material risks and opportunities—both financial and non-financial—thereby strengthening transparency and accountability in business operations as well as enhancing the Group's ability to meet the expectations of investors, customers, and stakeholders with a strong focus on ESG considerations.

Double Materiality Assessment Process



1

Analyze material issues across the value chain, along with major trends in the financial sector and relevant industries.



2

Analyze material issues to both internal and external stakeholders—including customers, employees, regulators, investors, business partners, trade partners, and society. The analysis encompasses actual and potential impacts, positive and negative externalities, as well as risks and opportunities identified through stakeholder engagement.



3

Assess the alignment between the enterprise risk management framework and SCBX Group's strategic direction to deepen understanding of the severity, likelihood, scale, and scope of impacts, risks, and opportunities.



4

Evaluate and prioritize material issues based on both 'Impact Materiality' and 'Financial Materiality.' Assessment outcomes are validated by experts prior to submission for review and approval by the Management Committee, Sustainability Committee, and Board of Directors, respectively.

In 2025, SCBX Group reviewed the material sustainability issues through the Double Materiality assessment to ensure relevance and alignment with the evolving business landscape. The assessment incorporated both internal and external perspectives, alignment with applicable sustainability standards, major sectoral trends, and stakeholder expectations.

Based on the assessment, SCBX Group identified 16 materiality issues, including 3 newly added issues including climate mitigation & adaptation, digital fraud management, and market conduct, compared with 2024. The Board of Directors has reviewed and approved the 2025 material sustainability issues, as follows.

Sustainability Materiality Assessment			
	 ENVIRONMENTAL	 SOCIAL	 GOVERNANCE / ECONOMIC
CRITICAL TOPICS	- Climate Mitigation & Adaptation - Sustainable Finance & Investment	- Financial Inclusion / Financial Health & Literacy - Digital Fraud Management - Future Skill & Talent Management	- AI & Digital Innovation - Corporate Governance - Cybersecurity & Information Security - Risk Culture & Crisis Management
FOCUS TOPICS		- Customer Relationship Management - SME & Social Development - Human Rights - Customer Data Privacy	Business Ethics & Market Conduct
FOUNDATION TOPICS	Natural Capital & Biodiversity	Diversity, Equity & Inclusion	
	New material topics		

Stakeholder Engagement in Materiality Assessment

Stakeholder Group	Communication Channels	Key Expectations / Concerns	SCBX Group's Response
Customers  1	- Corporate meeting - Customer-relationship building activities - Satisfaction survey - Complaint and recommendations handling through Customer Centers, Branch Network, and SCB Easy - Website and social network sites	- Financial inclusion - Financial risk management - Cybersecurity - Sustainable / Green finance - Climate change and decarbonization - Customer data protection - Business ethics - Ethical AI - Customer relationship management - Personnel skills and competency development	Details of the SCBX Group's response can be found in the chapters below: - Digital Solutions and Security - Sustainable Finance - Net Zero - Compliance with Laws and Regulations - People and Culture - Digital Skills of the Future
Employees  2	- Employee engagement survey - Meetings and seminars - Internal communication channels - Whistleblowing systems - Annual performance appraisals	- Skill and capability development - Internal mobility and career advancement - Performance evaluation and compensation - Work-life balance - Cybersecurity - Risk and crisis management - Business ethics - Protection of personal data	Details of the SCBX Group's response can be found in the chapters below: - Enhancing Technological Capabilities and Cybersecurity - Digital Skills of the Future - Compliance with Laws and Regulations - Risk Management - People and Culture
Investors  3	- Shareholder meetings - Meeting with analysts and investors - Information disclosure and reporting through corporate website, Stock Exchange of Thailand websites, press release, and public media	- Corporate governance - Risk management - Transparency in governance and information disclosure - Sustainable finance and investment - Climate change - Financial inclusivity, especially for SMEs - Cybersecurity - Human rights	Details of the SCBX Group's response can be found in the chapters below: - Enhancing Technological Capabilities and Cybersecurity - Financial and Digital Inclusion - Governance Risk Management and Compliance - Sustainable Finance - Net Zero - Human Rights

Stakeholder Group	Communication Channels	Key Expectations / Concerns	SCBX Group's Response
Regulators  4	- Meetings and hearings on regulatory policies and guidance - Received regular assessment from regulatory bodies - Sharing opinions through forums	- Corporate governance - Green financing - Financial inclusivity, especially for SMEs - Household debt - Cybersecurity - Development of artificial intelligence and digital products and services - Talent development	Details of the SCBX Group's response can be found in the chapters below: - Digital Solutions and Security - Digital Skills of the Future - Financial and Digital Inclusion - Sustainable Finance - Net Zero - People and Culture - Corporate Governance
Business Partners and Suppliers  5	- Meeting and corporate conference - Engagement through associations and organization of initiatives	- Digital sustainability - Sustainable finance / Green financing - Climate Risk Readiness - Enhancement of Environmental, Social, and Governance (ESG) practices - Cyber and data security - Greenwashing prevention	Details of the SCBX Group's response can be found in the chapters below: - Sustainability at SCBX - Digital Solutions and Security - Sustainable Finance - Net Zero
Civil Society  6	- Meeting and dialogue - Activities and corporate social responsibility activities - Website and social network sites	- Climate change and biodiversity - Human rights and labor practices - Anti-corruption - Community quality of life development - Financial inclusivity - Cybersecurity and customer data protection	Details of the SCBX Group's response can be found in the chapters below: - Financial and Digital Inclusion - Net Zero - Compliance with Laws and Regulations - Human Rights

Participation in National and Global Initiatives

SCBX Group actively supports and participates in national and global ESG initiatives in collaboration with a broad range of organizations. Through these engagements, the Group adopts recognized best practices into the operations while contributing to global efforts to advance sustainable development.



A Thailand branch of WBCD, aiming to promote environmental awareness within the business sector under the concept of sustainable development



A voluntary initiative by Thai private sector to take part in tackling corruption through collective actions



The EP Association promotes and encourages the adoption and implementation of the Principles by financial institutions



An industry-led partnership to facilitate transparency and accountability of the financial industry to the Paris Agreement



A public organization focusing on enhancing Thailand and Southeast Asia region's competence on climate change issues



A voluntary initiative to implement universal sustainability principles and support UN goals



A framework set to help public companies and organizations to effectively disclose climate-related risks and opportunities



A collaborative partnership to drive ambitious climate action in the private sector by enabling organizations to set science-based emissions reduction targets

Sustainability Awards and Recognitions



Rated 'A List' on Climate Change Management Assessment for the 2nd consecutive year

By CDP



Earned the highest score among the Thai banking sector and ranked among the top 10% of the global banking sector, based on the Corporate Sustainability Assessment 2025

By S&P Global



Selected as a member of the FTSE4Good Index Series in the FTSE4Good Emerging Index

By FTSE Russell



Rated 'A' on Environmental, Social, and Governance (ESG) performance

By MSCI



Earned the 'Best Sustainability Awards' from the SET Awards 2025 among the listed companies with a market capitalization of over 100 billion Baht

By Stock Exchange of Thailand and Money & Banking Magazine



Rated 'AAA' in the SET ESG Rating

By Stock Exchange of Thailand



Received the Sustainability Disclosure Award 2025

By Thaipat Institute



Selected as a member of ESG100, underscoring the Group's outstanding performance in Environmental, Social, and Governance in 2025

By Thaipat Institute

HIGHLIGHTS OF 4 PILLARS

Planting Digital Seeds



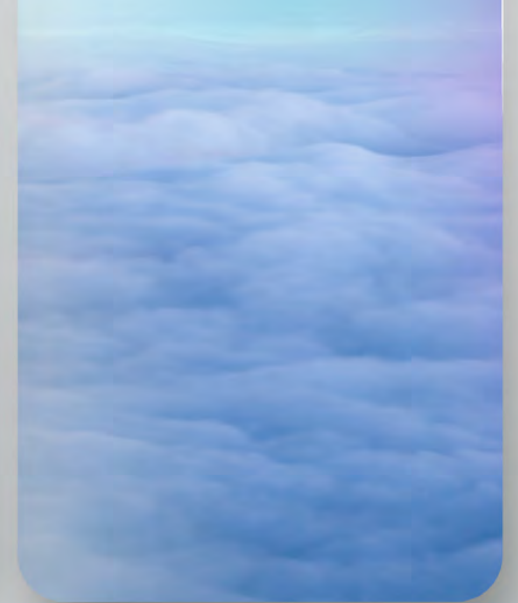
Enriching Lives



Growing Economic Resilience



Reaching Climate Neutrality



Planting Digital Seeds

Digital Solutions and Security

Digital Skills of the Future

Digital Solutions and Security

SCBX Group is committed to harnessing technological and data expertise to drive innovation and invest in technology of the future. The goal is to provide clients with a wide array of financial product alternatives that help strengthen a digital ecosystem and promote sustainable businesses and lifestyles—all underpinned by a strong foundation of cybersecurity and personal data protection.

Business Impacts

Rapid advancements in digital technologies present both opportunities and challenges for businesses. Cybersecurity threats have evolved in complexity and scale, with potentially severe consequences ranging from data breaches and financial crime to system disruptions—all of which can undermine customer confidence. This prompts organizations to continuously strengthen cybersecurity governance to mitigate risks and maintain credibility. At the same time, advancements in digital technologies enable businesses to achieve operational efficiency through deeper consumer insights, facilitating the development of more tailored products and services that align with customer expectations. This capability serves as a critical foundation for enhancing customer trust, reinforcing competitiveness, and driving sustainable long-term value creation.

Strategy and Management Approach

SCBX believes digital solutions and innovation are key levers for organizations and society to adapt and thrive in an increasingly volatile global landscape, brought by rapid technological transformation. Therefore, the Group is committed to integrating its technological expertise to enhance operational efficiency and strengthen financial service systems on all fronts, while delivering innovative products and services and reinforcing cybersecurity. By doing so, the Group seeks to unlock new opportunities and assist Thailand's economy on its journey toward a resilient digital future.

Key Target and Performance



Target

Invest **14,000 million Baht** in digital innovations and achieve zero tolerance on information security breaches by 2025



Performance as of 2025

Invested a total of **16,825 million Baht** in developing and enhancing digital products and services, while ensuring zero tolerance on information security breaches



8 DECENT WORK AND ECONOMIC GROWTH

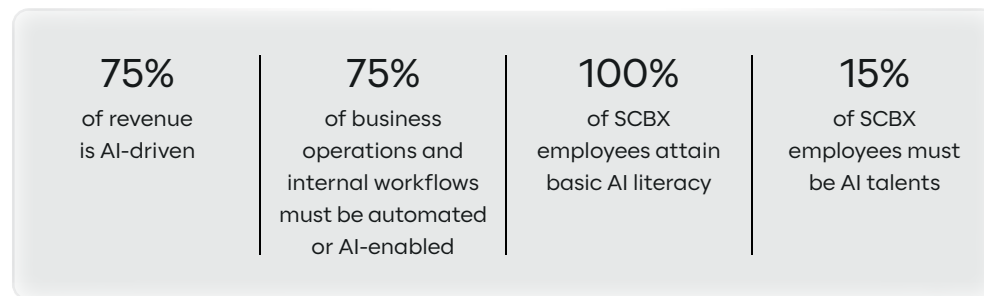


9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

01

AI-Driven Strategy

In the era where digital technology and artificial intelligence (AI) become central to competitive edge and sustainable growth, SCBX Group aspires to become an AI-First Organization. The Group seeks to embed AI capabilities across its operations to enhance efficiency, foster innovation, and strengthen competitiveness—all anchored by the ambition to become a leading regional financial technology group. To set a clear strategic direction, ensure measurable performance, and deliver tangible outcomes, SCBX Group has established four key performance indicators (KPIs) to be achieved by 2027.

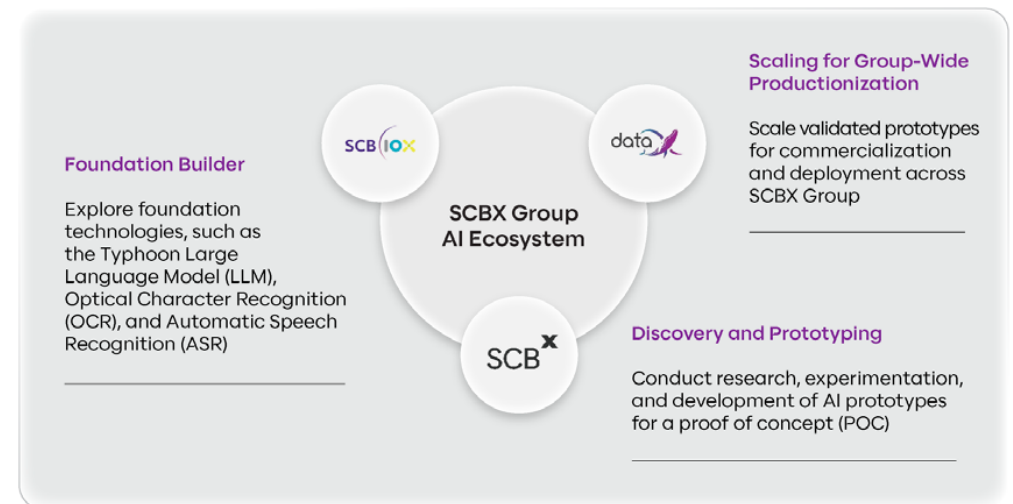


AI Governance

In 2025, SCBX Group established a group-level working committee to lead and oversee the AI-driven agenda across the organization. SCB DataX Company Limited (DataX) was appointed as the Group's Center of Excellence (CoE) for Data and AI, with a mandate to enhance competitiveness through data solutions that unlock and deliver business value. In addition, DataX is responsible for accelerating the integration of AI technologies across the Group's operations, creating meaningful value, formulating data and AI-related policies, setting enterprise-wide standards, and establishing responsible AI guidelines to ensure the ethical, secure, and prudent use of technology.

Scaling AI for Positive Impact and Value Creation

SCBX Group has defined a roadmap to nurture the SCBX AI Ecosystem, leveraging three core entities within the Group to spearhead AI innovation and adoption at scale.



The above approaches strengthen SCBX Group's end-to-end AI capabilities, from research and experimentation to development and enterprise-wide adoption, ensuring that AI innovation is translated into practical business applications.

In parallel, SCBX Group is well aware that the success as an AI-driven organization depends not only on the integration of advanced technologies but also on the systematic centralization, governance, and management of data to enable consistent value creation and enhance competitive advantage. Therefore, DataX—as the Group's COE for Data and AI—is tasked with leading SCBX Group's transformation into a 'Data-Centric Organization' through data centralization, robust data management, and data-driven value creation, under the three strategic horizons.

2020-2024	2025 onwards	
Horizon 1: Data Foundation Building	Horizon 2: Group Adoption and Value Creation	Horizon 3: Data / AI as Core Group Capability and Competitive Advantage
Establish core data infrastructure and governance through the SCBX Group Data Platform, centralizing high-quality data to enable group companies to access and leverage data for value creation.	1. Data Infrastructure: Build a data-centric platform by aggregating and integrating high-value internal and external data, while strengthening data quality and governance. 2. Analytics and Insights: Unlock value through data analysis and management. 3. Group AI Capabilities: Develop an enterprise-level generative AI platform with the flexibility to support Group-wide utilization and future scalability.	

During 2020-2024, SCBX Group through DataX developed an enterprise-level data platform to support basic data analytics among subsidiaries. This initiative was further expanded to consolidate and integrate data across subsidiaries to establish the 'Group Data Platform' as a centralized data hub to enhance the Group's ability to fully harness big data.

In 2025, SCBX Group advanced into Horizon 2 and 3, with a strong focus on optimizing data and developing an enterprise-level AI platform, 'aGenX.' Designed as a key enabler of AI innovation, aGenX aggregates AI capabilities across group companies, reduces duplication in solution development, enhances resource sharing, and accelerates the deployment of practical AI use cases. The platform also empowers group companies to rapidly adopt and scale AI applications with flexibility, underpinned by responsible AI principles and robust oversight.



Offering Distinctive Features, including



Agentic AI Framework

Capable of handling complex tasks



API-First Open Architecture

To support seamless integration across the SCBX ecosystem



Reusable & Modularized Components

Enable rapid adaptation to evolving technologies



Enterprise-Grade Security

Strict compliance with responsible AI principles

Building and Enabling Multiple GenAI Capabilities



AI Interactive Voice



Agentic Chatbots



Dynamic Reasoning



Agentic Workflow

With its maximized flexibility and accelerated time-to-impact, the aGenX platform has enabled group companies to develop and scale multiple AI use cases, including

Assessing Debt Collection Calls with AI



To improve the quality assessment of debt collection calls, Card X Company Limited (CardX) introduced a smart automated system powered by generative AI, speech-to-text, and Large Language Model (LLM) technologies. The system delivers a comprehensive evaluation of Thai-language conversations, encompassing regulatory compliance, service quality standards, and communication effectiveness. Furthermore, the system can automatically generate detailed assessment reports with actionable recommendations to debt collection staff. This innovation has significantly increased work efficiency, reduced evaluation time, and expanded assessment capacity by over 30 times compared to previous manual processes.

Investment Advisor Chatbot AI Agent



A chatbot to assist customer service staff by examining and retrieving data from daily operational databases to address customer inquiries more efficiently, reducing manual workload, and enhancing service quality and capacity.

AI Coaching by SCB Wealth



An AI-enabled system to enhance employee skills through scenario-based simulations and role-playing. The system replicates customer interactions, provides real-time analysis and recommendations, and is accessible anytime and anywhere.

Employee Service Chatbot



A chatbot that functions as a centralized information hub for SCBX employees, addressing inquiries related to company policies, employee benefits, and leave entitlements—thus improving work efficiency and elevating employee experience.

Advanced Reputation Intelligence System (ARIS)



An AI-powered solution to conduct real-time user sentiment analysis across digital channels 24/7 to identify emerging issues that may impact SCBX Group's reputation. Upon detecting potential risks, the system alerts relevant units and provides dashboard-level insights with drill-down functionality to identify root causes and support proactive response.

With a strong belief that people are the backbone of an AI-first organization, SCBX Group places great emphasis on building AI literacy and embedding AI into everyday workflows, empowering employees to develop practical capabilities in designing, deploying, and applying AI effectively. Throughout 2025, SCBX Group prioritized AI skill building across all employee levels, while fostering a culture of experimentation and responsible AI use through multiple initiatives—including training programs, knowledge sharing, innovation competitions, and internal communications. Through these efforts, SCBX Group aspires to equip its workforce to adapt confidently to rapid technological change. For more information, please refer to the 'Digital Skills of the Future' chapter.

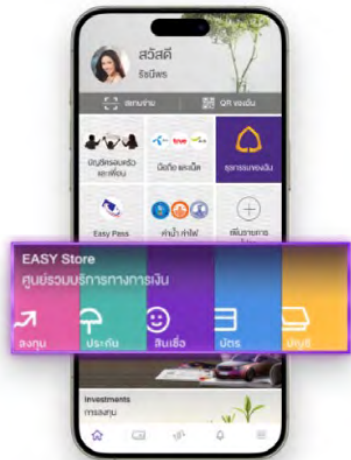
02

Innovating to Drive Society Toward a Digital Future

SCBX Group is committed to leveraging advanced technological expertise to create innovative solutions that elevate and drive Thai society toward a secure and sustainable digital future. By integrating financial expertise with modern technologies, the Group develops innovations that address the evolving needs of both businesses and consumers in an era of rapid technological transformation.

EASY Store...End-to-end Financial Services Hub Powered by an 'AI that Knows Your Heart'

EASY Store is a hyper-personalized financial platform powered by AI that analyzes customer data to deliver tailored solutions best-fitted to individual preferences. Covering a full spectrum of financial products—including savings, investments, insurance, and loans, cards and a theme shop—EASY Store enables customers to discover, compare, and apply for solutions through the SCB Easy application 24/7. Customer feedback indicates strong satisfaction and higher engagement. In 2025, EASY Store recorded a 5% year-on-year increase in transactions and a 3% growth in revenue compared to 2024.



Personalized Selections

Recommend products and services that precisely meet each customer's needs at any given time using AI

All-Inclusive Solutions

A comprehensive range of financial products and services from investments and insurance to deposits, loans, credit-debit/prepaid cards, and a theme shop

Convenient and Fast
via the SCB EASY app

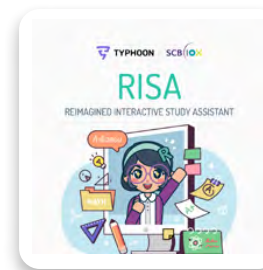


More than
2.6 million downloads



More than
30,000 users

Today, Typhoon is trusted by users across Thailand and adopted by both public and private sector partners to develop innovative solutions tailored to specific needs. These use cases include an in-house legal AI tool for VISAI, labor market analytics for the Thailand Development Research Institute (TDRI), and an enhanced medical information system for Siriraj Hospital—developed in collaboration with Siriraj Informatics and Data Innovation Center (SiData+).



Another achievement highlight for SCB 10X is the Memorandum of Understanding (MOU) signed with the Office of the Education Council (OEC) to deploy Typhoon in developing 'RISA Chatbot'—a smart learning assistant solution designed to enhance Thai students' academic capabilities. Conveniently accessible via the LINE application, RISA Chatbot has assisted more than 9,700 students from over 300 schools across 74 provinces in their preparation for the PISA Reading Comprehension exam (PISA 2025). Powered by Typhoon's AI technology, RISA Chatbot offers real-time answer evaluation, personalized feedback, and critical-thinking support, thereby contributing to improving learning outcomes and educational quality.



TYPHOON Unveiling the Latest Version of the Thai Large Language Model

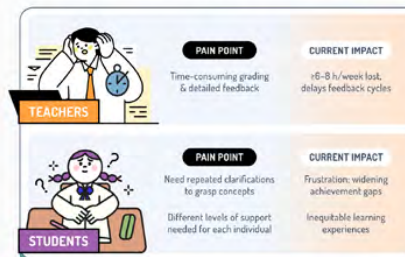
SCBX Group through SCB 10X Company Limited (SCB 10X) launched 'Typhoon,' a high-performance Large Language Model (LLM) purpose-built for the Thai language. Typhoon aims to address a critical market gap, as most existing LLMs are primarily trained on English datasets, while Thai remains a low-resource language with limited training data. As a result, the performance of Thai LLMs has historically lagged behind their English counterparts. The launch of Typhoon marked a significant milestone in narrowing this language divide and paving the way for Thailand's AI-driven innovation ecosystem.

Building on this momentum, SCB 10X advanced the Thai AI ecosystem and community further in 2025 with the launch of 'Typhoon 2'—the enhanced model designed to support a broader range of use cases. Typhoon 2 is available in five sizes and features a multimodal model that supports text, audio, and image processing. In parallel, SCB 10X debuted Typhoon Isan, the first Automatic Speech Recognition (ASR) model capable of transcribing the Isan language¹ using systematic spelling standards. This breakthrough represents a meaningful step toward preserving local dialects and cultural heritage, while strengthening the foundations of Thailand's digital economy in the long term.

¹ Isan is the north-eastern region of Thailand, which has a distinct dialect from central Thailand.

TODAY'S PAIN POINTS

THROUGH INTERVIEWS AND DISCUSSIONS WITH STAKEHOLDERS, WE IDENTIFIED KEY CHALLENGES IN THE CURRENT EDUCATION SYSTEM



MEET RISA

"PERSONAL ASSISTANT FOR EVERY LEARNER, PRODUCTIVITY BOOSTER FOR EVERY TEACHER."

RISA PERFORMS 2 KEY ROLES:

I GRADING ASSISTANT

FOR OPEN-ENDED QUESTIONS

RISA can evaluate student responses to open-ended questions based on scoring criteria and generates tailored rationales for each individual response.

II EXPLAINING ASSISTANT

to address follow-up questions from students by providing necessary clarifications or explanations in Thai with a supportive manner adapting tone and depth.



Expanding Investment Opportunities with Cutting-Edge Innovation

Against the backdrop of a volatile global economy, diversifying into alternative assets offers new opportunities for investors. Recognizing this trend, Token X Company Limited (TokenX) and Innovest X Company Limited (InnovestX)—subsidiaries of SCBX Group—joined forces to explore innovative investment solutions and launched the Summer Point Token (SUMX) in 2025. SUMX is a digital investment token backed by the Summer Point office building, a high-potential real estate asset that delivers stable and consistent returns. This initiative represents a significant milestone in expanding access to alternative investments, enabling investors to diversify risk and earn rental income without any burden of property management. Investors can conveniently subscribe to SUMX via the Token X application and trade Summer Point Tokens directly through the InnovestX application.



Prime location
in central Sukhumvit



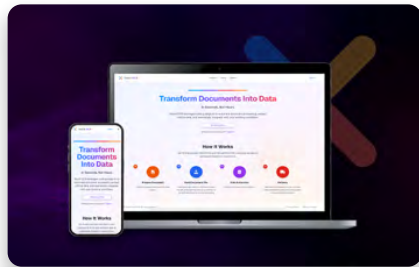
Cutting-edge and modern
building design with a high
occupancy rate of 96%



Strong and diversified
tenant base



Digital Solution that Addresses Diverse Business Needs



SCBX Group through SCB Tech X Company Limited (SCB TechX) is dedicated to delivering end-to-end technology consulting and systems to drive innovative digital solutions for clients. The company offers cloud solutions, DevOps as a Service through xPlatform, and Electronic Know Your Customer (eKYC). SCB TechX recently launched the Optical Character Recognition (OCR)—a service that converts printed or handwritten documents into ready-to-use digital data. Powered by cutting-edge AI and LLMs, this solution strengthens enterprise-level data management by streamlining high-volume document handling, reducing processing time and data entry errors, and centralizing information into a single data repository to enable more effective data utilization across the organization.

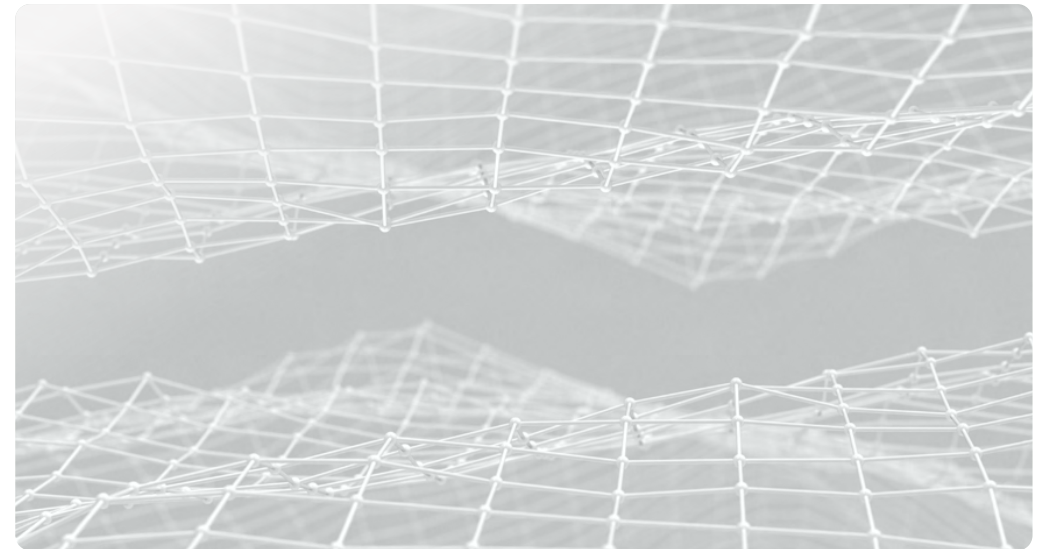
03

Enhancing Technology Capabilities and Cybersecurity

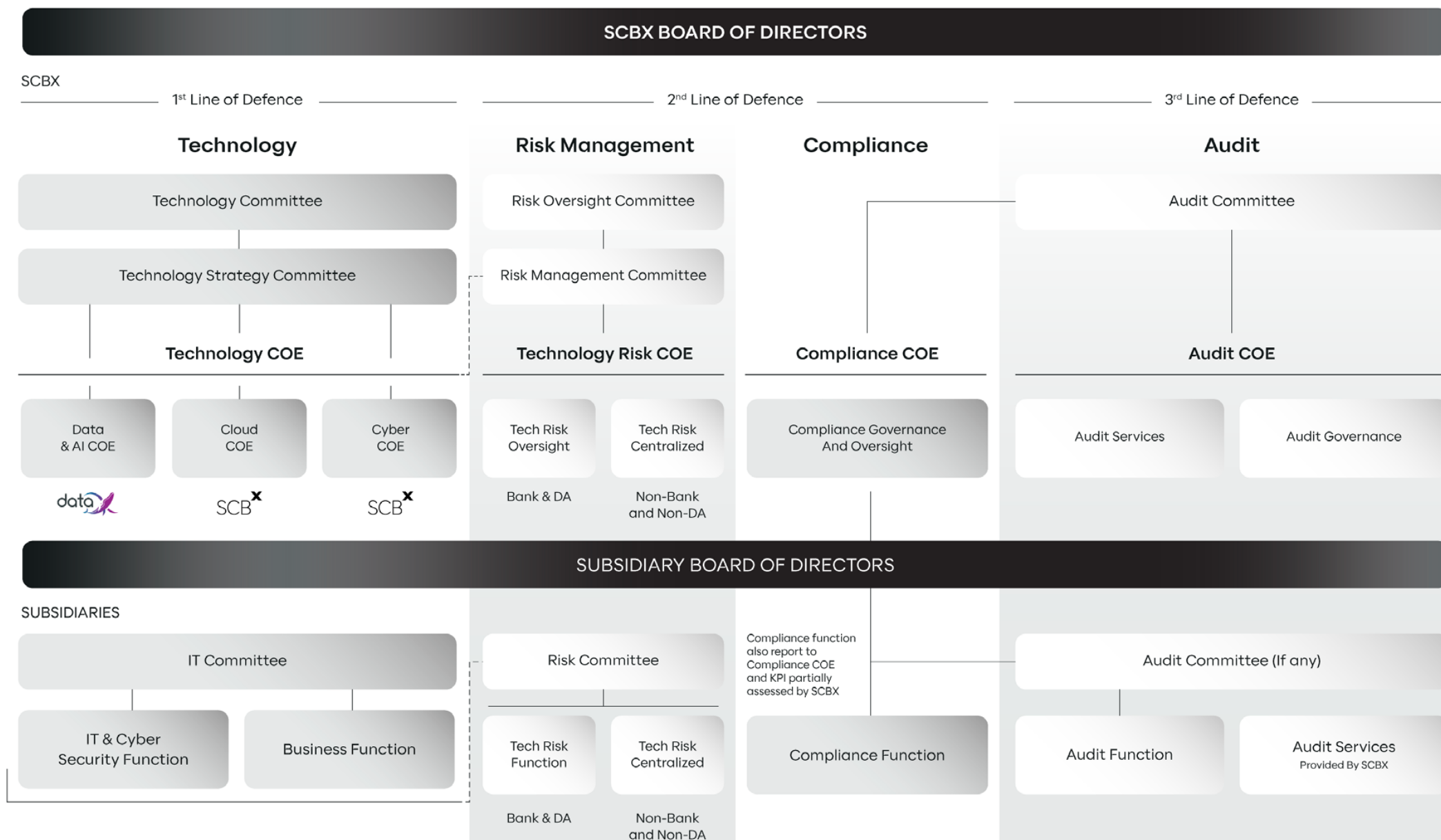
In an era of rapid and complex digital transformation, SCBX Group places strong emphasis on managing its information technology infrastructure to ensure that the organization's digital systems remain stable, resilient, and capable of supporting uninterrupted operations under all circumstances. This approach helps mitigate risks associated with cyber threats, data breaches, and system disruptions, thereby enabling efficient and secure business operations.

Governance Structure

SCBX Group has established a governance framework for technology, IT systems, and cybersecurity based on the Three Lines of Defense model. This framework ensures robust and secure technology management by clearly defining roles and responsibilities across organizational levels, enabling effective responses to digital changes and reinforcing stakeholder confidence in the Group's technology systems.



CYBERSECURITY AND DATA SECURITY GOVERNANCE



Scope of Board-Level Oversight

- Information and cybersecurity
- Technology risk management
- IT third-party risk management
- Responsible and secure use of artificial intelligence

Roles and Responsibilities of Board-Level Committees

SCBX Board and Subsidiary Boards	▪ Review and approve strategies and policies ▪ Oversee compliance with relevant policies, regulations, and laws ▪ Support management to ensure adequate controls and that residual risks are managed within acceptable levels
SCBX Technology Committee	▪ Review strategies, policies, and governance structures ▪ Collaborate with the Risk Oversight Committee to monitor and manage technology risks ▪ Provide advice and support on operations, track emerging technologies, and assess suitability for adoption
SCBX Risk Oversight Committee	▪ Review and endorse strategies, policies, and governance structures ▪ Ensure SCBX Group has adequate and appropriate strategies and policies to cover key and emerging risks ▪ Review and approve the Group's technology risk dashboard, significant risk events, readiness assessments, and measures to limit, control, or accept risks
SCBX Audit Committee	▪ Oversee reporting effectiveness and internal controls, including compliance with internal policies and applicable requirements ▪ Advise the Board on adequacy and effectiveness of governance, internal control, and risk management ▪ Ensure Audit and Compliance functions execute approved plans, collect evidence for audit reports, and closely monitor remediation progress

In addition, the CTO is responsible for establishing and maintaining the Group's technology and cybersecurity vision, strategy, and programs to ensure the protection of information assets and technologies. The CTO oversees critical areas including:

- Technology Strategy
- Cybersecurity Center of Excellence (Cyber COE)¹
- Cloud Center of Excellence (Cloud COE)²
- Data & AI Center of Excellence (Data & AI COE)
- As well as Technology Development, Governance, and Procurement within the Group.

Policies and Standards
for Technology and Cybersecurity

SCBX Group has implemented comprehensive policies and standards for technology, IT systems, and cybersecurity that align with regulatory requirements and international best practices. These policies are reviewed annually or upon significant changes to ensure continued relevance and effectiveness. They are communicated across all levels—Board, management, and employees—for strict compliance.



Technology Risk Management Policy
Defines preventive, control, and management measures for technology risks to ensure consistent governance across SCBX Group.



Information and Cybersecurity Policy
Establishes a framework for managing information and cybersecurity risks to prevent and reduce exposure to cyberattacks and unauthorized data access.

1 Cyber COE enhances SCBX Group's cybersecurity capabilities by implementing advanced security systems and ensuring governance and compliance with internationally recognized management standards.
2 Cloud COE provides world-class cloud services to SCBX Group and supports the complete transition of operations to the cloud.



IT Third Party Risk Management Policy

Provides systematic guidelines for managing risks from external IT service providers to minimize potential impacts on systems, data, and business operations.



Digital Forensic and Incident Response Policy

Outlines structured processes for investigating and responding to cybersecurity incidents, focusing on timely analysis, preservation of digital evidence, and minimizing business impact.



Cloud Usage Policy

Set guidelines for adopting and managing cloud services through centralized capabilities in the Cloud COE to enhance operational efficiency, security, and cost control.



Vulnerability Exposure Policy

Defines protocols for identifying, reporting, and remediating vulnerabilities in products and services, promoting transparency and collaboration with internal teams and external security researchers.



Data Governance Policy

Establishes governance for data as a strategic asset, ensuring accuracy, security, legal compliance, and responsible usage, while enabling safe data sharing within the Group.



AI Policy

Provides a governance framework for responsible, secure, and transparent use of artificial intelligence, fostering innovation and trust while mitigating associated risks.

SCBX Group has established technology, IT system, and cybersecurity standards to serve as practical guidelines across the following areas.

- | | |
|---|---|
| 1. Cloud Security | 12. Logging and Auditing Security |
| 2. Security Application Development | 13. IT Incident Management |
| 3. Identity and Access Management | 14. Capacity Management |
| 4. Cybersecurity and Tech Risk Awareness | 15. Change Management |
| 5. Technology Risk Management | 16. Configuration Management |
| 6. IT Third Party Risk Management | 17. Portfolio Management |
| 7. Security Remediation and Patch Management | 18. Problem Management |
| 8. Network Security | 19. Release and Deployment Management |
| 9. Endpoint and Device Protection | 20. IT Project Management |
| 10. Security Incident Response and Management | 21. Physical and Environmental Security |
| 11. Data Security and Encryption | 22. IT Asset Management |
| | 23. Cloud Architecture |
| | 24. Data Classification |

Information Technology and Cybersecurity Management

SCBX Group has implemented comprehensive measures to mitigate risks from cyber threats, ensure preparedness for emergency situations, and continuously enhance employee capabilities. These efforts strengthen the security and resilience of the organization's information technology systems.



Cybersecurity Incident Reporting and Management

SCBX Group provides multiple channels for employees to report cybersecurity incidents, vulnerabilities, or suspicious activities through the IT Helpdesk—via phone, email, and intranet—as well as directly to their supervisors or the IT Security team, available 24/7.

In addition, SCBX encourages external stakeholders—including but not limited to customers, partners, researchers, academics, and ethical hackers—to report any vulnerabilities or security issues related to the Group's products and services through an online platform, accessible around the clock.

Upon notification or detection of a data breach or security incident, SCBX follows established standards that cover fact verification, severity assessment based on internal criteria, determination of appropriate response measures, and reporting to relevant authorities in compliance with applicable legal requirements.

Severity	Response Time	Resolution Time
High	< 15 mins	< 4 hrs.
Rather High		< 6 hrs.
Moderate		< 10 hrs.
Rather Low		< 24 hrs.
Low		< 72 hrs.

If an incident cannot be addressed or resolved within the specified timeframe or according to the established management plan, the company initiates the Incident Escalation Process to ensure timely and effective control and remediation.

In 2025, SCBX recorded no cybersecurity incidents that resulted in unauthorized access to company data, applications, networks, or devices.



Audits and International Standards Certification

SCBX Group conducts annual security assessments of its information technology systems through both internal audit teams and independent external firms. These evaluations ensure that the Group's technology infrastructure remains secure, complies with established standards, and effectively manages technology risks and cyber threats.

The Group, through Siam Commercial Bank, has maintained ISO/IEC 27001:2013 certification for its Information Security Management System (ISMS) continuously since 2015. In addition, SCB TechX achieved ISO/IEC 27001:2022 certification for its Information Security Management System in 2024.



Cybersecurity Monitoring and Vulnerability Testing

SCBX Group conducts 24/7 monitoring for cyberattack incidents and has implemented proactive systems to identify vulnerabilities or insecure configurations across all group systems exposed to the internet since 2023. Key initiatives in 2025 include

- Bug Bounty Program: External cybersecurity experts were engaged to identify and remediate system vulnerabilities, preventing exploitation and reducing security risks. This program successfully lowered the number of reported vulnerabilities by 70% and reduced actual vulnerabilities by 90%.



Business Continuity Management

SCBX Group adheres to the Business Continuity Management Standard, requiring all companies within the Group to establish proactive measures for crisis situations through the development of Business Continuity Plans (BCP) and Disaster Recovery Plans (DRP). These plans cover service usage, connectivity, and data access both internally and externally, and are tested and reviewed annually to ensure effectiveness.



Cybersecurity Awareness and Training

SCBX Group places strong emphasis on fostering a cybersecurity-focused organizational culture. In 2025, the Group conducted a mandatory training program, "Cyber Awareness", which was completed by executives and employees. In addition, SCBX regularly communicates cybersecurity information and shares knowledge through electronic newsletters to enhance awareness of cyber threats. The company also conducts Phishing Drill exercises to assess employees' awareness levels and strengthen their ability to respond effectively to simulated cyberattack scenarios.

Digital Skills of the Future

SCBX Group is poised to nurture digital capabilities among employees and the future workforce, while expanding basic digital literacy across society in order to drive long-term economic growth, broaden access to employment opportunities, and empower more people to achieve a better quality of life.

Business Impacts

As AI integration plays an increasingly important role in shaping competitive advantage, enhancing employee digital capabilities has never been more crucial. SCBX Group therefore places strong emphasis on building workforce knowledge and skills, enabling them to fully leverage technologies to improve work efficiency, drive innovation, and develop financial products and services that better meet evolving customer needs. At SCBX Group, strengthening employee capabilities lays a solid foundation for sustainable and long-term organizational growth.

Meanwhile, as digital technologies become more deeply integrated into everyday life, consumers are exposed to greater risks associated with financial technologies, ranging from cybersecurity threats to digital fraud. These risks can erode trust in financial institutions and hinder the future expansion of digital services. Recognizing these challenges, SCBX Group also aspires to promote digital literacy across society.

Strategy and Management Approach

SCBX Group seeks to develop future-ready digital skills among employees to support effective adoption of AI-driven technologies and innovations. This capacity-building effort forms a cornerstone for sustained success. Apart from that, SCBX Group leverages its expertise to support public digital literacy initiatives, empowering individuals and communities to navigate rapid technological changes and thrive confidently in the digital economy.

Key Target and Performance



Target

Nurture digital skills for **200,000 employees** and people in the society by 2025



Performance as of 2025

More than **287,688 employees** and individuals were supported in nurturing digital skills



01

Building Digital Skills Across SCBX Group

Believing that people's skills are central to the Group's vision of becoming an AI-First Organization, SCBX Group aspires to nurture employee digital capabilities. SCBX encourages employees to integrate technologies into their daily work to improve efficiency, drive product and process innovation, and deliver unparalleled customer experiences.

AI Empowerment: Unlocking Potential, Shaping the Future with AI

SCBX Group continuously strengthens future-ready capabilities by advancing employees' understanding of AI—from broad adoption to deep AI development—alongside essential knowledge of technology, data, and cybersecurity.

AI Foundation+ Program



Building on the success of the 2024 AI Foundation Program, SCBX Group recognizes its workforce's potential and readiness for an AI-driven environment. In 2025, SCBX introduced the mandatory AI Foundation+ Program to further enhance employees' ability to use AI effectively through advanced prompt creation.

99%
employee
participation



Develop practical
and effective AI
prompts



Understand AI
limitations and
solutions to
challenges



Interact with AI
using frameworks
professionally

SCBX AI Showcase 2025



SCBX AI Showcase is a biweekly internal forum where AI Champions across the organization present innovative ideas and practical use cases of AI, data analytics, machine learning, and automation. Through this event, SCBX Group aims to accelerate enterprise-wide knowledge sharing and embed AI-driven thinking into everyday operations, thus advancing AI adoption across the Group.

14 showcases
in 2025

Attended by
8,800 employees

SCBX AI Battle 2025



In 2025, SCBX Group continued the SCBX AI Battle—an internal competition inviting employees at all levels to showcase ideas and AI-enabled solutions to real business challenges. The program builds hands-on capabilities in creative AI applications while providing a platform for employees to demonstrate their creativity and problem-solving excellence. Most importantly, SCBX AI Battle serves as a catalyst for cultivating an AI-first organizational culture and accelerating AI integration.

12
finalist teams

Attended by around
1,000 employees

Nurturing Digital Employee for a 'Digital Bank with Human Touch' Vision

SCB prioritizes equipping employees with future-oriented digital skills to keep pace with rapid technological change. Through capability-building initiatives, SCB helps employees leverage technology more efficiently, streamline workflows, and identify opportunities for product and process innovation. By doing so, the Bank seeks to enhance customer experience and pave the way to realize its vision of becoming a Digital Bank with Human Touch.

Data Analytics, AI & Automation Training Course

Objective To advance SCB towards becoming a data-driven organization, where employees are adept at analyzing and integrating data into workflows and decision-making processes, thus enhancing operational efficiency, unlocking new business opportunities, and enabling customer-centric value creation.

Approach SCB focuses on cultivating data literacy and six core competencies alongside capabilities in harnessing automation tools and AI to drive data-informed decision-making and work efficiency. Key priorities include blended learning, project-based learning, as well as a deep understanding of AI models, machine learning workflows, and the application of automation bots within business processes. This empowers employees to independently implement solutions that reduce redundancies, improve accuracy, and stimulate innovation across all levels of the organization.



6
Core Data
Competencies

Business
Understanding

Critical
Thinking

Data
Analysis

Data Analytics
Tools

Data
Visualization

Data
Storytelling

Achievement

30
training
sessions

677
employees
completed
the program

Improved and
enhanced work
processes of
238 projects

Contributed to time
savings of more than
30,000 hours

Cost reduction
of
50-60 million Baht/ year

Digital Coach

Objective To nurture a network of 'Digital Coaches' within the organization, while instilling digital mindsets and skills among employees at all levels, with a primary focus on providing guidance and support for digital technology adoption.

Approach SCB selects employees to take on the role of Digital Coaches, acting as trusted advisors and agents of change who support colleagues in understanding data utilization, designing automation processes, and integrating AI effectively into daily work practices. The program also fosters communities of practice that enable organization-wide peer learning and exchange of use cases.

Achievement

265
Digital
Coaches

Consultancy support
to employees across
25 business units

Total consultancy
of
929 hours

Contributed to support
85
business projects

More than **4,777**
contributions to internal digital
communities across the
organization

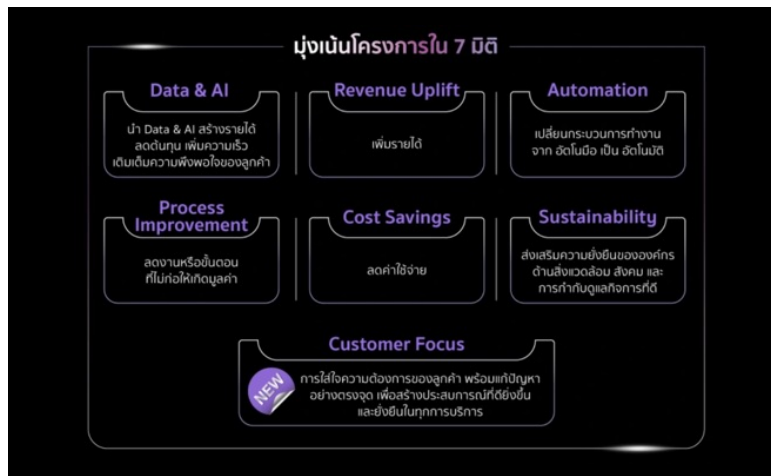
SCB Purple Belt

Objective

To ensure that 'Digital Employees' are capable of translating digital skills and tools acquired through training into tangible and innovative solutions that deliver value to the organization, thus reinforcing SCB's ambition to become the 'Digital Bank with Human Touch.'

Approach

In 2025, SCB continued the Purple Belt Initiative for the third consecutive year, empowering employees to lead innovation through creative ideas and practical solutions. The initiative emphasizes both the development of new undertakings and the enhancement of existing projects, with a strategic focus on seven key dimensions.



Achievement

669
projects

1,625
participants

6,000 million Baht
worth of reduced
cost and increased
revenue

02

Building a Future-Ready Society Through Digital Skills

SCBX Group believes the digital transition can only succeed when society advances together, supported by a robust ecosystem for continuous learning and adaptation. To this end, the Group actively promotes public digital literacy to help build a future-proof society ready to thrive in an ever-changing technology landscape.

SCBX AI Outlook 2025

SCBX Group proudly presents 'SCBX AI Outlook 2025,' Thailand's first AI whitepaper focused on the trends that matter most to business leaders and strategic decision-makers. Drawing on SCBX's hands-on experience, the publication distills complex AI developments into actionable insights, real-world use cases, and forward-looking perspectives to help Thai enterprises and society at large adapt and thrive as they navigate the rapid technology transformation.



"SCBX AI Outlook Vol.1 2025: Beaconing the Future of Artificial Intelligence"

Identify the AI trends reshaping industries and redefining how businesses compete



"SCBX AI Outlook Vol.2 2025: Navigating AI Power, Responsibility and Reality"

Decode global trends, uncover AI power, and explore how to build future-ready infrastructure

Nurturing a Robust Technology Ecosystem

SCBX Group through SCB 10X is committed to building a robust and resilient technology ecosystem through year-round activities. Through these events, we seek to encourage society to contribute to innovation development, knowledge sharing, technology adoption, and long-term value co-creation.

REDeFiNE TOMORROW 2025: DeFi & Web3 Virtual Summit

Now in its sixth consecutive year, REDeFiNE TOMORROW 2025 is a global virtual summit held under the theme 'Building Through Cycles.' The event united more than 40 leading international investors and experts in DeFi and Web3 to share insights and experiences on building resilient business growth in an increasingly volatile market environment. Featuring over 20 in-depth sessions, the summit is available for free to audiences across Thailand and worldwide.

AI-VOLUTION

AI-VOLUTION is a world-class AI conference organized under the theme 'Convergence Pathways: Bridging Breakthroughs to Business.' The program explores how AI's transformative potential can be translated from frontier innovation into enterprise-scale adoption and drive sustainable growth. Together with 40 distinguished speakers and over 20 sessions, participants delve into all dimensions of AI- from organizational deployment to next-generation technologies—supported by real-world case studies from leading global enterprises and startups.

AI Bootcamp: LLM Fine Tuning and Deployment

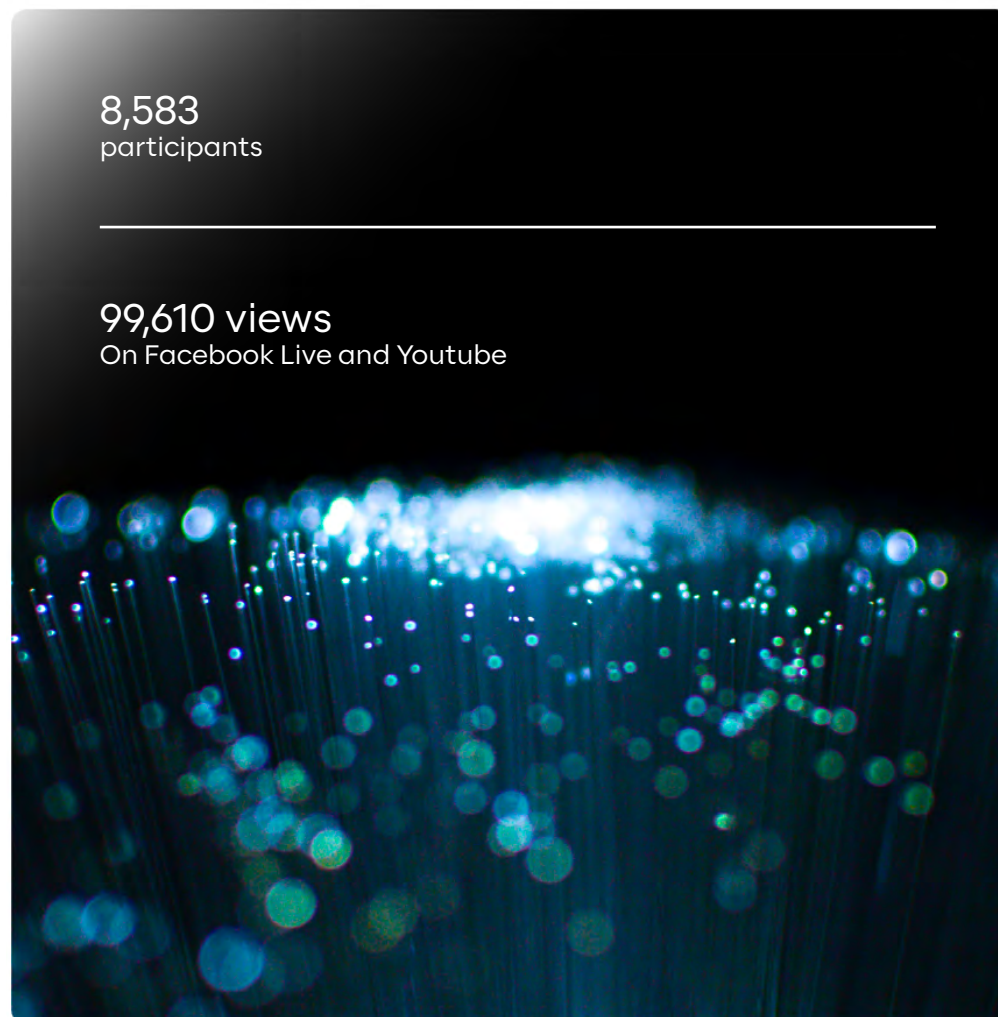
SCB 10X and Float 16 joined forces to host an intensive hands-on bootcamp at DistrictX, with a spotlight on LLM fine-tuning and deployment. To broaden access to advanced AI knowledge, the re-run bootcamp is made available on online platforms, where anyone can learn anytime from anywhere.

Pan-Southeast Asia AI Developer Challenge 2025: A Virtual Hackathon

In partnership with AI Singapore, SCB 10X organized the Pan-Southeast Asia AI Developer Challenge 2025—a regional virtual hackathon that brought together developers, researchers, and innovators from all over Southeast Asia. Participants competed to design impactful LLM-powered solutions addressing real-world challenges across four key tracks: healthcare, finance, education, and the public sector. There were 230 finalist teams from across Southeast Asian region.

8,583
participants

99,610 views
On Facebook Live and Youtube



Enriching Lives

Financial and Digital Inclusion

SME-Startup-Social (3S) Empowerment

Financial and Digital Inclusion

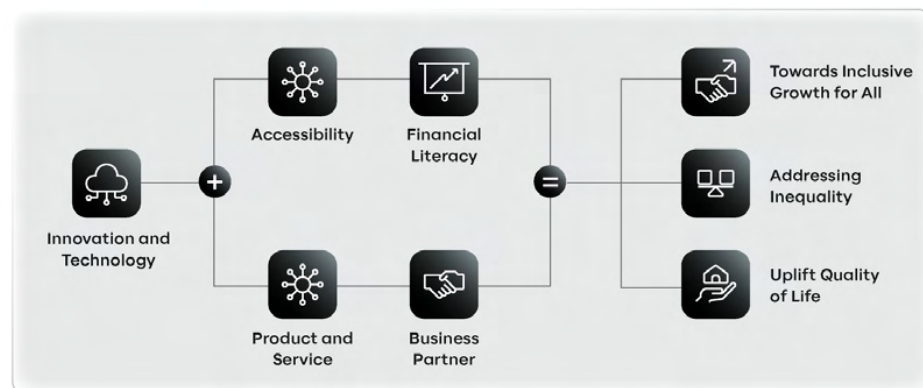
SCBX Group envisions an inclusive financial ecosystem in which financial services are accessible and affordable for everyone, particularly underserved groups that lack access to formal funding. In pursuit of this vision, the Group is committed to delivering comprehensive financial, investment, and digital asset solutions that enhance financial freedom and security, while narrowing the digital divide to build a future where all individuals can attain a better quality of life.

Business Impacts

Advancing financial inclusion and literacy is essential to enhancing social well-being and supporting sustainable economic growth. Apart from social value creation, this also enables SCBX Group to broaden its customer base, strengthen trust, and cultivate long-term relationships with clients. However, rapid digital and technological transformation may inadvertently widen disparities, particularly for individuals with limited opportunities and the ability to use digital tools, thereby exacerbating unequal access to financial services. Recognizing this challenge, SCBX Group seeks to develop inclusive and fair financial solutions that bridge the digital gap, ensuring that society can advance together in the digital economy without leaving anyone behind.

Strategy and Management Approach

Powered by cutting-edge technologies, SCBX Group continues to advance its capabilities and service quality while catalyzing innovative solutions that expand financial access for all customer segments. At the same time, the Group actively works with leading partners to broaden financial service channels, create employment and income opportunities, and nurture financial literacy and discipline. The Group's ultimate goal is to reduce social disparities and promote financial well-being—both of which are fundamental pillars of long-term economic resilience and sustainable development.



Key Target and Performance



Target

Broaden financial access to **4 million** underserved customers who lack access to formal funding by 2025



Performance as of 2025

Facilitated financial access to **2,361,306** underserved customers



01

Championing Inclusive Financial Access

SCBX Group through SCB aspires to deliver convenient, secure, and accessible financial services for all. To this end, the Group focuses on developing innovative digital platforms and service channels that seamlessly integrate into customers' daily lives.

Digital Platform



SCB EASY App

SCB is committed to delivering a best-in-class digital banking experience with seamless access to essential financial services for individual customers. The Bank consistently offers enhanced features on the SCB EASY application to ensure convenient, fast, and secure transactions—supported by robust system stability to provide uninterrupted services anytime, anywhere.

Key Features

Cardless ATM Lost your wallet? No worry. Go for cardless ATM on the SCB EASY app	Service Center All-in-one hub of financial transactions and services	EASY Store Hub of hyper-personalized services for you
MY ALERT Notification service for investment updates on SCB EASY App	WEALTH4U Mutual fund recommendations tailored to your preferences	Insurance Wide selection of insurance products that come with EASY Protect Advisory—a self-service assistant to help you find the right insurance plans

18.5 million
SCB EASY users increasing from 18.1 million users in 2024

81%
are active monthly users

SCBconnect

SCB Connect is a key digital touchpoint tailored to modern user behaviors and preferences. Conveniently available via the LINE application, SCB Connect enhances customer experience by offering fast, secure, and user-friendly access to financial services. In 2025, the platform reached over 12.9 million users, increased from 12.2 million users in 2024.

Key Features

LINE Alert Real-time notification for financial transactions from Deposit accounts, Cards and Loans	Chatbot Intelligent Assistant 24/7 AI-powered assistant providing information on financial products and services, investment funds, and related inquiries	Reminder Service Automated reminders for bill payment, transfers, savings, and more	Balance Inquiry Access to balances across deposit accounts, cards, loans, and more
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Financial Service Channels

Through nationwide service channels, ATMs, and banking agents, SCB works to ensure convenient access to financial services anytime, anywhere—particularly for customers in remote areas with limited mobile banking access.



Service Channels¹
669 channels
 from 689 channels in 2024



ATM/ CDM
9,231 ATMs
 from 9,849 ATMs in 2024



Banking Agent
10 banking agents operating over **29,394,781** million transactions

¹ Inclusive of branches, express points, business nodes and investment centers.

In 2025, SCB adopted the Net Promoter Score (NPS) as a key metric to evaluate customer satisfaction and engagement across three service channels: digital banking (SCB EASY), bank branches, and customer service centers. The results indicated that NPS improved from 2024 and successfully met the 2025 target.

Customer Satisfaction	2022	2023	2024	2025
 NPS Target	76	78	82	82
 NPS	78	81	82	86
 Data Coverage (%)	100	100	100	100

Sustained a high NPS performance is driven by continuous improvements across all service channels that are guided by customer feedback. Among these, digital banking remains the area with the highest customer expectations, particularly for system accessibility and transaction continuity during peak periods. To address this, SCB completed major system upgrades in 2024.

Building on this momentum, SCB further elevated customer experiences in 2025 by harnessing AI and hyper-personalization to deliver tailored products, services, and promotions at the segment-of-one level. The Bank also expanded the scope of digital banking services, enabling customers to complete end-to-end financial transactions without needing to visit bank branches or contact call centers. Through digital channels, SCB customers can now manage a wide range of transactions—including transfers, payments, investments, and loan applications—access comprehensive wealth services, and request financial statements via the Easy Service Center at any time. These consistent enhancements reflect SCB's unwavering efforts to deliver unparalleled banking experiences while strengthening customer trust and financial security.

Inclusive Financial Products and Services

SCB continues to deliver a diverse portfolio of financial products that address the needs of all customer segments. What the Bank offers include deposits to promote savings among general customers and vulnerable groups, online loans for entrepreneurs, insurance savings plans, life and health protections, and investment products to support long-term financial security.

Selected Initiatives and Products by SCB

Product & Service	Target Customer	Feature	Performance
Savings Account			
Basic Savings Account	Low-income earners holding state welfare cards and the elderly aged 65 years and over	- No minimum balance required for account opening - No account maintenance fee - No debit card registration or annual fees for accounts opened at SCB branches throughout the account's active period	As of 2025: 1,428 depositors - THB 46.3 million in total deposits 955,721 transactions
Business Loans			
UP Ngern Tunjai	Small, Small-to-Medium Enterprise (SMEs) entrepreneurs aged 20–60 years with Thai nationality	- Self-registration via the SCB EASY app - No collateral or guarantor required - Loan approval within 10 minutes - No application or processing fees - Designed to support SMEs in enhancing liquidity and funding business expansion or investment	As of 2025: 98,286 SMEs clients 5,194 million Baht in total approved loan value

SCB MeTang: Advancing Financial Wellbeing and Flexibility for Workers

As part of the SCB Payroll total solution, SCB MeTang was introduced to enhance financial flexibility for employees while helping companies build stronger, more resilient workforces.

This service enables staff—primarily blue-collar workers whose salaries are credited to an SCB bank account—to access up to half of their monthly wages in advance before month-end instantly and securely via the SCB EASY mobile app, without any interest charged. By providing immediate and interest-free access to emergency funds, employees can manage their finances responsibly without resorting to informal debt or high-interest loans, directly reducing household debt burdens and improving overall financial wellbeing.

The impact in 2025 was substantial. Over 40 companies, including supermarkets, factories, and gas stations, have adopted and made the SCB MeTang service available for its employees. In total, approximately 12,700 employees—of which 83.5% were blue-collar workers of lower income brackets—accessed their earnings early through SCB EASY app.

Beyond financial access, employees expressed pride in using their own money rather than borrowing, experienced reduced financial stress, and viewed their employers as a trusted partner in their financial journey. For the employers, the benefits are equally significant. Offered at zero additional cost, SCB MeTang enhances employee welfare, strengthens workplace relationships, and helps reduce turnover. The companies have reported higher employee engagement and productivity, with staff feeling more motivated and connected to their organizations.

These outcomes translate into measurable gains in productivity and loyalty, reinforcing SCB's commitment to sustainable growth through innovative and inclusive financial services. Looking ahead, SCB aims to expand its client base among companies with predominantly low-income, blue-collar workforce, further extending the reach and impact of the SCB MeTang service.

02

Fostering Credit Access for the Underserved

SCBX Group remains firmly committed to expanding credit access through a broad range of digital lending solutions for underserved customers. The Group seeks to improve quality of life, promote financial resilience, and support greater socio-economic equality across Thailand.



Ngern Chaiyo

'Helping Thai people break free from financial stress, so everyone can happily shout "Chaiyo" once again.'

Guided by the three core principles of 'Understanding-Accessible-Reliable,' Auto X Company Limited (AutoX), a subsidiary of SCBX Group, offers title loan solutions under the 'Ngern Chaiyo' brand to expand access to formal finance for underserved customers. Ngern Chaiyo provides fast, convenient, and transparent credit for SMEs, people in rural and remote areas, individuals with health conditions or disabilities, and elderly customers who often encounter barriers to traditional lending. With Ngern Chaiyo, customers can apply for loans by using their assets—such as vehicle registration documents for cars, motorcycles, and pickup trucks, as well as land title deeds—as collateral. By unlocking liquidity for the underbanked, Ngern Chaiyo contributes to sustainable employment and economic opportunities.



Understanding

AutoX deeply understands clients' behaviors, demands, and financial pain points—especially among underserved groups. The company thus introduced the 'Banded Pack,' a loan solution with full amounts, no upfront fees, complimentary insurance coverage for every contract, and a quick approval process within an hour.



Accessible

AutoX works to accelerate financial inclusion for Thai people through a wide array of service channels—including Ngern Chaiyo branches nationwide, Ngern Chaiyo agents, applications, LINE Connect, home delivery staff, and expansive partnerships.

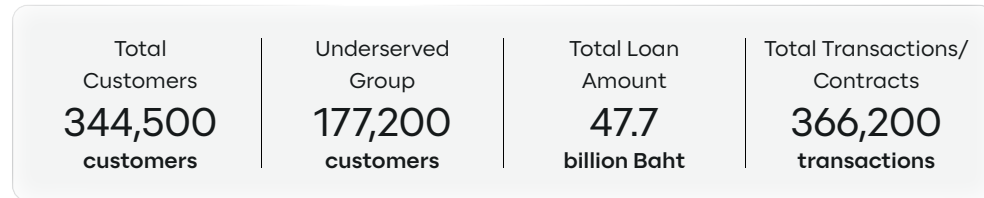


Reliable

AutoX customers can use the 'Ngern Chaiyo Cash Card' to withdraw cash up to the principal payment amount. This service features no upfront fee, same installment terms, no further proof of identity, and fee-free ATMs withdrawals across Thailand. Understanding that financial needs may arise at any time on any day, Ngern Chaiyo seeks to be a reliable partner for our customers.

In 2025, AutoX continued to expand access to formal funding both via offline channels at 2,011 Ngern Chaiyo branches nationwide and online channels, where customers can find and follow Ngern Chaiyo accounts across all social media platforms. Apart from that, Ngern Chaiyo has leveraged AI to enhance the quality of loan offerings to ensure accuracy, fairness, and compliance with the Bank of Thailand’s regulations.

2025 Performance Highlights



ABACUS digital Company Limited (ABACUS digital), a subsidiary of SCBX Group, aspires to foster a fair and inclusive financial ecosystem. To support this ambition, ABACUS digital has launched ‘MoneyThunder’—an online lending platform that harnesses AI, machine learning, proprietary technology stack, and alternative data to enable advanced credit assessment as well as risk management across diverse customer segments. In particular, MoneyThunder aims

to empower traditionally underserved populations—including thin-file borrowers who often face barriers to obtaining credit from traditional banks or financial institutions and typically turn to rely on informal lending channels. These customers could range from the self-employed without regular income documentation to merchants operating mainly on cash basis. By expanding access to safe, transparent, and fair funding sources, MoneyThunder supports ABACUS’s mission to “give everyone a real chance at a better life through safe and simple access to finance”—thus uplifting underserved populations while contributing towards an inclusive financial future.

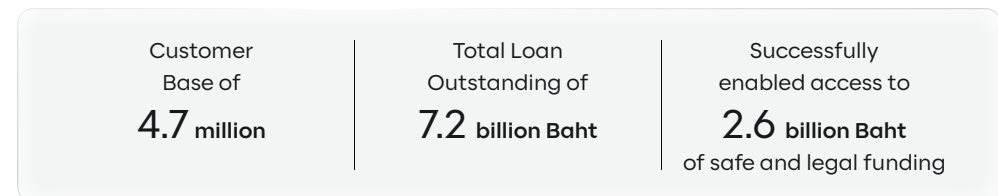
In addition to broadening credit access, MoneyThunder also enhances user experience through innovative AI-driven features that recommend loan offers as well as repayment plans tailored to each customer’s specific needs and financial circumstances, along with a 24/7 chatbot service for real-time support. MoneyThunder is ISO-certified for information security management system and strictly complies with the Personal Data Protection Act, ensuring robust data protection and customer peace of mind.

Digital Lender Addressing Social Needs

ABACUS digital integrates IRIS+ indicators from the Global Impact for Investing Network (GIIN) and the UN Sustainable Development Goals (SDGs) to guide its social impact objectives and performance assessment related to expanding financial opportunities for the underserved customers—including, for example, micro-entrepreneurs in need of working capital, the self-employed seeking emergency funds, and borrowers with limited or no credit history.



2025 Performance Highlights



MoneyThunder also received the Social Contribution Award at the 7 Innovation Awards 2025 for advancing financial inclusion through technology-enabled lending. This achievement underscores ABACUS digital’s commitment as a leading Thai fintech company to harnessing technology and fostering financial opportunities—with the goal to reduce reliance on informal lending while enabling broader access to secure, transparent, and fair credit solutions.



FINNIX

'Creating Opportunities for Life Fighters to Prosper and Enjoy Life'

MONIX Company Limited (MONIX) is a global fintech startup formed through a joint venture between the SCBX Group and China's fintech unicorn, Abakus Group. Steered by the vision to advance financial well-being for Thai people, MONIX offers nano-finance solutions through the 'FINNIX' application to expand access to formal loans for underserved users, particularly low-income earners and individuals without income documentation. Since its launch over the past five years, FINNIX has rescued more than 1.5 million low-income earners from predatory lending, with total approved loans exceeding 61 billion Baht.

FINNIX operates under the concept of 'The Platform for Life Fighters' and the 'F.I.R.E. Ecosystem' strategy to deliver impact at speed



FINANCE:
Offer legally compliant lending solutions enhanced by innovative features

INTEL:
Help customers understand their own financial behaviors and plan with confidence

REWARD:
Reward positive credit behavior to foster financial discipline

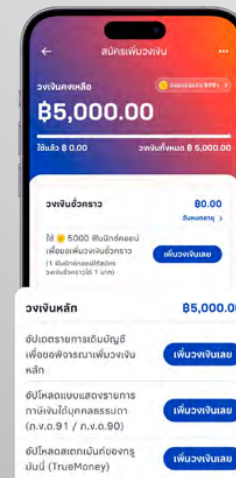
EMPOWERMENT:
Empower users by creating broader financial opportunities and enhancing financial literacy

At the core of FINNIX's innovation is a deep, data-driven understanding of user behavior, derived through comprehensive analysis, research, and regular assessments. This approach helps FINNIX identify hidden needs beyond credit access and promptly translate insights into upgrade features, thus reinforcing its position as a platform of opportunities that stands beside every life fighter and helps Thai people escape the vicious cycle of debt.

FINNIX LINE INCREASE

FINNIX developed a feature that allows users to securely upload additional financial information, such as bank statements, digital wallet records, and tax certificates, to enable more precise assessments of financial behavior and repayment capacity.

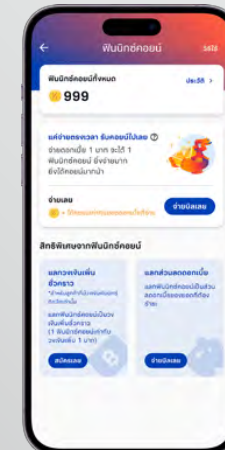
Performance: Over 60% of FINNIX customers received credit limit increases thanks to positive financial behavior, with 20% achieving limits twice their original amount.



FINNIX COIN

To make financial discipline more engaging, FINNIX launched 'FINNIX Coin,' a gamified rewards feature that incentivizes healthy credit behavior. Customers can redeem coins for temporary credit line increases or interest discounts.

Performance: Since its debut in 2023, FINNIX Coin has generated over 3.9 billion coins, with total redemptions for interest discounts exceeding 11.5 million Baht.



FINNIX CREDIT REPORT

The 'FINNIX Credit Report' translates complex credit data into clear, actionable insights that help customers better understand and manage their financial habits. The feature evaluates credit scores across three dimensions: credit behavior, data completeness, and personalized recommendations for better financial health.

Performance: Over 70% of FINNIX customers achieved satisfactory credit scores, demonstrating measurable improvements in financial behavior and stronger credit profiles supported by practical guidance.



2025 Performance Highlights

Revolutionizing digital lending with a new feature: **'Instant Loan Approval in 5 Seconds'**

Customer Base
1.1 million
customers

Total Loan Portfolio of
17.3
billion Baht

Over
14.9
million
transactions

03

Building Financial and Digital Literacy

SCBX Group recognizes that financial and digital literacy form the foundation of long-term well-being and resilience. With this in mind, we consistently roll out initiatives to strengthen financial knowledge and practical skills among Thai people, particularly underserved communities, to enable more informed financial planning and management as they navigate the digital economy.

Target Group: Young People, Teacher, and General Public

Nurturing Financial Discipline for Youth

Financial discipline and financial knowledge are foundational to quality and sustainable growth. Recognizing that childhood is a critical stage for shaping lifelong behaviors, SCBX Group through SCB emphasizes early financial literacy as well as the empowerment of educators who play a pivotal role in youth development. To this end, the company continues to advance initiatives that strengthen financial literacy among young people, educators, and the broader public.

SCB has endorsed the 'Self-Sufficiency Economy Philosophy' in the financial literacy programs, with a strong focus on cultivating financial knowledge, discipline, and responsible decision-making. Through diverse learning formats, participants develop practical skills in personal financial management, savings discipline, and financial planning that can be applied in everyday life. In 2025, environmental considerations were further incorporated into the learning content to foster environmental responsibility alongside financial discipline.

Elementary School Students

'Savings Guardians' and 'Guardians Against Waste': Online and onsite learning activities to help children understand the value of time and money, make thoughtful purchasing decisions, and practice waste separation.

Secondary School Students

'Balanced Life, Financial Stability, Sustainable Environment': An online learning program to build financial knowledge, goal-setting skills, and awareness of mindful consumption to reduce environmental impacts. (Useless = Gain More)

Higher Education Students

'Wealth with Stability': Online and onsite activities, featuring an interactive 'Status Over Savings Card Game,' to encourage university students to set financial goals and understand how assets, investments, and debt interact in wealth creation.

Teachers and General Public

'Finance Stability, Balanced Life': Online and onsite activities to nurture financial discipline and capabilities in financial planning, investment, and debt management. The program also provides teaching resources for educators to pass on financial knowledge to younger generations, with materials uploaded on the 'Khru Digital Platform.' (www.khrudeegital.com)

2025 Performance Highlights



10,514
youth
participants



1,486
teachers and other
participants



414
schools and
educational
institutions



466,437
views on Youtube

Defense Against Online Scams for Secure Digital Transactions

As online transactions become an integral part of everyday life, financial fraud has also grown increasingly complex and pervasive. These evolving threats pose greater risks to underserved groups, including the elderly with limited digital literacy. Acknowledging our role in safeguarding customers and society, SCB has made financial and digital literacy a core line of defense to equip people with awareness and skills needed to protect themselves from financial crime.

Target Group: Customers and General People including Elderly People, Young People, and Women

'Fraud Fighter' Campaign: Staying One Step Ahead of Cyber Threats

In 2024, SCB launched the 'Fraud Fighter' campaign to help Thai citizens recognize and respond effectively to financial scams. The campaign delivers practical learning activities and educational content through multiple channels to raise awareness of emerging fraud tactics. Its flagship initiative, 'Nong Eh! The Series,' features easy-to-understand video content built around relatable characters and scenarios inspired by real financial crime cases in the digital era. With its simple yet engaging format, the series reaches audiences across age groups and genders, thereby driving broad-based financial awareness and meaningful social impacts.



Reached over
45 million
impressions in 2025, totaling
more than **140 million**
impressions since its launch

'Fraud Fighter: Scam Talk with Auntie Gao'

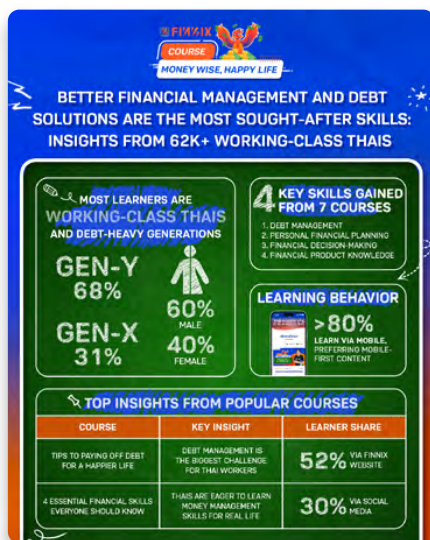
Campaign: Building Defense for Vulnerable Groups



In recent years, financial fraud has become increasingly sophisticated, with scammers deliberately targeting elderly victims who have accumulated lifetime savings for post-retirement, but may be less familiar with digital technologies. Recognizing the growing risks faced by this vulnerable group, SCB plans to launch the newest initiative, 'Scam Talk with Auntie Gao' building on the success of the 'Fraud Fighter' campaign. The new content introduces "Auntie Gao"—with "Gao" referring to being smart and street-wise, a form of wisdom shaped by life experience. Auntie Gao is a relatable character who helps mature audiences recognize warning signs and stay ahead of scammers. The campaign aims to empower vulnerable groups to strengthen their financial defenses with greater confidence. The content is scheduled for public launch in early 2026.

'Money Wise, Happy Life': A Free E-Learning Platform

MONIX aims to position FINNIX as more than just a digital lending application, but as a platform that nurtures financial literacy and responsible credit behavior for all, including underserved groups. To this end, FINNIX introduced a free e-learning platform 'Money Wise, Happy Life,' which offers seven modules covering financial planning, debt management, income-expense-savings-investment management, and informed loan selection. Each module is designed to be digestible with real-world application and short quizzes to reinforce understanding.



'Money Wise, Happy Life' reflects MONIX's F.I.R.E. ecosystem strategy, with a strong focus on Empowerment—building sustainable financial knowledge and skills for Thai citizens. The initiative aligns with the Bank of Thailand's Responsible Lending policy, which emphasizes responsible and fair loan provision, as well as technology and data-driven financial inclusion. Through these efforts, MONIX contributes to more robust and resilient financial well-being across Thai society.

Since its inception in 2024 through 2025, FINNIX has empowered more than 62,000 Thai users with financial literacy, surpassing its initial target by six times. Insights from the program are being used to refine content and develop new modules that better respond to learner needs. In 2025, the number of learners reached 32,000 individuals.

AFAST Smart Retiree Program

SCB through SCB Academy believes that "retirement does not mark the end of one's working life, but rather the beginning of new opportunities—because experience never expires." Retirees possess valuable professional knowledge, expertise, and wisdom that can continue to contribute meaningfully to Thailand's economic and social development.

At the same time, Thailand is home to more than 400,000 SSMEs and SMEs, which serve as critical engines of economic growth. Still, many of these enterprises lack access to experienced 'Advisors' with practical business knowledge who can help strengthen operational capabilities and competitiveness.

In response to the needs of both groups, SCB Academy—together with leading partners—launched the 'AFAST Smart Retiree' program under the 'AFAST Smart Project.' The program functions as a bridge between entrepreneurs and 'Retiree Consultants'—experienced professionals with deep industry knowledge. Its objective is to develop retirees into professional consultants who can share their expertise with Thai entrepreneurs, thereby supporting the growth of small businesses, strengthening the broader economy, and advancing society towards inclusive sustainability.

The program carefully selects retirees and soon-to-retire individuals from multiple professional backgrounds with extensive career experience. Participants undergo training to enhance their consultancy abilities—including business analysis, strategic communication, understanding of digital-era business, and outcome-oriented advisory practices. This preparation enables Retiree Consultants to effectively apply their wisdom to support the growth and resilience of SSMEs and SMEs. Under this program, participating entrepreneurs receive up to 20 hours of consultancy services at no cost, helping alleviate the financial burden associated with costly professional advisors. As businesses scale, this program creates pathways for employment of Retiree Consultants, enabling retirees to generate post-retirement income.

Furthermore, the program introduced the 'Retiree Consultants' Marketplace'—a platform that facilitates matching and collaboration between Retiree Consultants and entrepreneurs. This ecosystem not only helps SSMEs and SMEs achieve more robust growth but also creates meaningful employment opportunities for retirees, transforming their silver years into a renewed period of purpose, pride, and contribution to Thailand's sustainable economic and social development.

3S Empowerment

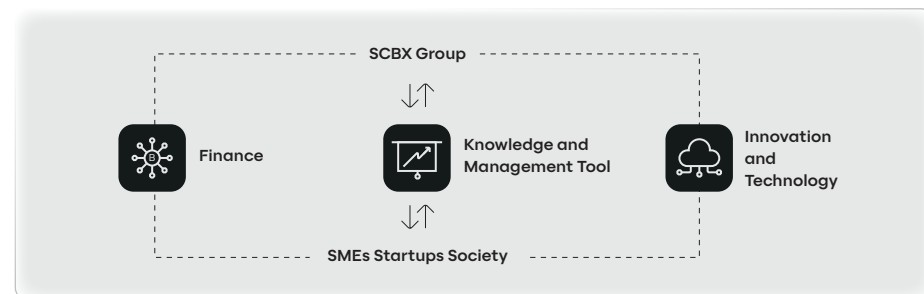
SCBX Group is committed to enabling sustainable growth for SMEs, startups, communities, and society at large. To this end, the Group strives to foster AI-driven financial innovation and nurture future-ready digital skills in order to bridge social disparities and expand access to the resources essential to improving quality of life and long-term competitiveness.

Business Impacts

Long-term business success requires more than growth. It demands accountability to the broader ecosystem in which the organization operates. Guided by this belief, SCBX Group actively supports entrepreneurs, SMEs, startups, and local communities. By leveraging cutting-edge innovation and deep technological expertise, the Group strengthens collaboration and capabilities within Thailand's SME and startup ecosystems alongside initiatives to promote social and environmental responsibility. These consistent contributions to community well-being reinforce SCBX Group's aspiration to become the most admired financial technology group, while enhancing organizational reputation, expanding customer base, and supporting long-term value creation.

Strategy and Management Approach

SCBX Group believes in the power of small businesses and small people to drive meaningful social and economic transformation. Global landscapes today are full of complex challenges, including geopolitical uncertainty, rapid advances in digital technology and artificial intelligence (AI), and the low-carbon transition—all of which prompt businesses and societies alike to adapt with speed and resilience. Against this backdrop, SCBX Group mobilizes its technological capabilities, data, partner networks, and comprehensive financial solutions to drive the capabilities of Thai SMEs, tech companies, startups, the young generation, and communities. Our approach is anchored in the 'SMEs–Startup–Social (3S) Empowerment' framework, with an aim to broaden access to finance, knowledge, and digital tools needed to enable innovation, adaptability, and sustainable growth for all.



Key Target and Performance



Target

Empowering **2 million** SMEs, startups, communities, and more than **60,000 enterprises**, with 5,800 million Baht of investment to foster business opportunity and enhance the quality of life by 2025



Performance as of 2025

Provided support to **2,017,681 individuals** and **32,515 enterprises** through an investment of 5,084 million Baht



01

Empowering SMEs Entrepreneurs

SCBX Group's ambition to support Thai SMEs in growing and thriving amid the digital and green economy transition. By combining "financial power" with "knowledge, tools, and business supports," the Group continues to deliver holistic solutions that address both financial and non-financial needs, thus equipping Thai entrepreneurs with skills and resources to stay buoyant in a competitive landscape.

SMEs Empowerment Initiatives by SCB

Customer Centric

Grounded in deep customer insight, SCB delivers best-in-class financial solutions, comprehensive advisory support, and knowledge sharing to SMEs clients. The Bank also adjusts its operation to align with the changing business environment, while strengthening employees' capabilities as trusted business advisors to help clients grow sustainably and competitively.

Full-Service Financial Support

SCB offers a broad suite of loans and financial solutions tailored to the specific needs of SMEs clients. This is complemented by business management advisory, financial planning, operational efficiency, and sustainable growth strategies to help Thai SMEs remain adaptable and resilient amid economic volatility.

Digital Business Solution

To support sustainable business expansion in the digital era, SCB leverages technology to enhance its innovation capabilities. Through accessible digital financial services and platforms, the Bank enables clients to accelerate digital transformation and unlock new growth opportunities.

Course and Seminar

SCB organizes year-round training programs and seminars to strengthen SMEs capabilities across critical areas, including financial and family business management, international trade, AI deployment, digital platforms, green business transition, and sustainable development—equipping Thai SMEs with practical insights to effectively translate learning into business impact.

SCBX Group through SCB has continuously empowered Thai SMEs via the SME Academy since 2019. In 2025, SME Academy offered seven comprehensive courses to equip Thai entrepreneurs with essential knowledge and skills needed for long-term success.

The DOTs Bootcamp Family Business

A capability-building program to equip second-generation business leaders with essential skills in business, family relationships, and financial management for a smooth generational transition and long-term sustainability.

Future Smart Reduction Bootcamp

A program to enhance the competitiveness and resilience of Thai entrepreneurs through sustainable cost reduction and efficient resource utilization.

Family Wealth & Wellness

An exclusive invitation-only event focused on holistic family wealth and wellness management. The event deepens SCB relationships with clients and their successors, reinforcing the Bank's role as a trusted financial partner across generations.

SCB IEP 19 Paradox CODE: Decoding Leadership in the AI Age

A leadership program to equip SMEs leaders with a 'Paradoxical leadership style' that enables sustainable growth by leveraging AI and digital technology in strategic decision-making, cost optimization, and operational efficiency.

SCB ITP 7th: The NextWave Exporters AI and ESG in Action

A strategic program to strengthen exporters' capabilities in expanding their international presence and growing sustainably.

SCB KX: SMEs Navigator to Tech-Driven Growth

A learning platform combining hands-on workshops, case studies, and access to networks, digital tools, and funding opportunities to accelerate SMEs' technology adoption and competitiveness.

The DOTs 5th Family Power: Legacy to the Future

Family business program for SMEs successors to foster a deep understanding of family business operations, strategy, and values, alongside the strategic capabilities needed to identify new opportunities and drive sustainable growth.

722 SMEs
joined the training
in 2025

For more information on SME Academy courses, please [click here](#).

As sustainability and the low-carbon transition have become critical drivers for today's businesses, SCB aspires to empower environmentally responsible SMEs through better access to financing under preferential terms and interest rates. These efforts seek to help SMEs navigate evolving ESG trends and propel resilient growth.

For more information, please refer to the 'Sustainable Finance' chapter.

02 Supporting High-Potential Tech Companies and Startups Worldwide



SCB 10X Company Limited (SCB 10X), a subsidiary of SCBX Group, was founded with a 'Moonshot Mission' to unlock exponential growth through investments in disruptive and frontier technologies. At the core of SCB 10X is a corporate venture capital (CVC)—the venture investment arm of SCBX Group, which invests globally in high-potential technology companies and startups. Its focus areas span from AI/Deep Tech and Blockchain to frontier technologies, with the ambition to turn technological potential into state-of-the-art financial innovations.

3

Focus
Areas



AI/Deep Tech



Blockchain
& Web 3.0



FinTech

Building investment networks for tech startups worldwide

84 Tech Startups 17 Countries

Selected Investment in 2025

In 2025, SCB 10X continued to broaden its global AI investment network through alliances with leading venture funds and AI experts. These collaborative efforts enabled SCB 10X to invest across a diverse spectrum of AI-driven companies and funds, including



Joined the USD 50 million Series B funding round of BlinkOps, an Agentic-powered cyber security automation platform.



Co-led the USD 6 million pre-seed funding round of Hearvana, a pioneering auditory intelligence startup aiming to enable humans and machines to achieve superhuman listening abilities.



Invested in USD 80 million Fund III of AI2 Incubator, a Seattle-based incubation fund focused on early-stage AI startups.

03 Promoting Education and Social Well-Being

Equal access to education and a good quality of life forms the foundation of sustainable national development. SCBX Group through SCB, therefore, remains steadfast in its pursuit of initiatives in "human" and "social" development by strengthening resilience in the digital age while advancing well-being for all. The Group's ambition is achieved through initiatives focusing on youth and education development, seeking to cultivate future-ready skills for learners and educators, alongside enhancing financial and digital literacy. Recognizing the imperative of basic needs and a healthy environment, SCBX Group spearheads water resource management projects for agricultural use—a cornerstone of the grassroots economy. In parallel, the Group collaborates with an extensive partner network to provide disaster relief and assistance to vulnerable communities to ensure that Thai society can march ahead without leaving anyone behind.

Youth Development and Education

SCBX Group through SCB continues to promote educational opportunities and youth development, while enhancing educator capabilities to align with essential 21st-century skill sets. The two main initiatives consist of the following.



SCB Challenge,
Year 20

SCB Challenge is more than a competition; it is a long-standing and capability-building platform for Thailand's youth. The initiative cultivates essential 21st-century skills, focusing on the 4Cs (Critical Thinking, Creativity, Collaboration, and Communication), while instilling ethics, volunteerism, and social responsibility. Furthermore, SCB Challenge also enhances educators' capabilities through an understanding of youth development, thus enabling them to apply learnings to improve classroom instructions.

	2006	2015	2016	2017	2018	2019	2023	2024	2025	
Primary	Year 1-9 (2006-2014) Drawing Competition based on Topics Promote the 3C's of imagination 	Year 10-11 (2015-2016) Drawing Competition based on Word Combination Promote 3Cs of imagination through using a set of words to arrange into pictures.		Year 12 (2017) Drawing Competition based on Music Promote the 3Cs of imagination through workshops to learn from hands-on experiences.	Year 13-17 (2018-2022) Drawing Competition with a Focus on the 4Cs Design workshop by the Faculty of Education, Chulalongkorn University emphasizes collaborative thinking, and coherent action process. 		Year 18-19 (2023-2024) Drawing Competition with a Focus on the Insertion of the 4Cs and Moral Virtues Design workshop by the Faculty of Education, Chulalongkorn University emphasizes collaborative thinking, teamwork, and coherent action process.		Year 20 (2025) Creativity Competition (Drawing and Painting) Held under the theme 'SCB Challengers: Seizing the Moment, Creating Opportunities, Shaping the Future,' the contest promotes creativity alongside ethical values and volunteer spirit to nurture responsible future citizens.	
	Secondary/Vocational Education	Year 1-10 (2006-2015) Question and Answer Competition Provide knowledgeable youth to compete and answer questions using the knowledge accumulated in a limited time. 		Year 11-13 (2016-2018) Contest to Tell Community Culture through Electronic Media Fosters pride amongst youth of the local area and understand the culture of the community by conveying the story through electronic media. 		Year 14-18 (2019-2023) Competition to Develop Projects Using Science and Technologies to Benefit the Community To inform youth to the issues faced by the community and apply their scientific knowledge and technological abilities to solve problems and develop solutions to benefit the community. 		Year 19 (2024) Compete to Develop Project Using Applied Science and technology for the Benefit of the Community (Secondary Education) and Enterprises (Vocational Education) To inform youth to the issues faced by the community and the workplace and apply their knowledge and abilities in science and technology to develop solutions to benefit the community and the establishments.	Year 20 (2025) Green Innovation Project Competitions for Sustainability in the AI Era The hands-on competition aims to enable students to apply scientific and technological knowledge to develop green innovations that address real-world social and entrepreneurial challenges, in alignment with ESG principles promoting social and environmental responsibility for sustainable growth.	
Higher Education		Year 1-13 (2006 - 2018) Community Creative Project Competition 								
Beyond competition... Since its inception until 2025, the project has				Planted the seeds of development on 67,748 youth	Nurtured skills for 16,287 educators	Fostered engagement of 11,137 educational Institutions	Contributed positive impacts to 370 communities			



SCB-CONNEXT ED: Leadership for Sustainable Educational Development

SCBX Group through SCB signed a Memorandum of Understanding (MOU) with the Ministry of Education and 44 schools in Sisaket Province under the ‘Partnership School Project: One Amphoe, One Quality School.’ Building on the success of the CONNEXT ED program, this initiative seeks to develop SMART Schools that serve as model institutions to elevate educational quality in Thailand. SCBX Group envisions these schools as spaces for opportunity, where teachers and students alike are equipped with knowledge, skills, and ethical values to become powerful vigor of Thailand’s economic development.

Drawing on expertise from the Siam Commercial Foundation, SCB Academy, school partners (SP), and a broad network of education experts, the project aims to accelerate educational outcomes across all 44 schools in Sisaket Province. The project spans five years (2025-2029), commencing with the MOU signing on October 1, 2025. The Phase 1 roadmap for 2025 is outlined below.

Approach

Conduct workshop programs to equip educational leaders with tools for designing effective learning journeys, including

- Core Module: SMART SCHOOL—reimagining future classrooms through active learning approaches
- Supplementary Modules: Personal finance and additional curriculums to promote financial discipline and ethical values

Expected contributions

Students



Future-Ready Learners

- Engage in participatory learning that fosters critical thinking, analysis, and hands-on practice
- Strengthen financial discipline and moral values
- Access diverse and up-to-date learning resources

Teachers



Lesson Planner

- Develop active learning skills through training programs and digital platforms
- Design practical lesson plans using SMART School tools
- Participate in PLC and continuous professional development activities

School Administrators



Change Leaders

- Collaborate in school development planning with SP & SCB
- Drive active learning across all grade levels
- Support teachers and foster a learning culture within the school

Schools



Change Role Models

- Develop school improvement plans using the DE process
- Transform classrooms into SMART Schools across all grade levels
- Build a collaborative learning culture through PLC
- Scale up the initiative to other schools within the community

Parents and Community



Collaborative Power for Education

- Participate in school development planning
- Understand new learning approaches for children
- Support and engage in school activities

Social Development and Disaster Relief: Restore Happiness and Protect Environment

Natural disasters and unforeseen crises can significantly disrupt livelihoods and community stability. SCBX Group, therefore, is dedicated to delivering timely social support to affected communities to restore well-being and morale and help disaster victims return to normalcy with peace of mind. The Group also actively promotes activities and organizations that work to improve the quality of life across multiple dimensions, thus contributing to a community in which everyone can live a decent life with resilience.

“SCB, Let’s Do Good” Volunteer Campaign

SCBX Group actively encourages employees to participate in public service activities as part of cultivating a strong culture of volunteerism, unity, positive attitude, and environmental and community stewardship—recognizing that employees are the driving force behind SCBX Group’s social contribution efforts. Under the “We Do Good Deeds with Our Hearts” royal volunteer project, SCBX Group has led public service activities in collaboration with the Privy Purse Bureau and the Royal Thai Air Force in honoring the royal initiative of His Majesty the King, which emphasizes unity, compassion, and collective action for public benefits without expecting anything in return.

Through the “SCB, Let’s Do Good” program, SCBX Group organizes a wide range of volunteer activities. Selected initiatives include: delivering relief bags and essential supplies to disaster-affected areas, creating Punsuk Plush Toys for children with cleft lip and palate conditions; accompanying mobile medical missions with the Operation Smile Foundation across multiple provinces; expanding green spaces through tree-planting initiatives in Bang Kachao, growing seedlings in collaboration with the Seub Nakhasathien Foundation at the Sanephong Forest Protection Unit in the west of the Thungyai Naresuan Wildlife Sanctuary, Amphoe Sangkhla Buri, Kanchanaburi; and organizing brain-based learning activities at schools in Phitsanulok Province and Lopburi Province.

2025 Performance

3,740 volunteers throughout the year

Total volunteer service of **15,047** hours

Helping Disaster Victims with SCB

Communities across Thailand continue to face severe challenges arising from floods, cold weather, drought, pollution, earthquakes, and social turmoil—all of which significantly disrupt people's well-being and daily life. Recognizing these hardships, SCBX Group through SCB is committed to providing timely assistance to disaster-affected populations in Thailand and overseas through the network of public and private sector partners, as well as local communities. Since its inception in 2010, the initiative has helped alleviate suffering and support communities in recovering and rebuilding resilience. Two types of assistance include

- **Immediate Assistance:** Provision of essential supplies such as relief bags, boats, life vests, blankets, and medical masks to address urgent needs.
- **Rehabilitation Assistance:** Support for longer-term recovery through the repair and restoration of homes and schools to help affected communities return to normalcy.

2025 Performance

6,750 relief bags distributed (500 for earthquake victims / 5,050 for flood victims / 1,200 for communities along the Thai-Cambodia border)

4,800 blankets delivered to communities affected by cold weather

4.5 million Baht in financial assistance to Myanmar earthquake victims through the Rajaprajanugroh Foundation, the World Food Programme (WFP), and the Myanmar Red Cross Society

10 million Baht in financial assistance to families of deceased soldiers and military personnel injured during the Thailand-Cambodia conflict, to provide relief and strengthen morale among soldiers who work tirelessly to safeguard national sovereignty

7.65 million Baht in financial assistance to flood victims in southern Thailand on behalf of the Thai Bankers' Association

1.0 million Baht in financial assistance to flood victims in southern Thailand through the Friends in Need (of "PA") Volunteers Foundation, Thai Red Cross Society

(Note: Relief bags and blankets are made from recycled single-use plastic bottles to reduce plastic waste and promote resource optimization.)

Network of Community Disaster Alert – Friends in Need (of "PA")

The initiative aims to build a community-based surveillance network, especially for floods and landslides, with two main operations involving: 1) Technology by encouraging communities to leverage technology systems and tools to enable timely disaster response; and 2) Restoration and land development by promoting community water resource management.



Water Storage Tanks



Water Filtration Systems for Utilization



Drinking Water Filtration Systems



Living and Retention Weirs



Solar Water Pump System

Partnership:

Friends in Need (of "PA") Volunteers Foundation, Thai Red Cross Society

Project Duration:

2020 - present

2025 Performance

Beneficiaries included **36,177 recipients** in **9,042 households** across 7 communities

Sustainable Water Resource Management for Community

Building on the royal initiatives of His Majesty King Bhumibol Adulyadej the Great in water resource management, the initiative seeks to develop water storage for consumption, utilization, and agriculture, thereby uplifting community well-being while mitigating challenges associated with droughts and flooding.



Install Water
Filtration systems



Canal
Excavation



Build
Community Weirs

Partnership:
Utokpat Foundation under
Royal Patronage

Project Duration:
2012 - present

2025 Performance

Beneficiaries included **1,146 recipients** from **241 households**

in **2 communities** affected by floods and droughts

Increased community water reserves by **106,000 cubic meters**

Water for a Better Life Project

In collaboration with the Royal Thai Air Force, SCBX Group through SCB expands access to clean water for consumption and utilization in rural and remote communities. Since its launch in 2014, the initiative has contributed to long-term improvement in quality of life through the installation of water infrastructure, including two 2,000-liter water storage tanks, water filtration systems, solar-powered electricity generation systems, and supporting facilities for community waterworks.



Water
Storage
Tanks



Essential Water
Infrastructure
and Facilities



Water
Filtration
Systems



Solar-Powered
Drinking Water
Filtration Systems

In 2024, SCB further expanded the efforts through the 'Sustainable Water Access' program, delivering 10,000-liter water storage tanks and related facilities to tackle water shortages during dry seasons. To ensure sustainable post-completion handling, local communities are encouraged to establish water management committees to oversee ongoing operations.

2025 Performance

- 'Providing Water for Better Living' program delivered to 6 schools in 6 provinces, with a total beneficiary of **8,742 recipients** in **2,137 households**
- 'Sustainable Water Access' program delivered to 6 districts in 3 provinces, with a total beneficiary of more than **7,336 recipients** in **1,788 households**

Growing Economic Resilience

Sustainable Finance

Sustainable Finance

SCBX Group is committed to incorporating Environmental, Social, and Governance (ESG) considerations into strategic decision-making across lending, investment, and the development and delivery of comprehensive financial solutions. In doing so, the Group strives to address diverse client needs while proactively managing the environmental and social impacts associated with its business activities.

Business Impacts

As sustainability issues continue to gain prominence among stakeholders—including customers, investors, regulators, and the general public—responsible lending and investment practices present both risks and opportunities for the financial sector. On the aspect of risks, inadequate integration of ESG factors into underwriting and investment decisions may expose financial institutions to the risk of indirectly financing activities that generate negative externalities. Such shortcomings may also lead to perceptions of greenwashing, potentially undermining corporate credibility and reputation. Meanwhile, the rising ESG trends across businesses and capital markets offer significant opportunities for SCBX Group through SCB to expand sustainable lending and investment solutions in response to evolving market demand. These efforts not only enhance competitiveness but also support long-term revenue streams, while reinforcing SCB's role in spearheading Thailand's transition toward a sustainable economy.

Strategy and Management Approach

SCBX Group places great emphasis on advancing sustainable finance. SCB strictly operates under the SCBX Group Sustainable Finance Framework, together with the Bank's sustainable finance policies. For functions associated with credit underwriting and investment decision-making, a governance structure has been established with clearly defined roles, responsibilities, and accountabilities at both management and operational levels. The internationally recognized ESG standards are integrated into the credit underwriting and investment processes. Furthermore, SCB has developed an exclusion list to mitigate and prevent potential negative externalities, alongside measures to identify and manage environmental and social risks arising from clients' operations. Through these approaches, SCB aspires to champion consistent sustainable finance and investment assessment practices across the SCBX Group.

The Bank's sustainable finance frameworks and policies consist of

- Sustainable Finance and Advisory Statement
- Statement on Fossil Fuel Financing
- Responsible Investment Advisory Policy
- Sustainable Investment Policy
- Environmental, Social, and Governance Risk Management Policy

Key Target and Performance



Target

Providing financial support of **150 billion Baht** to customers transitioning to a low-carbon economy and society, and promoting sustainable development goals by 2025



Performance as of 2025

Supporting **223,487 million Baht** to support the transition toward a low-carbon economy and society, while promoting the Sustainable Development Goals



01

Upholding the Equator Principles

In 2022, SCB was the first financial institution in Thailand to become a signatory to the Equator Principles (EPs) Association. As a member of the EPs, SCB has adopted the ten principles—which are internationally recognized standards for environmental and social risk management in project finance—in its credit underwriting process. This approach encompasses identifying, assessing, and systematically managing risks associated with large-scale project finance. By upholding the EPs, SCB supports corporate clients in overseeing environmental and social impacts while strengthening the Bank's internal mechanisms to assess risks, establish mitigation measures, and monitor the progress of high-risk projects. In addition, SCB's project finance agreements require compliance with the EPs as a contractual condition.



In 2025, SCB underwrote 18 project finance transactions in accordance with the EPs. Key projects incorporating ESG risk considerations under the EPs and SCB Responsible Lending Policy include the following

5-Star Hotel Development

Project Summary

- The project involves the development of a five-star hotel located in Yaowarat, comprising 11 above-ground floors, 4 underground floors, and a total of 351 guestrooms.

Environmental/ Social Risks Assessment

- Without proper management and preventive measures, the construction phase may generate adverse impacts on the environment and surrounding communities, including noise, vibration, dust emissions, wastewater discharge, and other construction-related disturbances.
- During operation, the hotel may create environmental and social impacts, including greenhouse gas emissions from energy use, water consumption, waste generation, and wastewater discharge associated with hospitality services.

Based on a comprehensive assessment, SCB classified this project's environmental and social risks as moderate.

Management Approach

- The financing agreement requires the project developer to obtain Environmental Impact Assessment (EIA) approval and implement environmental and social management measures endorsed by certified environmental and social impact assessment experts.
- To ensure ongoing compliance, the project developer is obligated to submit regular progress reports to SCB, prepared by qualified environmental and social assessment specialists. The reports should also outline issues and corrective actions in cases of non-conformity.

Condominium Development

Project Summary

- The project involves the development of 5 condominium buildings on Samsen Road, adjacent to the Chao Phraya River, comprising 1,414 units.

Environmental/ Social Risks Assessment

- Without proper management and preventive measures, the construction phase may generate adverse impacts on the environment and surrounding communities, including noise, vibration, dust emissions, wastewater discharge, and other construction-related disturbances.
- Residential activities may contribute to environmental and social externalities, including greenhouse gas emissions from energy use, water consumption, waste generation, and wastewater discharge.

Based on a comprehensive assessment, SCB classified this project's environmental and social risks as moderate.

Management Approach

- The financing agreement requires the project developer to obtain Environmental Impact Assessment (EIA) approval and implement preventive and management measures endorsed by certified environmental and social impact assessment experts.
- To ensure ongoing compliance, the project developer is obligated to submit regular progress reports to SCB, prepared by qualified environmental and social assessment specialists. The reports should also outline issues and corrective actions in cases of non-conformity.

Waste-to-Energy Power Plant

Project Summary

- The project involves the development of a 9.9-megawatts industrial waste-to-energy power plant located in Kaeng Khoi Industrial Estate, Kaeng Khoi District, Saraburi Province.

Environmental/ Social Risks Assessment

- The waste-to-energy power plant generates greenhouse gas emissions from the combustion of industrial waste containing chemical substances and pollutants. However, when accounting for avoided emissions, the project's total emissions are lower than those associated with landfill waste disposal or conventional incineration.
- Potential environmental impacts include air pollution, hazardous waste disposal, water contamination, noise, and odor.

Management Approach

- The project is assessed in accordance with international environmental and social standards, including the ADB Safeguard Policy Statement, AIIB Environmental and Social Framework, IFC Performance Standards, Equator Principles, World Bank Group Environmental, Health, and Safety (EHS) Guidelines, and EU Air Quality Standards.
- The project developer engages independent environmental and social consultants to conduct impact assessments, recommend mitigation measures, and monitor project operations in line with applicable standards.
- Air pollution control systems are designed using best available technology in accordance with the World Bank Group EHS Guidelines for waste-to-energy facilities, supported by pollutant monitoring systems.
- The project developer has established action plans to conduct public hearings, engage with local communities, and set up a community development fund to support environmental improvements and enhance well-being in surrounding areas.

02

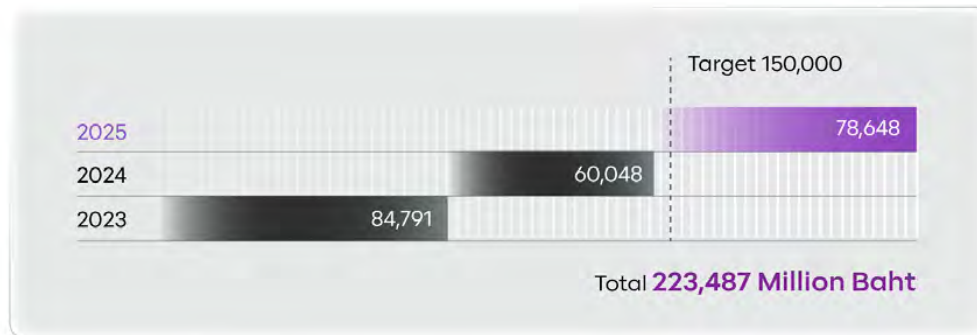
Championing Every Commitment for a Low-Carbon and Sustainable Economy

SCB remains steadfast in its commitment to advancing sustainable finance. To this end, the Bank integrates ESG considerations into loan approval processes, the development and delivery of financial solutions and services, and the promotion of sustainable investment in response to the diverse needs of customer segments, while actively overseeing environmental and social impacts.

Sustainable Financing

Cumulative Sustainable Finance

(Unit: Million Baht)



SCB aspires to deliver a broad spectrum of sustainable finance solutions that cater to customers across all segments. By doing so, SCB seeks to support sustainable transition at multiple levels—globally, through alignment with the Sustainable Development Goals (SDGs) and the Paris Agreement; nationally, through Thailand's Bio-Circular-Green Economy (BCG) model; and at the business and individual levels, by promoting ESG integration in business operations and sustainable lifestyles among Thai people.

Corporate Clients

In 2025,
SCB delivered
sustainability loans to
35 corporate clients

78,648 million Baht
of approved loans or accounting
for 20% total approved loans
for corporate clients

To advance the transition to a low-carbon economy and promote the SDGs, SCB has endorsed the Green Loan Principles and Sustainability-Linked Loan Principles issued by the Loan Market Association (LMA), Asia Pacific Loan Market Association (APLMA), and Loan Syndications and Trading Association (LSTA) in underwriting sustainability-related loans for corporate clients.



Green Loan

SCB offers green loans to support environmentally friendly projects and initiatives, including renewable energy, electric vehicles, and energy-efficient buildings.

26,500 million Baht of approved credit limit



Sustainability-Linked Loan

SCB offers sustainability-linked loans with preferential interest rates tied to specific sustainability performance targets (SPTs). These targets are measured through client-defined key performance indicators (KPIs), such as external sustainability ratings relevant to the client's business, improvements in energy efficiency, reductions in greenhouse gas emissions, and water conservation.

44,490.15 million Baht of approved credit limit

SMEs Clients

In 2025,
SCB delivered sustainability loans to
59 SMEs and SSMEs clients

404 million Baht of approved credit
limit or accounting for 0.76% of total
approved credit limit for SMEs clients

Small and medium-sized enterprises (SMEs) and small-sized SMEs (SSMEs) are vital pillars of Thailand's economy, contributing significantly to value creation, employment, and exports. Recognizing their integral role, SCB strives to facilitate access to financing for SMEs and SSMEs interested in or actively engaged in environmentally friendly business operations. Through preferential interest rates and lending conditions, SCB strives to enhance the competitiveness of small businesses and help them thrive throughout the low-carbon economic transition. Selected sustainable financial solutions include:



SCB Sustainable Financing for SME

Support sustainability transition of SMEs clients



Green Forward

Support SSMEs operating environmentally friendly businesses



Sustainability and Efficiency Enhancement Loans for Hotel Business

Support hotel businesses investing in energy efficiency improvements or operating in an environmentally and socially responsible practices

SCB believes that anyone can play a meaningful role in driving the transition toward a sustainable and low-carbon society. Therefore, the Bank aspires to enable sustainable lifestyles for retail customers by supporting eco-friendly transportation and renewable energy alternatives. In collaboration with leading partners, SCB continues to offer green mobility loans and green energy home loans to help retail customers adopt more sustainable ways of living.



Clean Mobility

Offer loans for clean mobility through partnerships with leading organizations and develop inclusive financial solutions to accommodate the electric mobility ecosystem



SCB Home Loan: Green Energy

Offer loans for green and energy-efficient homes—covering the purchase, construction, renovation, and maintenance of residential properties to install solar rooftops and other energy-saving equipment or technologies

Sustainable Advisory

Recognizing the imperative of financing initiatives that mitigate climate change and environmental impacts, SCB actively provides advisory services and serves as an underwriter of sustainable bonds and supports fundraising by companies committed to strong corporate governance and minimizing environmental impact. In 2025, SCB facilitated the issuance of sustainable bonds that underwent a verification to ensure the use of proceeds aligns with environmental objectives and adheres to the Green Bond Principles and/or Sustainability Bond Guidelines and/or Sustainability-linked Bond Principles by the International Capital Market Association (ICMA), ASEAN Green Bond Standards (ASEAN GBS), and ASEAN Sustainability Bond Standards (ASEAN SUS). The 5 companies involved in sustainable bonds included

Retail Customers

In 2025,
SCB delivered sustainability
loans to **39 retail customers**

312.7 million Baht of approved credit
limit or accounting for 0.46% of total
approved credit limit for retail customers

In 2025,
SCB issued

6,294.54 million Baht
worth of sustainable bonds or 6.32% of the total bond issuance value

Product	Corporate Clients	Value (million Baht)	Verified/ Approved by
Sustainability-Linked Bond 	Minor International Public Company Limited Objectives: To repay debt from bond issuance Sustainability Indicators: 1. Scope 1-2 GHG emissions intensity across all Minor's business operations, in compliance with the emissions coverage defined under the SBTi Corporate Net-Zero Standard Criteria. The indicator is measured in tons of carbon dioxide equivalent (tCO ₂ e), according to the GHG Protocol Standard.	1,084.56	Sustainalytics
	Minor International Public Company Limited Objectives: To repay debt and raise short-term working capital Sustainability Indicators: 1. Scope 1 and Scope 2 GHG emissions intensity across all Minor's business operations, in accordance with the emissions coverage defined under the SBTi Corporate Net-Zero Standard Criteria. The indicator is measured in tons of carbon dioxide equivalent (tCO ₂ e), following the GHG Protocol Standard.	1,200	Sustainalytics

Product	Corporate Clients	Value (million Baht)	Verified/ Approved by
Sustainability-Linked Bond 	Thai Union Group Public Company Limited Objectives: To repay debt to financial institutions or debt from bond issuance Sustainability Indicators: 1. Absolute GHG emissions under Scope 1-2 across all Thai Union Group's operations 2. Percentage of shrimp procured from certified sources in accordance with the Global Sustainable Seafood Initiative (GSSI) or from credible aquaculture improvement projects.	1,400	DNV (Thailand) Co., Ltd.
Green Bond 	Xayaburi Power Company Limited Objectives: To refinance a previous bond issuance that funded the Xayaburi Hydroelectric Power Plant, thus reaffirming the commitment to renewable power development	758	DNV Business Assurance Australia Ltd.
Blue Bond 	Thai Union Group Public Company Limited Objectives: To refinance certified sustainable seafood procurement under the Marine Stewardship Council (MSC) framework	400	DNV (Thailand) Co., Ltd.

Product	Corporate Clients	Value (million Baht)	Verified/ Approved by
Green Bond 	CK Power Public Company Limited Objectives: To be allocated to the investments and refinancing associated with the Company's hydro power projects.	833.33	DNV (Thailand) Co., Ltd.
	Sermuang Power Corporation Public Company Limited Objectives: For partial repayment of existing debt through the roll-over of the bonds issued for investments in solar and wind energy project, and to invest in renewable power projects.	618.65	DNV (Thailand) Co., Ltd.

Selected Innovative Sustainable Financial Solutions

In 2025, SCB introduced new sustainable financial solutions to help clients accelerate their transition toward a low-carbon economy and a more sustainable society.

Green Hotel Plus

SCB joined forces with key public and private partners to pilot the 'Green Hotel Plus (GHP)' initiative—aiming to elevate sustainability standards across the Bank's loan portfolio in the hotel and hospitality sector in Southern Thailand. The initiative aligns with GHP criteria recognized by the Global Sustainable Tourism Council (GSTC).

Key partners include the Department of Climate Change and Environment (DCCE), the Tourism Authority of Thailand (TAT), the Office of Small and Medium Enterprises Promotion (OSMEP), the Sustainable Tourism Development Foundation, the Southern Chapter of the Thai Hotels Association, the hotel operators, the DCCE-registered GHP verifiers, the SCB Economic Intelligence Center (SCB EIC), and the Thai Climate Initiative fund—an SME-focused fund established under the cooperation of Thailand's Office of Natural Resources and Environmental Policy and Planning (ONEP) and Germany's Federal Ministry for Economic Affairs and Climate Action (BMWK). The initiative is executed through two strategies.



New Hotels and Existing Hotels Undergoing Major Renovations

SCB encourages clients to adopt Green Building Certifications—such as LEED, EDGE, and TREES—from the design stage onward. This approach supports long-term sustainability objectives and enhances project value in ESG-conscious markets. Alongside certification, the Bank provides financing solutions for energy efficiency improvements, water and wastewater management, pollution prevention and control, green transportation, digital technology adoption, and the use of renewable energy. These measures help reduce operating costs while establish a strong foundation for sustainable long-term business operations.



Operating Hotels Focused on Day-to-Day Operations

SCB supports clients' sustainability transition through Green Operating Certification, referencing internationally recognized standards such as those established by the Global Sustainable Tourism Council (GSTC), as well as GSTC-recognized certifications including Green Hotel Plus, EarthCheck, and other GSTC Recognized Standards. SCB also encourages hotels to set environmental performance targets—such as reducing GHG emissions, energy consumption, water usage, and food waste, while increasing the procurement of local and green products. This approach reflects a holistic sustainability framework, addressing issues that matter consumers and local communities—not only carbon performance. In parallel, the Bank offers sustainability financial products linked to clients' sustainability targets in accordance with the Loan Market Association (LMA) Sustainability-Linked Loan Principles, supporting clients in achieving clear, transparent, and internationally recognized sustainability objectives.

In addition, the Bank has developed the SCB Model, which begins with openly listening to clients' pain points and then "assembling solutions" by integrating knowledge, international standards, and tailored financial tools. The Bank further strengthens these efforts by connecting policy and standards-driven ecosystems through public-private collaboration. In 2025, SCB organized a hands-on workshop, 'Preparing for Green Hotel Plus (GHP) Certification with SCB', to equip hotel operators in Southern Thailand with practical knowledge of GHP criteria, benefits, preparation steps, and application processes. The program included knowledge-sharing from GHP-certified and green hotels, as well as SCB's advisory support and financial offerings designed to facilitate certification. This initiative help Thai hotel operators capture emerging opportunities as global travelers increasingly prioritize sustainability and positive environmental, economy, and social impact. The workshop also formed part of preparations for Phuket Province's role as host of the Global Sustainable Tourism Conference 2026. More than 100 participants from over 47 hotels in Phuket and nearby areas took part, reflecting strong collaboration among hotel businesses, government agencies, financial institutions, and sustainability partners in advancing Thailand's tourism sector toward internationally recognized standards.

Sustainable Investing

SCB places a strong emphasis on integrating ESG considerations into investment advisory and wealth management services. Our Investment Data Analytics and Advisory Center is specifically tasked to analyze ESG issues to provide strategic insights and investment conditions as well as develop frameworks for recommending the best investment strategies to clients.

SCB Wealth Management

SCB WEALTH is dedicated to incorporating ESG factors into investment advisory services as well as the selection of funds and asset management companies recommended to the clients. SCB WEALTH evaluates criteria for sustainability rankings to ensure neutrality and alignment with global standards. For instance, domestic and foreign fund assessments follow the Sustainable Finance Disclosures Regulation (SFDR), while Thai asset management fund evaluations adhere to the Sustainable and Responsible Investing Fund (SRI Fund) guidelines by the Securities and Exchange Commission (SEC). This approach enables SCB to mitigate sustainability risks while fostering opportunities to generate long-term values that align with clients' investment objectives and risk appetite.

SCB Asset Management (SCBAM)

SCB Asset Management, or SCBAM, has integrated the Principles of Responsible Investment since 2014 and further expanded into sustainable investing. In 2024, SCBAM became a signatory of the United Nations Principles for Responsible Investment (UN PRI), underscoring the company's commitment to conducting asset management and investment activities within a sustainable development framework.

Guided by the principle of managing investments in the best long-term interests of investors while generating positive impacts on the sustainable development ecosystem, SCBAM has established a robust governance structure. This includes the appointment of the Sustainability Management Committee and the Sustainability Investment Committee to oversee operations and set strategic directions related to sustainable investment. Clear roles and responsibilities are defined to ensure effective investment governance aligned with the sustainable investment policy in a consistent and systematic manner, grounded in fiduciary duty, while also promoting awareness and fostering a sustainability-focused organizational culture.

Furthermore, SCBAM continues to strengthen its sustainable investment management practices by setting sustainability investment goals and strategies, as well as by adopting an active stewardship approach to proactively promote sustainability among investee companies. These efforts support the achievement of investment objectives while encouraging investee companies to operate in alignment with sustainability principles.

In 2025,
SCBAM offered sustainability-
focused funds as alternatives for
clients with total assets under
management (AUM) of
21,955 million Baht

SCBAM offers diverse investment products and asset classes, with an expanding portfolio of sustainability-focused funds—such as energy transition funds, impact funds, and electric vehicle (EV) funds.

Note: The revenue from the Wealth Management and Asset Management business segments accounts for 4.06% of the total revenue of SCBX Group.

Reaching Climate Neutrality

Net Zero

Operational Eco-Efficiency

Net Zero

SCBX Group is firmly committed to enhancing its organizational capabilities to support clients in their transition toward a net-zero economy, while proactively advancing investments in climate technologies to achieve net-zero emissions by 2050.

Business Impacts

Globally, climate change has intensified at an unprecedented pace, exerting far-reaching impacts on economies, societies, and the financial sector—which serves as an intermediary in mobilizing capital for economic development. SCBX Group is well aware that climate-related risks extend beyond environmental externalities and reflect strategic risks with direct implications for business resilience, competitiveness, and long-term value creation.

At the same time, climate change presents both material challenges and opportunities for the financial sector. SCBX Group recognizes the exposure to physical risks arising from heightened climate volatility and increasing frequency and severity of extreme weather events. These risks may disrupt business operations, damage assets and critical structures, and interrupt economic activities, thereby adversely affecting clients and partners across the value chain. Meanwhile, transition risks associated with the global shift toward a low-carbon economy—including more stringent regulatory requirements, investor and stakeholder expectations, and structural changes to business models across industries—may affect clients' operational continuity, cost structures, and debt-servicing capacity. Such impacts are closely linked to portfolio quality and credit risk management within the financial sector.

Notwithstanding these challenges, the low-carbon transition also presents compelling long-term growth opportunities for SCBX Group. These include strategic investments in climate technologies and the development of innovative financial solutions that enable clients and stakeholders to mitigate greenhouse gas (GHG) emissions, while building climate resilience in the journey toward a net-zero future.

Strategy and Management Approach

SCBX Group acknowledges the responsibility to contribute to global efforts to limit temperature rise within the Paris Agreement threshold. To this end, SCBX Group is dedicated to strengthening the management of climate-related impacts arising from the Group's operations, while actively supporting clients and collaborating with partners and stakeholders across the value chain, with an ultimate goal of achieving net-zero emissions by 2050.

Key Target and Performance



Target

- **90%** reduction in operational GHG emissions (Scope 1 and 2) by 2030
- Achieve Net Zero Financed Emissions by 2050



Performance as of 2025

Achieved **25%** reduction in operational GHG emissions (Scope 1 and 2) compared to the 2023 baseline



01 Net Zero Targets

Underpinned by the net zero ambition, SCBX Group targets reducing absolute operational GHG emissions by 90% by 2030, compared with the 2023 base year, covering both direct emissions (Scope 1) and indirect emissions from purchased energy (Scope 2).

Apart from that, SCBX Group targets the mitigation of financed emissions—indirect emissions through lending and investment activities—across the value chain (Scope 3 Category 15). Detailed breakdowns of each target are illustrated below.

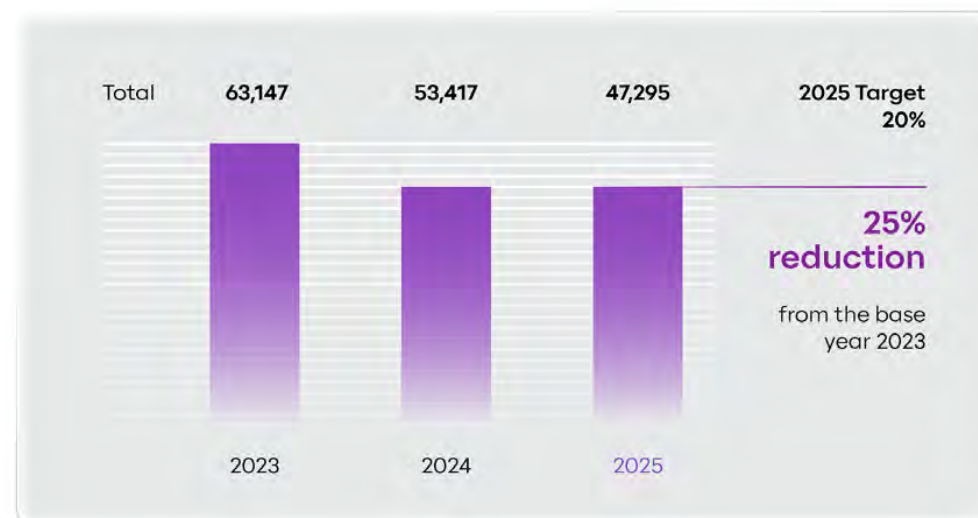
Sector / Asset Class	Approach	Scope	Target
Electricity generation project finance and corporate loans 	Sectoral Decarbonization Approach (SDA)	Scope 1+2	Reduce CO ₂ emissions by 51.3% per MWh by 2030 from a 2021 base year
Corporate loans to the commercial real estate sector and other long-term loans 	Implied Temperature Rise (ITR)	Scope 1+2	Align portfolio temperature score by loan value from 2.84°C in 2021 to 2.35°C by 2028
		Scope 1+2+3	Align portfolio temperature score by loan value 3.13°C in 2021 to 2.71°C by 2028
Investment in equity and debt securities listed on the stock exchange 	ITR	Scope 1+2	Align portfolio temperature score by invested value from 3.20°C in 2021 to 2.57°C by 2028
		Scope 1+2+3	Align portfolio temperature score by invested value from 3.20°C in 2021 to 2.76°C by 2028

All of the above near-term targets were validated and approved by the Science Based Targets initiative (SBTi) in 2024.

02 Approach to Operational GHG Emissions Reduction

SCBX Group's Operational GHG Emissions

(Unit: Tonnes of carbon dioxide equivalent)



SCBX Group continuously explores innovative initiatives to minimize negative externalities from its operations while fostering positive environmental contributions. Selected initiatives for operational GHG emissions mitigation include

Selected Greenhouse Gas Reduction Initiatives



Renewable Energy

Installed solar rooftop systems across multiple locations, including: Ratchayothin Head Office parking area (999.92 kWh) with a capacity to reduce GHG emissions of 544.88 tCO₂e per year; Chaengwattana Customer Service Center (404.46 kWh)¹, reducing GHG emissions of 51.16 tCO₂e per year; Tawanron Training Center (200.68 kWh), reducing GHG emissions of 149.40 tCO₂e per year; and five SCB branches (total 227.7 kWh), reducing GHG emissions of 169.51 tCO₂e per year

¹ The installation was completed in August 2025.



Electric Vehicle

The Bank plans to gradually transition from internal combustion engine vehicles in line with the SCBX Group's electric vehicle policy, with the aim of reducing operational greenhouse gas emissions.



Optimal Air Conditioning System

Targets the complete phase-out of R22 refrigerant across all air-conditioning systems by 2028

03

Managing Portfolios and Supporting Clients' Net Zero Transition

The SCBX Group places the highest priority on managing indirect greenhouse gas emissions arising from its lending and investment activities (Scope 3, Category 15), which represent the primary source of emissions for the financial sector. These emissions account for approximately 99% of the SCBX Group's total greenhouse gas footprint across Scopes 1, 2, and Scope 3 Category 15.

In pursuit of the Group's net-zero ambition by 2050, SCBX Group's strategy is centered on stakeholder empowerment through close and inclusive collaboration with clients to deliver sustainable finance solutions, establish sector-specific GHG emissions reduction targets, cultivate the next-generation climate technology ecosystems—positioning the Group as a trusted financial partner for clients throughout their net-zero transition journey.

Strategic Approach to Advancing Net Zero Across Lending and Investment Portfolios



Sectoral Decarbonization Strategy

SCBX Group through SCB has formulated sectoral decarbonization strategies for major industries. The strategy defines decarbonization pathways and transition approaches to support clients in adapting their operations toward low-carbon and climate-resilient practices.

SCB's priority encompasses five major sectors with material exposure to the Bank's loan portfolio and elevated emissions intensity: electricity generation, fossil fuels, commercial real estate, chemicals, and automotive. Detailed strategies for each sector are outlined below

Sectoral Decarbonization and Transition Strategies

Sector	Key Strategies
 Electricity Generation	▪ Cease project finance for new coal-fired power plants and the expansion of existing projects ▪ Promote renewable energy and increase the proportion of lending to clean energy projects by prioritizing renewable power generation and reducing exposure to natural gas power plants ▪ Support clients in establishing GHG emissions reduction targets and provide transition finance to facilitate the achievement of these targets ▪ Foster a clean energy ecosystem through collaboration with key stakeholders, including the public sector, regulators, organizations, industry associations, and strategic partners, to accelerate GHG emissions mitigation across the electricity generation value chain
 Fossil Fuels	▪ Encourage corporate clients to accelerate their GHG emissions reduction targets. ▪ Provide financial assistance for cleaner energy alternatives, including renewable energy and natural gas, to reduce reliance on fossil fuels, in alignment with the national energy strategy—for instance, leveraging liquefied natural gas (LNG) to enhance energy security and enable a transition from fossil fuels to renewables ▪ Future-proof Thailand in transition toward a sustainable economy by offering knowledge and support to clients across the fossil fuel value chain—including operators, retailers, and service stations—to ensure readiness as market and regulatory conditions evolve

Sector	Key Strategies
 Commercial Real Estate (Hotels and Hospitality Services)	▪ New Hotels: Promote compliance with the Green Building Standards, in collaboration with technical experts, to ensure clients can meet environmental standards and enhance investment value ▪ Existing Hotels: Most hoteliers are undergoing a post-COVID-19 recovery phase and focus on minor renovations without requiring operational shutdowns ▪ Chain Hotels: Assist clients in reducing GHG emissions according to the parent company's sustainability targets ▪ Independent Hotels without Targets: Provide tools, data, and guidance for emissions measurement and management, helping clients establish climate goals and transition pathways
 Chemicals	▪ Corporate clients in the chemical sector are well-positioned for the transition, with established environmental and GHG-reduction goals. SCB supports these efforts through sustainability-linked loans tied to clients' targets—such as GHG emissions reduction ▪ For SME clients, SCB promotes awareness and knowledge of emerging technologies, regulatory developments, and relevant policies, while supporting clients in setting achievable transition targets and building collaborative networks to enhance readiness for low-carbon transformation ▪ Research and develop new financial solutions to support technologies that mitigate GHG emissions and reduce environmental externalities, in line with industrial and national decarbonization targets ▪ Collaborate with the public sector to advance policies and ecosystems supporting clean technologies—including carbon capture, utilization, and storage (CCUS), synthetic chemicals, hydrogen energy, and circular economy solutions—to aid chemical industry clients in achieving GHG mitigation targets

Sector

Key Strategies



Automotive

- The automotive industry is among the largest contributors to GHG emissions, as ICE vehicles remain a primary source of emissions in Thailand. Accelerating the transition to EVs is therefore a critical lever for national decarbonization
- SCB actively supports Thailand's EV ecosystems by providing financing and advisory services across the value chain, including EV manufacturers, automotive parts suppliers, charging stations, and related businesses. The Bank prioritizes high-potential clients with strong technological capabilities, financial structure, and robust governance. Furthermore, the Bank works with various stakeholders, including the Electric Vehicle Association of Thailand (EVAT), to promote the widespread adoption of EVs
- SCB is committed to supporting the EV transition by providing financial solutions to retail customers and corporate clients adopting EVs from reputable and trusted brands. This is to maintain prudent credit risk management, ensuring that the Bank can support customers while keeping risks at an acceptable level.

A Trusted Sustainability Partner for Clients

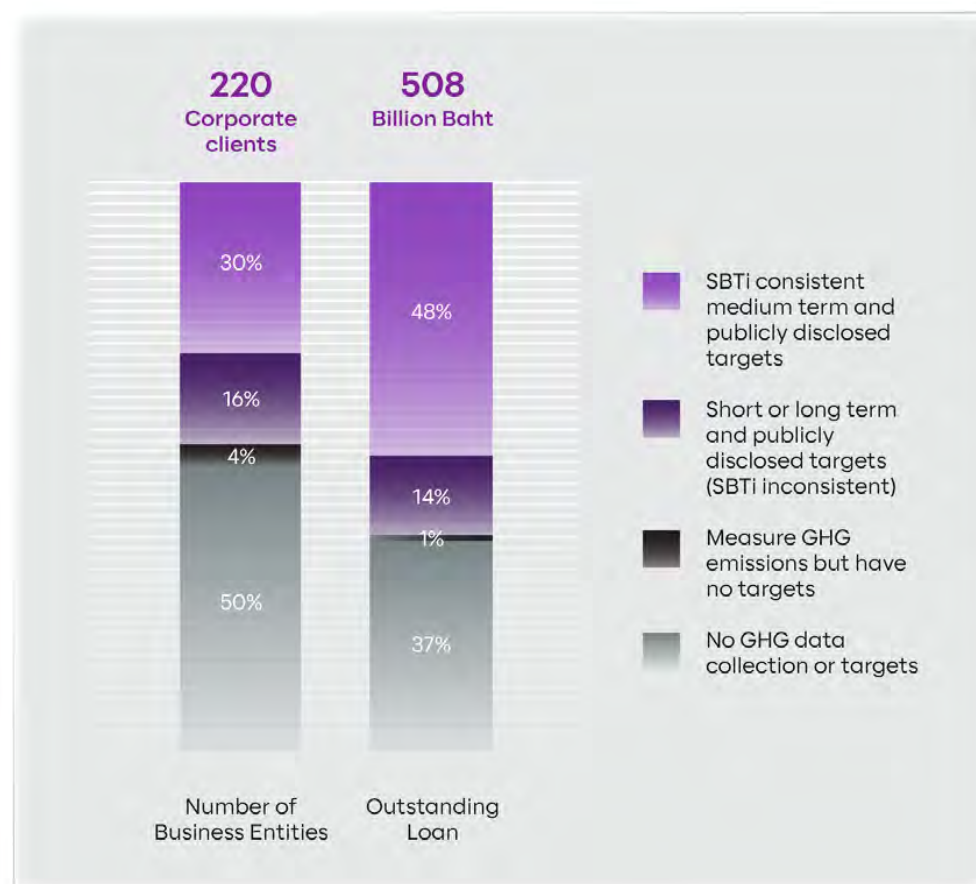
SCBX Group is dedicated to serving as a trusted sustainability partner to its clients, grounded in the conviction that sustained engagement is fundamental to achieving a net-zero transition. The Bank strives to empower clients through enhanced access to comprehensive and reliable information, tailored support in adopting environmentally responsible business models, and strengthened capabilities to manage both physical and transition-related climate risks at the client and portfolio levels.

To engage clients in their net-zero journey, SCB conducts a Net Zero Corporate Readiness Survey, which provides insights to support deeper analysis and the development of customized financial solutions tailored to each client's business characteristics and sectoral context.

In 2025, the Bank surveyed 220 corporate clients within the loan portfolio. The results indicated that 48% of the outstanding loan portfolio comprised clients that have established GHG emissions reduction targets within a 5-15 year horizon, in alignment with the Science Based Targets initiative (SBTi), alongside public disclosure on their GHG emissions.

This portfolio structure reflects progress in aligning the lending portfolio with a credible transition pathway toward Net Zero and supports the Implied Temperature Rise (ITR) of the lending portfolio in 2025 remaining on a pathway consistent with SBTi.

Nonetheless, the analysis highlights the gap in transition readiness across industries. The disparity is recognized as a strategic priority and consistently addressed through SCB's proactive portfolio management approach, including different client engagement strategies and resource allocation. These efforts are essential to safeguarding portfolio quality while reinforcing the Bank's long-term competitiveness.



04

Building Sustainability Capabilities Among Employees

SCBX Group organizes training programs for Board of Directors, executives, and employees at all levels to enhance awareness and understanding of sustainable business practices, as well as the risks and opportunities arising from climate change and the transition to a net-zero economy.

Selected Sustainability and Climate Change Capacity-Building Initiatives

Sustainability Center of Excellence

Objective & Approach

SCBX Group through SCB established the Sustainability Center of Excellence (Sustainability COE) as a central hub of expertise to elevate the Bank's sustainability agenda. The COE focuses on cultivating sustainability specialists within each business unit to strengthen standards and tools that support the execution of sustainability action plans. In parallel, the COE aims to drive the development of financial solutions aligned with evolving sustainability demand and provide in-depth advisory support to clients in undertaking effective sustainability initiatives.

In 2025, SCB conducted an assessment of sustainable knowledge and capabilities among employees playing a critical role in advancing sustainability policies. Based on the results, the Bank developed individual capability-building roadmaps to nurture professionals across six core sustainability knowledge areas.

Core Sustainability Knowledge Areas

1. Sustainability Intelligence

- 1.1 Sustainability policy and regulatory developments
- 1.2 Financial sector sustainability developments
- 1.3 Real (economy) sector sustainability developments

2. Decarbonization and Adaptation Strategy

- 2.1 Decarbonization solutions/opportunities
- 2.2 Climate adaptation solutions/opportunities
- 2.3 Carbon markets

3. Sustainable Finances Solutions and Products

- 3.1 Sustainable lending instruments structuring
- 3.2 Sustainable investment management
- 3.3 Sustainable insurance solutions and applications

4. Sustainability Risk Management

- 4.1 Climate science, analytics and alignment
- 4.2 Sustainability risk integration

5. Sustainability Reporting and Assessment

- 5.1 Reporting
- 5.2 Assessment
- 5.3 Data
- 5.4 Impact indicators and measurement

6. Other Sustainability Standards/Solutions

- 6.1 Equator principles
- 6.2 Circular economy
- 6.3 Financial well being

Climate Change Adaptation Training

Objective

Against the backdrop of escalating climate-related challenges, SCB is well aware that GHG mitigation alone is insufficient to address the wide-ranging economic impacts of climate change. Therefore, the Bank prioritizes building knowledge, understanding, and adaptability through a series of training programs to executives and employees, with a primary focus on seven key business adaptation themes. The training aims to deepen understanding of climate-related impacts, clarify the role of financial institutions, and equip participants with practical approaches to enhance client resilience. These efforts would strengthen SCB's ability to formulate proactive strategies and engage clients to manage emerging risks, while identifying opportunities from climate transition.

Seminar: Policy Direction of Renewable Energy and Implications for Thailand's Net Zero Ambition

Objective

SCB organized a seminar featuring an energy policy expert from the Thailand Development Research Institute (TDRI) to share in-depth insights on material issues, including

- National renewable energy policy directions, guided by Thailand's net-zero target by 2050
- Opportunities and challenges facing Thailand's industrial sectors amid the energy transition
- Approaches to supporting clients and businesses in adaptation and sustainable investment decisions
- Knowledge exchange from experts to enhance SCB's strategic approaches, future green finance policies, and investment frameworks

Roadmap to Net Zero – Industry Focus

Objective

Online courses focusing on ESG fundamentals and transition pathways within priority sectors identified by SCB for decarbonization. The program supports business growth while enabling clients to work alongside SCB in advancing toward net-zero targets.



**Electricity
Generation,
Transmission,
and
Distribution**



Energy



Hospitality



**Industrial
Chemicals and
Raw Materials**



Real Estate

ESG WE GO

Objective

SCB hosted the live session 'ESG WE GO' in collaboration with external experts to enhance sustainability knowledge among employees. In 2025, the sessions centered around five themes, including

- Net Zero Journey of SCB's Customer: Turning the climate crisis into business opportunities and pathways to sustainability
- ESG in a Fragmented World: Lessons from the US-China strategy game
- Building the Future through ESG: Food security and biodiversity in a changing world
- Resilient Futures: Preparing for climate change, water scarcity, and natural disasters
- Cities of Tomorrow: Approaches to sustainable urban management that entails quality growth for communities and the environment in Bangkok

In 2025, a total of **923** employees joined the initiatives.

Operational Eco-Efficiency

SCBX Group is poised to advance operational eco-efficiency by optimizing energy consumption, natural resource management, and waste reduction through the integration of digital technology, while actively championing environmentally responsible supply chains. Through these efforts, the Group seeks to safeguard ecological balance and ensure the sustainable use of natural resources—which are critical foundations for long-term economic resilience and social prosperity.

Business Impacts

Against the backdrop of natural resource depletion and environmental degradation, SCBX Group recognizes that resource optimization is integral to responsible and resilient business operations. Inefficient or inappropriate resource utilization may expose the Group to heightened risks, including cost escalation, legal compliance breaches, and increased stakeholder scrutiny. At the same time, strategic investments in advanced technologies and end-to-end resource management can enhance operational efficiency by reducing energy use, thereby strengthening the Group's competitiveness while underpinning long-term sustainable value creation.

Strategy and Management Approach

Recognizing the imperative to prevent and mitigate environmental impacts arising from business activities, SCBX Group has established the Climate Change and Environmental Stewardship Policy to ensure robust governance of environmental management in accordance with relevant regulations and international standards. In parallel, SCBX Group continues to champion business activities and projects that generate positive contributions to the natural environment, optimize operational costs, and maximize shared value for society.

Since 2021, SCBX Group has implemented an environmental management system in accordance with ISO 14001:2015. The management system encompasses operations within the headquarters—which house SCBX, SCB, and nine subsidiaries—as well as all personnel and third parties operating on-site, including external contractors and stakeholders utilizing facilities under SCBX Group's responsibility.

Key Target and Performance



Target

100% of total energy sourced from renewable energy by 2030



Performance as of 2025

38% electricity purchased within the organization from renewable sources from total electricity consumption in 2025



01

Responsible Resource Management

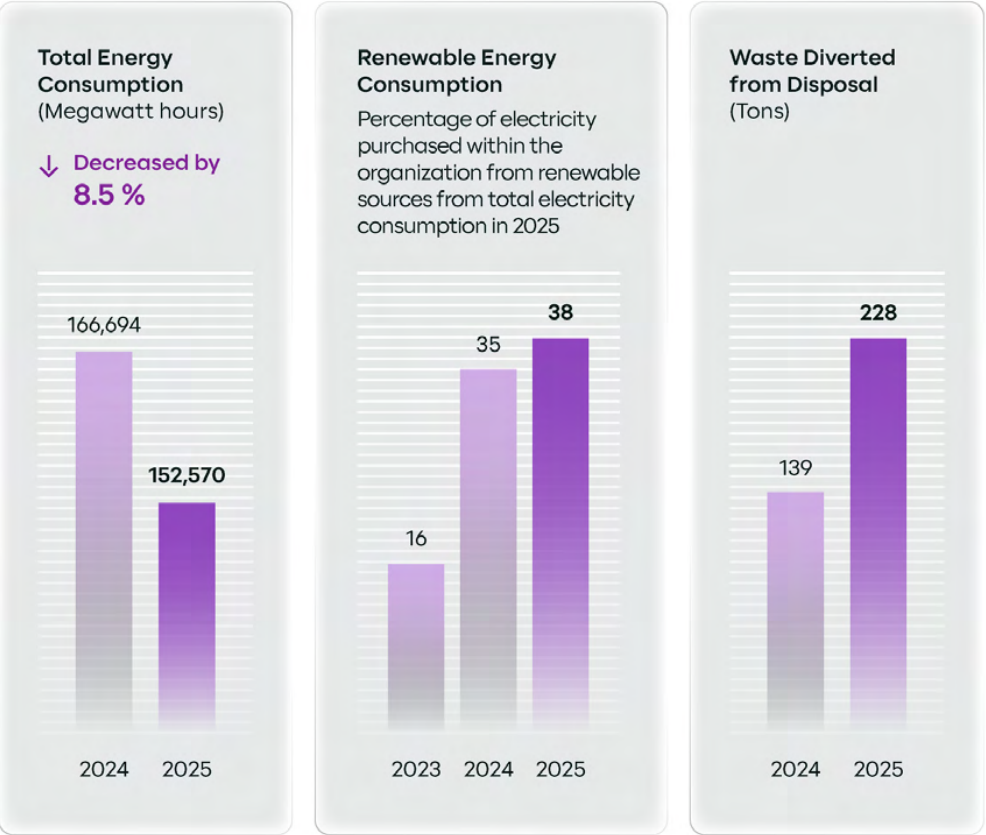
SCBX Group places a strong emphasis on mitigating environmental impacts across its operations. Therefore, the Group actively promotes energy and water efficiency, alongside waste management practices in line with the 3Rs—Reduce, Reuse, and Recycle. These initiatives are guided by operational eco-efficiency principles to pursue disciplined resource stewardship.

Selected Operational Eco-Efficiency Initiatives

Resource Optimization Project	Energy Efficiency	'Separate Before Disposal' Campaign	'PET Bottles for Whale' Campaign	Eco-Friendly Bottles	Water Stewardship
					
	Reduce energy consumption in office buildings by adjusting air-conditioning settings to 24–25°C and delaying chiller activation from 6:00 to 7:00.	Promote responsible waste management by installing designated waste separation bins (general/recyclable/infectious waste) and encouraging employees to segregate waste correctly.	Transform 'worthless' waste into 'precious' value by encouraging employees to donate used PET bottles in exchange for fertilizer and eggs. Collected PET bottles are later upcycled into blankets sent to help people affected by cold weather.	Adopt rPET bottles made from recycled materials for corporate drinking water to reduce single-use plastic consumption, minimize plastic waste generation, and promote resource circulation under the circular economy framework.	Installing water-saving faucets across office facilities to reduce water consumption
2025 Performance	Energy savings of 5% from adjusting air conditioner temperature, and 11% from delaying the chiller's start time	Separated 227.8 tons of waste from landfill disposal	Reduced plastic bottle waste by more than 150,000 bottles	Reduced single-use plastic by 1.3 million bottles per year, and mitigated GHG emissions by 60%	Reduced water consumption by 48%

2025 Performance Highlights

A core driver of operational eco-efficiency is the progressive shift toward renewable energy, alongside energy optimization. SCBX Group has set a clear ambition to source 100% of the electricity from renewable energy by 2030. To achieve this goal, the Group actively promotes on-site renewable energy generation by installing facilities across SCBX-owned properties, subject to technical and financial feasibility. In parallel, SCBX Group procures renewable electricity through market-based mechanisms certified by credible and internationally recognized institutions.



02

Fostering Engagement Across the Value Chain

As responsible operations extend beyond own activities, SCBX Group consistently engages suppliers in sustainability efforts. At SCBX Group, Environmental, Social, and Governance (ESG) considerations are integrated into the procurement process, and all suppliers are required to sign an acknowledgement of the SCBX Group Supplier Code of Conduct prior to commencing work. This code of conduct outlines guidance in accordance with legal requirements and international standards across four key dimensions, including



Business Ethics



Labor and Human Rights



Occupational Health and Safety



Environmental Responsibility

SCBX Group, through SCB, has implemented a supplier selection framework that incorporates safety and environmental assessments into the green procurement criteria. The Bank also actively communicates sustainability-focused procurement policy to suppliers to reinforce shared accountability.

Green Procurement Process



Acknowledgment of Supplier Code of Conduct



Supplier classification based on strategic importance to the business



Supplier selection based on ESG criteria



Tracking and monitoring supplier practices



Supplier performance evaluation

2025 Performance



100%
of suppliers signed acknowledgement to Supplier Code of Conduct

In addition, SCBX Group has developed green procurement procedures covering a wider range of products and services, including IT-related procurement. These procedures are communicated across all subsidiaries to ensure consistent and effective implementation throughout the SCBX Group.



Foundation

Governance, Risk Management, and Compliance

People and Culture

Human Rights

Governance, Risk Management, and Compliance

Management Approach

SCBX Group firmly believes that strong governance, proactive risk oversight, and rigorous compliance with applicable laws, regulations, and guidance constitute the cornerstone of long-term competitiveness and sustainable value creation at a time of changes in an increasingly complex economic, social, and environmental landscape. Therefore, the Group promotes organization-wide collaboration that upholds high standards of corporate governance and business ethics, while ensuring that risk management practices are responsive to emerging risks, align with the Group's strategic objectives, and strictly comply with international benchmarks as well as relevant laws and regulatory requirements.

Corporate Governance Structure



01

Corporate Governance

Good corporate governance is fundamental to fostering a sustainable organizational culture. SCBX Group places strong emphasis on ethical governance practices that champion integrity, respect, and responsibility—underpinned by a governance structure that promotes cross-functional oversight and active engagement among the Board of Directors, management, and stakeholders.

Promoting Diversity

SCBX Group is committed to promoting and embracing diversity in terms of gender, nationality, race, age, educational background, professional experience, skills, knowledge, and other dimensions—in alignment with applicable regulations and societal context. Diversity considerations are incorporated into the Board nomination and recruitment process to ensure a breadth of perspectives and insights that enhance decision-making quality and deliver the utmost benefits to all stakeholders.

In 2025,
women represented
25%
of the Board of Directors.

Enhancing Board Performance

SCBX Group strives to reinforce accountability of the Board of Directors, recognizing their critical role in upholding sound corporate governance, independence, and the utmost interests of the Group. The Board is required to hold at least six meetings per year, including a minimum of one meeting per quarter. Each director is expected to attend no less than 75% of all scheduled meetings annually.

In parallel, SCBX Group conducts annual performance evaluations of the board and its committees. The assessment comprises three dimensions: 1) Overall Board performance, 2) Performance of Board committees, and 3) Performance of individual directors. These evaluations are based on self-evaluations conducted annually, complemented by an independent third-party evaluation at least once every three years, or as deemed appropriate.



In 2025,
SCBX Group convened
16 Board meetings,
achieving an overall
attendance rate of
98%. All 16 directors
attended more than
75% of the total meetings,
in accordance with
the Board of Directors Charter.



The Board performance
evaluation for 2025
across all three
dimensions received an
overall average rating of
'Very Good.'

Note: Governance performance and information for the year 2025 are provided in the One Report 2025.

02

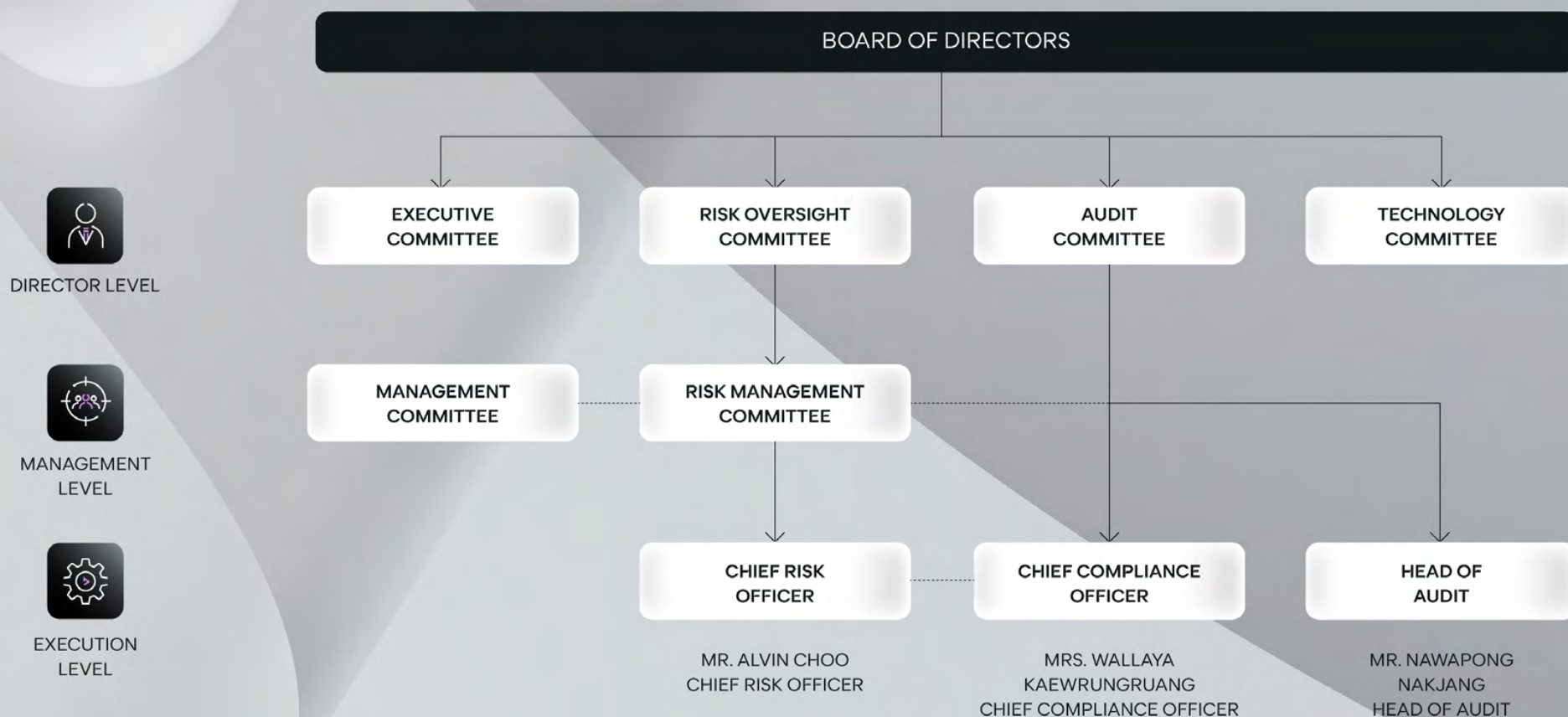
Risk Management

SCBX Group prioritizes group-wide risk management to ensure comprehensive, effective, and forward-looking oversight in an increasingly dynamic work environment—particularly in addressing emerging and ESG-related risks. At the same time, the Group seeks to nurture a strong risk-aware corporate culture to reinforce organizational resilience and support long-term business sustainability.

Risk Governance

Risk management is a core component integrated across all aspects of SCBX Group's operations, underpinned by a governance structure encompassing the Board, management, and operational-level employees. The Board of Directors is primarily responsible for establishing risk policies and a governance framework covering all material risks, including business continuity management and the development of a strong risk culture throughout the organization. At the same time, the subcommittees are mandated to review and challenge

risk-related policies and strategies to ensure their adequacy and continued relevance, with particular focus on significant and emerging risks. The risk governance framework is executed through the Risk Management Unit, which serves as the Group's center of excellence for risk oversight, alongside promoting organization-wide risk awareness, encouraging employees at all levels to recognize their responsibilities in identifying, monitoring, and reporting risks in an effective manner.



Risk Management Process

SCBX Group oversees risks in the context of a continuously evolving internal and external environment through a disciplined and comprehensive risk management process, comprising three major stages.

- 1. Risk Identification:** Regularly reviews and identify material risks at both the Group and subsidiary/affiliate levels. Identified risks are subject to assessment and approval by the management of each subsidiary.
- 2. Risk Assessment and Measurement:** Identified risks are examined to evaluate the likelihood and potential impact of operational risks, using a combination of quantitative and qualitative methodologies, as well as stress testing to enhance the robustness and coverage of the risk management framework.
- 3. Risk Monitoring and Control:** Define and regularly review the risk appetite, risk limits, and key risk indicators (KRIs) to ensure alignment with the Group's long-term strategic direction. Risk mitigation plans and response measures are established to manage exposures and minimize potential impacts. Subsidiaries within the SCBX Group are required to report their risk status through the Risk Dashboard to executives and the Risk Management Committee on a monthly basis, thus enabling continuous monitoring and timely response to risk events.



The effectiveness of the risk management process is subject to regular independent review by the Internal Audit function. In addition, external auditors are responsible for assessing the overall risk governance framework and risk management processes, alongside their implications for the Group's financial position.

Risk Management Culture

SCBX Group is firmly committed to cultivating and reinforcing a robust and deeply embedded risk management culture across the organization. Recognizing that effective risk oversight is grounded in the right mindset and shared understanding at all levels, the Group has continuously advanced the initiatives to instill this culture through the following key mechanisms.



Leadership-driven commitment and supports



Consistent communication and awareness-building led by the Board of Directors, executives, and employees



Strengthening of risk management capabilities through tools, projects, and centers of excellence, etc.



Integration of holistic risk management principles into business decision-making processes



Recognition and incentives in risk oversight

Note: Details on risk management and risk factors for the year 2025 are provided in the One Report 2025.

03 Compliance with Laws, Regulations, and Rules

SCBX Group is steadfast in our commitment to conducting business with the highest standards of integrity and in full compliance with relevant international standards, laws, regulations, and regulatory requirements. The Group emphasize promoting knowledge and understanding among employees, ensuring accurate and consistent application through regular communication and training sessions. These include mandatory financial risk prevention programs for all employees across both headquarters and branch operations.

In 2025, SCBX Group continued to enhance workforce readiness for the digital era by strengthening skills and literacy. The AI Foundation program remained among the mandatory courses at SCBX Group to equip human capital to effectively and responsibly leverage AI technologies, alongside other foundational courses on governance.

Course	Percentage of Employees Trained in 2025
Personal Data Protection Act	99%
Cyber Awareness	98%
Anti-Money Laundering and Counter-Terrorism Financing ¹	98%
Business Ethics ²	98%
Operational Risk Management	98%
Safety, Occupational Health, and Environment	98%
Anti-Corruption and Bribery	98%
Fair Customer Service	99%
AI Foundation ³	99%

Business Ethics

SCBX Group is committed to conducting business with integrity, transparency, and accountability toward all stakeholder groups. Upholding these principles, the Group requires all executives, directors, and employees to complete training, formally acknowledge, and strictly comply with the SCBX Financial Group Business Code of Conduct, as well as undergo a mandatory training session every year to reinforce understanding and ensure consistent application.

Furthermore, SCBX Group has extended the scope of good governance standards throughout the value chain by requiring all business partners to formally acknowledge and comply with the SCBX Group Supplier Code of Conduct prior to commencing work. This requirement ensures that suppliers’ business practices are aligned with SCBX Group’s sustainability principles and ethical standards.

Governance

The Audit committee, comprising entirely independent directors, is responsible for overseeing, reviewing, and evaluating the effectiveness of governance policies and internal control mechanisms. This oversight ensures that all executives and employees strictly adhere to applicable laws, regulations, and ethical standards—all while upholding the highest level of organizational integrity.

- 1 Training on anti-money laundering and counter-terrorism financing, covering legal penalties associated with non-compliance. This ensures that employees are well-equipped to comply with Know Your Customer (KYC) requirements and customer identification frameworks.
- 2 Training on business ethics, encompassing procedures for managing complaints and use of appropriate reporting channels for whistleblowers to report suspected corruption, misconduct, breaches of corporate policies, illegal practices, and non-compliance with good governance and business ethics.
- 3 AI Foundation is a mandatory AI literacy program for employees across the organization. The program includes training on responsible AI use, covering AI ethics and societal impact, bias and fairness awareness, and privacy and security considerations for protecting sensitive data. The training aims to equip employees with foundational knowledge to use AI responsibly in their daily work.

Promoting Efficiency and Prevention

SCBX Group places the utmost importance on effective complaint handling and whistleblowing mechanisms. The Group provide secure, confidential, and easily accessible channels to enable stakeholders to report non-compliance with laws, regulations, or business ethics, as well as suspected fraud or corruption. All reports are managed in strict accordance with the whistleblower protection policy. SCBX Group also continuously communicates and provides annual mandatory training to directors, executives, and employees to reinforce awareness of these mechanisms.

In 2025, SCBX Group further strengthened the proactive risk management approach to mitigate violations by designating “Compliance with business ethics and relevant rules” as an organizational-level Key Risk Indicator (KRI). Performance against this indicator is closely monitored and reported at the SCBX Group HR Forum, chaired by SCBX Chief Talent Officer. This forum serves as a platform for subsidiaries with strong performance to share best practices while jointly developing preventive measures and corrective actions for entities where risk factors have been identified, thereby promoting consistent and effective governance standards across the Group.

In 2025, there were 48 cases, including 7 cases of corruption, 1 case of conflict-of-interest case, 22 cases of non-compliance with regulations and practices, 11 cases of inappropriate behavior and misconduct, 5 cases of incidents affecting personal safety including discrimination and harassment, and 2 other cases. All cases were investigated, and appropriate disciplinary actions were taken. 1 case is still under consideration.

In 2025, SCB Group reported no significant fines or court rulings related to corruption or bribery.⁴

Audit and Evaluation

As a regulated financial and banking organization, SCBX Group operates under the supervision of relevant government authorities, which conduct independent audits of the Group’s internal systems and processes on an annual basis. In 2025, the Group underwent an examination by the Bank of Thailand, covering key areas, including corporate governance and regulatory compliance, internal oversight of subsidiaries, anti-money laundering measures, and counter-terrorism financing. The audit outcomes confirmed that SCBX Group operates in strict compliance with regulatory expectations and standards.

Anti-Corruption and Bribery

SCBX Group is steadfast in the commitment to conducting business with transparency and integrity, enforcing a zero-tolerance policy toward corruption and bribery and require all directors, executives, and employees to strictly comply with the SCBX Financial Group’s Anti-Corruption and Bribery Policy.

In 2025, SCBX Group recorded no accusations or complaints related to corruption, bribery, or conflicts of interest from the Bank of Thailand, the Anti-Money Laundering Office, the Office of National Anti-Corruption Commission, or the Securities and Exchange Commission. In addition, the Group provided no support to political activities, political parties, politicians, election candidates, or political figures—either directly or indirectly.

⁴ “Significant” refers to cases involving fines or court rulings arising from misconduct that results in financial damage exceeding 10 million Baht per accident, or that could materially harm the reputation of SCBX Group.

Anti-Money Laundering

SCBX Group prioritize the prevention of the group's businesses from being misused as a channels for money laundering, terrorism financing, or the proliferation of weapons of mass destruction. The Group has established comprehensive anti-money laundering and counter-terrorism financing policies and procedures—all of which are consistently communicated organization-wide to empower subsidiaries to develop and implement their own frameworks in alignment with Group-level guidelines. This approach ensures a uniform and effective standard of compliance with applicable laws, international standards, and business ethics, while strengthening the Group's ability to prevent and mitigate risks to SCBX Group—particularly within the banking segment- from being associated with money laundering, terrorism financing, or proliferation-related activities.

In 2025, SCBX Group reported no allegations or complaints of money laundering or insider trading.

Personal Data Protection

SCBX Group recognizes that respect for 'privacy' is a fundamental human right and a cornerstone of trust in the digital economy. Therefore, the Group designates the protection of personal data as a key risk area, encompassing information technology, legal compliance, and reputational considerations. The Group adopt a group-wide risk management approach through [Privacy Policy](#), governance mechanisms, and an effective risk management framework—to safeguard personal data and sustain the confidence of customers and stakeholders.

Governance of Personal Data Protection



SCBX Group has established a governance structure for personal data protection that promotes active engagement across all organizational levels—from the Board of Directors to operational employees. The Board of Directors is responsible for formulating policies on personal data risk management and appointing the Risk Oversight Committee to supervise data protection practices across all entities. This ensures that all subsidiaries are equipped with appropriate policies, strategies, and controls to manage cyber risks and uphold comprehensive legal compliance in relation to personal data, both in terms of data utilization and governance. The Risk Management Committee is entrusted with overseeing the Group's overall risk landscape through monitoring and governance processes. The Risk Office and Data Protection Officer are responsible for promoting best practices and reviewing business operations to ensure alignment with the Personal Data Protection Act B.E. 2562 (2019). Furthermore, SCBX Group has centralized data and AI expertise within SCB Data X Co. Ltd., which serves as the Group's Center of Excellence on data. DataX plays a pivotal role in establishing best practices in data sharing, data governance, data analysis, and personal data protection across the SCBX ecosystem.

Personal Data Breach Management

SCBX Group has established comprehensive Personal Data Breach Management Guidelines to provide a consistent framework as a reference for preventing and responding to incidents across all subsidiaries. The Group also place strong emphasis on raising awareness among employees through regular training, communication, and internal engagement activities. Furthermore, SCBX Group instituted disciplinary measures to address violations or negligence that result in damage to customers' personal data.

In addition, SCBX Group has implemented internal processes to ensure that the collection, use, disclosure, and destruction of customers' and employees' data strictly comply with the Personal Data Protection Act (PDPA) and relevant regulations. The Group also monitors the use of personal data for secondary purposes, ensuring that such use is strictly within the scope of consent granted by customers and employees. In 2025, Siam Commercial Bank Public Company Limited—which continued to expand its customer base—obtained consent from approximately 96% of customers for permitted data utilization.

In 2025, SCBX Group had no significant complaints related to breaches of customers' personal data.⁵

⁵ A significant personal data breach complaint involves an incident of unauthorized access to customers' personal information without a legal basis or proper authorization, resulting in substantial adverse impacts on customers and the SCBX Group.

People and Culture

Challenge and Opportunity

Today's business landscape is full of volatility and challenges. Structural shifts in demographics and customer expectations are reshaping the financial services industry, particularly as Thailand transitions into an aging society. At the same time, modern customers are becoming more accustomed to technology-enabled convenience in their daily lives. As a result, expectations toward financial services have evolved toward experiences that are frictionless, secure, and responsive in real time.

Rapid technological advancement, particularly in digital and AI, presents significant opportunities for financial institutions to enhance value creation for both customers and employees with improved efficiency. Nonetheless, these developments also introduce new organizational challenges, notably the need to continuously upskill and reskill employees to remain competitive amidst changes, while managing emerging risks and complexities associated with technology integration.

In parallel, the labor market is undergoing a structural transformation. Today's workforce spans multiple generations, each with distinct attitudes, values, expectations, and work preferences—especially regarding workplace flexibility, working arrangements, and technology-enabled collaboration. Within the SCBX Group, where subsidiaries operate across diverse business contexts and cycles in delivering technology-driven financial services, these dynamics underscore the importance of workforce diversity management to balance the standards with the flexibility required to meet the expectations of different employee bases.

Against this backdrop of opportunity and complexity, SCBX Group remains committed to the goal of becoming an AI-first organization, guided by the principle of 'Human-first is People first.' This approach positions people at the core of ideation, analysis, and decision-making, while leveraging AI as an enabler to augment capabilities, reduce operational redundancy, and elevate the quality of work and service delivery—all to achieve transparent, inclusive, and sustainable growth for all stakeholders.

Human Resource Strategy and Management Approach

SCBX Group's ambition to become an AI-first organization, anchored by the 'Human-first is People-first' principle, emphasizes the integration of human intelligence and technological capability to enhance work efficiency. This approach prioritizes cultivating a work environment that embraces diverse perspectives and encourages open exchange of ideas to deliver superior outcomes. A critical success factor underpinning this strategy is a safe and enabling environment for experimentation and innovation, which is essential to unlocking value from technology and innovation—particularly in navigating the uncertainties of a rapidly evolving business landscape driven by next-generation technologies.

These strategic priorities are incorporated into SCBX Group's human resource management framework, which focuses on three core dimensions: mindset, skillset, and toolset.

Mindset: Nurturing a Future-Ready Mindset

Amid the unprecedented pace of advancements in technology, information, and innovation, SCBX Group recognizes that effective strategy execution requires a receptive and future-oriented mindset. This entails the ability to unlearn the obsolete practices and relearn new ways of thinking and working in a technology-driven environment, while consistently encouraging knowledge exchange to keep pace with rapid changes.

In parallel, SCBX Group places great emphasis on nurturing a corporate culture that facilitates continuous learning, experimentation, creativity, and knowledge exchange. Leadership at SCBX Group serves as a role model who champions an open and growth-oriented mindset, while proactively spearheading the adoption of innovation and advanced technologies through the Group's center of excellence (CoE).

Skillset: Enhancing Knowledge and Capabilities

To enable seamless integration of technology into day-to-day operations, SCBX Group has established a adoption guideline with a particular focus on AI, started through establishing a shared understanding of the Group's ambition to become an AI-first organization and inspiring employees to recognize the critical role of AI in shaping future work practices and business models.

In the early phase, SCBX Group prioritizes building a solid foundation in AI literacy across the organization via accessible and practical learning media and activities for application in daily workflows. Core topics include the fundamentals of Generative AI and the effective use of Microsoft Copilot AI to enhance productivity. SCBX Group also hosts bi-weekly AI showcases as a platform for employees to share real-world use cases and experiences in leveraging AI at work. Building on this foundation, SCBX Group offers advanced and deep-skills training for employees consistently applying AI in their roles in order to nurture AI talent, who will act as "seeds" to systematically scale AI adoption across functions.

To sustain long-term human capital development, SCBX Group strives to uplift AI-related skills through a persona-based learning program tailored to specific job roles and user profiles. The Group also aims to harness AI in customizing learning pathways that address individual interests, with robust monitoring and evaluation mechanisms to track outcomes and impacts.

Toolset: Enabling Tools and Supportive Environment for Innovation

Transforming knowledge into tangible innovation requires both the right tools and an enabling environment to learn and experiment. Therefore, SCBX Group continues to expand strategic collaborations with leading educational institutions in Thailand and abroad, as well as with world-class technology service providers. To aspire and enhance access to cutting-edge knowledge, advanced technologies, and up-to-date insights—all of which are critical foundations for sparking creativity and accelerating innovation.

In parallel, SCBX actively promotes learning through experimentation and enables employees to deepen an understanding of emerging technologies through hands-on application. To support this, SCBX has established platforms for knowledge and experience sharing, alongside mechanisms for idea implementation at both the subsidiary and group levels. These initiatives aim to embed technology into core operations and foster a supportive innovation ecosystem that empowers SCBX people to keep pace with rapid technological change.

Human Resource Management Strategy



1

Mindset

Nurture a learning and future-oriented mindset



2

Skillset

Build essential skillsets for effective AI collaboration



3

Toolset

Broaden access to technology and tools

01

Talent Acquisition and Retention

Talent Acquisition

Grounded in the basis of fairness, SCBX Group's talent acquisition strategy seeks to attract individuals with diverse knowledge, capabilities, and experiences that align with role requirements. SCBX Group also prioritizes the recruitment of high-potential talents whose values resonate with the Group's commitment to deliver innovation-driven service excellence and outstanding performance.

SCBX Group's recruitment spans multiple channels, from career advisory and campus activities to job fairs and partnerships with leading educational institutions in Thailand and overseas, supported by an extensive professional network to attract talent across a wide spectrum of expertise.

Apart from external hiring, SCBX Group places strong emphasis on developing internal talents. This approach helps the Group nurture diverse and high-performing teams that are open to multiple perspectives and well-positioned to drive long-term organizational growth.

Internship Program

SCBX prioritizes developing young talent to inspire the next generation of professionals, achieved through internship programs, which welcome students from leading universities in Thailand and overseas, offering hands-on learning experiences in real business environments that foster human-technology synergy across SCBX Group subsidiaries. The programs cover both technology and non-technology roles to help interns develop skills aligned with their interests and capabilities while gaining exposure to diverse teams, thus equipping them with a professional mindset and readiness to step into the future workforce with confidence.



151 Total interns
participated in the program



Technology field:
100 interns



Other fields:
51 interns

Talent Retention

SCBX places a strong focus on retaining talent by nurturing a work environment that incentivizes high performance, encourages collaboration, and supports continuous growth and employee engagement. Central to this approach is a corporate culture that embraces diversity and inclusiveness, complemented by a biannual performance assessment and open dialogues on career development to ensure that organizational objectives align with individual aspirations, motivations, and long-term career pathways.



Employees underwent
performance evaluation
100%

To further strengthen employee engagement, SCBX conducts regular surveys to assess employee sentiment and the organizational climate. Survey findings are thoroughly analyzed and extended through focused group discussions, thus enabling SCBX to gain deeper insights into employees' perspectives, expectations, and lived experiences. These insights are translated into initiatives to enhance overall employee experience across SCBX Group.

Furthermore, SCBX Group consistently monitors human capital-related risks, including those associated with employee engagement levels, occupational health and safety, and the retention of high-potential talent. This is to ensure timely preventive measures to address workforce-related risks and reinforce SCBX's long-term commitment to employee well-being.

02

Enhancing Future-Ready Skills for Technology Collaboration

Cultivating technological capabilities is central to future-proof the organization. SCBX Group therefore seeks to strengthen the workforce's capabilities—including both full-time and contracted employees—to support new ways of working that seamlessly integrate human intelligence with advanced technologies in the AI era. This is anchored in the principle that AI adoption must remain human-centered, with people at the core of learning, ideation, and decision-making.

SCBX Group has established employee development approaches under the 3E learning framework: Education, learning through training programs and workshops; Exposure, learning through coaching and knowledge sharing; and Experience, learning through hands-on application and engagement in real work scenarios. Together, these approaches empower SCBX people to effectively incorporate technology and AI to enhance productivity, create value in their respective roles, and confidently thrive amid the storms of change brought by rapid AI advancements.

AI Literacy: Building Foundational Skills for an AI era

SCBX has unveiled initiatives to systematically build AI literacy and enhance employee capabilities across all functions and organizational levels. To strengthen employees' ability to effectively harness technology in day-to-day operations, the AI learning journey is designed to provide comprehensive knowledge—from foundational to advanced levels—tailored to diverse roles, responsibilities, and professional interests.

The 'AI Foundation: Prompt+' program, an extension of the AI Literacy Program launched in 2024, serves as a core learning module for all employees. The program focuses on developing practical skills in prompt design, enabling employees to communicate effectively with AI systems and translate AI capabilities into tangible outcomes. This course aims to foster a shared understanding of AI applications and to prepare SCBX people to adopt emerging technologies in alignment with SCBX Group's strategic direction.

Building on this foundation, the 'AI Intermediate' program—also continued from 2024—is designed specifically for AI implementors, a group of employees who act as role models in embedding AI in everyday work processes. The program content is continuously enhanced to reflect the rapid evolution of technology and business environments, with a particular focus on strengthening the ability to bridge business needs and technology-enabled solutions, thereby promoting practical AI integration into future initiatives and real-world use cases.

In 2025, the AI Intermediate program was joined by 237 employees, representing a 55% increase from 2024. Participant feedback indicates a meaningful shift in perspective—from viewing AI primarily as a technical tool to recognizing its role as a strategic enabler for value creation, operational efficiency, productivity enhancement, innovation, and positive contribution to the organization. This shift underscores the imperative of AI as a complement to human capabilities.

Beyond these core programs, SCBX offers additional AI and technology-related learning sources to further enhance skills and readiness across a wide range of job roles and functions. Upon completion, participants are eligible to earn certifications or digital badges to formally recognize their knowledge and competencies. Selected learning courses include

Course	Learning Content	Number of Participant (persons)	Satisfaction Level
AI Copilot Web for Functional Roles	Job-specific development training program on AI integration	1,117	4.6/5
Power Automate for Business Users Basic to Advance	Training program for employees in business functions to reduce operational redundancy through work automation	1,086	4.5/5
Unlocked AI Power with Microsoft Workshop	Hands-on workshop to foster understanding and practical use of Microsoft AI tools to improve productivity	542	4.5/5
Copilot Studio Advance Workshop & Expert Clinic	Advance workshops on developing solutions by Copilot Studio, complemented by expert advisory and coaching	72	4.5/5

Cultivating Essential Skills for Work-Life Success

Beyond AI literacy and technological capabilities, SCBX Group through SCB Academy strives to nurture essential life and professional skills to support holistic capability development. The Group has designed learning programs that address competencies critical to both workplace and personal well-being, with a particular focus on financial literacy and life planning. These initiatives aim to strengthen long-term financial security, enhance quality of life, and help SCBX people prepare for retirement with confidence. Selected learning programs include

Course	Learning Content
Money Mission	Practical guidance on managing salary, expenses, taxation, pension funds, and long-term investment planning
Time Management	Techniques and tools for effective time allocation to achieve goals
Mindfulness Lesson	Application of mindfulness practices to manage stress and maintain well-being balance
Lifelong Learning Skills	Understanding diverse learning methods to support continuous skill acquisition

03 Leadership and Talent Development

SCBX Group has established a strategy to systematically develop a high-quality workforce capable of meeting both current requirements and future business demands. The Group focuses on enhancing skills and readiness across all stages of the career path to ensure consistent business operations and long-term organizational sustainability.

Leadership Development and Succession Planning

SCBX places great emphasis on leadership development and has implemented a comprehensive leadership framework that clearly defines the expected roles, behaviors, and competencies required to advance the Group's strategic priorities and long-term vision. In parallel, the group has a succession planning process in place for critical roles to ensure leadership continuity and organizational resilience.

The SCBX leadership framework is grounded in the principle of holistic development, with continuous self-development serving as its cornerstone. This foundation extends across four leadership dimensions: leading strategy, leading execution, leading teams, and leading people. The framework emphasizes cultivating leaders who demonstrate strong strategic acumen and effective decision-making to drive outcomes, foster diverse and high-performing teams, and enhance organizational capabilities through collaboration. Equally important is the emphasis on continuous self-development, adaptability, and flexibility—all of which enable leaders to navigate complexity and contribute positively to both their teams and the broader organization.

Leadership Development Framework



Leadership Xcellence Program (LXP)

To reinforce business continuity and build a strong pipeline of future-ready leaders, SCBX Group launched the Leadership Xcellence Program (LXP) as a core internal leadership development initiative. The program is designed to develop leaders who can effectively lead teams and the organization, while also embracing a coaching mindset to support individual growth. This approach aligns with SCBX Group's ambition to foster a culture of lifelong learning and advance toward becoming an AI-first organization. The LXP is structured around a 70:20:10 learning methodology, which integrates experiential learning, peer-based knowledge exchange, and structured learning.

The curriculum focuses on strengthening leaders' ability to nurture an open and inclusive work culture. Core enablers include purposeful communication, active listening grounded in respect for diversity, the creation of a psychologically safe environment, and collaboration built on mutual trust. Together, these capabilities empower employees to contribute ideas and actively engage in organizational development. To date, 43 managers have completed the LXP, achieving an average satisfaction score of 4.5 out of 5. Participants reported positive feedback in applying program learnings to real-world leadership contexts, particularly in team management, human capital development, and building a resilient corporate culture.

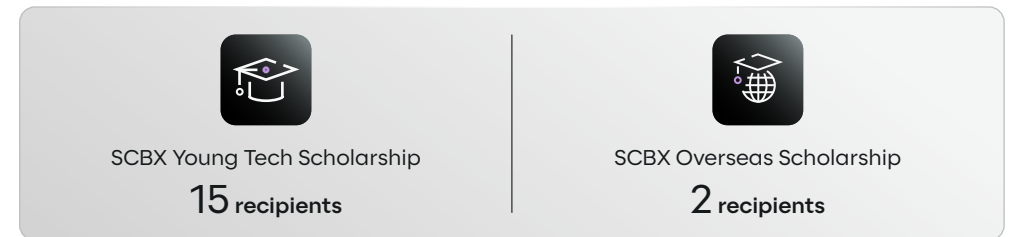
Talent Pipeline Development Strategy

SCBX Group aspires to build a future talent pipeline by investing in educational opportunities for high-potential young individuals, who are vital to driving SCBX Group's long-term growth. To this end, SCBX Group offers fully funded scholarships for study at world-class overseas

universities and establishes a human capital development pathway from the early stages of career to equip young talents with knowledge, global exposure, and diverse perspectives to navigate an evolving business landscape and work arrangements.

Key initiatives under this approach include the SCBX Young Tech Scholarship, which offers scholarships to qualified external candidates pursuing undergraduate studies overseas, and the SCBX Overseas Scholarship, which supports both internal and external candidates who have received offers from leading overseas universities to pursue graduate degrees in designated or relevant specialist fields. Both scholarship programs are part of the SCBX Talent Pipeline, aiming to develop high-potential future talents to drive sustainable growth across the SCBX Group.

Scholarship Recipients



04

Labor Practice Programs

SCBX Group's workforce management is grounded in the principles of fairness, transparency, and accountability. The Group is committed to fostering a workplace that respects human rights while enabling the sustainable growth of both employees and the organization. With respect to remuneration, SCBX Group adopts a market-aligned compensation policy that is benchmarked against external financial and technology peers and exceeds the minimum cost of living. Compensation levels are assessed using data from regional and domestic compensation benchmarking firms. In addition, SCBX Group conducts an annual review of the compensation structure to maintain competitiveness and ensure alignment with labor market standards.

Furthermore, SCBX Group's compensation policy upholds the principles of fairness and non-discrimination, irrespective of gender, race, religion, age, or other dimensions of diversity. The Group also provides comprehensive employee welfare programs encompassing health and wellness, financial well-being, and flexible benefits to enhance income security and quality of life for employees across different working arrangements and life stages.

To ensure workforce management remains fair and compliant with laws, regulations, and internal policies, SCBX Group consistently monitors employee welfare and working conditions. The Group promotes flexible work arrangements, including flexible working hours and work-from-anywhere policies, supported by active supervision and mentorship to enable effective workload management and work-life balance.

In parallel, SCBX Group places strong emphasis on employee voice and engagement. The Group regularly engages with employee representatives to foster mutual understanding and incorporates feedback into workforce management practices, thus ensuring continued alignment with an evolving work environment and organizational context.

05

Holistic Employee Welfare for Better Well-being

SCBX Group places strong emphasis on a holistic approach to employee welfare, aiming to provide a flexible employee experience—encompassing work arrangements, remuneration, and benefits—that addresses the diverse needs of employees across generations and life stages. Employee benefits at SCBX are designed to support well-being across physical and mental health, family life, and financial security. Employees are able to select options that best align with their lifestyles and personal circumstances.

Part of SCBX Employee Benefits

 Health and Wellness		
Flexible benefits covering multiple life dimensions, tailored to the needs and lifestyles of different generations	Health check-ups customized to health risks across life stages and genders	Self-selected health insurance plans
On-site medical facilities and breastfeeding rooms	Psychological counselling services through a platform	Various stress-relief initiatives, including sport clubs and recreational activities

 Family		
One day off during the employee's birthday month	Maternity leave of up to 120 days, with 98 days at full pay for female employees	Paternity leave of up to 15 days for male employees to support their spouses during childbirth
 Finance		
Provident fund contributions immediately upon passing probation	Preferential employee loan programs, including housing, car, and multipurpose loans, as well as credit card benefits	Employee savings cooperatives
Financial planning clubs and seminars by in-house investment experts, covering investment, savings, and retirement planning		

Beyond comprehensive welfare and benefits, SCBX prioritizes nurturing a corporate culture that actively encourages employee engagement, open dialogue, creativity, and collaboration. This culture is necessary to foster a safe environment for learning and ideation—enabling innovation that responds to evolving work demand, supports long-term organizational growth, and strengthens employee engagement, pride, and overall work satisfaction.

2025 Awards: A Testament to Our Commitment to Human-Technology Synergy in Employee Experience

No. 9: Top 50 Companies in Thailand 2025

SCBX Group ranked No. 9 among Thailand's Top 50 companies that young professionals aspire to work for—based on WorkVenture's 2025 survey.

HR Asia Awards 2025

SCBX was recognized as one of the HR Asia Best Companies to Work for in Asia 2025, with two additional distinctions.

- HR Asia Tech Empowerment Awards 2025
- HR Asia Most Caring Company Awards 2025

HR Excellence Awards 2025

SCBX Group received a total of six awards at the HR Excellence Awards Thailand 2025, comprising five Gold Awards and one Silver Award, as follows

Gold Awards:

- Employer of the Year
- Excellence in AI-Powered HR Solutions
- Excellence in Diversity, Equity & Inclusion
- Excellence in Hybrid Working
- Excellence in Learning and Development

Silver Awards:

- Excellence in HR Innovation

TMA Excellence Awards 2025

Furthermore, SCBX Group was honored with an award for outstanding human resource management, underscoring the strength and consistency in people strategy.

Thailand People Management & Well-being Awards 2025

This award is organized by the Personnel Management Association of Thailand (PMAT), in collaboration with the Faculty of Medicine, Chulalongkorn University, and the Thai Listed Companies Association (TLCA). SCB Group received two Gold-level awards

- People Management Award of Thailand
- Well-being Organization Award

Guided by a forward-looking workforce management approach, SCBX aspires to cultivate a sustainable workplace that enhances employee experience across all dimensions while rigorously upholding labor standards. This approach enables employees to grow alongside the organization and achieve long-term well-being to thrive sustainably amid the tides of change.

Human Rights

As a company participating in the United Nation Global Compact, SCBX Group is committed to conducting business with respect for human rights, and in accordance with the law and the United Nations Guiding Principles on Business and Human Rights (UNGPs), as well as complying with the standards of human rights practices outlined in the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. At the same time, the Group is committed to using advanced technology in inclusively promoting respect for human rights across Thailand and the ASEAN region.

Business Impacts

Respect for human rights is fundamental to responsible business conduct—especially in the financial sector, which plays a vital role in allocating capital to retail customers and corporate clients through lending, project finance, and investments. Through credit underwriting and financing decisions, financial institutions may be exposed to human rights risks, including unfair discrimination, human rights violations, and adverse environmental and social impacts associated with financed projects. At the same time, rapid digital transformation and increased reliance on technology introduce new dimensions of risk—ranging from a widening financial access gap to personal data breaches amid increasingly pervasive cyber threats.

Yet these challenges also present critical opportunities for organizations to raise their human rights standards in a meaningful way by strengthening governance frameworks, developing inclusive products and services, and cultivating a corporate culture grounded in respect for human dignity. Doing so not only mitigates operational and regulatory risks but also reinforces stakeholder trust and supports sustainable long-term growth.

Strategy and Management Approach

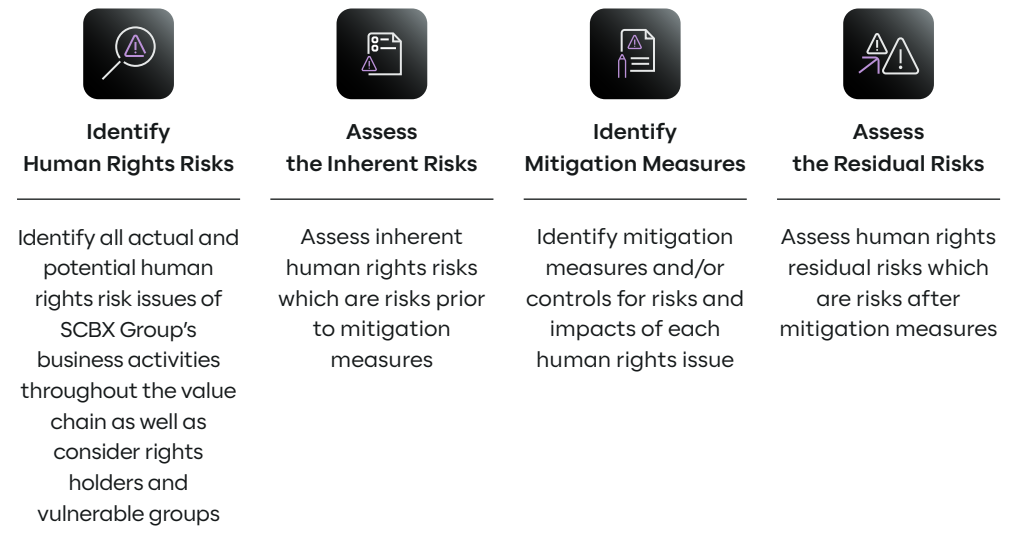
SCBX Group's commitment to human rights is not only demonstrated in its Code of Conduct, policies, practices, and promotional activities, but also in its mission, which aims to make finance simple, accessible, and affordable for all through the power of technology and innovation. SCBX Group has established an SCBX Human Rights Policy and management approach to promote respect for human rights, as follows

- **Human Rights Due Diligence:** Conduct human rights due diligence to prevent, mitigate, and resolve adverse human rights impacts.
- **Remedy:** Provide appropriate remedial action for relevant stakeholders, including grievance or reporting mechanisms, as well as mitigation measures to address adverse impacts that may arise from business activities.
- **Engagement:** Listen to relevant stakeholders on issues and approaches which will continuously lead to improvements in policies and management approaches.
- **Communications:** Communicate with employees, business partners, and suppliers on a regular basis to raise awareness of the need for respecting human rights, and report the Group's human rights performance through sustainability reports and other communication channels on an annual basis.

01

Human Rights Due Diligence

Steps of Human Rights Risk Assessment Methodology



SCBX Group conducted regular Human Rights Due Diligence (HRDD) to enhance its ability to identify, assess, and manage human rights risks across the value chain. The assessment results are publicly disclosed on the SCBX website.

SCBX Looking Ahead

SCBX Looking Ahead

SCBX Group is steadfast in advancing its sustainability agenda, guided by the vision to become the 'The Most Admired Regional Financial Technology Group.' To this end, the Group strives to build a robust foundation to spearhead sustainability efforts across the financial ecosystem via proactive climate actions, enhanced financial well-being, and sound governance. Through these efforts, SCBX Group aspires to deliver long-lasting values to all stakeholders while contributing to a balanced economic growth, social progress, and environmental stewardship.

Strengthening Strategic Foundations through AI and Data Infrastructure

SCBX Group places strong emphasis on integrating artificial intelligence (AI) and data infrastructure as critical enablers of sustainability efforts. By leveraging advanced technologies, the Group seeks to enhance customer confidence and strengthen the ability to deliver timely, accurate, and relevant financial services—underpinned by disciplined cost management, comprehensive and prudent risk oversight, as well as transparent and accountable governance. These elements form the cornerstone of the Group's aspiration to become an innovation-driven financial technology group with responsibility to all stakeholders firmly in place.

In 2026, SCBX Group will make headway from the foundational phase of AI infrastructure development to the scaled expansion and optimization of AI-powered innovation across the Group, ensuring that investments in technology are translated into tangible business outcomes.

Addressing Climate Challenges via Emissions Reduction, Adaptation, and Sustainable Finance

Climate-related risks represent a material strategic priority for SCBX Group. Therefore, the Group continues to enhance operational practices to deliver concrete reductions in greenhouse gas (GHG) emissions. Selected initiatives include expanding solar rooftop systems to increase the share of clean energy consumption, transitioning internal combustion engine vehicles to electric vehicles (EVs), and phasing out R22 refrigerants in air-conditioning systems by 2028.

Sustainability considerations have also been integrated into credit underwriting and investment decision-making procedures. In 2026, SCBX Group will place greater emphasis on climate adaptation and climate impact management beyond emissions mitigation efforts. Planned

actions include in-depth assessments of potential physical impacts from extreme weather events—such as floods and heatwaves—to develop financial solutions that enable clients to manage and mitigate climate-related risks. Sustainable finance remains a core lever in this effort, as SCBX Group continues to expand its role in supporting the transition to a low-carbon economy while strengthening business resilience in an increasingly volatile climate.

Uplifting Financial Well-being and Social Inclusion

Enhancing financial well-being is a central pillar of SCBX Group's sustainability framework. The Group prioritizes cultivating financial literacy as a foundation for long-term economic resilience, alongside broadening equal access to financial services for all segments of society—particularly underserved populations with limited access to formal financial systems. SCBX Group also seeks to elevate financial literacy across multiple dimensions, including financial planning and responsible debt management, to assist customers facing debt challenges, while consistently enhancing financial products and services to address customer needs on the basis of responsibility and fairness. Through these efforts, the Group aims to foster inclusive financial well-being for Thai people.

Reinforcing Trusts with Transparency, Responsibility, and Fairness

As Thailand's leading financial technology company, SCBX Group is committed to responsible business conduct anchored in robust governance, international best practices, and strict compliance with relevant regulations—in order to maintain and strengthen the trust of customers and stakeholders. Accordingly, the Group has multiple measures in place to tackle potential issues that may undermine confidence—including preventing digital and financial fraud, enhancing cybersecurity across the financial value chain, and delivering fair service to all customers. To address customer expectations and regulatory requirements, SCBX Group has established internal control frameworks, proactive monitoring mechanisms, effective complaint management, and customer-centric governance for financial services—supported by the responsible deployment of technology and AI. SCBX Group remains dedicated to incorporating customer feedback into operations, leveraging insights and recommendations to refine processes and reinforce its position as a trusted organization that operates with integrity and surpasses the expectations of customers and society.

Factbook

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[Sustainability Data Performance](#)

[GRI Content Index](#)

[Assurance Statement](#)

About this Report

SCBX Group has prepared the Sustainability Report 2025 as a communication channel to inform stakeholders of its commitment and performance under the sustainability strategic framework. The report presents an overview of the Group's sustainability performance, covering economic, social, environmental, and governance dimensions, for the period from January 1 to December 31, 2025. This report has been approved by the Sustainability Committee and the Board of Directors.

The companies within the scope of this report are as listed in the table below, except for the performance results specified with a particular scope as noted in the footnotes or the respective performance tables.

#	Name of Company	Share of Net Operating Income (%)	Social Aspect			Governance Aspect		Environmental Aspect		
			Labor Practice	Training	Safety	Remuneration	Business Conduct and Ethics	Greenhouse Gas Emissions	Water	Waste
Holding Company										
1	SCB X Public Company Limited	-	√	√	√	√	√	√	√	√
Banking Business (Gen 1)										
2	The Siam Commercial Bank Public Company Limited	79	√	√	√	√	√	√	√	√
3	SCB Asset Management Company Limited		√	√	√	√	√	√	√	√
4	SCB-Julius Baer Securities Company Limited		√	√	√	√	√	√	√	-
5	SCB Protect Company Limited		√	√	√	√	√	√	√	√
6	SCB Plus Company Limited		√	√	√	√	√	√	√	√
7	SCB Training Center Company Limited		√	√	√	√	√	√	√	-

#	Name of Company	Share of Net Operating Income (%)	Social Aspect			Governance Aspect		Environmental Aspect		
			Labor Practice	Training	Safety	Remuneration	Business Conduct and Ethics	Greenhouse Gas Emissions	Water	Waste
Consumer and Digital Finance Business (Gen 2)										
8	Card X Company Limited	16	√	√	√	√	√	√	√	√
9	AUTOX Company Limited		√	√	√	√	√	√	√	√
10	Alpha X Company Limited		√	√	√	√	√	-	-	-
11	Abacus Digital Company Limited		√	√	√	√	√	√	√	√
12	Monix Company Limited		√	√	√	√	√	√	√	√
Platform and Technology Business (Gen 3)										
13	InnovestX Company Limited	5	√	√	√	√	√	√	√	√
14	SCB 10X Company Limited		√	√	√	√	√	√	√	-
15	Token X Company Limited		√	√	√	√	√	√	√	√
16	SCB Tech X Company Limited		√	√	√	√	√	√	√	√
17	DataX Company Limited		√	√	√	√	√	√	√	√

Remark: - The economic data covers the performance of SCBX Group, in accordance with the 2025 Annual Report (56-1 One Report).

Contact Us

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Note to Sustainability Performance

Environmental Performance

Energy Consumption

Total energy consumption as reported in this sustainability Report covers electricity consumption, fuel consumption of backup generators, fire pumps, vehicle fleet and LPG consumption across SCBX Group. SCBX Group will continue to revisit the reporting scope every year to continuously improve on the quality and transparency of disclosed information on environmental performance.

Diesel Consumption

The scope of reporting for diesel consumption covers diesel consumption through tests of standby generators and fire pumps installed at the SCB Head Office, SCB Information Center, and SCB buildings at Chaengwattana and Chidlom. Data on diesel purchases was collected from monthly tracking documentation.

Fuel Consumption from the Group's Vehicles

Data on fuel consumption from the Group's vehicles covers fuel consumption for vehicles used, managed and are under the Group's main operations. Data was collected from fleet cards and invoices submitted by suppliers.

Liquefied Petroleum Gas (LPG) Consumption

The reporting of LPG consumption covers usage within SCBX Group operational areas where gas is used to support various activities, such as specific building support facilities and food preparation areas. The reporting boundary includes SCB Head Office and Tawanron training center. LPG consumption data is based on building usage meters and invoices issued by LPG suppliers for each billing cycle.

Electricity Consumption

The Group uses electricity in its business operations and supporting activities, including but not limited to lights, business equipment, air conditioners, and other electrical appliances. The scope of reporting for electricity consumption covers the SCB Head Office, SCB Information Center, SCB building at Chaengwattana and Chidlom, SCB SC Tower, G Land Tower, FYI Tower, as well as SCB branch network, AutoX's branch network, CardX's call center building at Rama 4 and Bang Khen, as well as buildings that the Group has operational control over including Julias Baer branch, and Tawanron training center. Data was collected from invoices sent by suppliers such as Metropolitan Electricity Authority, Provincial Electricity Authority and the buildings' lease owners.

Direct GHG Emissions (Scope I)

The scope of reporting for direct GHG emissions (Scope I) covers sources owned or controlled by the Group. This year, that includes purchased diesel, gasoline, and refrigerant leak. The sum of that quantity was then multiplied with the emission factor, in reference to the most recent Thailand Greenhouse Gas Management Organization (TGO).

Refrigerant Usage (Air Conditioning Systems)

The reporting covers refrigerant leakage from air conditioning systems within SCBX Group operational areas, including SCB Head Office, SCB Information Center, and SCB buildings at Chaengwattana and Chidlom, leased spaces, as well as SCB branch network. Data collection is based on annual maintenance records of air conditioning systems and reports from maintenance service providers. The volume of refrigerant replenished to replace detected leakage is recorded and used as a proxy indicator for leakage volume, in accordance with international GHG reporting guidelines.

Indirect GHG Emissions (Scope II)

Indirect GHG emissions (GHG Scope II) come from activities related to the Group's business operations that are beyond the direct control of the Group. Sources of indirect GHG emissions include electricity used at SCB Head Office, SCB Information Center, SCB buildings at Chaengwattana and Chidlom, SCB SC Tower, G Land Tower, FYI Tower, SCB branch network, AutoX's branch network, CardX's call center building at Rama 4 and at Bang Khen, as well as buildings, booths and ATMs that the Group has operational control over including Julius Baer branch, and Tawanron training center as well as EV fleet. GHG emissions were calculated at 0.4999 tons of GHG per megawatt hour (MWh) in 2025, referencing Thailand Greenhouse Gas Management Organization (TGO). The previous GHG Scope II data is also adjusted to use the same source of emission factor for comparability.

Water Consumption

The Group's water consumption consists exclusively of tap water. The scope of reporting for water consumption covers operations at SCB Head Office, SCB Information Center, SCB buildings at Chaengwattana and Chidlom, Julius Baer branch, SCB SC Tower, G Land Tower, FYI center tower, AutoX branch network, CardX's call center building at Rama 4 and at Bang Khen. Data collected from invoices sent by the Metropolitan Waterworks Authority and the buildings' lease owners.

Waste Management

The amount of waste managed and disposed is a proportion of waste generated through the activities and operations of the Group. The scope of reporting covers SCB Head Office, SCB Park Plaza East & West, SCB Information Center, SCB buildings at Chaengwattana and Chidlom, SCB SC Tower, G Land Tower, and all branches of SCB. The reported data derives from

Non-Hazardous Waste - Landfill

Waste managed by municipal authorities, collected from the actual weight from Bangkok Metropolitan Administration at the HQ as the base for the estimation of average the weight of disposed waste per person.

Non-Hazardous Waste – Recycle

Waste which was managed by responsible service providers, collected from weight of waste report sent by the responsible service providers.

Non-Hazardous Waste – Reuse

Waste that has been segregated for reuse includes items such as office equipment, furniture, materials for work, or components that remain in sufficiently good condition for continued use. Materials or equipment that are still functional are donated to external organizations, public-benefit entities, or communities in need for appropriate further utilization. This approach promotes efficient resource use and helps reduce the volume of waste requiring disposal.

Non-Hazardous Waste – Internal Composting

Non-hazardous food waste generated from SCB Head Office's cafeteria, which is collected and processed through an internal composting system. A biological composting machine installed within SCB Head Office is used to convert food waste into soil conditioners or organic fertilizer. The resulting compost is reused in the organization's environmental initiatives, such as improving green spaces within the building or supporting community-related activities. Data on the volume of food waste processed is derived from monthly composting machine usage records and building waste management reports, enabling accurate tracking of waste diverted from landfill disposal and repurposed for beneficial use.

Hazardous Waste – Recycle

Hazardous waste sent for recycling through legally licensed waste management contractors. Waste types primarily consist of electronic equipment and components that require handling in accordance with specific regulatory requirements. The treatment process begins with destruction or shredding to safely separate components, after which recoverable materials such as metals, plastics, and electronic parts are directed into recycling processes for further resource recovery.

Purchased Goods and Services

The reporting of GHG emissions from purchased goods and services covers procurement activities that support organizational operations, with the reporting boundary including SCB. This includes the procurement of materials, office supplies, information technology services, consulting services, and various operational services essential to business operations. Data used for calculation is derived from the organization's accounting and procurement systems, which record expenditure by goods and services categories, together with greenhouse gas emission factor databases sourced from internationally recognized references.

Air Travel for Business Purpose

The scope of reporting on air travel for business purpose covers that of SCB, SCBAM, SCB Julias Baer, SCB Protect, SCB Plus, InnovestX, SCB TechX, Abacus Digital, SCB 10X, and SCB DataX. Data on air travel was collected from travel reports and summaries, and invoices sent by ticket agency.

GHG emissions from air travel for business purpose was collected from total air travel for business purpose (kilometers) multiplied with the emission factor, in reference to International Civil Aviation Organization (ICAO).

Employee Commuting

The reporting covers employee commuting between residences and workplaces of SCBX Public Company Limited employees. Data is derived from an Employee Commuting Survey, which includes information such as travel distance, modes of transportation used, and commuting frequency per week. The survey results are analyzed to calculate GHG emissions based on different commuting modes.

Waste Generated in Operations

GHG emissions from waste generated in operations covers waste arising from SCBX Group operational activities, including SCB Head Office, SCB Park Plaza East & West, SCB Information Center, SCB buildings at Chaengwattana and Chidlom, leased spaces, as well as SCB branch network. The scope includes both non-hazardous and hazardous waste generated from the organization's daily operations. GHG emissions are calculated in accordance with the GHG Protocol – Scope 3 Category 5: Waste Generated in Operations, taking into account waste types and disposal methods, such as landfill. Emissions were calculated by multiplying the quantity of waste sent for each disposal method by the corresponding emission factors aligned with the specific waste treatment processes.

Social Performance

Employee Leave

The Group uses a human resources management system to record and approve employee leave. Employees are also required to fill in a form to request leave, especially leave due to occupational illness through their line manager. In addition, special request for sick leave beyond quota could be submitted to their line manager.

Training

The Group records employee training through a human resources management system. The training is categorized into four types including internal and external e-learning, in-house, external, and overseas training.

Sustainability Data Performance

Economic Performance

Economic Performance (GRI 201-1)

Performance	Unit	SCBX Group			
		2022	2023	2024	2025
Net operating income	Billion Baht	154.4	171.1	172.4	171.6
Total assets	Billion Baht	3,454.0	3,438.7	3,486.5	3,650.7
Market capitalization	Billion Baht	360.0	356.9	395.6	468.0
Total operating expense	Million Baht	69,874.0	71,780.5	72,976.7	69,569.9
Borrowings	Million Baht	71,996.0	109,910.6	106,744.8	120,494.2
Net profits	Million Baht	37,546.0	43,521.3	43,943.0	47,488.0
Employee's expenses	Million Baht	31,219.0	33,621.0	35,493.9	36,396.4
Return on Equity (ROE)	%	8.3	9.3	9.1	9.7
Return on asset (ROA)	%	1.1	1.3	1.3	1.3

Environmental Performance

Energy Consumption within the Organization (GRI 302-1)

Performance	Unit	SCBX Group			
		2022	2023	2024	2025
Total energy consumption within the organization	MWh	145,792	157,726	166,694	152,570
Total non-renewable energy consumption	MWh	145,792	137,604	123,109	111,472
▪ Fuel consumption	MWh	20,481	34,324	41,774	44,125
▪ Electricity consumption	MWh	125,310	103,280	81,335	67,347
Total renewable energy consumption	MWh	-	20,122	43,585	41,098
▪ Electricity consumption	MWh	-	20,122	43,585	41,098
▪ Percentage of electricity purchased within the organization from renewable sources from total electricity consumption	%	-	16	35	38

Greenhouse Gas Emissions (GRI 305-1, 305-2, 305-3)

	SCBX Group				
Performance	Unit	2022	2023	2024	2025
Scope 1					
Gross direct (Scope 1) GHG emissions	Tonne CO ₂ e	7,514	11,518	12,757	13,628
Scope 2					
Gross location-based energy indirect (Scope 2) GHG emissions	Tonne CO ₂ e	62,643	61,628 ¹	62,080	53,113
Gross market-based energy indirect (Scope 2) GHG emissions		62,643	51,629 ¹	40,660	33,667
Scope 3					
Category 1: Purchased goods and services ¹	Tonne CO ₂ e	34,636	30,061	28,695	16,978 ²
Category 5: Waste generated in operations	Tonne CO ₂ e	2,379	2,474	1,944	1,900
Category 6: Business travel (by air only) ³	Tonne CO ₂	326	967	558	482
Category 7: Employee commuting ⁴	Tonne CO ₂ e	-	44	70	1,049

Remark:

1. The reported data includes performance of SCB only.
2. The indirect greenhouse gas emissions from category 1: purchase of goods and services in 2025 were calculated using emission factors that differ from those applied in the previous year.
3. The indirect greenhouse gas emissions from category 6: business travel (by air only) are calculated by considering carbon dioxide (CO₂) emissions only.
4. The reported data includes performance of SCB X Public Company Limited only.

Water (GRI 303-3, 303-4, 303-5)

Performance	Unit	SCBX Group			
		2022	2023	2024	2025
Total water withdrawal from all areas	Million m ³	0.29	0.43	0.46	0.45
Total water discharge to all areas	Million m ³	0.16	0.25	0.27	0.25
Total water consumption from all areas	Million m ³	0.14	0.18	0.19	0.21

Waste (GRI 306-3, 306-4, 306-5)

Performance	Unit	SCBX Group			
		2022	2023	2024	2025
Waste generated	Tonne	2,507	3,082	2,459	2,623
Non-hazardous waste	Tonne	2,507	3,080	2,450	2,618
Hazardous waste	Tonne	-	2	9	5.3
Waste diverted from disposal	Tonne	617	389	139	227.8
Non-hazardous waste	Tonne	617	387	130	222.6
▪ Preparation for reuse	Tonne	-	0.4	0.4	96.8
▪ Recycling	Tonne	-	364	106	105.0
▪ Other recovery operations (composting)	Tonne	-	23	23	20.8
Hazardous waste	Tonne	-	2	9	5.3
▪ Preparation for reuse	Tonne	-	-	7	0.0
▪ Recycling	Tonne	-	2	2	5.3
Waste directed to disposal	Tonne	1,890	2,693	2,320	2,395
Non-hazardous waste	Tonne	1,890	2,693	2,320	2,395
▪ Landfilling	Tonne	1,890	2,693	2,320	2,395
Hazardous waste	Tonne	-	0	0	0

Social Performance

Total Employees (GRI 2-7, GRI 2-8)

		SCBX Group							
Performance	Unit	2022		2023		2024		2025	
		Male	Female	Male	Female	Male	Female	Male	Female
Total employee	Persons	9,252	19,763	10,502	21,482	10,586	21,326	9,880	20,236
		29,015		31,984		31,912		30,116	
By Contract Type									
Permanent employee	Persons	8,996	18,898	9,859	19,671	9,948	19,617	9,157	18,435
Contract employee	Persons	256	56	636	1,818	640	1,707	723	1,801
By Category									
Executive	Persons	87	64	128	77	154	117	146	107
Senior management	Persons	878	1,066	1,009	1,213	306	362	301	355
Junior management	Persons	905	1,122	1,106	1,346	748	894	1,835	2,229
Non-management	Persons	7,126	16,646	8,252	18,853	9,380	19,951	7,598	17,545
Management in revenue generating function	Persons	1,153	1,280	1,209	1,339	1,246	1,371	1,342	1,561
Employees in STEM-related position	Persons	1,660	1,289	1,960	1,546	1,838	1,288	1,898	1,340
Percentage of employees in STEM-related position	Percentage (against gender)	56.30%	43.70%	55.90%	44.10%	58.80%	41.20%	58.62%	41.38%
By Age									
X ≤ 30	Persons	1,681	3,598	2,266	4,209	2,026	3,477	1,594	2,631
30 < X ≤ 40	Persons	3,205	9,055	3,755	9,960	3,898	9,839	3,723	9,306
40 < X ≤ 50	Persons	2,465	4,650	2,765	5,386	2,877	5,809	2,951	6,129
50 < X ≤ 60	Persons	1,624	1,583	1,682	1,907	1,734	2,175	1,581	2,150
X > 60	Persons	21	12	27	17	53	27	31	20

SCBX Group									
Performance	Unit	2022		2023		2024		2025	
		Male	Female	Male	Female	Male	Female	Male	Female
By Nationality									
Thai	Persons	8,900	18,788	10,393	21,390	10,487	21,207	9,788	20,124
Chinese	Persons	13	18	9	11	12	21	10	20
Cambodian	Persons	38	35	39	35	39	40	34	36
Vietnamese	Persons	10	26	10	19	13	24	9	26
Burmese	Persons	9	15	8	14	5	15	6	14
Others	Persons	83	97	34	20	32	17	33	16
Not identified	Persons	6	1	0	0	0	0	0	0
By Disability									
Employees with disabilities	Persons	7	8	135	76	125	80	106	66
Labor Union									
Employee participation in labor union	Percentage (against gender)	53%		33%		20%		26%	

New Employees (GRI 401-1)

		SCBX Group							
Performance	Unit	2022		2023		2024		2025	
		Male	Female	Male	Female	Male	Female	Male	Female
Total new employee hires	Persons	2,847	3,513	2,522	4,111	2,147	3,216	2,021	3,929
		6,360		6,633		5,363		5,950	
Rate of new employee hire	%	30.77%	17.78%	23.00%	19.61%	21.58%	16.24%	21.18%	4.00%
		21.92%		20.78%		18.03%		20.70%	
By Age									
X ≤ 30	Persons	1,285	1,790	1,190	1,963	963	1,556	898	1837
30 < X ≤ 40	Persons	1,201	1,360	993	1,629	858	1,195	727	1314
40 < X ≤ 50	Persons	320	322	304	487	280	438	340	703
50 < X ≤ 60	Persons	33	36	28	30	41	24	50	73
X > 60	Persons	8	5	7	2	5	3	6	2
By Category									
Executive	Persons	14	6	28	6	31	21	16	14
		20		34		52		30	
	Rate	16.09%	9.38%	23.45%	7.47%	19.87%	18.58%	13.79%	14.81%
		13.25%		17.02%		19.33%		14.25%	
Senior management	Persons	41	51	39	44	35	14	25	23
		92		83		49		48	
	Rate	13.96%	15.44%	12.30%	11.89%	11.79%	4.11%	8.33%	6.62%
		14.74%		12.08%		7.69%		7.41%	
Junior management	Persons	251	202	292	271	136	80	181	145
		453		563		216		326	
	Rate	14.08%	9.23%	15.80%	13.13%	18.86%	9.32%	10.28%	6.66%
		11.41%		14.39%		13.68%		8.27%	

SCBX Group									
Performance	Unit	2022		2023		2024		2025	
		Male	Female	Male	Female	Male	Female	Male	Female
Non-management	Persons	2,541	3,254	2,163	3,790	1,945	3,101	1,799	3,747
		5,795		5,953		5,046		5,546	
	Rate	35.66%	19.55%	24.89%	20.54%	22.16%	16.78%	24.27%	22.65%
		24.38%		21.94%		18.51%		23.15%	
Number of Internal Positions Filled									
Number of internal positions filled	Position	296	698	27	62	55	137	154	22
		994		89		192		176	
	Percentage (against total vacancies)	13		0.07		2.67		5.37	
By Age									
X ≤ 30	Persons	27	88	8	11	20	29	10	11
30 < X ≤ 40	Persons	106	290	10	23	25	74	36	37
40 < X ≤ 50	Persons	98	259	8	20	10	29	29	37
50 < X ≤ 60	Persons	64	62	1	8	0	5	9	6
X > 60	Persons	0	0	0	0	0	0	1	0
By Category									
Executive	Persons	1	2	0	0	0	1	0	0
Senior management	Persons	18	24	3	1	5	2	5	4
Junior management	Persons	81	119	10	12	8	7	18	12
Non-management	Persons	214	577	14	49	42	127	61	76
Hiring Cost									
Average hiring Cost	Baht/Employees	4,373		11,129		6,250		11,250	

Employee Turnover (GRI 401-1)

SCBX Group									
Performance	Unit	2022		2023		2024		2025	
		Male	Female	Male	Female	Male	Female	Male	Female
Total employee turnover	Persons	1,847	3,064	1,754	3,750	2,977	2,647	2,718	5,008
		4,911		5,504		5,624		7,726	
Employee turnover rate	%	19.96%	15.50%	16.00%	17.89%	28.12%	12.41%	26.61%	24.12%
		16.93%		17.24%		17.62%		24.94%	
By Type									
Employee voluntary turnover	Persons	1,128	2,189	1,592	3,461	2,596	2,221	2,178	4,238
		3,317		5,053		4,817		6,416	
Employee voluntary turnover rate	%	12.19%	11.08%	14.52%	16.51%	26.09%	11.22%	21.33%	20.41%
		11.43%		15.83%		16.19%		20.71%	
Employee involuntary turnover	Persons	719	875	162	289	381	426	540	770
		1,594		451		807		1,310	
Employee involuntary turnover rate	%	7.77%	4.43%	1.48%	1.38%	3.83%	2.15%	5.29%	3.71%
		5.49%		1.41%		2.71%		4.23%	
By Age Group									
X ≤ 30	Persons	637	1,208	667	1,475	1,161	1,052	924	1,900
30 < X ≤ 40	Persons	778	1,382	662	1,550	1,064	1,070	981	1,882
40 < X ≤ 50	Persons	303	401	266	631	556	414	503	976
50 < X ≤ 60	Persons	113	62	146	90	183	106	287	236
X > 60	Persons	16	11	12	4	11	7	22	15

		SCBX Group							
Performance	Unit	2022		2023		2024		2025	
		Male	Female	Male	Female	Male	Female	Male	Female
By Category									
Executive	Persons	18	20	17	9	32	13	24	23
		38		26		45		47	
	Rate	20.69%	31.25%	14.24%	11.20%	20.51%	11.50%	18.32%	21.60%
		25.17%		13.02%		16.73%		19.79%	
Senior management	Persons	30	33	34	30	34	15	34	41
		63		64		49		75	
	Rate	10.00%	10.00%	10.72%	8.10%	11.46%	4.41%	10.70%	11.20%
		10.00%		9.32%		7.69%		10.97%	
Junior management	Persons	99	158	180	193	99	56	266	226
		257		373		155		492	
	Rate	5.55%	7.22%	9.74%	9.35%	13.73%	6.52%	14.26%	9.96%
		6.47%		9.53%		9.81%		11.90%	
Non-management	Persons	1,568	2,811	1,522	3,518	2,811	2,564	2,393	4,719
		4,379		5,040		5,375		7,112	
	Rate	22.00%	16.89%	17.52%	19.07%	32.03%	13.87%	30.12%	26.25%
		18.42%		18.57%		19.72%		27.43%	

Ratio of Basic Salary and Remuneration of Women to Men (GRI 405-2)

		SCBX Group			
Performance	Unit	2022	2023	2024	2025
Base Salary Only					
Executive	Female to Male Ratio	0.85	0.99	0.96	0.81
Management	Female to Male Ratio	0.98	0.99	1.02	1.00
Non-management	Female to Male Ratio	0.90	0.91	0.92	0.90
Base Salary and Other Cash Incentives (Remuneration)					
Executive	Female to Male Ratio	0.96	0.96	0.91	0.81
Management	Female to Male Ratio	0.99	0.99	1.02	0.98
Non-management	Female to Male Ratio	0.91	0.93	0.95	0.94

Absenteeism (GRI 403-2)

Performance	Unit	SCBX Group			
		2022	2023	2024	2025
Total absenteeism days (including sickness and injuries leave)	Days	81,986	70,493	76,258	79,039
Absenteeism rate (including sickness and injuries leave)	%	1.51	1.02	0.98	1.00
Average absenteeism resulted from work-related illness and injuries	Days/FTE	3.70	2.38	5.59	3.45

Remark:

- Data on absenteeism in 2022 includes performance of SCBX, SCB, SCB Plus, SCBAM, SCB Protect, CardX, AutoX, and SCB TechX Only.
- Data on absenteeism in 2023 includes all performance of all subsidiaries as specified in the About This Report section, however, excluding performance of AlphaX, and TokenX.
- SCBX Group absentee rate set at 1.50

Occupational Health and Safety (GRI 403-9, GRI 403-10)

Performance	Unit	SCBX Group			
		2022	2023	2024	2025
Number of fatalities as a result of work-related injury	Persons	0	0	0	0
	Case/200,000 manhours	0	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	Persons	0	0	0	1
	Case/200,000 manhours	0	0	0	0
Number of recordable work-related injuries	Persons	0	4	0	1
Number of fatalities as a result of work-related ill health	Persons	0	0	0	0
Number of cases of recordable work-related ill health	Persons	0	0	0	1

Remark:

- Data on occupational health and safety in 2022 includes performance of SCBX, SCB, SCB Plus, SCBAM, SCB Protect, CardX, AutoX, and SCB TechX only.
- Data on occupational health and safety in 2023 includes all performance of all subsidiaries as specified in the About This Report section.

Employee Engagement

Performance	Unit	SCBX Group			
		2022	2023	2024	2025
Employee net promoter score	-	-3	33	35	36
Response rate	Percentage	94	95	95	97

Remark:

- 2025 target for Net Promoter Score (eNPS) is at 30.
- Data on employee engagement for the year 2022 covers SCB operations only and has been recalibrated by using the Net Promoter Score calculator methodology, this is in line with the SCBX Group's approach to cultivating and measuring group-wide engagement.

Training & Development (GRI 404-1)

		SCBX Group			
Performance	Unit	2022	2023	2024	2025
Cost on Employee Training					
Total cost on employee training	Million Baht	171	269	317	206
Average amount spent per FTE on training and development	Baht/Employees	6,269	8,153	9,962	6,841
Employee Training					
Average hours of training	Hours/employee	53	39	41	58
Number of employee participated in training	Person	-	31,984	31,912	30,116
Percentage of employee participated in training	Percentage	-	100	100	100
By Gender					
Female	Hours/employee	57	42	45	61
Male	Hours/employee	43	31	32	41
By Category					
Executive	Hours/employee	21	23	24	29
Senior management	Hours/employee	53	34	42	45
Junior management	Hours/employee		40	42	46
Non-management	Hours/employee	54	38	40	56
By Age					
X ≤ 30	Hours/employee	38	26	18	31
30 < X ≤ 40	Hours/employee	56	43	44	61
40 < X ≤ 50	Hours/employee	53	40	43	58
50 < X ≤ 60	Hours/employee	57	45	47	57
X > 60	Hours/employee	N/A	18	28	22

		SCBX Group			
Performance	Unit	2022	2023	2024	2025
By Training Type					
Mandatory ¹	Hours/employee	9	14	11	12
Non-mandatory	Hours/employee	37	30	33	44
Self-directed learning ²	Hours/employee	7	8	7	16
By Content					
Digital technology and data	Hour	-	127,581	195,581	246,457
	Percentage	-	10	15.2	13.8
Compliance	Hour	-	236,196	209,600	219,024
	Percentage	-	19	16.3	12.3
Risk	Hour	-	102,968	64,748	46,175
	Percentage	-	8	5.0	2.6
Safety and environment	Hour	-	121,349	64,811	33,338
	Percentage	-	10	5.0	1.9
Business acumen	Hour	-	497,610	578,160	888,091
	Percentage	-	39	44.9	49.9
Diversity and Inclusion	Hour	-	8,403	3,236	9,768
	Percentage	-	1	0.3	0.5
Leadership	Hour	-	46,704	59,980	50,053
	Percentage	-	4	4.7	2.8
Other	Hour	-	120,753	112,348	287,900
	Percentage	-	10	8.7	16.2
Human Capital Return on Investment					
Human capital return on Investment	-	3.71	3.95	3.8	3.8

Remark:

1. The 9 mandatory training courses include 1) Personal Data Protection Act (PDPA), 2) Cyber Security Awareness, 3) Anti-money Laundering and Counter Terrorist Financing, 4) SCB Financial Group Code of Conduct, 5) Operational Risk Management and Data Protection Handling, 6) SCB Safety First, 7) Anti-corruption and Bribery, 8) Market Conduct, and 9) AI Foundation: Prompt+.
2. Self-directed learning includes self-learning and development based on employee's interests available through programs and platforms such as video lessons on PlayStory or coaching sessions through Career Coach, apart from the regular training.

GRI Content Index

Statement of use

SCB X Public Company Limited has reported the information cited in this GRI content index for the period 1st January 2025 to 31st December 2025 with reference to the GRI Standards.

GRI 1 used

GRI 1: Foundation 2021

Applicable GRI Sector Standard (s)

G4 Financial services sector disclosures

GRI STANDARD	DISCLOSURE	LOCATION		GRI SECTOR STANDARD REFERENCE NO.
		SUSTAINABILITY REPORT	WEBSITE	
General Disclosures				
GRI 2: General Disclosures 2021	2-1 Organizational details	7-8	Companies in SCBX Group, Click Here	
	2-2 Entities included in the organization’s sustainability reporting	94-95		
	2-3 Reporting period, frequency, and contact point	94-95		
	2-4 Restatements of information	There were no restatements of information in 2025.		
	2-5 External assurance	118-119		
	2-6 Activities, value chain, and other business relationships	7-8	Companies in SCBX Group, Click Here	
	2-7 Employees	103-104		
	2-8 Workers who are not employees	All the workers performing work for the Group are employees and the Group does not have any workers who are not employees.		
	2-9 Governance structure and composition	14		
	2-10 Nomination and selection of the highest governance body	-	Charter of the Nomination, Compensation and Corporate Governance Committee, Click Here	
	2-11 Chair of the highest governance body	5		
	2-12 Role of the highest governance body in overseeing the management of impacts	14	Charter of the Board of Directors, Click Here	

GRI STANDARD	DISCLOSURE	LOCATION		GRI SECTOR STANDARD REFERENCE NO.
		SUSTAINABILITY REPORT	WEBSITE	
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	14		
	2-14 Role of the highest governance body in sustainability reporting	14-15		
	2-15 Conflicts of interest	-	Corporate Governance Policy, Click Here	
	2-16 Communication of critical concerns	78-82		
	2-17 Collective knowledge of the highest governance body	70-71		
	2-18 Evaluation of the performance of the highest governance body	78		
	2-19 Remuneration policies	-	Corporate Governance Policy, Click Here	
	2-20 Process to determine remuneration	-	Corporate Governance Policy, Click Here	
	2-22 Statement on sustainable development strategy	5-6, 12		
	2-23 Policy commitments	13		
	2-24 Embedding policy commitments	12, 14-15, 90		
	2-25 Processes to remediate negative impacts	56-58, 90		
	2-26 Mechanisms for seeking advice and raising concerns	-	Whistleblowing Policy, Click Here	
	2-27 Compliance with laws and regulations	80-82		
	2-28 Membership associations	19		
	2-29 Approach to stakeholder engagement	15-18		
	2-30 Collective bargaining agreements	104		
Material Topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	15		
	3-2 List of material topics	16		

GRI STANDARD	DISCLOSURE	LOCATION		GRI SECTOR STANDARD REFERENCE NO.
		SUSTAINABILITY REPORT	WEBSITE	
Digital Solutions and Security				
GRI 3: Material Topics 2021	3-3 Management of material topics	23		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	24-32		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	24-32		
Digital Skills of the Future				
GRI 3: Material Topics 2021	3-3 Management of material topics	33		
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	34-36		
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	36-37		
Financial and Digital Inclusion				
GRI 3: Material Topics 2021	3-3 Management of material topics	39		G4-DMA Product and Service Labeling
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	40-45, 47		G4 FS7, G4-FS13, G4-FS14
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	45-47		G4 FS16
SME/Startup/Social (3S) Empowerment				
GRI 3: Material Topics 2021	3-3 Management of material topics	48		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	49-54		G4-EC1
Sustainable Finance				
GRI 3: Material Topics 2021	3-3 Management of material topics	56-57		G4-DMA Product Portfolio
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	57-63		G4-HR1, G4-FS7, G4-FS8, G4-FS10

GRI STANDARD	DISCLOSURE	LOCATION		GRI SECTOR STANDARD REFERENCE NO.
		SUSTAINABILITY REPORT	WEBSITE	
Net Zero				
GRI 3: Material Topics 2021	3-3 Management of material topics	65		
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	59-63		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	101		G4-EN15
	305-2 Energy indirect (Scope 2) GHG emissions	101		G4-EN16
	305-3 Other indirect (Scope 3) GHG emissions	101		G4-EN17
	305-5 Reduction of GHG emissions	66, 101		
Operational Eco-Efficiency				
GRI 3: Material Topics 2021	3-3 Management of material topics	73		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	100		
	302-4 Reduction of energy consumption	74, 100		
GRI 303: Water 2018	303-3 Water withdrawal	101		
	303-4 Water discharge	101		
	303-5 Water consumption	101		
GRI 306: Waste 2020	306-3 Waste generated	102		G4-EN23
	306-4 Waste diverted from disposal	102		
	306-5 Waste directed to disposal	102		
Governance, Risk Management and Compliance				
GRI 3: Material Topics 2021	3-3 Management of material topics	77-82		
GRI 205: Anti-Corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	80-81		
	205-3 Confirmed incidents of corruption and actions taken	81		

GRI STANDARD	DISCLOSURE	LOCATION		GRI SECTOR STANDARD REFERENCE NO.
		SUSTAINABILITY REPORT	WEBSITE	
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	81		
GRI 415: Public Policy 2016	415-1 Political contributions	81		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	82		
People and Culture				
GRI 3: Material Topics 2021	3-3 Management of material topics	83		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	105-106		
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	88		
	403-5 Worker training on occupational health and safety	80-81, 112		
	403-6 Promotion of worker health	88		
	403-8 Workers covered by an occupational health and safety management system	94-95		
	403-9 Work-related injuries	110		
	403-10 Work-related ill health	110		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	111		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	77, 103-104		
	405-2 Ratio of basic salary and remuneration of women to men	109		
Human Rights				
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	90	Human Rights, Click Here	
	2-25 Processes to remediate negative impacts	90		
	2-29 Approach to stakeholder engagement	90		
GRI 3: Material Topics 2021	3-3 Management of material topics	90		

Assurance Statement

INDEPENDENT ASSURANCE STATEMENT

To: The Stakeholders of SCB X Public Company Limited



1. Introduction and Objectives of Work

Bureau Veritas Certification (Thailand) Limited ("Bureau Veritas") has been engaged by SCB X Public Company Limited ("SCBX") to provide limited assurance of its Sustainability Report 2025 (the "Report"). The objective is to provide independent assurance to SCBX management and its stakeholders over the accuracy, completeness, and reliability of the Selected Information within the scope defined below.

The information presented in SCBX's Sustainability Report 2025 is the sole responsibility of management. Bureau Veritas did not participate in the preparation, development, or implementation of this information or the underlying data collection processes. Our sole responsibility was to provide independent assurance on the Selected Information as defined in the scope of this engagement.

2. Intended Users of this Assurance Statement

This assurance statement is intended for all of SCBX's stakeholders, including investors, regulators, employees, customers, and other interested parties. Users should understand that the scope is limited to the Materiality Assessment Process and selected Environmental and Social performance indicators only, verified against the GRI Standards 2021 (the "Criteria"). This statement does not provide assurance over other sustainability claims or data outside the defined scope. The assurance level is limited as defined in the methodology section below. Users should refer to the scope section below for complete details on limitations and boundaries.

3. Scope of work

The assurance process was conducted in accordance with two complementary international standards. The primary framework is the International Standard on Assurance Engagements 3000 (Revised) (ISAE 3000), Assurance Engagements Other than Audits or Reviews of Historical Financial Information, at a limited assurance level. The engagement also incorporates principles from the AA1000 Assurance Standard v3 (AA1000AS v3), Type 2 assurance at a Moderate level, to assess adherence to the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness, and Impact.

The scope of work included:

- Data and information included in the Materiality Assessment Process and Environmental and Social performance data 2025 from January 1, 2025 to December 31, 2025, covering data of SCBX and its subsidiaries. Subject to the limitations and exclusions listed in the section below, our review included:

- Information and performance data contained within the Selected Information; and
- SCBX's management approach to its material issues and the performance indicators as indicated under the Environmental Performance Indicators and Social Performance Indicators sections.
- Appropriateness and robustness of underlying reporting systems and processes, used to collect, analyse and review the information reported.
- Evaluation of the Report against the main principles of the AccountAbility Principles, AA1000AP (2018).
- Verification of the identified aspects of the following data expressed in numerically or in descriptive text for the year ended 31 December 2025 (the "Selected Information") as listed hereafter:

Materiality Assessment Process

GRI 3 Material Topics (2021)

Environmental Performance Indicators

GRI 302-1 Energy consumption within the organization (2016)

GRI 305-1 Direct (Scope 1) GHG emissions (2016)

GRI 305-2 Energy indirect (Scope 2) GHG emissions (2016)

GRI 305-3 Other indirect (Scope 3) GHG emissions (2016)¹

Social Performance Indicators

GRI 403-9 Work-related injuries (absenteeism only) (2018)

GRI 405-2 Ratio of basic salary and remuneration of women to men (2016)

Methodology

As part of its independent assurance of the Selected Information, Bureau Veritas undertook the following activities:

Planning and Risk Assessment:

- Reviewed SCBX's ESG materiality assessment and identified key Environmental and Social performance indicators subject to assurance
- Conducted risk analysis to determine which data points, sites, and entities required prioritized verification, considering both quantitative materiality and qualitative criteria
- Assessed the design and effectiveness of data collection systems and internal controls for Environmental and Social metrics

Evidence Gathering:

- Conducted interviews with relevant personnel from SCBX's sustainability, operations, health & safety, and human resources functions at various organizational levels, including management representatives
- Reviewed documentary evidence and supporting records produced by SCBX to substantiate reported Environmental and Social performance data
- Reviewed a representative sample of performance data and traced selected data points back to source systems and original records
- Performed on-site visits to SCBX's Head Office and AutoX to verify data collection processes, observe operational practices, and assess the appropriateness of data management systems. These sites were selected on the basis of risk analysis, considering both quantitative and qualitative criteria

Data Verification:

- Validated calculation methodologies for aggregated Environmental and Social metrics (e.g., GHG emissions, absenteeism rate)

System Assessment:

- Reviewed SCBX's data and information systems for collection, aggregation, analysis, and review of Environmental and Social information
- Assessed the appropriateness and robustness of underlying reporting systems and processes used to compile Environmental and Social performance data

Our work was conducted against Bureau Veritas' standard procedures and guidelines for external assurance of sustainability reports and selected sustainability-related information, based on current best practice in independent assurance.

The work was planned and carried out to provide a limited level of assurance rather than reasonable assurance and we believe it provides a limited basis for our conclusions.

Alignment with the principles of AA1000AP (2018)

Inclusivity

SCBX has processes in place for engaging with a range of key stakeholders including Customers, Employees, Investors, Regulators, Business Partners and Suppliers, and Civil Society, and has undertaken a number of formal stakeholder engagement activities in 2025.

Materiality

The Report addresses the range of environmental, social and economic issues of concern that SCBX has identified as being of highest material importance. The identification of material issues has considered both internal assessments of risks and opportunities to the business, as well as stakeholders' views and concerns; impact of the material issues on SCBX's financial performance is also considered.

Responsiveness

SCBX is responding to those issues it has identified as material and demonstrates this in its policies, objectives, indicators and performance targets. The reported information can be used by the organisation and its stakeholders as a reasonable basis for their opinions and decision-making.

Impact

SCBX is monitoring, measuring and accountable for how their actions affect their broader ecosystems. Identified impacts is incorporated into both stakeholder engagement and the periodic materiality assessment process to inform organisational governance, strategy, goal-setting and operations.

4. Limitations and Exclusions

Explicitly Excluded: Governance indicators (board composition, business ethics, anti-corruption training, supply chain management, cybersecurity), economic/financial data, comparative data, qualitative narratives, third-party certifications, and data outside the reporting period.

This independent assurance statement should not be relied upon to detect all errors, omissions, or misstatements that may exist within the Selected Information. Limited assurance provides a lower level of certainty than reasonable assurance, and our procedures were designed to identify material misstatements rather than all errors or irregularities.

5. Responsibilities

This preparation and presentation of the Selected Information in the Report are the sole responsibility of the management of SCBX.

Bureau Veritas was not involved in the drafting of the Report or of the Reporting Criteria. Our responsibilities were to:

- obtain limited assurance about whether the Selected Information has been prepared with reference to the Reporting Criteria;
- form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- report our conclusions to the Directors of SCBX.

¹ Reporting boundary for scope 3 limited to Category 6 (Air business travel)

Assurance Statement

6. Conclusion

Based on the procedures performed and evidence obtained, no matter(s) has come to the attention of the assurance team that causes Bureau Veritas to believe that the subject matter information is not prepared, in all material respects, in accordance with the applicable criteria. This limited assurance engagement provides less certainty than reasonable assurance and applies to the Materiality Assessment Process and the selected Environmental and Social indicators; Governance and Economic data are not assured.

7. Statement of Independence, Impartiality and Competence

Bureau Veritas is an independent professional services company specializing in Quality, Health, Safety, Social, and Environmental management, with almost 200 years of history in providing independent assurance services and an annual turnover of Euros 6.24 billion (2024). Its assurance team has extensive experience in conducting verification over environmental, social, ethical and health and safety information, systems and processes.

Bureau Veritas operates a certified² Quality Management System which complies with the requirements of ISO 9001:2015, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, quality reviews and applicable legal and regulatory requirements which we consider to be equivalent to ISQM 1 & 2³.

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the International Federation of Inspections Agencies (IFIA)⁴, across the business to ensure that its employees maintain integrity, objectivity, professional competence and due care, confidentiality, professional behaviour and high ethical standards in their day-to-day business activities. We consider this to be equivalent to the requirements of the IESBA code⁵. The assurance team for this work does not have any involvement in any other Bureau Veritas projects with SCBX.



AA1000
Licensed Report
000-898/V3-4CA5R

Bureau Veritas Certification (Thailand) Limited

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Bangkok

23 February 2026

² Certificate available on request

³ International Standard on Quality Management 1 (Previously International Standard on Quality Control 1) & International Standard on Quality Management 2

⁴ International Federation of Inspection Agencies – Compliance Code – Third Edition

⁵ Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants

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