



ธนาคาร
ออมสิน
Government Savings Bank



SUSTAINABILITY REPORT 2022

INFINITE PATHWAY TO **SUSTAINABILITY**

Moving Forward for Sustainable Society



Contents

03	About This Report	13	Overview Performance in 2022	21	Profit: Manage the Organization in accordance with the Principles of Good Governance
10	Message from Chairman of the Board of Directors	16	Planet: Reducing Environmental Impact		
11	Message from the President and CEO of GSB	18	People: Reducing Poverty and Inequality		

01 About Government Savings Bank

24	About Government Savings Bank
28	Product and Services
44	Value Chain
47	Awards of Pride in 2022
50	Sustainable Development
56	Stakeholder Engagement
63	Duties and Responsibilities
64	Efforts to Achieve the SDGs
69	Principles for Responsible Banking (PRB)

02 PLANET

73	Eco-efficiency
83	Circular Economy

03 PEOPLE

88	Digital Innovations
100	Creating Opportunities to Access Financial Products
112	Financial Literacy/Promotion of Savings
122	Responsible Investment and Lending
128	Social Investment and Local Development

04 PROFIT

141	Customer's Satisfaction and Good Experience
150	Good Corporate Governance
164	Ethics and Transparency in the Conduct of Businesses
173	Management of the Risks from Cyber Threats
178	Anti-corruption Efforts
183	Risk Management
204	Investment in Human Resources







GRI Content Index

223	GRI Content Index
239	Questionnaire for Readers of Government Savings Bank Sustainability Report 2022

About This Report

Defining the Report's Contents and Scope of the Topics

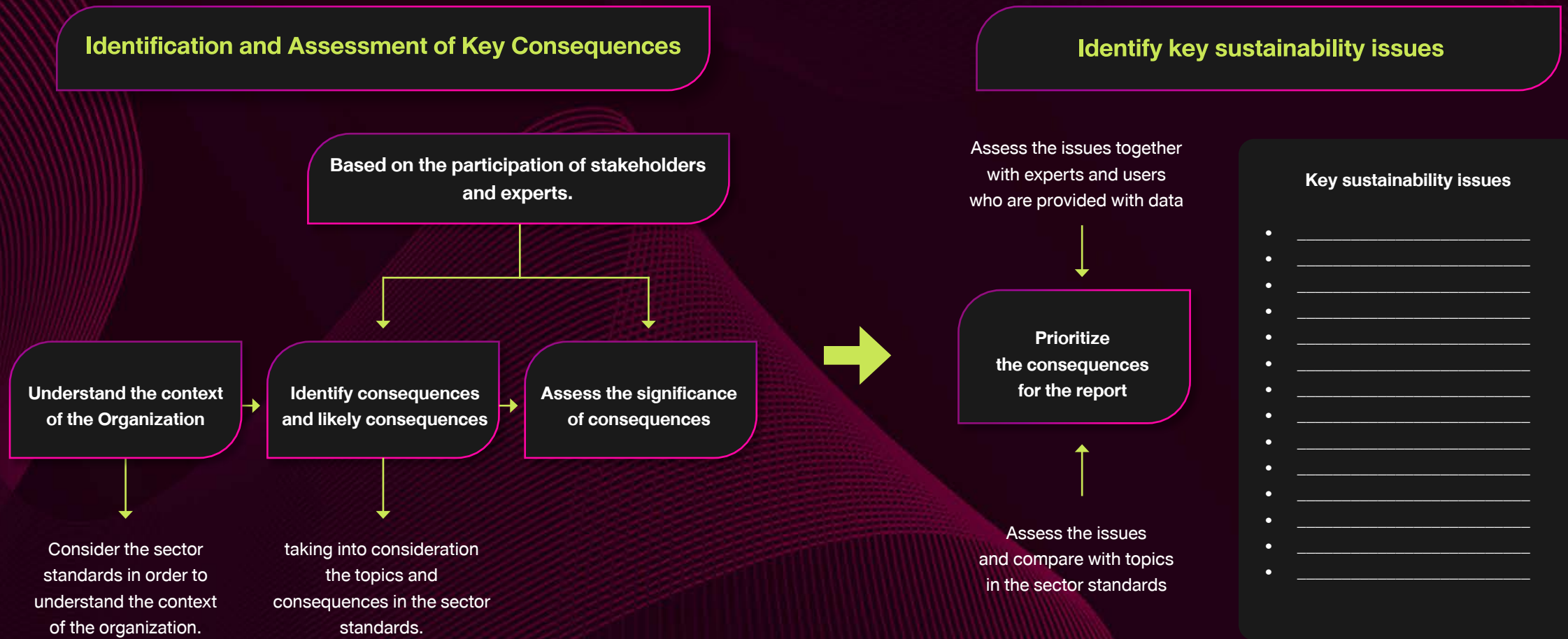
The Sustainability Report 2022 is the 8th publication since the first report was published in 2015. The objective of the report is to present GSB's sustainability performance which encompasses the environmental, social and governance (ESG) aspects. This report is prepared primarily based on the GRI Standards 2021 as well as measuring GSB performance against the relevant United Nations Sustainable Development Goals (SDGs) and the United Nations Environment Programme Financial Initiative (UNEP FI)'s Principles of Responsible Banking.

	Level of Information Disclosure ^[2-3]	This report is prepared in accordance with the GRI Standards for the period of 1 January to 31 December 2022.
	Reporting Cycle ^[2-3]	Annually
	Publication Date	June 2023
	Scope of the Report ^[2-2]	The disclosure of information in this report covers the operating results of GSB Head Office and its 1,045 branches nationwide.
	Report Assurance ^[2-5]	GSB has its internal data verification process by the related executives involved in the disclosure of data of the respective sustainability topic. There is not yet a certification process by external auditor for the whole report. However, the information related to finance and amount of energy has been verified and certified by external bodies. For more details, please contact the Sustainable Development Department, GSB.
	Change of Operational Data ^[2-4]	No significant changes



Defining Report Content Significant Topics and Scope of the Report

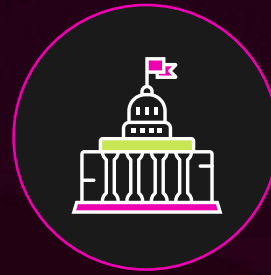
Identification of Key Sustainability Issues^[3-1]



In 2022, GSB adopted the process of specifying sustainability topics, based on the GRI Standards 2021, as follows:

Identification of key sustainability issues

Sustainable Development Department has considered the impact of sustainability issues based on the framework principles, best practices, and international standards, such as the Sustainable Development Goals (SDGs), UNEP FI's Principles of Responsible Banking, Equator Principles, WWF's SUSBA assessment methodology, the Thai Bankers' Association's sustainable banking on responsible lending, best practices on sustainable banking adopted by financial institutions, and the context of becoming a social bank as well as the expectation of the stakeholders. In 2022, the Bank added the process of reviewing sustainability topics to include every group of internal and external stakeholders. It compiled the views of 6 key groups of stakeholders namely,



1

Regulators
and Government Agencies



2

Partners and
Trading Partners



3

Society and Key Communities

Compiled the views of 6 key groups of stakeholders



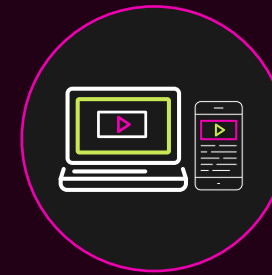
4

Customers



5

Board of Directors, the Executives,
Officers, and Employees

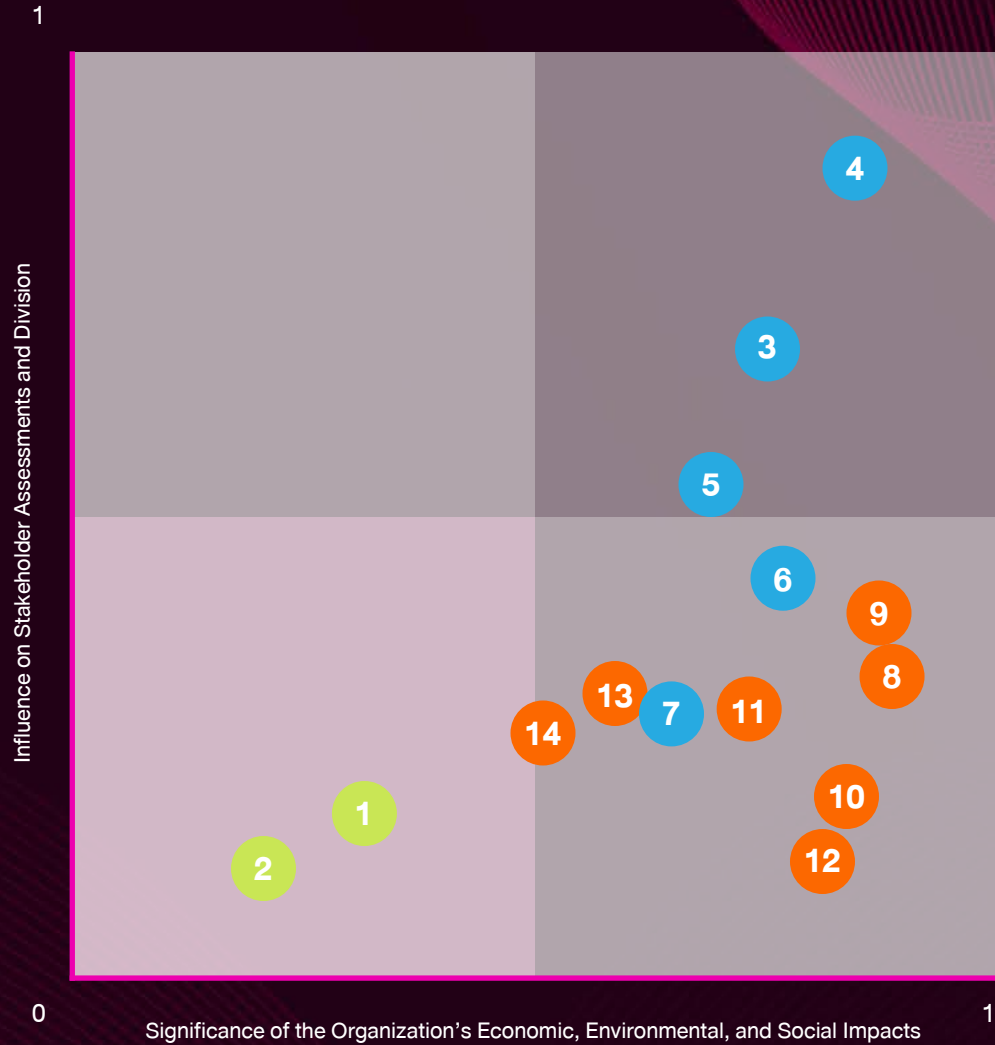


6

Members of the Press

The views from the Bank's key stakeholders were compiled through online meetings and questionnaires aimed at assessing the Bank's sustainability topics. Following the review, the number of GSB's sustainability topics remain at 14, as reported in 2021.

Materiality Assessment^[3-2]



	Planet	<ol style="list-style-type: none"> Eco-Efficiency Circular Economy
	People	<ol style="list-style-type: none"> Digital Innovation Creating Opportunities to Access Financial Products Financial Literacy Responsible Investment and Lending Social Investment and Local Development
	Profit	<ol style="list-style-type: none"> Customers' Satisfaction and Good Experience Corporate Governance Ethics and Transparency in the Conduct of Businesses Management of the Risks from Cyber Threats Anti-corruption Efforts Risk Management Investment in Human Resources

Prioritization

Sustainable Development Department and representatives of the six key groups of stakeholders of GSB have considered and screened relevant sustainability issues and prioritized them based on materiality principles and through two aspects of criteria namely, Influence on Stakeholder Assessments and Division, and Significance of the Organization's Economic, Environmental and Social Impacts.



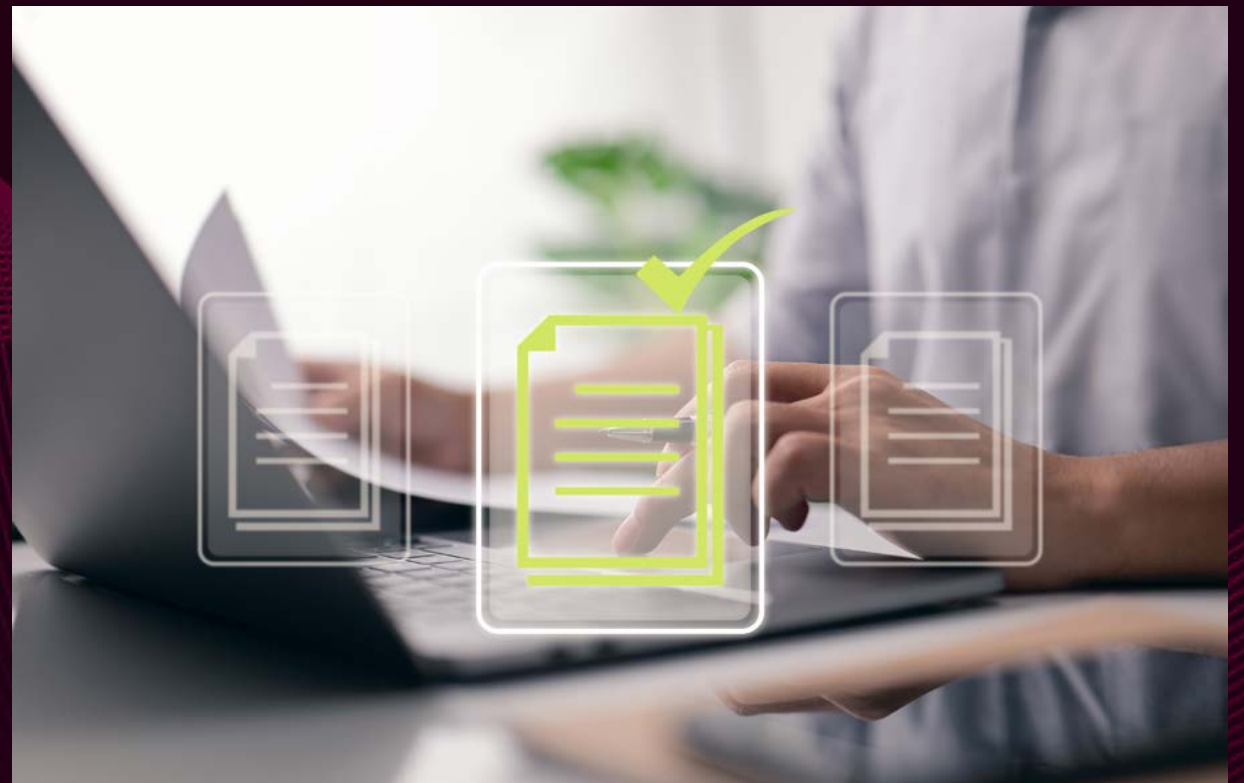


Validation^[2-14]

High-level executives have considered and reviewed the key sustainability based on the principle of completeness by considering material topics, topics boundary, and time. The outcome was then used as guidelines for formulating a sustainability operational plan and identifying 14 key sustainability issues in connection with GSB's operational strategy. This was then used to determine the content of GSB's sustainability report.

Review

GSB conducts regular reviews of the processes relating to the production and publication of the sustainability report which can be accessed via electronic, including a survey of readers' opinions attached to the report. Stakeholders can express their opinions and recommendations on GSB's performance and information disclosure on sustainability, which are in turn used to improve the contents and format of subsequent sustainability reports.





Report distribution channels

Website: www.gsb.or.th

Topic “SOCIAL MISSION & SUSTAINABILITY”

Sub Topic “Report”

For inquiries and suggestions ^[2-3]

Sustainable Development Department

470 Phahonyothin Road, Phaya Thai District, Bangkok 10400

Tel: +66 2299 8894

Call Center 1115

E-mail: Section.SDS@gsb.or.th

CLICK HERE 

<https://www.gsb.or.th/csr/gsbcsr/sustainability-reports/report/>





GSB

INFINITE PATHWAY TO SUSTAINABILITY

Moving Forward for Sustainable Society

As the path towards sustainability must continually change and develop, GSB's tasks on sustainability do not stop as well. It has fully become a **"Social Bank"** where it helps reduce financial inequality, overcome poverty through **Dual Mission** business strategy that seeks to operate commercial businesses in parallel with social enterprises. The aim is to generate outcome with concrete positive impact on society. Such businesses will help drive the organization in accordance with the ESG framework, generating benefits for 3Ps, People (people and society), Planet (environment of a country and the world), and Profit (economic conditions of grassroots people and the national economy).

GSB continues on its path towards sustainable development with the confidence that its mission today will further strengthen society, improve quality of life, and facilitate the coming generations to live sustainably in good society that is full of opportunities and bright future.

Message from Chairman of the Board of Directors^[2-22]

The year 2022 was another year that GSB operated continuously and fully in line with its mission of becoming a “Social Bank” with a view to support sustainable development, attaching importance to the reduction of poverty and inequality. The Bank has integrated its social mission into every key step of the work in order to foster the commitment towards becoming a Social Bank into its work process which will in turn generate positive impact while reducing negative consequences on society and the environment in a more concrete manner.

With the commitment of the executives, officers, and employees of GSB, as well as the support from our partners, regulators, customers, and all stakeholders, GSB has been able to translate its mission into action through measures to reduce debts and improve access to capital with fair interest rates. The Bank has also been able to organize many projects that are beneficial for society and the environment. Moreover, the Bank has played a role in supporting the private sector to operate while taking into account their impacts on the environment and society by designing loan products in accordance with the Bio-Circular-Green Economy Model (BCG), continuous investments in Social Bond, Green Bond, and Sustainability Bond, as well as development of ways to integrate environmental, social and governance (ESG) issues into loan approval processes for large enterprises. These are in accordance with the role of GSB as the

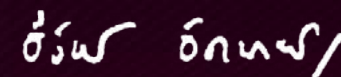
allocator of capital to drive the economy forward while promoting the private sector to help build sustainable society together.

One of the proofs of GSB’s success is reflected in its winning of seven 2022 State Enterprise Awards by the State Enterprise Policy Office, Ministry of Finance. This was the highest number of awards won by the Bank, including the Development towards Sustainable State Enterprise Award, the “Excellent Internal Management” Honorary Awards as a result of the continued standard of excellence at work for the fourth consecutive year, as well as the Excellent Service Awards in which the Bank has received for three consecutive years. These are the testament of success in terms of efficient operations and excellent organizational development. The Board of Directors, the management, officers, and employees of GSB are all very proud and motivated by all awards received by GSB.

In 2023, GSB remains committed to driving its missions to generate positive impact, significantly reducing the negative consequences on society, and adding up the seriousness of environment-related work especially on climate change. These undertakings have been carried out with a view to assist Thai public, the private sector, and society towards sustainability, good and safe future for the future generations.

Driving its missions to generate positive impact, significantly reducing the negative consequences on society

On behalf of GSB’s Board of Directors, I wish to thank all stakeholders, be it the regulators, partners, trading partners, cooperating partners, important communities, and customers for the confidence, trust, cooperation, and support for the Bank over the years. The Board of Directors, the executives, officers, and employees are ready to work with determination to generate positive outcome for society and the Thai people.



(Mr.Theeraj Athanavanich)
Chairman of Government Savings Bank



Message from the President and CEO of GSB^[2-22]

GSB is determined to operate under the mission of becoming a “Social Bank” with its clear intention to “reduce financial inequality and provide fair access to capital”. The Bank aims to help the grassroots people from poverty through operating commercial business in parallel with social enterprise (Dual Mission). The profits gained from normal businesses are used to support social enterprises, while integrating social ideas in important work processes (Social Mission Integration) to drive the organization towards sustainability. These can also be done through strengthening internal management and creating positive impact for the people, society, environment, and the economy of grassroots and the national economy, in line with the notion of Triple Bottom Line.

With the joint efforts and unity of the Board of Directors, the Executives, officers, and employees, since the mid-2020, the Bank has been able to generate positive impact for the people and the wider society. **There are more than 16 million individuals benefited from 50 projects of the Bank**, worth over 47,500 Million Baht through three dimensions of assistance: **1) Provision of sources of capital with low and fair interests** through projects such as car plate loans, reduction of loan interest rates for teachers, and lower-than-market interest rates. These projects have provided lower cost loan options. The benefit in terms of the difference in interest rates amounts to more than 32,800 Million Baht; **2) Alleviation of debtors’ burdens** through measures such as suspension of debt payment and debt restructuring. Through the COVID-19 pandemic, the Bank saw its income reduced by over 10,700 Million Baht due to the lack of income from

interests; and **3) Financial Assistance in the amount of more than 4,000 Million Baht**. The sum has been used for social work such as occupational trainings, and many other social and environmental projects.

In terms of the internal strengths, the Bank has undertaken measures to reduce costs and control its expenses (Cost Reduction Program). In 2022, the Bank could make an appropriate amount of profit. It was able to allocate some profits for social projects in accordance with the government policy and submit some for state income. Its general reserve has reached all-time high. Tris Rating, a trusted credit rating institution has maintained the credit of GSB at AAA for 7 consecutive years (2016-2022), and has given the status of being stable. This reflects the Bank’s legal position as a Specialized Financial Institution (SFI) with the highest level of linkage with the government. It has played the “most important role” in supporting the government’s policy to promote the country’s economic growth in a sustainable manner.

As it is on the path towards its 111th anniversary, GSB is still committed to operate side-by-side with the Thai society with its full potential, strength and transparency in order to enhance the robustness of the organization and generate profits to fund its social mission, while raising the standard of assistance to the people. These are carried out by focusing on three dimensions, namely providing access to fair sources of capital through land loans “Land for Loans” and “Digital Lending” service, capacity-building measures including through creating community entrepreneurs, enhancing

Strength in order to enhance the robustness of the organization and generate profits to fund its social mission

communities, fostering stability after retirement, and integrating social missions into every key process of the Bank to instill depth in assisting people, and width to ensure the Bank’s assistance is comprehensive.

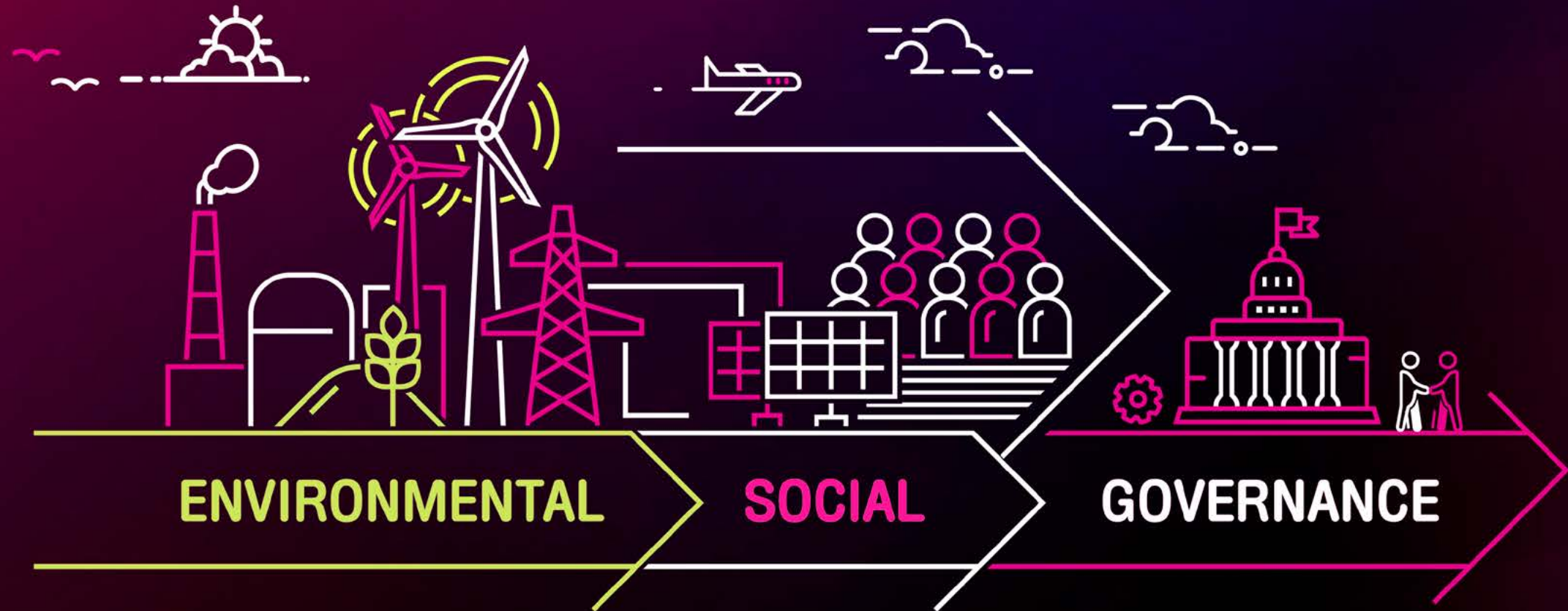
I am confident that everyone of us will continue our commitment to achieve our goal of becoming a “Social Bank”. This is our proud mission. On behalf of GSB Executives, officers, and employees, I wish to thank all our customers, regulators, partners both from the public and private sectors, as well as everyone involved for your support and the key role you have played in driving the work and missions of the Bank. In this regard, the Bank will dedicate itself in carrying out its work with professionalism and good governance, with a view to create a sustainable and stable manner for the Thai society in line with the honor granted on GSB as a government financial institution that is managed by Thais 100% and provides financial services to the Thai people.



(Mr. Vitai Ratanakorn)
President & CEO of Government Savings Bank



14 GSB Sustainability Factors^[3-2]



1. Eco-Efficiency
2. Circular Economy



3. Digital Innovation
4. Creating Opportunities to Access Financial Products
5. Financial Literacy
6. Responsible Investment and Lending
7. Social Investment and Local Development



8. Customers' Satisfaction and Good Experience
9. Corporate Governance
10. Ethics and Transparency in the Conduct of Businesses
11. Management of the Risks from Cyber Threats
12. Anti-corruption Efforts
13. Risk Management
14. Investment in Human Resources





G S B

SOCIAL BANK

OVERVIEW

PERFORMANCE IN 2022



Allocated profits to support its social missions



50 Social Missions
(2020-2022)

16 million people benefited

During 2020-2022,
contribution to
SOCIAL IMPACT
was worth
47,500
Million Baht

32,800 Million Baht

Allocated to projects that provided sources of capital with **low and fair interest rates** and with the difference in interest rates that is below the market.



- Below Market Loans
- Car Plate Loans
- Teachers Loans
(On-time Payment can reduce the interest rate by 0.5-1%)

10,700 Million Baht

Allocated to projects to **alleviate the burden of debt payment**, the reduced revenue from the lack of interest payment from customers.



- Debt Suspension
- Debt Restructuring

4,000 Million Baht

Allocated for social work



- Corporate Social Responsibility (CSR) activities
- Promotion of Job/Carees Creation
- Promotion of savings and financial discipline
- Provision of services for grassroots customers
- Hiring of personnel who are directly involved in social work



50 Social Projects ▶ **16** million beneficiaries ▶ **7.3** million individuals benefited from GSB's credit support



Grassroots / Retail Customers Group



Helping individuals to access formal credit

3.2 million individuals (low credit + without credit)

Helping individuals to access fair interest rates

1.5 million individuals (car plate loans)



Helping individuals not to maintain good financial records

4.3 million individuals benefited from debt relief measures

Helping individuals to generate more income **2** hundred thousand individuals benefited from projects to generate income and foster occupational skills

SMEs



Increasing capital for SMEs **250** Billion Baht provided to sustain businesses

Helping SMEs with land to access capital

21,254 Million Baht (Land for Capital SMEs Loans)

Supporting sustainable businesses

More than **8** Billion Baht (BCG Loans)

Communities, Society, and the Environment



Developing and strengthening communities

3,600 communities

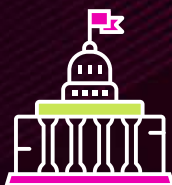
(Income-generating and Skill-developing Projects)

Fostering sustainable and robust communities

- Holistic Area Based Development
- Community Waste Management (SDG Station: Model Project)

Environment conservation

- GSB Fish Home Building to Preserve Thai Sea Project
- Environment Conservation Projects
- Eco-efficiency



Government

Providing the government with capital to develop the country's infrastructures

940 Billion Baht



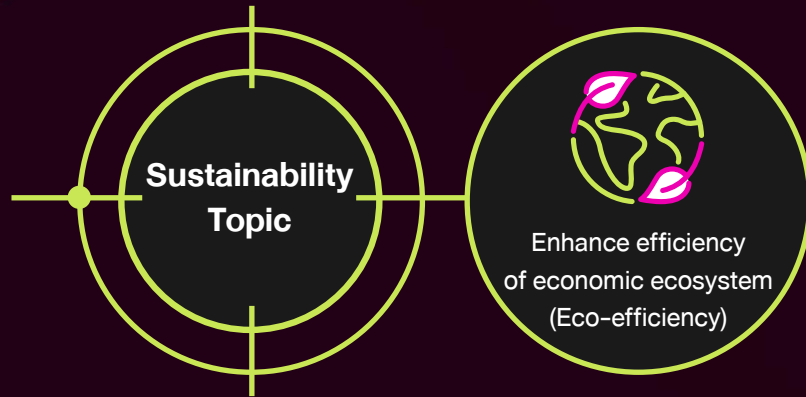
Submission of state income for public use

48.2 Billion Baht





Planet: Reducing Environmental Impact



Enhance efficiency of economic ecosystem (Eco-efficiency)

Objectives



- Review appraisal scores of economic ecosystem (eco-efficiency) and submit them to the Board of Directors
- Present plans to improve eco-efficiency to the Board of Directors

Outcomes



- The Board of Directors approved the review of eco-efficiency scores.
- The Board of Directors approved the determination of plans, the improvement of eco-efficiency scores, and objective factors.

Net Zero Target Project



“GSB emphasizes approaches to reduce greenhouse gas emissions in the finance and banking industry in all dimensions with a view to achieve the target of net zero emission.”

Installation of Solar Roof at Headquarters



Build on the outcome of greenhouse gas emissions in accordance with the principles of assessment of eco-efficiency, with a view to achieve net zero emissions.



Scope 1-3 Emissions Assessment

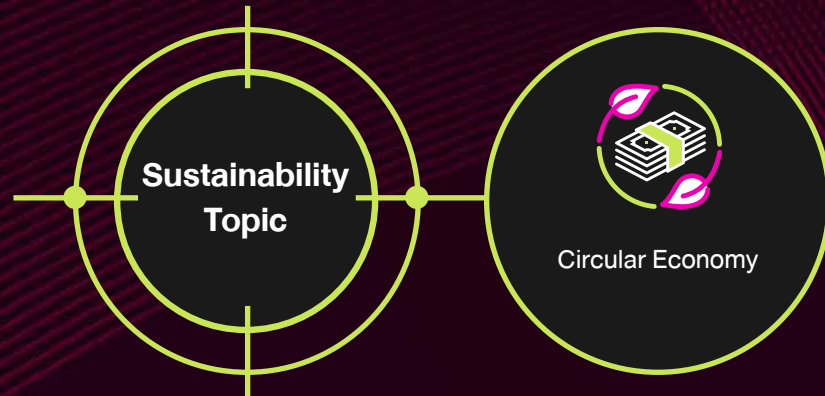


Procurement and installation of solar cells at three targeted buildings
(Buildings 3, 15, and 17)
Under installation





Planet: Reducing Environmental Impact



Promote businesses with the BCG Economy Model



GSB for BCG Economy Loans



1,699 businesses supported
Total sum of **5,828** Million Baht



Other loans whereby the businesses supported can be said to be in line with the BCG Economy Model
1,533 businesses supported
Total sum of **13,678** Million Baht

Community Waste Bank “UNDP x GSB Model Community Waste Bank Project”

Objective



- Provide a platform to build on the Community Waste Bank Project
- Establish the first SDG Station in Thailand



Outcomes



Successfully set up a platform for Model Community Waste Bank Projects



SDG Station



Organized Recyclable Waste Lucky Draw for students and staff at Suratthani Rajabhat University

January 2023



Total number of registered participants:
1,612



Amount of recyclable waste
206 kilograms
(as of 26 January 2023)



Amount of greenhouse gases that could be reduced
132.89 kgCO₂ eq



People: Reducing Poverty and Inequality



Grassroots/Retail Customer Group

Accumulative approved credit programs in 2022

1,812,362 Persons
60,759 Million Bath

Government-led Loans

Approved **358,944** Persons
8,122 Million Bath

COVID-19 Credit Line

33,684 Persons **337** Million Bath
Approved **891,187** Persons
8,912 Million Bath

**Project ended on 22 March 2022

Job Creation Loans

123,412 Persons **4,873** Million Bath
Approved **125,532** Persons
5,000 Million Bath

**Project ended on 16 August 2022

Fight against COVID-19 Credit Scheme

112,552 Persons **1,126** Million Bath

**Project ended on 16 August 2022

Debt Relief Credit Scheme

89,296 Persons **1,786** Million Bath

**Project ended on 29 January 2023



Entrepreneurs/Businesses

Accumulative approved credit programs in 2022

45,937 Persons
66,608 Million Bath

Government-led Loans

Approved **28,773** Persons
38,671 Million Bath

Projects that have successfully been carried out

SMEs Land for Loans

657 Persons **2,128** Million Bath
Approved **788** Persons **2,494** Million Bath

SMEs Maximum Happiness

4,264 Persons **9,996** Million Bath

Assistance for SMEs in the tourism industry

7,040 Persons **3,153** Million Bath
Approved **11,425** Persons **5,000** Million Bath

Projects on process

Soft Loan for Recovery by the Bank of Thailand

5,041 Persons **12,302** Million Bath
Approved **11,373** Persons **25,273** Million Bath

Soft Loan for the reopening of hotel businesses

162 Persons **358** Million Bath
Credit line **5,000** Million Bath

Other Loan Schemes

Less than 200,000 Baht credit line

Approved **623,029** Persons **33,056** Million Bath

Car Plate Loans

Approved **830,389** Persons **19,581** Million Bath

Loans for Land and Sales on Consignment

Establishment of Land for Capital Company Limited
Soft Opening 1 November 2022
Official Opening 3 January 2023

General Loans for Businesses

Approved **28,773** Persons **38,671** Million Bath

Business Loans

Credit line of not more than **10** Million Baht
Approved **38,407** Million Bath





People: Reducing Poverty and Inequality



Promoting savings among children with “GSB Digital School Bank”

56 GSB Digital School Banks were launched between 2020-2021 conducted trainings to provide knowledge on savings and promoted savings through “OOmTanG” application.

Objective



In 2022, the target was set for **100** GSB Digital School Banks and **100,000** new accounts.

Outcomes



100 GSB Digital School Banks were approved and **109,492** accounts were opened.

(Accumulated number of accounts: 156,606 with accumulated savings totaling 8.74 Million Baht)

Developing savings innovations

Objective

3 new savings innovation products with **100,000** users

Outcomes

7 new savings products with **112,984** users



Long-term retirement savings with step-up interest rates

7 year totaling 3,000 Million Baht
Service first offered on 31 October 2022
Total amount deposited 2,174 Million Baht with **19,282** depositors.

10 year totaling 10,000 Million Baht
Service first offered on 9 June 2022
Total amount deposited 10,937 Million Baht with **15,381** depositors.

12 year totaling 10,000 Million Baht
Service first offered on 1 December 2022
Total amount deposited 6,487 Million Baht with **15,930** depositors.

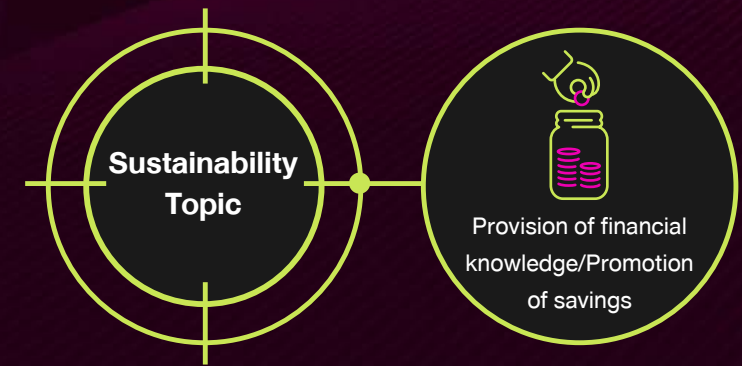
Special Savings Products

13-month Special Savings Product
Service first offered on 26 October 2022
Total amount deposited 35,824 Million Baht with 20,324 depositors.

2.5-year Special Savings Product
Service first offered on 25 July 2022
Total amount deposited 109,198 Million Baht with 41,220 depositors.

High Net Worth Group

Life Insurance for Retirement 85/1 & 85/60
Service first offered on 28 October 2022 with 847 Persons.



Financial Literacy

Objective

100,000 low-income individuals/state welfare cardholders



Outcomes “OOmTanG” website and application

- **387,338** users
- **72** learning courses
- Provided financial literacy for customer groups who applied for “For You Loans” (Online). **217,160** individuals attended the training courses.



“OOm (Savings) Coach” – an application that helps users on financial planning and savings **3** key functions

- Risk Assessment and Financial Literacy Assessment
- Savings Planning
- Knowledge Hub

Objectives

- Launched in November 2022
- **5,000** users

Outcomes



Application was launched on 31 October 2022.



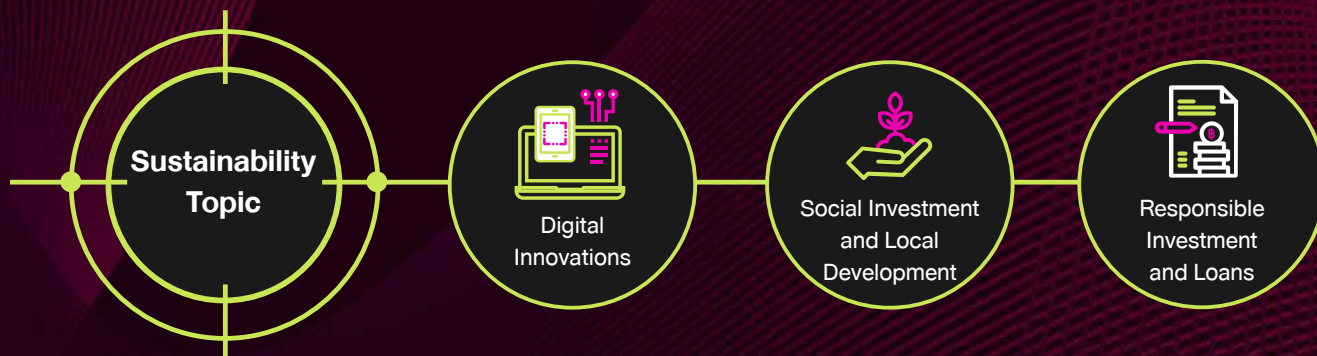
Application was launched on 16 November 2022.

6,362 users





People: Reducing Poverty and Inequality



Digital Innovations to Facilitate Access to Capital and Services

Providing Loans through MyMo

251,925 applications approved totaling **4,716** Million Baht

COVID-19 Credit Loans

33,684 Persons **337** Million Bath
**Project ended on 22 March 2022

Job Creation Loans

123,412 Persons
4,873 Million Bath
**Project ended on 16 August 2022

Fight against COVID-19 Credit Scheme

112,552 Persons **1,126** Million Bath
**Project ended on 16 August 2022

Enhance Digital Lending

My Credit On MyMo



Objective: Use Alternative Credit Score to approve **20,000** applications for loans

Outcomes

The Bank used Alternative Credit Score together with Bureau Score in the process of approving Fight against COVID-19 Credit Scheme, using customers' information. This was launched on 1 July 2022 and has approved **21,818** applications for loans.

Feature on MyMo



- Debt restructuring through digital platform
- Accommodate income generation by facilitating the request for statements through NDID
- Accommodate Debit Card Management services
 - showing information and status of a card
 - transaction data
 - increase/decrease the transaction limit

236,680 customers applied for debt restructuring

Social Investment and Local Development to Enhance Quality of Life

- Develop and encourage key communities to be strong economically, socially, and environmentally 100% according to the relevant plans.

Responsible Investment and Lending

Responsible Investments and Loans



- 10 June 2022 Establishment of Land for Capital Company Limited
- 12 July 2022 Bought 49% of stocks

1 November 2022 Soft Opening – with room to further improve and assess criteria and conditions

3 January 2023 Official Opening – services offered throughout the country



Development of ESG Score for Major Business Loans

Objective:

Come up with ESG Score for June and apply the ESG Score within 2023.

Outcome:

The Board of Directors approved of the criteria for the assessment of ESG Score on 12 September 2022.

- The criteria were used in trials for the approval of loans. The trials were also monitored.
- The Bank is in the process of drafting the instructions and criteria for the assessment of ESG Score.



Social/ESG Bond

Objective:

to be sold in June 2022

Outcome:

offered for sale on 24 June 2022 totaling 10,000 Million Baht.





Profit: Manage the Organization in accordance with the Principles of Good Governance^[201-1]



Risk Management

- Review policies on the management of various risks
- Review GRC policies and GRC integration manual
- Tools for Risk Management such as Credit Scoring Credit Rating
- Tools to monitor suspected transactions (Fraud Monitoring: MyMo) and Application Fraud

Survey on Risk Awareness and Risk Culture Behaviors

Risk Awareness for 2022 is being processed

2020	4.42	2021	4.46
2022	On process		

Risk Culture Behaviors

2021	89.8%	2022	90.5%
------	-------	------	-------

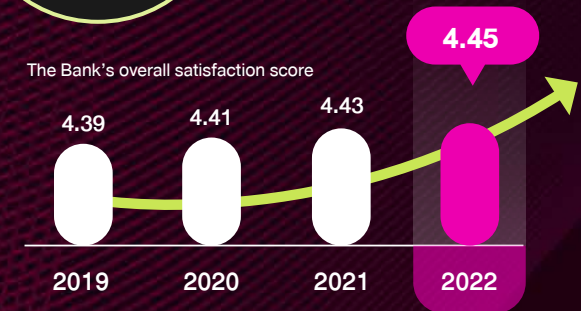
Management of Risks from Cyber Threats

- Information Security Policy
- Personal Data Protection Policy in line with the Personal Data Protection Act (PDPA)
- Promote and raise awareness on cyber threats and the use of personal data.
- Develop work systems to support the implementation of PDPA.

Objective: Continued service for users in case of cyber attacks

Outcome: There was **no** interruption of the system due to cyber threats.

Customer Satisfaction and Good Experience



Investment in Human Resource

Development of Talented Individuals and the Fast Track System

Objective: Announce the effectiveness of the criteria for promotion of talented individuals in August 2022.

- Outcomes:**
- The announcement of criteria was made on 24 August 2022.
 - Names of participants in the Talent Project were submitted on 30 December 2022.

Development of Skills to Enhance Capabilities

Objectives:

- Develop digital and data analytic skills
- Develop Future Skills

Outcomes: Officers had their skills developed in the following courses:

- Innovation Mindset
- Understanding Digital and Digital Skills Development
- MS 365 Basic Knowledge
- Data Management/Usage of Information Assets
- Personal Data Protection Act B.E. 2565 (2022)



Profit: Manage the Organization in accordance with the Principles of Good Governance^[201-1]

Good Corporate Governance and Business Ethics

Good Governance

- Review policies/practices on corporate governance such as CG Policy, Anti-corruption Policy, GRC Policy, and Market Conduct Policy.
- Review Skill Matrix/Charters of sub-committees
- Review duties of sub-committees in the approval of key master plans and report to the Board of Directors for information.
- Review/assess the processes in accordance with Enabler CG criteria.
- Supervise and review various undertakings including on implementation of key rules and laws, on business supervision, and on loan reviews.
- Review/improve the processes in accordance with the suggestions of the regulator (the Bank of Thailand – BOT)

Survey on the Roles of Organizational Leadership and the Application of CG at Work

	2021	2022
Customers	4.49	4.60
Other Stakeholders	4.64	4.73
Officers	4.63	4.65



In 2022, GSB won a prize
“Outstanding Organization in terms of Data Disclosure”



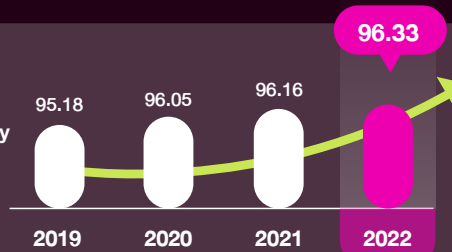
Ethics and Transparency in the Conduct of Business

- GSB’s Code of Ethics
- Set up of Complaint Channels for Ethics-related Issues
- Organize activities to promote/raise awareness/and test the compliance with ethics
- Producing of Yammer “GSB CG Share for Good” to publicize good activities
- Give out the GSB Ethics Prize
- Develop individuals who have won the prize by taking them to GSB to learn about good corporate governance and ESG.

Anti-Corruption

- Declare Honesty Intent every year
- Announce No Gift Policy
- Anti-corruption Policy
- Allocate dedicated channels to report on corruption cases on the Bank’s website
- Practices to prevent conflict of interest/E-Learning
- Develop work systems to report cases of conflict of interest
- Sign an agreement to cooperate with partners on anti-corruption
- Top management pledge to work with honesty. The event was held at the same time throughout the country.

The number of those completing the survey on behaviors that comply with the Code of Ethics has been increasing.



The Bank received an honorary plaque
“Organization with Good People: 2022”



ITA Assessment Results in 2022
(Integrity and Transparency Assessment of Public Agencies)

98.58

Rating Score: **AA Level**

(the highest for 4 consecutive years)



1

About Government Savings Bank

The history of Government Savings Bank (GSB) and GSB's overall multi-dimensional approach to sustainability development, which prioritizes 3 main aspects of business responsibility: society, environment, and economy, guided by a strategy that emphasizes the participation of all sectors. Sustainability is comprehensively integrated into GSB's various work processes for the greatest benefit of customers, partners, and all groups of stakeholders.

About Government Savings Bank^[2-1]

Government Savings Bank was established by the royal intention of His Majesty King Vajiravudh, King Rama VI, to provide a secure place to keep money and assets by enacting an act to establish the “Savings Office” on 1 April 1913, with his determination to introduce Thai people to banking services and to promote a habit of thrift and savings. In this regard, GSB has always stood up for performing these duties by receiving royal grace from all Chakri Kings. Later in 1946, it was a historical moment when His Majesty King Bhumibol Adulyadej designated the Savings Office to be “Government Savings Bank” and enacted Government Savings Bank Act to support GSB’s operation in the form of Bank since 1 April 1947. GSB’s business operations are stipulated in the Government Savings Bank Act, B.E. 2489 (1946) together with the Royal Decree Stipulating Business Operations which are Functions of the Government Savings Bank (No. 2), B.E. 2541 (1998) and the Ministerial Regulations on Business Operations Which are Functions of the Government Savings Bank, B.E. 2547 (2004) (No. 2), B.E. 2548 (2005) (No. 3), and B.E. 2565 (2022), as follows:



1

To receive money as savings deposit



2

To issue savings bonds and premium savings certificates



3

To receive money on GSB life insurance deposit in aid of life and family



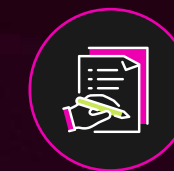
4

To accept a receive payment and transfer of money



5

To purchase or sell the Thai Government bonds



6

To make an investment for procuring profits, as permitted by the cabinet



7

To engage in other savings business as may be determined by a Royal Decree



8

To engage in any businesses which are considered to be banking businesses in accordance with a Royal Decree. Stipulations and conditions are to be prescribed in the Ministerial Regulations.



Engage in any businesses which are considered to be banking businesses in accordance with a Royal Decree. Stipulations and conditions are to be prescribed in the Ministerial Regulations.

- Receive fixed or current deposits
- Issue demand drafts
- Issue, buy, sell or collect money under bills of exchange or any other negotiable instruments
- Loans
 - Sell or transfer all types of debtors
 - Manage assets the ownership of which have been transferred to GSB in the course of its business operations by selling, distributing, renting out, hire-purchasing or other methods that commercial banks are permitted to do under the law on financial institutions business.
- Purchase, discount, rediscount bonds, debentures or other debt instruments or accept transfers of claim of financial institutions.
- Foreign currency exchange
- Issue letters of guarantee for tender submission, letters of guarantee for contract performance or any other letters of guarantee, including bills of exchange
- Provide financial services that commercial banks are permitted to do under the law on financial institutions business.
- Operate securities business and derivatives business
- Provide credit card services
- Issue certificates of deposit
- Act as a financial advisor or provide financial support to an investment project
- Manage funds
- Other businesses related or similar to 8.1 to 8.13
- Collect interest, discounts, fees, management fees or other service charges arising from lending money, buying, discounting, rediscounting, guaranteeing, managing or providing other services



Click for more information



At present, GSB is a legal entity under the supervision of the Ministry of Finance. GSB's business operations are governed by the Government Savings Bank Act (No.4) B.E. 2560 (2017). They are in accordance with the missions in the Act and the Statement of Direction of State Enterprise, which require GSB to focus on creating added value for the community and the grassroots economy as well as encouraging savings among the people. GSB's management is supported by an efficient information system.



Vision, Mission and Core Value^[2-23]

GSB has reviewed its vision, missions, and operational directions by adopting the sufficiency economy philosophy and taking into account the consistency and connection with various contexts, such as

- 20-Year National Strategic Plan (2018-2037)
- 12th National Economic and Social Development Plan
- National Reform Plan
- Sustainable Development Goals (SDGs) of the United Nations
- Principles for Responsible Banking (PRB)
- Thailand 4.0 policy
- Digital Economy (DE) Plan
- Overall Enterprise Plan and Strategic Plans of Financial
- Institution State Enterprises
- Recommendations of policy regulators
- Current environment context and important future trends, such as advancement in terms of financial technology, current consumer behavior, market competitions, and rules and regulations set by regulators.

GSB Board of Directors has stipulated vision, missions, core values, and operational framework for the year 2022 as follows:

Vision in 2022

“Being a leader on savings promotion through digital technology for sustainable national development as well as creating a happy and secure future for the people”

Missions



Promote savings and create financial discipline.



To be an environmentally-concerned Social Bank.



Support investment and country development.



Provide full-fledged modern financial services, beyond expectations, under acceptable risks.



Support and uplift grassroots economy and small and medium entrepreneurs to reduce inequality and increase competitiveness.



To operate the business with professional management and good governance.



Core Value



G

Giving for the Greater Good

Volunteer to help Thai society
Committed to the common good
Uphold virtues to achieve sustainability



S

Seeking for the Possibilities

Learn, try, sharpen
Innovate for advancement
Heart-fueled mobilization



B

Brave Beyond Boundaries

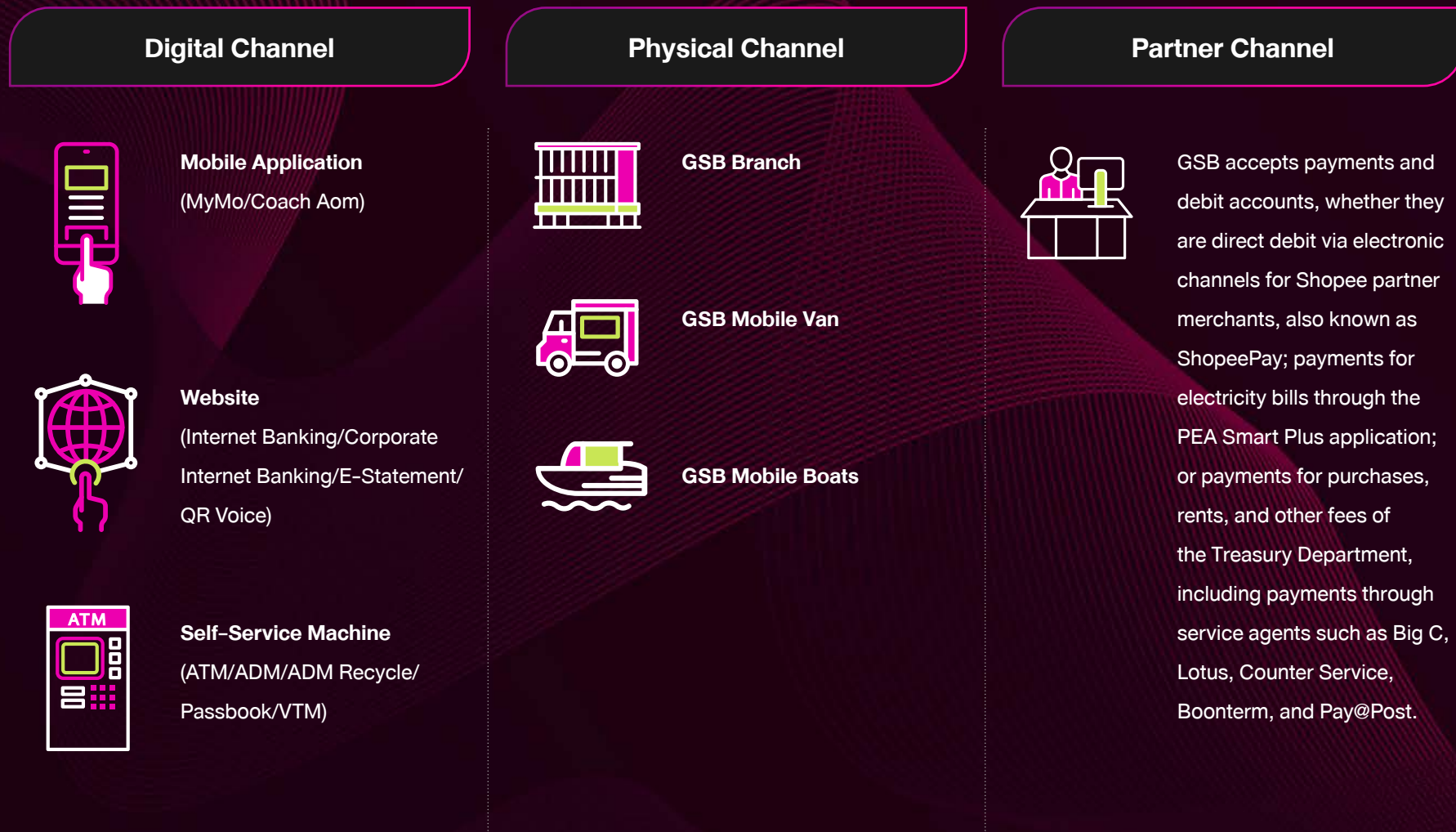
Change to grow
Synergize for success
Create value for customers



Product and Services^[2-6]

Key products and services as well as mechanisms that are used to deliver GSB's products and services

GSB, belonging to the financial industry sector, is a specialized financial institution (SFI) with the status of a state enterprise under the Ministry of Finance. It provides financial services for all customer groups. GSB's business operations are categorized into 3 main systems: management system, core business system, and support system, in line with the GSB strategy for 2023-2027 to becoming a social bank and providing financial services to customers through 3 different channels as follows:



The abovementioned service channels show that GSB delivers financial services to customers through multiple channels. The objective is to reduce inequality and create opportunities to access funding through products and services offered by the Bank to customers as follows:

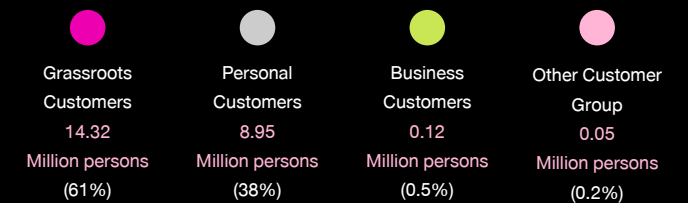
- Deposits such as Deposit, Premium Savings Certificate, Life Insurance, and Funds
- Loans such as Business and Public Sector Loans, Business Loans, Personal Loans, and Economic Grassroots Loans
- Financial Services such as Electronic Card Products, Electronic Financial Services, and Insurance Services



Products and Services		Service Delivery/Service Channel					
Products and Services		Physical		Digital			Agent
		Branch/Service Unit	GSB Mobile Van/GSB Mobile Boats/ Outdoor Services	Self Service Machine	Internet Banking	Mobile Banking	
Deposits	Deposit	●	●	●	●	●	●
	Premium Savings Certificate	●	●	●	●	●	
	Life Insurance	●	●		●	●	
	Funds	●				●	
Loans	Business and Public Sector Loans	●					
	Business Loans	●					
	Personal Loans	●			●	●	●
	Economic Grassroots Loans	●			●	●	●
Financial Services	Electronic Card Products	●	●	●	●	●	●
	Electronic Financial Services	●	●	●	●	●	●
	Insurance Services	●			●	●	●

Customer Groups^[2-6]

GSB has delivered key financial products and services to 23.44 million customers as of December 2022, up from 23.33 million customers as of December 2021, or an increase of 0.11 million customers. The biggest portion of the increase came from middle-income personal customers. GSB classifies customers into different groups using criteria such as government policies, vision and missions, demography, products and services, business types and sizes, customer needs and expectations, and conditions of competition. Based on those criteria, GSB customers are classified into 3 main groups: personal customers group, grassroots customers and government policy support group, and business and public sector customer group.



Personal Customers Group

GSB aims to respond to the needs of individual customers in various stages of life, facilitating them to own a variety of the Bank's financial products.



Grassroots Customers and Government's Policies Supporting Group

GSB aims to foster financial discipline, develop good well-being, reduce inequality, and generate equitable access to capital.



Business Customer and Public Sector Customer Group

GSB aims to support entrepreneurs to access sources of capital and improve their capabilities in order to build strong businesses.



Business Operational Area and Location of the Head Office^{[2-1] [2-6]}

GSB has 1,045 branches across all regions of Thailand, 161 service units (at district offices, van and boat units), 6,871 locations of self-service units (ATM/Passbook Update/ADM), and 1,256 school banks, to create opportunities to access financial services that encompass all GSB customer groups.

[CLICK HERE](#)



[Click for Channel Services Detail](#)

e-service Channels

- Internet Banking Service
- GSB Corporate Internet Banking Service
- Mobile Banking Service (MyMo)
- GSB NOW Service
- Premium Savings Certificates Result Checking Services

Service Channels

- GSB Corporate Internet Banking Service
- Internet Banking Service
- GSB tax payment service
- Deposit service via service agent
- Financial services through ATMs
- Automatic direct debit service
- AirPay automatic direct debit service
- Electricity bill payment manual by debiting GSB account via “Application PEA Smart Plus” of the Provincial Electricity Authority
- Payment service by direct debit through “TRD SMART PAY” Application of the Treasury Department
- GSB Mobile Boats
- GSB Mobile Van
- Motorcycle banking
- Buddhism Promotion Banking Project

1,045
branches across
all regions
of Thailand

6,871
locations of
self-service
units

161
service units



GSB's Customer Service Charter & Service Standard

GSB's Charter and Service Standard has been established to show GSB's unwavering determination to meet the needs of customers when providing services, including giving good and appropriate advice, as well as offering quality financial products and services which will lead to satisfaction and good experiences. Five key principles of GSB's Charter and Service Standard are as follows:



Services

Deliver quality services in all branches and in accordance with the standards specified by the Bank; allow the services to be accessed conveniently through available Self-Service machines, Internet Banking, and Mobile Banking (MyMo).



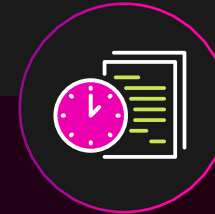
Fairness

Provide fair and unbiased services, adhere to the principles of equality, provide various grievance channels, and establish tangible grievance procedures to deal with customers' problems and complaints in a timely and fair manner.



Securities

Ensure customer data security and implement measures to protect the confidentiality and personal information of customers, taking into account cyber security by developing safe and secure information technology system in accordance with international standards.



Responsibilities

Provide customers with accurate information on benefits, risks, and nature of all the Bank's products and services in accordance with the laws, rules, and regulations of the regulatory bodies.



Transparency

Disclose accurate and clear information to customers as well as explain conditions of products and services to customers such as interest rates, fees, communication fines and contact with customers through various channels to provide information about the Bank's products and services including listening to customer suggestions for improvement and customer satisfaction.



Service Standard

1. Bank branch (excluding waiting time)

Service	Time
1.1 Open a savings account	5-7 minutes
1.2 Deposit-withdrawal of cash/check	3 minutes
1.3 Deposit-withdrawal of Special Premium Savings Certificates	3 minutes
1.4 Registration for Mobile Banking (MyMo)	5 minutes
1.5 Apply for a debit card service	10-15 minutes
1.6 Application for Loans with Savings/Special Savings Certificates as Collaterals	1.5-2 hours

2. Electronic channel

Service	Time
2.1 Mobile Banking (MyMo)	
<ul style="list-style-type: none"> In the event that causes the Mobile Banking (MyMo) to be suspended, the Bank will ensure the resumption of service. 	4 hours
2.2 ATM/CDM	
2.2.1 Errors relating to transactions of deposit/withdrawal of cash through ATM/CDM of the same bank (excluding incidents of suspected fraud) leading to customers not receiving cash or receiving inaccurate amount of cash	
<ul style="list-style-type: none"> Bangkok and vicinity — the Bank will inspect, inform customers of the outcome, and rectify any errors (if any). Other provinces — the Bank will inspect, inform customers of the outcome, and rectify any errors (if any). 	5 working days
2.2.2 Errors relating to transactions of deposit/withdrawal of cash through ATM/CDM of the another bank (excluding incidents of suspected fraud) leading to customers not receiving cash or receiving inaccurate amount of cash	
<ul style="list-style-type: none"> Bangkok and vicinity — the Bank will inspect, inform customers of the outcome, and rectify any errors (if any). 	7 working days

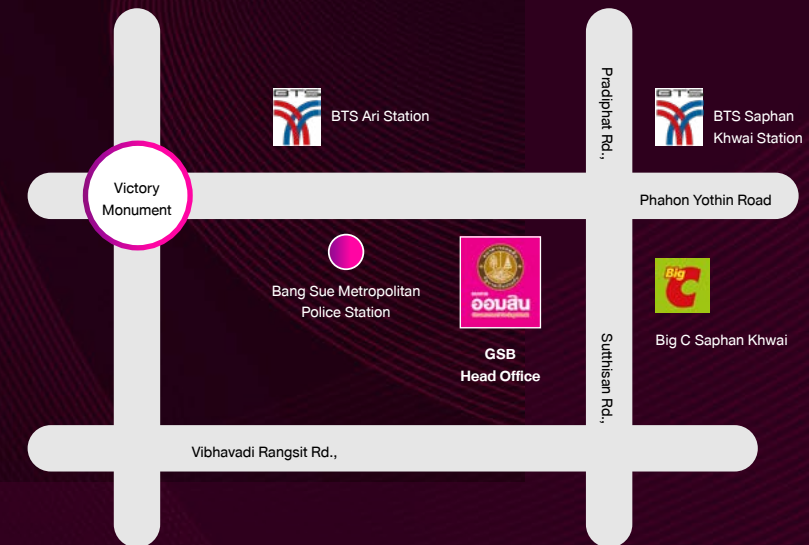
Service	Time
<ul style="list-style-type: none"> Other provinces — the Bank will inspect, inform customers of the outcome, and rectify any errors (if any). 	10 working days
2.2.3 Errors relating to money transfer transactions through ATM/Internet/Mobile Banking (MyMo) before 10.00 p.m. leading to transferees not receiving the money, the Bank will investigate, notify the outcome, and adjust the transaction (if any).	By 07.00 p.m. of next day
2.2.4 Errors relating to electronic wallet (e-Wallet) top-ups through ATM/CDM/Internet/Mobile Banking (MyMo), leading to transferees not receiving the money, the Bank will investigate, notify the outcome, and adjust the transaction (if any).	
<ul style="list-style-type: none"> Transactions made via PromptPay 	3 working days
<ul style="list-style-type: none"> Transactions made via services other than PromptPay 	5 working days
2.2.5 Requests for verification of money transfers to wrong accounts, money transfers, and top-ups to wrong e-Wallet accounts (excluding cases suspected fraud or fraud), the Bank will investigate and notify the customer of the follow-up results.	
(1) Internal transfers	15 working days
(2) External transfers	20 working days
(3) e-Wallet top-ups	20 working days

Obtaining Customers' Feedback and Comments	Time
1. Confirmation that customers' feedback and comments have been received	
1.1 Telephone/Call Center 1115	Immediately
1.2 Social Media of GSB Society (Facebook/Twitter/Instagram/YouTube)	1 working days
1.3 Website: www.gsb.or.th	1 working days

Obtaining Customers' Feedback and Comments	Time
1.4 E-mail address: voice@gsb.or.th	1 working days
1.5 GSB bank branch, service unit or service point	Immediately
1.6 Complaint letter	1 working days
2. Management of customers' feedback and comments	
2.1 In the form of query	Immediately
2.2 In the form of complaint	1-15 days

Head Office Location^[2-1]

470 Phahon Yothin Road, Samsen Nai, Phaya Thai, Bangkok 10400



Officers and Employees Information ^{[2-7] [2-8]}

Data as of 31 December 2022

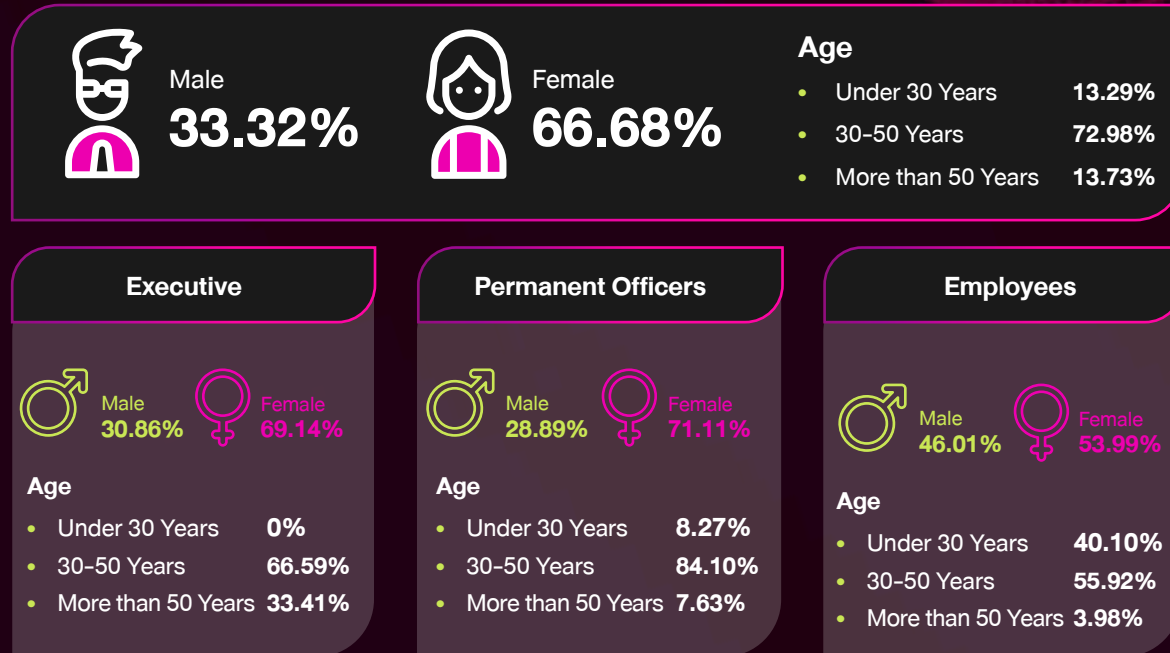
Detail of Personnel	Officer (persons)		Employees (persons)		Total (persons)
	Permanent Officers	Temporary Officers	Employees on Annual Contracts	Temporary Employees	
By Gender					
Male	4,871	-	2,174	60	7,105
Female	11,599	-	2,408	213	14,220
By Workplace					
GSB Head Office	4,732	-	521	6	5,259
GSB Regional Office 1	631	-	175	6	812
GSB Regional Office 2	643	-	244	7	894
GSB Regional Office 3	549	-	182	6	737
GSB Regional Office 4	490	-	170	8	668
GSB Regional Office 5	669	-	237	12	918
GSB Regional Office 6	706	-	215	14	935
GSB Regional Office 7	617	-	239	13	869
GSB Regional Office 8	601	-	195	12	808
GSB Regional Office 9	655	-	233	13	901
GSB Regional Office 10	743	-	219	40	1,002
GSB Regional Office 11	805	-	297	22	1,124
GSB Regional Office 12	668	-	266	34	968
GSB Regional Office 13	592	-	211	12	815
GSB Regional Office 14	702	-	209	13	924
GSB Regional Office 15	876	-	312	14	1,202

Detail of Personnel	Officer (persons)		Employees (persons)		Total (persons)
	Permanent Officers	Temporary Officers	Employees on Annual Contracts	Temporary Employees	
GSB Regional Office 16	642	-	270	16	928
GSB Regional Office 17	578	-	196	14	788
GSB Regional Office 18	538	-	179	11	728
By Personnel Segments					
Compliance and Risk Management Group	459	-	18	-	477
Personal Loan and Quality Management Group	642	-	29	-	671
Audit Group	267	-	16	-	283
Human Resources Group	221	-	29	-	250
Information Technology Group	508	-	51	-	559
Debt and Legal Management Group	292	-	26	-	318
Operations Group	597	-	213	1	811
Corporate Strategy Group	194	-	8	-	202
Investment and Financial Management Group	401	-	17	-	418
Grassroots Customer and Government's Policy Supporting Group	265	-	12	-	277
Business and Public Sector Customers Group	207	-	13	-	220
Personal Customer Group	445	-	51	-	496
Directly report to the Regional Urban Development Fund Committee	1	-	-	-	1
Directly report to the President and CEO	11,971	-	4,099	272	16,342
Total					21,325



Diversity of GSB's Board of Directors and Personnel^[405-1]

GSB values and promotes diversity of its Board of Directors and personnel. GSB encourages persons of all genders and ages, as well as disadvantaged social groups, to have equal opportunities to serve as GSB officers. However, GSB's current Board of Directors does not include persons from disadvantaged social groups. Therefore, the following disclosure only contains information classified by gender and age range: ^[2-9]

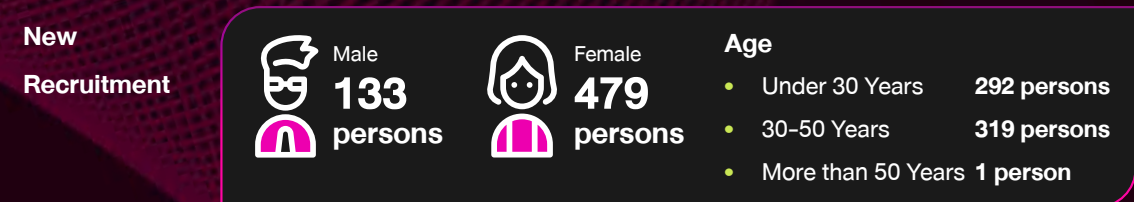


In 2022, the total number GSB personnel, comprising permanent officers, temporary officers, contract employees, temporary contract employees, stood at 21,325, representing no significant change from 2021. Looking at GSB's personnel composition in 2022, the highest proportion of GSB officers and employees worked at GSB Head Office because it is the center of the organization's operations. In addition, officers and employees are recruited in accordance with the workforce framework based on GSB's structure. When an officer position becomes vacant, a selection examination will be organized for GSB operations employees. A successful and qualified candidate will then be instated as GSB officer. Moreover, GSB has adopted the full-time equivalent (FTE) to calculate the working hours of a full-time officer during a certain period. This is

calculated by taking the weekly working hours of an officer (35 hours) multiplied by the number of hours that a full-time officer must complete in a year after deducting public holidays and weekends (37.57 weeks or 242 days).

Recruitment and Turnover of Officers^[401-1]

(As of 31 December 2022)



By Workplace	Officer (persons)
GSB Head Office	217
GSB Regional Office 1	16
GSB Regional Office 2	25
GSB Regional Office 3	15
GSB Regional Office 4	19
GSB Regional Office 5	18
GSB Regional Office 6	23
GSB Regional Office 7	33
GSB Regional Office 8	17
GSB Regional Office 9	10
GSB Regional Office 10	23
GSB Regional Office 11	26
GSB Regional Office 12	15
GSB Regional Office 13	25

By Workplace	Officer (persons)
GSB Regional Office 14	38
GSB Regional Office 15	35
GSB Regional Office 16	35
GSB Regional Office 17	15
GSB Regional Office 18	7

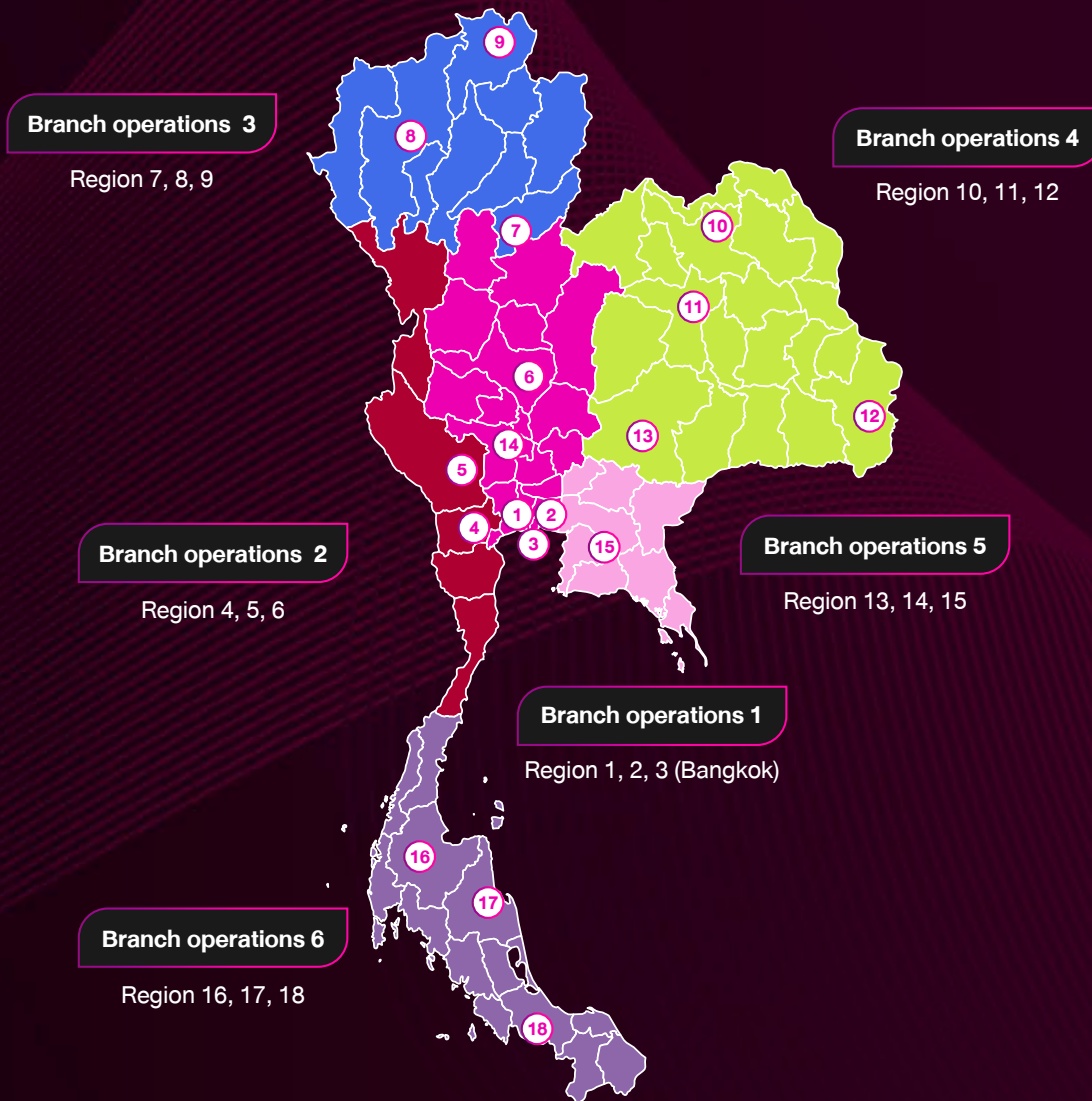
Turnover of Officers



Remark: The above information is for GSB officers only and does not include GSB employees.

GSB Regional Segmentation in 2022

Map showing responsible areas of branch operations units



Welfare Benefits for Officers^{[401-2] [2-30]}

GSB officers are entitled to various benefits. Short-term benefits include salary, overtime pay, bonuses, and other short-term benefits based on terms of employment, legal requirements or obligations as a result of past service. All GSB officers are rights and care covered by the collective bargaining agreements. GSB has also set up a number of officer benefit programs, for example:

- 1. Post-employment benefits:** employer contributions and stipulated benefits, e.g. lump sum payments/pensions
- 2. Other long-term benefits for officers:** e.g. healthcare benefits: medical treatment for officers' parents and access to free healthcare by concluding MOUs with 86 hospitals; financial benefits, e.g. increased welfare loan limit for GSB officers and increased loan limit for children's education.
- 3. Employment termination benefit**

[CLICK HERE](#) 

Click Here
GSB Annual Report
2022 Page 225-226



Operating Results in 2022



Social Bank: Help People, Help Society

Strengthening the organization with a clear goal of reducing inequality and creating access to fair funding sources.



In 2022, more than **1,858,000** customers were enabled to access funding sources, worth **127,000** Million Baht.



In 2022, **1,812,362** grassroots or personal customers were approved for loans, worth **60,759** Million Baht.



45,937 business owners, worth **66,608** Million Baht.



Major progress was achieved in responsible lending and investment. Key loan operations in 2022 are as follows:

Land Loans and Consignments

“Mee Tee Mee Ngern Co., Ltd.” was established on 10 June 2022 because of GSB’s aspiration to achieve a perfectly competitive market for land loans and consignments, which would enable all groups of people to access financial sources at fair costs and enable GSB to provide a more flexible service to the public.

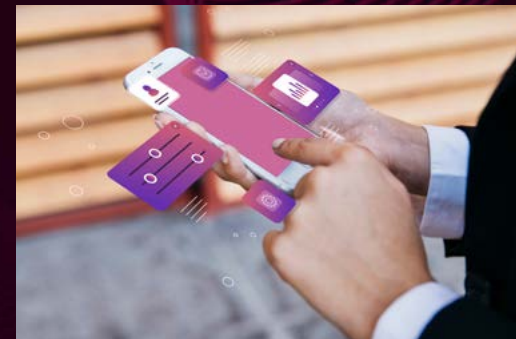
GSB for BCG Economy loans

1,699 GSB for BCG Economy loan requests were approved, worth **5,828 Million Baht**. **1,533** loan requests by businesses that meet the definition of BCG were approved, worth **13,678 Million Baht**.



Social/ESG Bond

Sales started on 24 June 2022, aggregate amount of 10,000 Million Baht.



Digital Banking Progress in 2022

Number of User Active Outstanding went up to 2.67 million users, with the highest number of transactions, up 57% from 2021.

Support for Government Loan Measures in 2022

366,146 loan approvals, worth **11,631 Million Baht**:

COVID-19 Recovery Loan

Approved 33,684 persons worth **337 Million Baht**

Care Loan (COVID-19 recovery)

Approved 112,552 persons worth **1,125 Million Baht**

Job Loan

Approved 123,412 persons worth **4,873 Million Baht**

Debt Relief Loan

Approved 89,296 persons worth **1,786 Million Baht**

Soft Loan, GSB Helping SMEs in Tourism Industry

Approved 7,040 persons worth **3,152 Million Baht**

Soft Loan Re-Open for Hotel Operators

and businesses in the hotel supply chain
Approved 162 persons worth **358 Million Baht**

With continuously improved performance and much lower business costs, GSB has enhanced its organizational strength. GSB’s general provision in 2022 was at its highest level ever recorded, or 28% greater than in 2021.



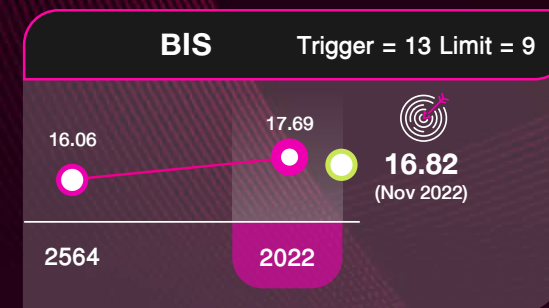
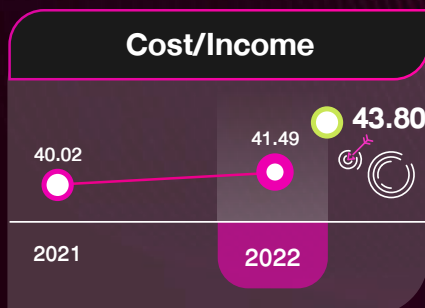
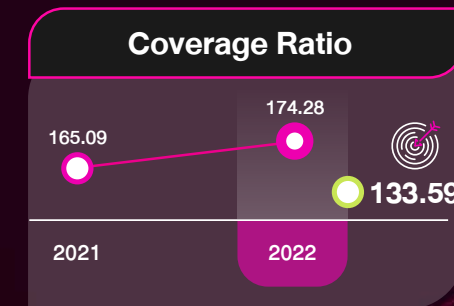
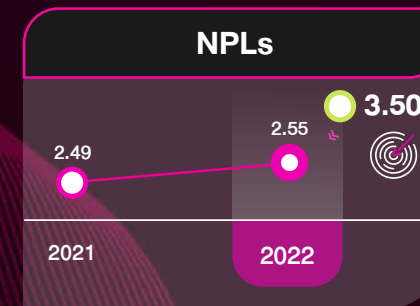
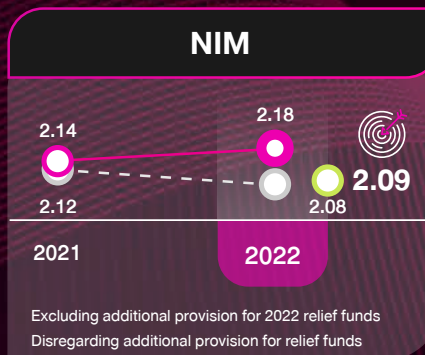
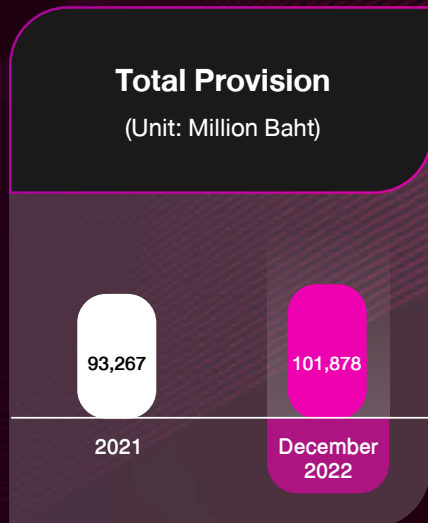
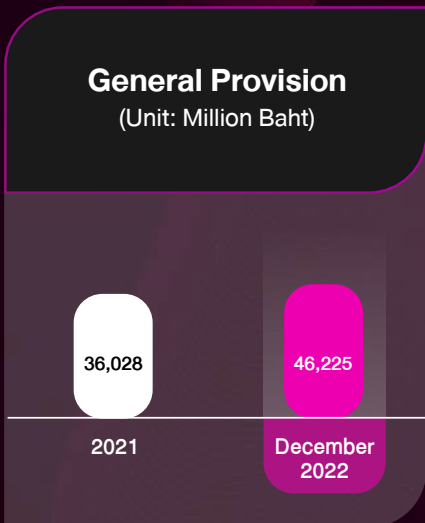
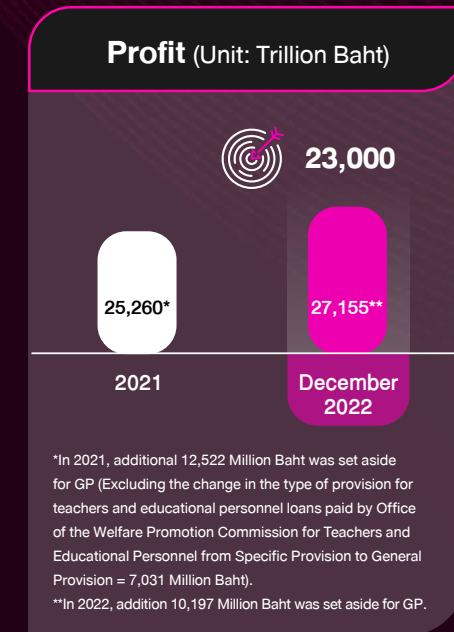
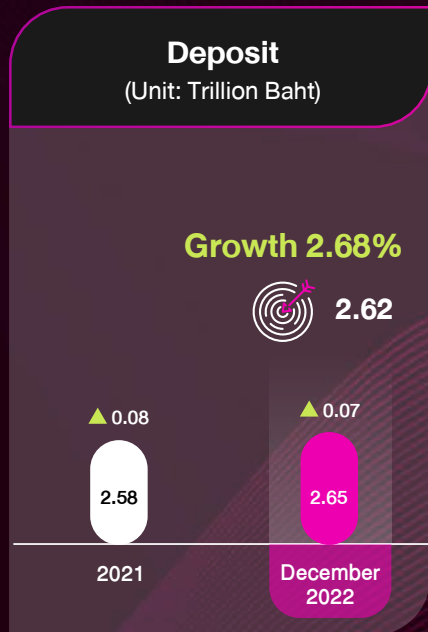
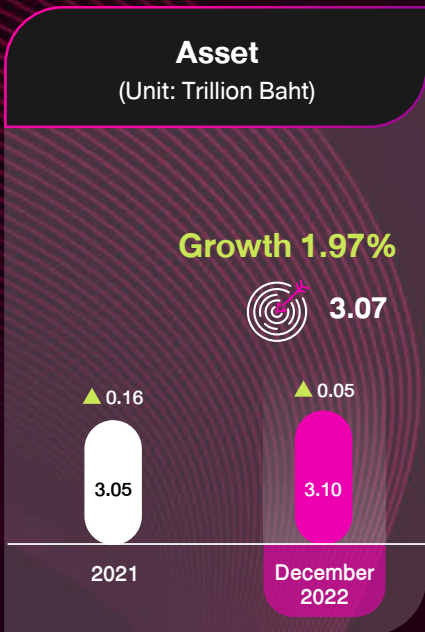


Financial Performance in 2022

- Assets **3,104,882 Million Baht** from 3,045,015 Million Baht in 2021
- Loans (including deposits from financial institutions and cooperatives) **2,296,928 Million Baht** from 2,270,281 Million Baht in 2021
- Loans (not include governance/ occupation) **1,055,402 Million Baht** from 1,011,566 Million Baht in 2021
- **Deposits and Issued Debt Securities** (including deposits from financial institutions and cooperatives) **2,646,049 Million Baht** in 2022 from 2,576,934 Million Baht in 2021 (Growth 2.68%)
- **Non-Performing Loan: NPLs 2.55%**
- **Net Profit 27,124 Million Baht** in 2022 from 25,260 Million Baht in 2021
- **BIS Ratio 17.69%** in 2022 from 16.06% in 2021
- **Owner's Equity 226,928 Million Baht** in 2022 from 215,321 Million Baht in 2021

*Remark: The equity of 226,928 Million Baht came from the original capital of 100,000 Baht from His Majesty King Vajiravudh.





● Actual Results
● 2022 Plan



Non-Financial Performance in 2022



Promoting Savings and Instilling Financial Discipline

School Bank Project

In 2022, there were a total of **1,274 school banks** (up from 1,231 in 2021). **37 sessions** of problem-solving, follow-up, and evaluation were carried out (15 field visits, 22 telephone consultations, **6 training** sessions to raise awareness about the school bank system).



From School Bank (existing/new) to Digital School Bank

In 2022, there were **156 digital school banks**.



350,000
users



160,000
accounts



worth
8.74 Million Baht

In 2022, **100 digital school banks** were approved to open:

12 Units	32 Units	34 Units	9 Units	13 Units
July	August	September	October	November

109,492 accounts have since become GSB customers, exceeding the set target.

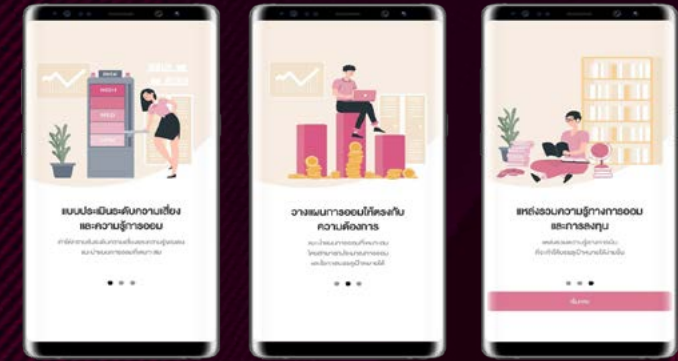
Activities on service support, savings promotion and financial literacy were organized.



Financial Planning Mobile Application Tool: “Coach Aom”

Target was set at more than **5,000 users**.

After its launch on Android on 31 October 2022 and iOS on 16 November 2022, there were 6,362 users as of 31 December 2022, exceeding the set target.



Youth and Teacher Capacity Building



CLICK HERE

Click link to YouTube Channel “GSB Society”
<https://www.youtube.com/@GSBSociety/videos>

School Lunch

- On 18 April 2022, **200 schools** were selected for the program, benefiting **50,000 students**.
- GAT test capacity building training for **236 teachers** in Kanchanaburi province, Chonburi province, Phitsanulok province, and Khon Kaen province.



Good Kids for Society

- 2,725 students** took part in the program, comprising **1,725** general educational students and **1,000** vocational students. A ceremony was held to award scholarships to **400 students**.



Principles for Responsible Banking: UNEP FI

GSB presented an impact analysis and impact areas on 2 topics, namely Inclusive, Healthy Economics, and Economic Convergence. Targets are set according to the impact areas (draft) as follows:



10% more retail customers having access to GSB capital sources by 2027 (compared to 2022)



Financial Literacy enhancement for **80,000 personal customers and SMEs** per year



Economic Convergence
GSB is in the process of setting the target.



Development of ESG Score for Corporate Loans

Develop ESG Score to assess responsible business practices, positive impacts on the environment, society, and governance. GSB will begin using ESG Score in approving corporate loans by the end of 2023.



“
Support,
Develop,
Conserve,
and Assist”



Helping Society and the Underprivileged

Providing support to border police schools

1,940 beneficiaries

- **Construction** of a border police school learning center
- **Funding support** for ceiling repair and interior/exterior repaint of the Ban Ai Bue Tae Border Police School, Narathiwat province



Social and community development

663,422 beneficiaries

- Community food cupboards 192,350 beneficiaries
- GSB community relations 406,547 beneficiaries
- Support for key religious traditions 64,525 beneficiaries

Environmental conservation and preservation:

169,653 beneficiaries

Support for persons with disabilities:

100 beneficiaries



Support for victims of natural disasters according to GSB's CSR policy:

323,041 beneficiaries



Project Performance According to Important Government Policies in 2022

Soft Loan

To support SMEs in the tourism sector, GSB provided a credit line of **5,000 Million Baht**, to be used as working capital or injecting liquidity, for tourism and tourism-related SME business operators.

- ✓ The aggregate number of approvals is **11,425**
- ฿ Worth a total of **5,000 Million Baht**
(an ongoing scheme between 2020-2022)



Loan for Job Creation

To help individuals and business owners to access capital sources to start a business or improve liquidity and for COVID-19 relief, GSB provided a credit line of **5,000 Million Baht**.

- ✓ The aggregate number of approvals is **125,532**
- ฿ Worth a total of **5,000 Million Baht**
(an ongoing scheme between 2021-2022)



COVID-19 Relief

To help those affected by the latest wave of COVID-19, GSB provided a credit line of **10,000 Million Baht**.

- ✓ The aggregate number of approvals is **1,003,739**
- ฿ Worth a total of **10,000 Million Baht**
(an ongoing scheme between 2021-2022)

Soft Loan

To help the hotel industry and businesses in its supply chain to re-open, GSB provided a credit line of **5,000 Million Baht** for repair, renovation or buying new equipment.



- ✓ The aggregate number of approvals is **162**
- ฿ Worth a total of **358 Million Baht**

Debt Relief

To help those participating in the debt relief scheme to improve their liquidity or provide them with startup capital, GSB provided a credit line of **2,000 Million Baht**.



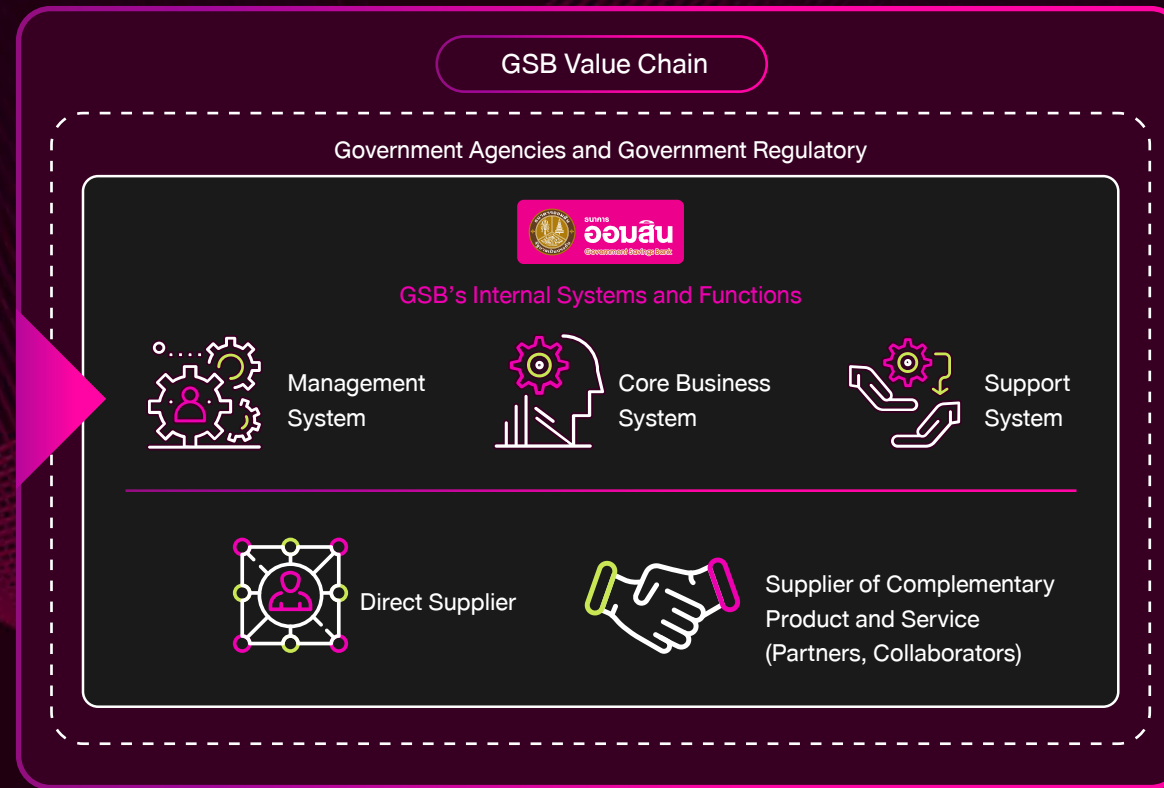
- ✓ The aggregate number of approvals is **89,296**
- ฿ Worth a total of **1,786 Million Baht**



Value Chain^[2-6]

GSB has analyzed the impacts on its key stakeholders from all GSB business operations, from upstream to downstream of the value chain. GSB business processes are integrated under strategic planning. It uses information gathered from its customers and stakeholders (VOC/VOS), laws, policies, and requirements of regulators and government agencies, as well as cooperation with business partners. In addition, GSB raises awareness about “social bank” through various media channels, including mainstream media e.g. television and published media, to disseminate information about GSB’s CSR activities or products and services offered by GSB. GSB’s social media platforms, e.g. Facebook Page: GSB Society, are used to communicate with customers about GSB products and services as well as serving as one of the channels of Voice of the Customer.

VOC (Direct Customers, Customers of my Customers) & VOS



Vision & Mission



Therefore, GSB uses input factors from the above information to analyze its business capabilities. GSB business operations are organized into 3 main systems: management system, core business system, and support system, which is consistent with 2023-2027 GSB strategy of becoming a social bank. GSB offers financial services to its customers through 3 different channels:

- Digital channel:** mobile applications (MyMo/Coach AOm), GSB website (Internet Banking/Cooperate Internet Banking/E-Statement/QR Voice), and self-service (ATM/ADM/ADM Recycle/Passbook/VTM)
- Physical channel:** GSB branches, GSB mobile van and mobile boat
- Partner channel:** accepting payments and debiting accounts, whether they are direct debit via electronic channels for Shopee partner merchants, also known as ShopeePay; payments for electricity bills through the PEA Smart Plus application; or payments for purchases, rents, and other fees of the Treasury Department, including payments through service agents such as Big C, Lotus, Boonterm, Counter Service, and Pay@Post



Process for addressing negative impacts and mechanisms for advice requesting and concern reporting^[2-25]



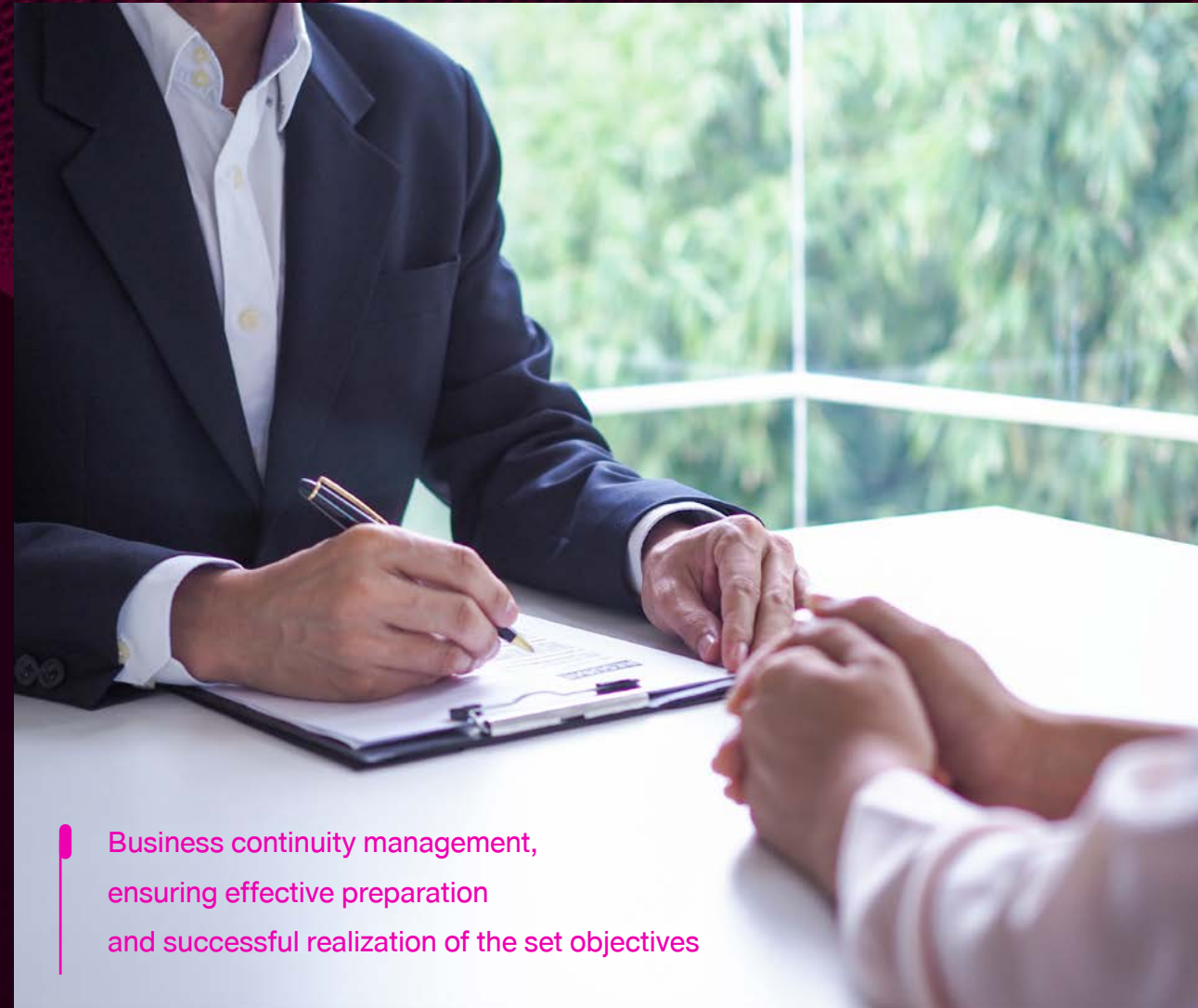
Crisis Management

Prepare a business continuity plan (BCP) for card-accepting merchants, to be used as a guideline to minimize the impact arising from operations disruptions, including operational, financial, legal, reputational, and other significant impacts, especially in case of a major operational disruption, as well as communicating to relevant stakeholders in the organizational structure, roles and responsibilities, work scope and process regarding business continuity management, ensuring effective preparation and successful realization of the set objectives in an event of a crisis with severe negative impact on the business.



Negative Impact Prevention and Management Measures

- Prepare a written business continuity plan (BCP), which specifies the necessary steps and work systems required to ensure uninterrupted operations or to restore operations in case of a business disruption.
- Review and revise the crisis management BCP at least annually or when there is a significant change.



Business continuity management, ensuring effective preparation and successful realization of the set objectives



Channels for general contacts and mechanisms for advice requesting and concern reporting^[2-26]

GSB customers and the public can comprehensively access information about financial literacy, financial products and services, as well as providing comments, suggestions, and compliments or making complaints via the following channels:

Stakeholders	Advice Requesting and Concern Reporting
Board of Directors, Officers, Employees	E-mail: voice@gsb.or.th
Regulators and Government Agencies	E-mail: voice@gsb.or.th
Business Partners	E-mail: voice@gsb.or.th
Society and Key Communities	Call Center 1115 Branch and service point
Customers	Call Center 1115 Branch and service point QR Voice making suggestions via smartphone Website: www.gsb.or.th
Mass Media	E-mail: voice@gsb.or.th Social Network: GSB Society (Facebook, Twitter, Instagram, Pantip, YouTube)

CLICK HERE 

Customer Center
<https://gsbqr.gsb.or.th/qrm/website>



The graphic features the text "QR VOICE" in large, stylized letters with a speech bubble containing a thumbs-up icon. A QR code is shown on a smartphone screen with the word "SCAN" below it. To the right, Thai text reads "ทุกเสียง.. ของท่านสำคัญ ต่อการพัฒนาของเรา" (Every voice.. is important for our development). At the bottom, a four-step process is outlined: 1. สแกน QR Code (Scan QR Code), 2. เลือกรายการ (Select item), 3. กรอกข้อมูล (Enter information), and 4. ทำรายการเสร็จสิ้น (Transaction completed).



Awards of Pride in 2022

From 2020 to 2022, GSB had received 55 awards for various categories:



Social Mission



Organizational Management



Innovation



Organizational Leadership



Transparency & Ethics



Cybersecurity

In 2022, GSB received 26 awards as follows:

6 International Awards

- **AREA 2022 “Social Empowerment”**
Asia Responsible Enterprise Awards (AREA) 2022, Social Empowerment category, for its program on lowering interests for motorcycle title loans.
- **International Banker 2022 Banking Awards**
Two International Banker 2022 Banking Awards from Finance Publishing: Best Commercial Bank Thailand 2022 and Best Innovation in Retail Banking Thailand 2022
- **The European Award for Best Practices 2022**
The European Award for Best Practices 2022 from the European Society of Quality Research (ESQR), Switzerland.
- **Master Entrepreneur Award 2022 (Leadership)**
Master Entrepreneur Award 2022 (Leadership) for outstanding leadership in the financial industry from Asia Pacific Enterprise Awards (APEA)
- **Best Green Bond – Financial Institution Thailand**
Best Green Bond — Financial Institution Thailand from The Asset Triple A award 2022



20 National Awards



Outstanding State Enterprise Awards 2021

Outstanding State Enterprise Awards 2021 from the State Enterprise Policy Office for outstanding organization (honorary), for the 3rd consecutive year, and outstanding service.

National Innovation Awards, Outstanding Organizational Innovation

“National Innovation Award, Outstanding Organizational Innovation”, state enterprise category, from the National Innovation Agency (Public Organization).

Thailand HR Innovation Award 2022 (Silver Award)

Thailand HR Innovation Award 2022 (Silver Award) from the Human Resource Management and Development Program organized by the Personnel Management Association of Thailand (PMAT), Institute of Human Resource Professional Development, Thailand Productivity Institute, and School of Human Resource Development of the National Institute of Development Administration.

QUALITY PERSONS OF THE YEAR 2022

Mr. Vithai Ratanakorn, GSB President and CEO received the “QUALITY PERSONS OF THE YEAR 2022” award, for the category of finance and banking from the Foundation of Science and Technology Council of Thailand.

Financier of the Year 2022

Mr. Vithai Ratanakorn, GSB President and CEO received the “Financier of the Year 2022” from Money & Banking Magazine.

Banker of the Year 2022

Mr. Vithai Ratanakorn, GSB President and CEO received the “Banker of the Year 2022”, for the 2nd consecutive year, from Dokbia Magazine and Dokbia Thurakij Newspaper Group.

Sustainability Disclosure Award

Sustainability Disclosure Award from Thaiptat Institute.



- **Outstanding Bank for Savings and Grassroots Economy Promotion Award**

“Outstanding Bank for Savings and Grassroots Economy Promotion” award at the SIAMRATH ONLINE AWARD 2022

- **Thailand's Most Admired Brand 2022**

“Thailand's Most Admired Brand 2022”, for the 8th consecutive year, from BrandAge Magazine.

- **Money & Banking Awards 2022**

Money & Banking Awards 2022 organized by Money & Banking Magazine for 3 categories: “Best Retail Bank of the Year 2022”, for the 7th consecutive year, “Outstanding Bank for Savings Products” and “Outstanding Bank for SME Loans”.

- **ThaiBMA Best Bond Awards 2021**

“COVID-19 Financing Contributor” award at ThaiBMA Best Bond Awards 2021

- **Prime Minister Awards: Thailand Cybersecurity Excellence Awards 2022**

“Prime Minister Awards: Thailand Cybersecurity Excellence Awards 2022” from the National Security Cyber Security Agency.

- **GOLDEN HEART AWARD**

“GOLDEN HEART AWARD” from the Health & Elderly Establishment Confederation at the GOLDEN HEART AWARD presentation.

- **Good Person Organization Award**

From the Committee on Religions, Morals, Ethics, Art and Culture, Senate.

- **Contributor to the Ministry of Education Award 2022**

“Contributor to the Ministry of Education” award for 2022.



- **Partner Organization of Anti-Corruption Foundation 2022**

Partner Organization of Anti-Corruption Foundation 2022 from Anti-Corruption Foundation.

In addition, according to the results of the Integrity and Transparency Assessment (ITA) conducted by the Office of the National Anti-Corruption Commission (NACC) for the 2022 fiscal year, GSB received the highest rating (AA) for **the 4th consecutive year, with a score of 98.58.**



Sustainable Development

GSB Sustainable Development GSB, a Social Bank

GSB is committed to sustainable development in order to focus on creating balance in 3 aspects (Triple Bottom Line) or 3Ps, namely “People”: creating access to financial sources with fair interest costs; “Planet”: enhancing resource utilization efficiency and environmental stewardship; and “Profit”: improving organizational financial strength.

CLICK HERE



for GSB’s policy on sustainable development, “GSB, a Social Bank” ^[2-23] ^[3-3]
https://www.gsb.or.th/csr_gsb/esg/



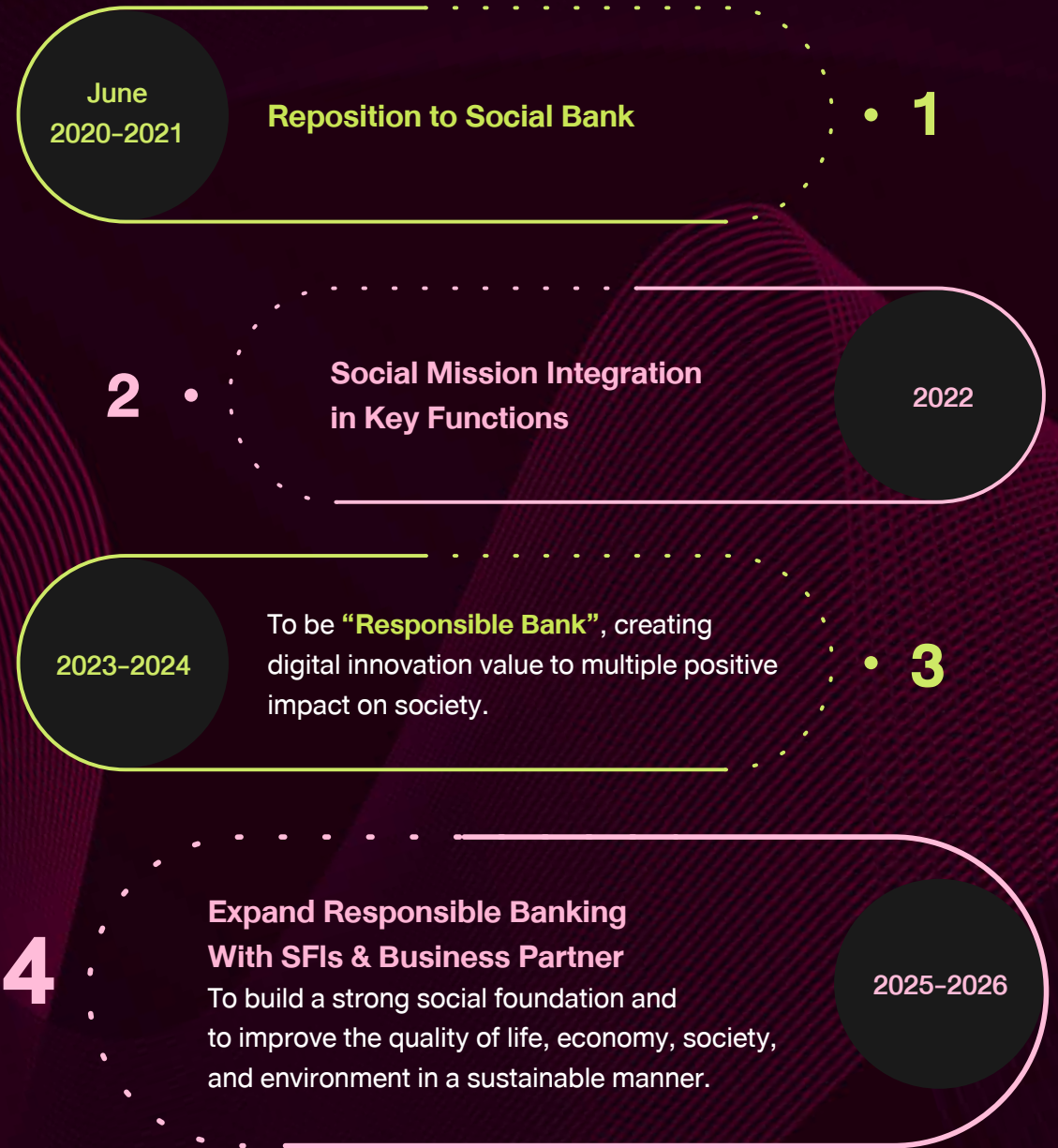
GSB Operational Strategy 2022–2026

GSB Enterprise Plan 2022-2026 has been prepared as a directional framework to fully transform GSB into a “Social Bank”, with the aim of “reducing inequality and creating access to fair capital sources”.

GSB has taken into account alignment with international goals and guidelines as well as linking with Thailand’s key work plans. Its focus is on achieving two of the United Nations Sustainable Development Goals (SDGs), namely “Goal 1: No Poverty” and “Goal 10: Reduced Inequalities” along with adopting United Nations Environment Programme Finance Initiative (UNEP FI)’s “Principles for Responsible Banking”. Moreover, the plan is aligned with the 20-year National Strategy, the 12th National Economic and Social Development Plan, the National Reform Plans, the Thailand 4.0 policy, the digital economy and society plan, the BCG national development plan, the strategic plan for state enterprises in financial institutions and operational policies of Specialized Financial Institutions (SFIs), as well as trends in various situations, with a view to achieving internationally-recognized management standards and sustainable growth for the organization.

The process of formulating the 2022-2026 strategy was participated by GSB’s Board of Directors, central and regional executives and relevant regulatory agencies, to gather a wide range of useful comments and suggestions, ensuring concrete implementation of the plan. The enterprise plan is reviewed and revised periodically during its implementation, if there is a change in the operational environment, internally and externally, that may significantly affect GSB’s business operations and management. This is to ensure that strategic goals and financial projections in the enterprise plan are suitable and adjusted to keep up with the ever-changing situation, in order to “Making POSITIVE impact on Society”. ^[2-12]







GSB’s 5-year strategic positioning (2022-2026) continues to focus on being a social bank. In 2022, GSB would mobilize and expand its social banking operations in all key processes. As for the medium term (2023-2024), GSB strives to fully achieve responsible banking through digital innovation, to make positive impact on society, in accordance with 2 Goals of SDGs: No Poverty and Reduced Inequalities. In the long term (2025-2026), GSB is committed to lead a joint effort with state financial institutions and GSB’s business partners to operate in accordance responsible banking practices, to build a solid social foundation, improve the quality of life, and strong economy, society, and environment in a sustainable manner.

Social Bank

GSB Operational Strategy 2022-2026 still focuses on its role as a social bank, with the key goal of reducing inequality and creating access to fair capital sources through sustainability and balancing stakeholder interests. Social mission is integrated in all key processes to mobilize the organization towards sustainability, guided by the framework of GSB sustainability approach, which is consistent with GSB’s main operational strategies:



-  Development of mechanisms to mobilize social mission
-  Digital transformation

-  Asset quality, cost and revenue generation management;
-  Infrastructure upgrade





Strategy 1 Development of mechanisms to mobilize social mission

GSB seeks to fully mobilize social mission by promoting access to capital at fair interest rates and comprehensive career capacity building for grassroots people, SMEs, and communities, so that they become stronger and self-reliant. In addition, GSB also promotes financial literacy, savings habit and financial discipline to sustainably improve the quality of life, while proactively mobilize its mission in line with government policies as guided by the Principles for Responsible Banking.



Strategy 2 Asset quality, cost and revenue generation management

GSB's financial strength is ensured by enhancing the efficiency of operational cost management that focuses on value and is aligned with the social bank mission. This is coupled with further expanding commercial operations to generate revenue and enhancing its commercial competitiveness (Commercial Mission). Profits earned are used to support GSB's social mission through managing assets, debts, loan, and investment portfolios, ensuring risk-adjusted returns. Additionally, unnecessary operating costs are carefully managed and controlled along with end-to-end upgrade of the debt management process, including database management process and supporting tools, enhancement of the commercial business competitiveness among high-potential and high-income customers, capacity building on revenue generation from new business models through branch operations, and greater cooperation with business partners.

Indicators	2021		2022	2023-2024	2025-2026
	September	Year-end Forecast			
1. Number of customers accessing capital sources* (accounts)	323,692	418,677	825,000	2,000,000	2,300,000
2. Social loan growth (percentage)			13.19	4.11	4.68
3. Savings index of target customer groups (percentage)		44.83	Index value not lower than 40% (medium level)		
4. Success of proactive government policy management adjustment plan			100% as planned		
5. Success of GSB Sustainability Approach			100% as planned		

* Excluding accounts owned by the public sector and PSA pursuant to the Cabinet's decision.

Indicators	2021		2022	2023-2024	2025-2026
	September	Year-end Forecast			
1. Net interest margin (NIM) (percentage)	2.16	2.16	2.16	2.18	2.22
2. Cost to income (percentage)	39.66*	41.98*	43.84	43.60	42.96
3. NPLs (percentage)	2.21	2.71	3.50	3.97	4.30
4. Commercial loan portfolio growth (percentage)			7.38	2.51	4.12
5. Fee revenue growth (percentage)			2.65	6.94	10.80

*After special adjustments: 2019, 47.02%; 2020, 46.95%; September 2021, 42.60%; and 2021, 44.35%.





Strategy 3 Digital transformation

Digital capabilities are enhanced by developing financial innovations and upgrading service provision through digital platforms to mobilize the social bank mission and to keep up with current and future changes. In addition, innovation management is adopted to achieve results and create tangible value for the organization. GSB also strives to become a data-driven organization and undergoes organization-wide operational reforms and restructuring through digital technology, in order to become a digital organization.



Strategy 4 Infrastructure upgrades

GSB's infrastructure and management are upgraded to keep up with changes and support the implementation of the organization's mission. This is to be achieved by management and human capital development in the areas of manpower management structure, personnel skill development, improvement and development of key processes to enhance their efficiency, and information technology development in terms of IT infrastructure and IT security and data privacy. These improvements will ensure that GSB business operations remain relevant in the digital era and complement its social mission as well as raising the standards of and integrating corporate governance, risk management, internal control, and internal audits that are conducive to business operations and in line with external regulatory criteria.

[CLICK HERE](#)



for GSB Enterprise Plan

Indicators	2021		2022	2023-2024	2025-2026
	September	Year-end Forecast			
1. MyMo Active customers* (percentage)	77	77	> 80		
2. Success of digital lending work plan			100% as planned		
3. Success of master plan on innovation management		Year-end evaluation	100% as planned		
4. Success of data-driven organization work plan		Year-end evaluation	100% as planned		

Indicators	2021		2022	2023-2024	2025-2026
	September	Year-end Forecast			
1. Success of GSB master plan - Master plan on corporate governance (CG) - Master plan on risk management (RM) - Master plan on digital technology (DT) - Master plan on human capital management (HCM) - Master plan on stakeholder management (SM) - Master plan on knowledge management (KM) - Master plan on internal audits (IA)		Year-end evaluation	100% as planned		
2. Satisfaction and engagement of officers		Year-end evaluation	Not lower than 2021 score		
3. Success of master plan on innovation management		Year-end evaluation	100% as planned		

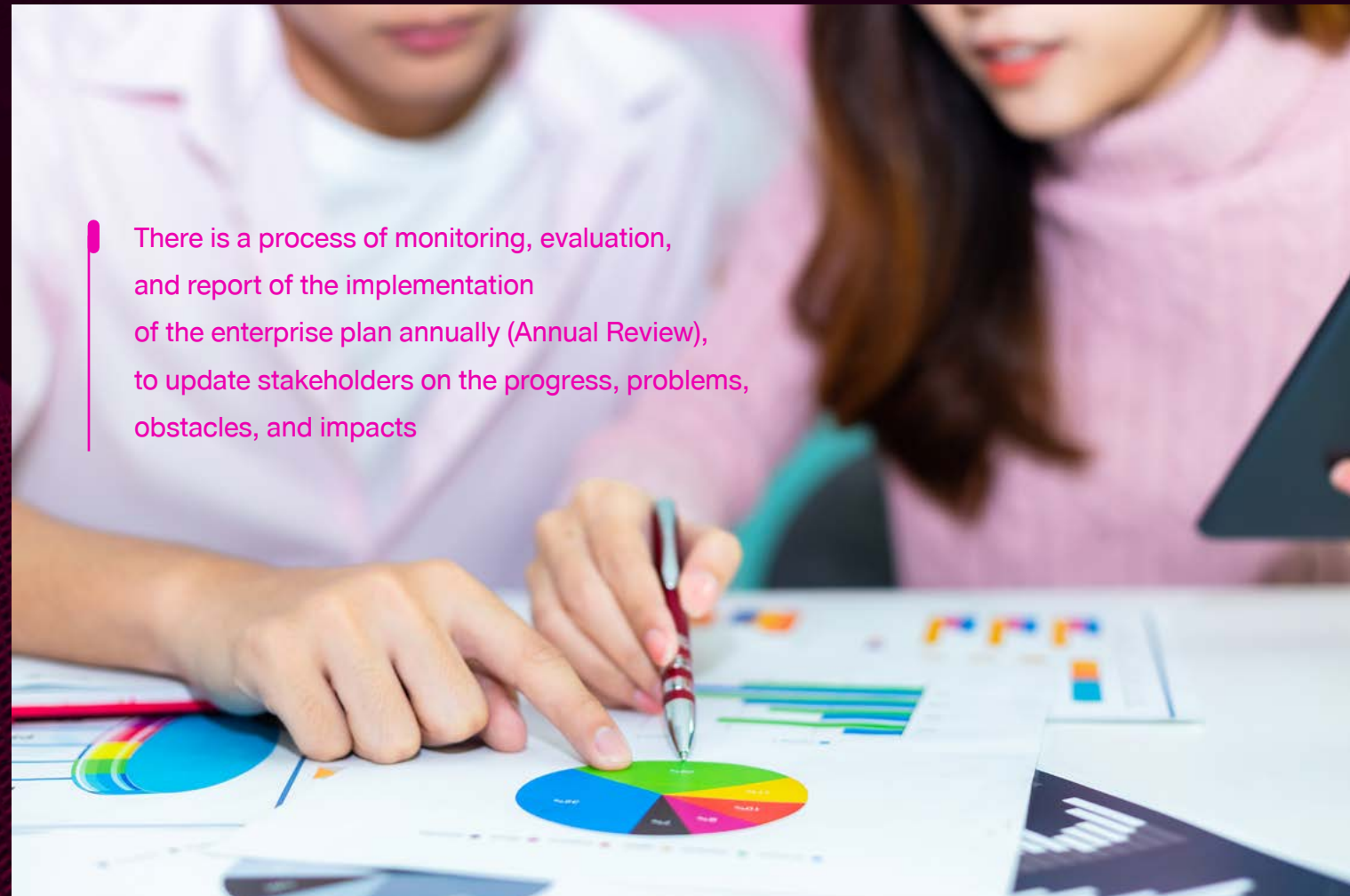


Plan management and implementation of strategic plans^[2-24]

To ensure that strategies and operations are realized as planned, GSB employs strategic deployment by linking the strategic objectives with a strategy map using organization-level indicators. They are implemented through action plans and budgetary plans. Responsibility is allocated among relevant departments with indicators and targets set in alignment with the organization-level indicators. There is a process of monitoring, evaluation, and report of the implementation of the enterprise plan annually (Annual Review), to update stakeholders on the progress, problems, obstacles, and impacts, so that the effectiveness of work plan/project management can be improved. The evaluation takes into account existing organizational conditions and changes in the economic, social, political, technological, and environmental conditions. The steps involved are strategic review and planning, strategic implementation, monitoring and evaluation, the details of which are as follows:

Strategic review and planning

During January-February of every year, the Policy and Strategy Affiliation together with the Group/Affiliation responsible for preparing business plans and master plans meet to discuss. Performance of the planning process in the previous year and recommendations from those involved in the planning process are considered together with best practices, relevant regulations, regulators' observations, and the planning framework of the State Enterprise Policy Office (SEPO), for analyzing problems/obstacles in the process. Risk management is also factored in to review and revise the strategic planning process. At the end of the process, a work calendar for the strategic and policy planning process and formulation of action plans and budgetary plans is mapped out.



There is a process of monitoring, evaluation, and report of the implementation of the enterprise plan annually (Annual Review), to update stakeholders on the progress, problems, obstacles, and impacts

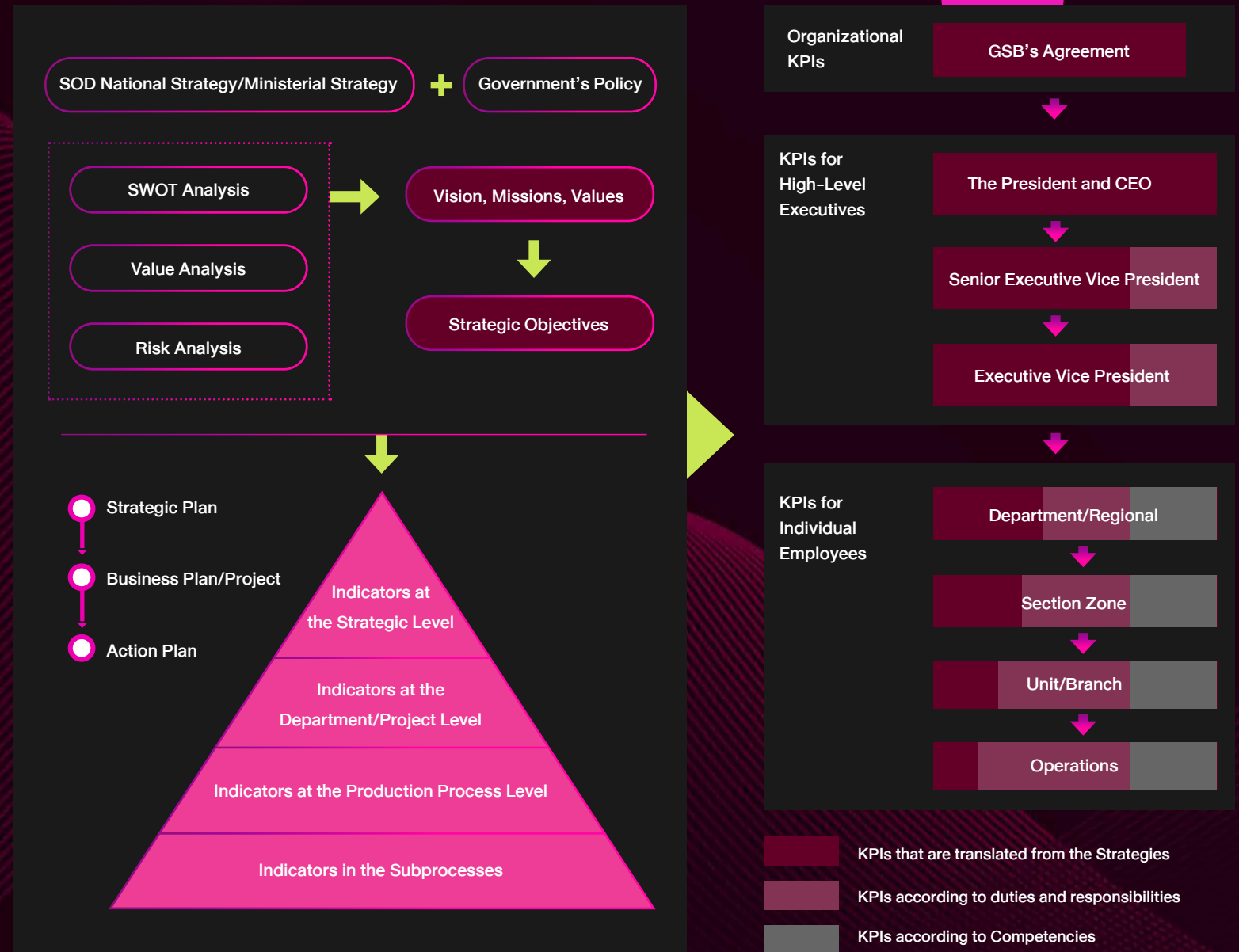


Strategic deployment^[2-24]

For strategic deployment, GSB strategic objectives are linked with a strategy map using organization-level indicators. They are then implemented through action plans and budgetary plans with indicators and targets set in alignment with the organization-level indicators for every strategy. This is to ensure successful implementation of the strategies.

Monitoring and evaluation

For efficient and effective implementation of the enterprise plan, the process of monitoring and evaluation is necessary to update stakeholders of the progress, problems, obstacles, and impacts. The process gives the responsible persons tools to improve planning, develop working methods, and effectively manage future work plans and projects. Therefore, it is crucial to develop a monitoring, evaluating, and reporting system that effectively assesses performance based on multidimensional and multilevel indicators of success.



Stakeholder Engagement^[2-29]



GSB recognizes the importance of building relationships with and managing all stakeholder groups positively and negatively impacted by its business operations. It is important that stakeholders are given opportunities to exchange views, express opinions, and offer suggestions, in order to equally listen to their needs, expectations, and concerns on an annual basis. This is done through interviews and meetings with responsible units, to obtain key information to be used in formulating strategies, action plans, and GSB's business development direction. Not only does this give GSB a competitive advantage, but it also leads to sustainable business development.

GSB uses Accountability's AA1000 Stakeholder Engagement Standard: AA1000SES as a framework for stakeholder management. The value chain is analyzed to identify key stakeholders therein, to know which stakeholders are involved in GSB's work plans, projects, and work processes along the value chain. The Power-Interest Matrix, which is based on the stakeholder's power level towards GSB and the stakeholder's interest level towards GSB operations, is used as the criteria for prioritizing key stakeholders at departmental/GSB regional branch levels. A list is then compiled from the stakeholders of all departments/GSB regional branches to identify key stakeholders of GSB. Factors taken into account include GSB's business direction and their significance for GSB business in different dimensions. The stakeholders are categorized, according to how their work/process related to GSB's core missions, into 6 groups:



Approach to Stakeholder Engagement

Power



Allow participation in issues that address needs and concerns to ensure satisfaction



Follow up and designate communication channels to access GSB information



Follow up and designate communication channels to access GSB information



Communicate issues of concern and adhere to policies, agreements, observations, and suggestions

Interest



In addition, GSB reviews the stakeholder engagement policy and the stakeholder regulatory framework annually, ensuring that they align with the needs, expectations, and concerns of all groups of stakeholders. It also ensures that an appropriate mechanism and a process for engaging GSB stakeholders are in place. The objectives and scope of stakeholder engagement and management are formulated based on the goals of stakeholder engagement and outcomes of that GSB wants to achieve as follows:

Stakeholder engagement and management as the objective of studying, learning about them, listening to, and predicting the needs, expectations, concerns, and attitudes of all stakeholder groups from the past, present, and future as well as positive and negative impacts on them, in order to come up with an efficient and effective approach to stakeholder management that is aligned with GSB strategic plan by having a short-term and long-term stakeholder engagement work plan. Alternatively, engagement with key stakeholders of GSB departments and GSB regions is enhanced. GSB has a risk management plan using an up-to-date database of stakeholders taken from GSB's operating systems. Monitoring and evaluation of the work plans are mandated to ensure that they align with the targets and level of expectation of stakeholder engagement as well as providing lessons and guidance on further improvement.



GSB has clearly defined the scope of stakeholder engagement and management for each stakeholder group, in order to formulating appropriate work plans for effective stakeholder engagement as follows:

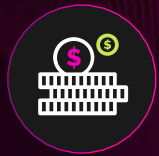
Stakeholder group	Definition	Scope of engagement
Regulators and government agencies	A group of individuals or organizations that set policies or regulate GSB's operations in accordance with laws and regulations.	Success of the implementation of government policies and support from regulators.
Partners and trading partners	A group of individuals or organizations that conduct business activities with GSB, share resources, are able to work together in the short and long term or deliver resources or services to GSB, so as having direct result from the joint operation.	<ul style="list-style-type: none"> Quality and on-time delivery of products/services Creation of added value and business capacity, and contract fulfillment Success of cooperation programs, taking into account equal interests
Society and key communities	A group of individuals, communities or society benefiting from or affected by GSB's operations	Provision of capital sources to create added value for community economy and quality of life improvement
Customers	A group of individuals or organizations that use GSB products or services, comprising 3 customer groups: personal customer group, grassroots customers and government policy support group, and business and public sector customer group.	Provision of capital sources and quality of life improvement

Stakeholder group	Definition	Scope of engagement
Mass media	Individual media professionals or a group of persons, whether having a juristic person status or not, that operate a mass media business, acting as a medium for bringing news and contents of all kinds to the masses for the public interest whether in prints, radio broadcasting, television, digital media or any other format that can convey meaning to the general public.	Disclosure and provision of accurate, prompt, and up-to-date information
Board of Directors, executives, officers, and employees	GSB Board of Directors, GSB's sub-committees, executives, officers, and employees	<ul style="list-style-type: none"> Capacity building and happiness in the workplace Improvement of work environment and work processes Improvement of evaluation system and career path



GSB also provides opportunities for stakeholders to exchange views and express opinions, needs, expectations, and concerns through interviews, meetings or surveys. Such input is used to summarize GSB stakeholders' issues and consider whether they are **“issues that may affect GSB stakeholders or are their expectations, and to which GSB gives priority”** or not, encompassing economic, social, and environmental aspects. The issues are analyzed and prioritized according to their significance for various agencies and GSB, using two-dimensional criteria to prioritize the issues, need, and concerns of stakeholders:

1) Significance for and impact on GSB business



Finance



Work process



Strategy' reputation



Image



Rules and regulations

2) Significance for/impact on stakeholders' decision making



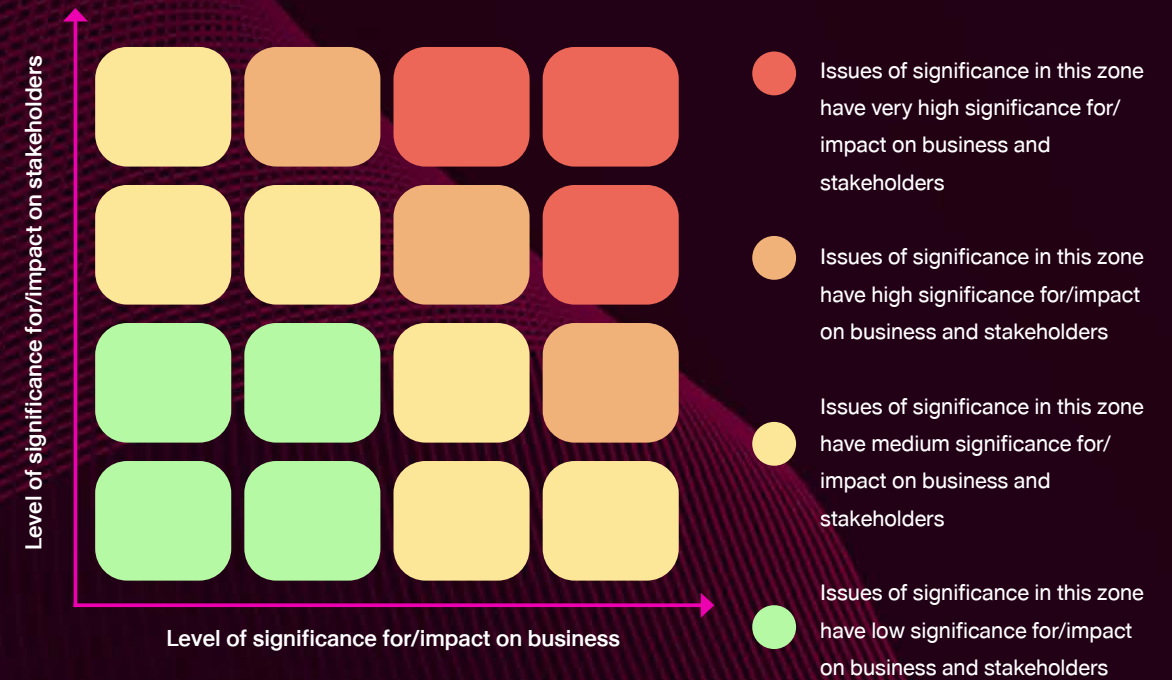
Scope of impact








Level of interest and impact on decision making

In addition, GSB has set 4 levels of significance for each dimension (from level 1: low impact, to level 4: very high impact), by using factors having significance and impact on GSB's business operations in terms of goals, policies, and relevant laws as criteria. Priority is given to issues with significant impact on key stakeholders to prevent damage from mistakes in business operations. Prioritizing issues helps GSB and its stakeholders compare their perception, awareness, and understanding about different issues, whether they are consistent or conflicting. So that GSB can appropriately respond to the respective needs and expectations of the stakeholders.






Chart of prioritization of issues



Business Value Chain Stakeholder Analysis Table

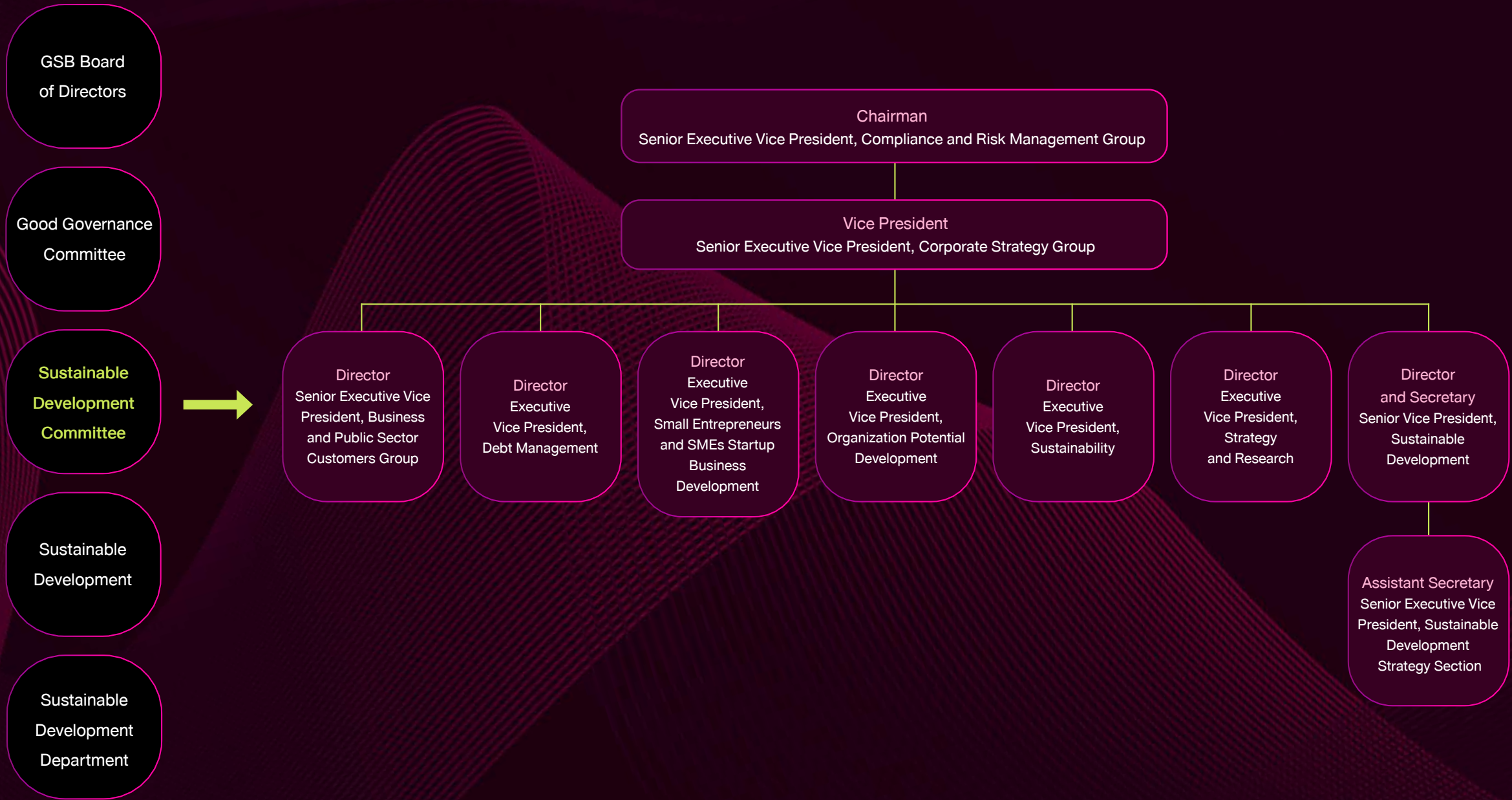
 Stakeholder	 Communication and Type of Engagement	 Frequency	 Need/Expectation	 Type of Response
Regulators and Government Agencies	<p>Attending meetings and being informed of policies and regulatory approaches</p> <p>Surveys/interviews/prediction of satisfaction, needs, and expectations</p>	<ul style="list-style-type: none"> • Monthly • Quarterly • Annually • Annually 	<p>Conformity to laws, regulations, observations, and suggestions/Operational transparency/ Complete disclosure of information/Support for the government's policies and be the source of capital/Create opportunities for the grassroots to have greater access to capital</p>	<p>Conforming to laws, and regulations related to business operations/Improve processes in accordance with observations and suggestions/Promote and support the grassroots in various aspects</p>
Partners and Trading Partners	<p>Attending meetings, seminars, or organizing activities to exchange views on cooperative undertakings</p> <p>Surveys/interviews/prediction of satisfaction, needs, and expectations</p>	<ul style="list-style-type: none"> • Monthly • Quarterly • Annually 	<p>Cooperation in the development of products and services to expand customer base/ Connection of data to enhance operations/ IT readiness that accommodates cooperative operations/Transparency, lack of errors, and be in accordance with good governance principles</p>	<p>Determine the process of commercial procurement in accordance with Public Procurement and Supplies Administration Act B.E. 2017/Prepare to accommodate the conduct of business with partners/ Develop IT to accommodate the work and connection of data/Determine plans/projects to support the development of quality of life and increase in the potentials of target groups</p>
Society and Key Communities	<p>Community relations Activities</p> <p>Communication through online and offline channels</p> <p>Surveys/interviews/prediction of satisfaction, needs, and expectations</p>	<ul style="list-style-type: none"> • Regularly • Annually 	<p>Promote financial knowledge and understanding, and promote savings discipline /Enhance potentials and quality of life for the general public/Provide source of capital/ Provide advice on financial management</p>	<p>Determine CSR in Process plans/projects/Support the holding of activities that benefit communities and society</p>



 Stakeholder	 Communication and Type of Engagement	 Frequency	 Need/Expectation	 Type of Response
Customers	Public relations activities Communication through GSB representatives and online channels Surveys/Interviews/Forecasts of satisfaction, needs, and expectations	<ul style="list-style-type: none"> • Regularly • Quarterly 	Provide capital sources/Offer advice on financial management/Have confidence in GSB services	Develop products and services according to the needs/ Train branch officers and representatives to be able to provide financial advice
Board of Directors, Executives, Officers, and Employees	Communication through intranet and email, GSB Community Satisfaction and affiliation surveys	<ul style="list-style-type: none"> • Regularly • Annually 	Maintain work-life balance/Equipped with appropriate means to work/Appropriate remunerations and welfare/Opportunities to develop knowledge and skills continuously/ Stability and advancement at work	Organizing work environment that is safe, hygienic, and conducive to work efficiently/Remunerations and other benefits are on par with leading companies/ Fair treatment of officers
Mass Media	Communication through online and offline channels Surveys/Interviews/Forecasts of satisfaction, needs, and expectations	<ul style="list-style-type: none"> • Regularly • Annually 	Operational transparency and verifiability/ Full disclosure	Regularly publicize GSB activities and operations through public channels/Prepare an annual report and a sustainability report



Sustainable Development Management Structure ^{[2-13] [2-14]}



Duties and Responsibilities

Responsible Committees, Executives, and Agencies^{[2-12] [2-13]}

Responsible Entity	Role/Duty/Responsibility
GSB Board of Directors	<ul style="list-style-type: none"> Consider and review key sustainability issues Approve and promote the implementation of the policy on sustainable development, strategies, objectives, and plan of action on sustainable development Monitor to ensure the efficient and effective resource allocation Monitor and review the implementation of strategies, objectives, and plan of action on sustainable development to ensure alignment with the determined targets
Good Governance Committee	<ul style="list-style-type: none"> Determine or review policy on sustainable development, strategies, objectives, and plan of action on sustainable development in line with laws and regulations, and submit to GSB's Board of Directors for information. Promote and disseminate the culture of sustainable implementation of work Oversee and monitor the work on sustainability regularly to report to the GSB's Board of Directors Suggest measures or necessary ways to support the efforts to achieve sustainable development
Sustainable Development Committee	<ul style="list-style-type: none"> Consider the operational and supervision framework, including strategies, targets, and action plans to achieve the United Nations Sustainable Development Goals (SDGs) suitable for the GSB context. Consider, make decisions, solve problems, issue orders to mobilize operations under international sustainability frameworks e.g. Principles for Responsible Banking (PRB), environmentally- and socially-responsible business practices according to good governance, including creating balance between social protection, environmental conservation, and organization growth under the framework of Triple Bottom Line Review and report the performance on sustainability and its supervision to the Good Governance Committee as well as providing comments and recommendations for improvement, as appropriate.



Responsible Entity	Role/Duty/Responsibility
Senior Management (High-level Executives)	<ul style="list-style-type: none"> Determine or review the policy on sustainable development, strategies, objectives, and plan of action on sustainable development and submit to the Good Governance Committee Translate the policy on sustainable development and GSB's strategies to officers and relevant stakeholders Regularly monitor the implementation of sustainable development
Responsible Entity	<ul style="list-style-type: none"> Produce a master plan, business plan/action plan and determine objectives that are in line with GSB's operational strategies Develop roles and responsibilities of HR Business Partner in line with the application of the data-led approach to business management and decision making. Develop HRIS system to support HR Analytic & People Analytic in making business decisions Implement the plans and monitor outcomes against objectives to report to high-level executives
Sustainable Development Department	<ul style="list-style-type: none"> Formulate and review GSB's Sustainable Development Department policy Encourage and support agencies to mobilize sustainable development mission Monitor and report on GSB's performance on sustainable development Report GSB's performance on sustainability to the Sustainable Development Committee at least on a quarterly basis



Efforts to Achieve the SDGs



GSB Sustainable Approach aims to reduce inequality and provide access to fair sources of capital, in line with 2 SDGs, namely Goal 1 End poverty in all its forms everywhere and Goal 10 Reduce inequality within and among countries, and based on the notion of Triple Bottom Line to foster balance with stakeholders both in terms of External Sustainability in strengthening grassroots economy, society, and community together with Internal Sustainability in operating commercially to strengthening the organization's finance. GSB works to integrate all its social missions into every key process to drive the organization towards sustainability.



“Reduce Inequality and Promoting Fairness in Society”

“Making POSITIVE Impact on Society”

In 2022, GSB, as a major specialized financial institution of the state, has continuously focused on sustainable development to meet the expectations of key stakeholders, leading to effective economic, social, and environmental development, keeping up with the rapidly changing situation as well as various problems and challenges, e.g. increased competition in the banking sector; changing customers' behavior and needs; advances in digital technology; changes in rules and regulations; climate change; ageing society; household debt problem; and social inequality. GSB's business operations have been enhanced with its commitment to become a full-fledged social bank and the GSB Sustainability Approach has been adopted to “reduce inequality and promoting fairness in society”, guided by the concept “Making POSITIVE Impact on society” through achieving sustainability and balancing different interests of stakeholders (external sustainability) by creating opportunities for everyone to access capital sources on an equal and non-discriminatory basis in accordance with the government policy support function, together with the dimension within the organization (internal sustainability) in carrying out commercial missions to strengthen its finance and achieve resource optimization under systematic risk management, corporate governance and international standards, which are transparent, fair, and verifiable (trust & transparency). The main objective is to achieve 2 specific Goals of SDGs, namely Goal 1 No Poverty and Goal 10 Reduced Inequalities with key performance as follows:

Key Sustainable Development Goals	Key Undertakings
	<ul style="list-style-type: none"> Develop GSB products and service channels to create opportunities for everyone to have access to low-interest and fair capital sources in an equal, non-discriminatory, quality, and safe manner through a number of loan programs, including MyMo My credit loan, people's financial institution, and measures/loans pursuant to government policies to help victims of natural disasters. In 2022, more than 1,858,000 loan applications were approved, worth 127,000 Million Baht. Promote capacity building for business owners, low-income earners, local community organizations to have a career and extra income to strengthen them and become self-reliant in a sustainable manner, e.g. Start up: GSB Micropreneur and GSB for society and the environment program. 45,937 business owners were approved for loans in 2022, worth 66,608 Million Baht.
	<ul style="list-style-type: none"> Promote the development of digital innovation and expand GSB services to cover all groups of people in society, e.g. the development of ATM machines for the visually impaired and approving loans digitally via MyMo for 251,925 applicants in 2022, worth 4,716 Million Baht. Promote financial literacy and skills for people at all levels, enabling them to make financial plans and effectively address debt problems through the School Bank project or OOmTanG/Coach Aom applications. In 2022, the applications had 387,338 users and 100 new digital school banks were approved. Develop guidelines for responsible lending and investment. Support loan applications and investments the objectives of which create positive impacts and reduce negative impacts on the economy, society, and environment through financial products for society and the environment, e.g. BCG/ESG loans, alternative energy loans (solar cell), and loans for quality of education improvement (for municipal schools and child development centers.) In 2022, 1,699 GSB for BCG Economy loan applications were approved, worth 5,828 Million Baht.



In addition to these two main Goals, GSB has also adopted implementing guidelines based on the Triple Bottom Line principle, which is consistent with other Goals of SDGs and categorized into 3 policy frameworks.

Sustainable Development Policy

Sustainable Development Policy Objective

“To drive the organization towards sustainability”

by adopting the Triple Bottom Line concept as GSB’s framework

for sustainable development in reducing inequality, creating access to fair capital sources, and balancing the interests of internal and external stakeholder.

In line with Global Goal



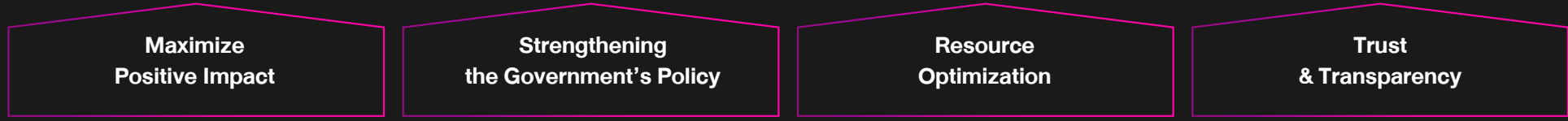
In line with Country Goal

- 20-Year National Strategic Plan and 12th National Economic and Social Development Plan
- Enterprise Plan (2017-2022)
- Driving BCG Economic Model Strategic Plan (2021-2026)
- Bank of Thailand

External Sustainability
Clients and the General Public | Communities and Society | Government | Environment

Balanced Stakeholders

Internal Sustainability
Organization | Officers | Employees



GSB Sustainable Approach

People: GSB has built strong social and community foundation in accordance with the following 3 Goals:



Goal 2: Zero Hunger

GSB recognizes the importance of food security as the cornerstone of sustainable development and has offered school lunches for students.



Goal 4: Quality Education

GSB has supported its customers and communities to improve their financial literacy. GSB runs GSB school banks to promote financial literacy and publishes articles about financial literacy on GSB website.



Goal 5 Gender Equality

GSB promotes gender equality, parity, and fairness. GSB officers are treated in a non-discriminatory manner in terms of recruitment, skill development, career advancement, and welfare benefits. Diversity of ideas, cultures, genders, races, religions, ages, educational institutions, and work locations is encouraged.

Planet: GSB works to build a greener world and to improve the efficiency of resource utilization in the organization, including greenhouse gas emissions reduction, in accordance with the following 4 additional Goals:



Goal 12: Responsible Consumption and Production

GSB recognizes the importance of efficient resource utilization in the organization. Consideration is given to purchase products such as photocopy paper and ink cartridges that are green-labeled or comply with criteria and requirements for green products. Procurement of such products is encouraged.



Goal 13: Climate Action

GSB has put in place an energy conservation policy and disclosed information on its greenhouse gas emissions and energy consumption. To further promote environmental conservation and building a greener world, it has carried out projects to reduce waste in communities and within the organization.



Goal 14: Life Below Water



Goal 15: Life on Land



Profit: GSB has taken actions to strengthen its positive impacts, in accordance with the following 6 additional Goals:



Goal 7: Affordable and Clean Energy



Goal 8: Decent Work and Economic Growth

GSB recognizes the importance of the well-being of its officers by providing a number of welfare benefits e.g. post-employment benefits. It supports sustainable economic growth through e.g. debt restructuring measures, as well as providing loans to address the problem of informal debt and COVID-19 recovery loans.



Goal 9: Industry, Innovation and Infrastructure

GSB supports building a strong financial infrastructure through the use of digital innovations, e.g. debt restructuring and lending through digital channels.



Goal 10: Reduced Inequalities

GSB recognizes the importance of capacity building of its officers to further their careers and enhance their work and life skills, as well as promoting policies that create equal opportunities and access to products.



Goal 11: Sustainable Cities and Communities

GSB supports sustainable community development through, e.g. funding support for national grassroots economic development, comprehensive capacity building for SMEs and communities, and support for SME business expansion.



Goal 17: Partnerships for the Goals

GSB, in collaboration with German Sparkassenstiftung for International Cooperation (DSIK) and the Fiscal Policy Office, carries out a cooperation project to develop a financial literacy system in Thailand. The objective is to improve the socio-economic living conditions of the grassroots people, SMEs, and youth in the target areas.

Monitoring, Evaluation, and Review of Sustainable Development Policy

GSB has designated responsible units to monitor, collect, compile, and summarize information on sustainability performance. The results are analyzed and evaluated against the targets according to specific indicators. Performance is reported to senior executives monthly. GSB sustainability report is prepared in accordance with relevant international standards, e.g. Global Reporting Initiative (GRI) reporting framework and self-assessment according to UNEP FI's Principles for Responsible Banking (PRB), to communicate its sustainability performance to the public and stakeholders annually.

GSB also requires that its sustainable development policy be reviewed at least once a year or when there is a change with significant impact, ensuring that it remains relevant in light of the circumstances, GSB policies, stipulations of the laws, regulations, announcements and criteria, and best practices.



Principles for Responsible Banking (PRB)^[2-23] [2-24]

GSB recognizes the importance of and is committed to sustainable banking, ensuring that its business operations, as an allocator of capital to drive the economy, are consistent with the Bank of Thailand (BOT)'s financial sector sustainability guidelines and UNEP FI's "Principles for Responsible Banking (PRB)" to which GSB has subscribed to since December 2020. The operations are led by the Executive Vice President for Sustainability and the Department of Sustainable Development, ensuring respect for human rights by GSB's Board of Directors, executives, officers, and employees. Moreover, it enhances GSB's operations concerning environmental, social, and governance are consistent with international standards under the 2 main Goals of SDGs, namely Goal 1 No Poverty and Goal 10 Reduced Inequalities.



GSB is determined to conduct its business in accordance with 6 Principles for Responsible Banking (PRB):

1

Alignment

Align organizational strategies with the SDGs or consistent with other related convention frameworks.

2

Impact & Target Setting

Set targets to increase positive impacts and reduce negative impacts on people and the environment resulting from GSB's products, services, and operations.

3

Client & Customers

Provide customer service with responsibility to encourage sustainable practices.

4

Stakeholders

Responsibly consult, engage, and partner with relevant stakeholders.

5

Governance & Culture

Implement effective governance and promote a culture of responsible banking.

6

Transparency & Accountability

Periodically review implementation of these "Principles for Responsible Banking" with transparency and accountability.

GSB took part in the signing of "The PRB Commitment to Financial Health and Inclusion" on 4 November 2021 to make known its intention to enable everyone to have equal access to financial services and be financially healthy. Its priorities are access to financial services and financial literacy for grassroots customers or those in remote areas. In 2022, GSB organized activities on financial literacy and provided loans to address the problem of informal debt and COVID-19 recovery loans. Moreover, GSB prepared a self-assessment report in 2022 in accordance with the Principles for Responsible Banking and published it on GSB website. It also received a feedback report from the UNEP FI Office. In addition, GSB is in the process of setting GSB's targets in accordance with the Principles for Responsible Banking, with its main goal of becoming a true social bank.



6 Principles for Responsible Banking



Alignment



Impact & Target Setting



Clients & Customers



Stakeholders



Governance & Culture



Transparency & Accountability

Progress on PRB Implementation

By using UNEP's impact analysis tools, it is found that GSB generates significant impacts in 2 areas:

- Inclusive, Healthy Economies
- Economic Convergence



2

Environmental Sustainability

PLANET

GSB has been operating based on the “Sustainable Banking” policy framework. Environmental issues are therefore given emphasis in every dimension of GSB’s operations. Loan support is provided for businesses that contribute to the creation of positive factors and reduction of environmental impact both directly and indirectly. GSB’s internal operations also promote the participation of all personnel at all levels to be aware and involved in the sustainable preservation of natural resources and energy.



Eco-efficiency^[3-3]

GSB recognizes that economic growth and financial activities inevitably lead to greater consumption of natural resources and energy, resulting in pollution as well as direct and indirect impact on the environment and ecosystem. Therefore, business sustainability should strive to create a balance between economic growth and optimal resource utilization, in accordance with the principle of eco-efficiency. To enhance competitiveness while being responsible for the environment and natural resources, it is imperative for GSB to have guidelines on environmental management to ensure that resources are used optimally.

At the same time, GSB realizes the importance of sustainable development. It has adopted the principle of eco-efficiency assessment in the determination of GSB's environmental action plan. The purpose of this is to ensure that the economic and environmental developments move forward in the same direction and in a balanced way. Such principle is in line with the approach to sustainable development stipulated in the 20-Year National Strategy (2017-2036) and the 12th National Economic and Social Development Plan (2017-2021). The principle contributes to the promotion of Sustainable Development Goals (SDGs) and the government's policy on sustainable development issued by the State Enterprise Policy Office (SEPO) on eco-efficiency in accordance with ISO 14045:2012 (Eco-efficiency assessment-Principles, requirements, and guidelines). The mentioned reference is a management philosophy that is in line with the government's objective, focusing on value creation, and reduction of environmental impact, be it the reduction of greenhouse gas emission, optimal utilization of resources, reduction of water usage, and the promotion of sustainable production and consumption.



GSB realizes the importance of sustainable development. It has adopted the principle of eco-efficiency assessment in the determination of GSB's environmental action plan.





Operational Objective of Eco-efficiency

GSB determines objectives in the implementation of the framework on eco-efficiency assessment that is in accordance with ISO14045. Its eco-efficiency level has increased every year.



Management Guidelines on Eco-efficiency

The Bank revises its energy conservation policy every year to ensure that the policy works as a guideline for energy management operations and to allow personnel to participate in the implementation of energy management for maximum efficiency. In this regard, the Bank has initiated the energy conservation policy as following:

1. The Bank shall implement and develop an appropriate energy management system in accordance with the law and other requirements by stipulating that energy conservation is a part of its operations. The policy shall be implemented by the Energy Management Working Group.
2. The Bank shall continually improve the efficiency of the organization's energy resource utilization and suitability for work and adopted technology and best practice.
3. The Bank shall prescribe plans and goals for energy conservation each year and communicate to officers and employees so that they would understand and correctly comply with the plans and goals.
4. Executives, officers, and employees at all levels shall have duties and responsibilities to cooperate in the implementation of the specified measures related to energy conservation.
5. The Bank shall provide the necessary support including human resources, budgets, working time, trainings, and participation in the contribution of ideas for energy improvement.
6. Executives and Energy Management Working Group shall review and update energy policies, goals, and implementation plans every year.

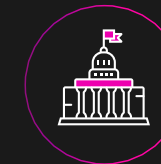


Operating Results on Eco-efficiency

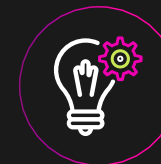
In 2022, GSB was still committed to the principle of conducting business with responsibility to the environment under the Triple Bottom Line framework to strike a balance between the organization's internal and external dimensions. The following 4 dimensions of GSB Sustainability Approach have been adhered to:



1
Maximize
positive impact



2
Strengthening
the government's policy



3
Resource
optimization



4
Having trust
and transparency

On this note, to promote credibility and transparency of GSB, relevant data has been collected and performance revealed. This may be further elaborated as follows:



Amount of Energy Usage at the Headquarters^[302-1]

Unit: Giga Joules (GJ)

	2020	2021	2022
Electricity Consumption (Kilowatt-hour: kWh)	14,462,000	12,263,000	8,995,934
Electric Power Consumption ¹ (Giga Joules: GJ)	52,063.20	44,146.80	32,385.36
Amount of fuel (Diesel) usage in the production of electricity (liters)	N/A	1,570.00	1,540.00
Amount of energy from the use of fuels (Diesel) in electricity generation (Giga Joules: GJ) ²	N/A	57.17	56.09
Amount of thermal energy usage	No thermal energy usage within the building		

	2020	2021	2022
Amount of fuel and renewable energy usage	0.00	0.00	0.00
Amount of fuel and non-renewable energy usage	52,063.20	44,203.98	32,441.45
Amount of electricity usage	52,063.20	44,146.80	32,385.36
Amount of fuel (Diesel) usage in the production of electricity	N/A	57.18	56.09
Amount of thermal energy usage	No thermal energy usage within the building		

Amount of Electricity Usage at the GSB Headquarters and All GSB Branches across Thailand³

	2022
Amount of electricity usage (Megawatts-Hour: MWh)	56,672.20
Amount of electricity usage ⁴ (Giga Joules: GJ)	204,019.91

Notes

1. Amount of electricity usage (GJ) is calculated by multiplying the amount of electricity usage (kWh) with 0.0036.
2. Amount of fuel (Diesel) usage in the production of electricity (GJ) is calculated by multiplying the amount of fuel (Diesel) usage in the production of electricity (liters) by the heating value of Diesel which equals to 0.03642 (GJ/liter). The value is in accordance with 2021 Report on Thailand Energy Statistics produced by the Energy Policy and Planning Office, Ministry of Energy.
3. The data on the amount of electricity usage does not include GSB Regional Offices 1-3 in Nonthaburi and Samut Prakan due to the limitations in the readiness of data collection.
4. The amount of electricity usage (GJ) is calculated by multiplying the amount of energy usage (MWh) by 3.6.

Ratio of Electricity Usage Concentration per person of Personnel at the GSB Headquarters^[302-3]

	2020	2021	2022
Ratio of Electricity Usage Concentration per person of Personnel at the GSB Headquarters *	9.43	8.07	6.16

*Calculated from the annual amount of electricity usage of all personnel at the GSB Headquarters (the number of personnel at the GSB Headquarters in 2020, 2021, and 2022 was 5,521, 5,466, and 5,259 persons respectively.)



Using the amount of organizational greenhouse gas emission as an indicator for environmental impact which is used for the assessment of eco-efficiency.

GSB determines approaches to measure and assess eco-efficiency by using the amount of organizational greenhouse gas emission as an indicator for environmental impact which is used for the assessment of eco-efficiency and the determination of GSB's strategies. In this regard, GSB has produced greenhouse gas emission inventory to report on its greenhouse gas emissions based on the scope of the operational control approach, in line with the ISO 14064-1 (2018) and regulations on the calculation and report of organizational carbon footprint issued by Thailand Greenhouse Gas Management Organization (TGO) (Public Organization).



GSB's Greenhouse Gas Emissions^{[305-1] [305-2] [305-3]}

In 2022, GSB emitted 2,677,998 tons carbon dioxide equivalent (tCO₂e). This comprised the amount of direct greenhouse gas emission (Scope 1 Emission) of 19,241 tons carbon dioxide equivalent (tCO₂e), of which 600.61 tons carbon dioxide equivalent (tCO₂e) constituted biogenic carbon emission, amount of indirect greenhouse gas emission (Scope 2 Emission) of 32,585 tons carbon dioxide equivalent (tCO₂e), and amount of other indirect greenhouse gas emission (Scope 3 Emission) of 2,626,172 tons carbon dioxide equivalent (tCO₂e).

Scope 3 Emission was due to the use of tools and equipment within GSB and the transportation of such tools and equipment by suppliers, the use of energy to produce emergency electricity within office buildings, energy usage in transportation for GSB's businesses including energy usage arising from personnel's transportation, and energy usage in GSB's rented assets.



Unit: tCO2e/Person

Scope of Report of Organizational Greenhouse Gas Emissions	Reporting Year	
	2021	2022
Amount of Direct Greenhouse Gas Emission (Scope 1)	18,902	19,241
Amount of Indirect Greenhouse Gas Emission (Scope 2)	32,083	32,585
Amount of Other Indirect Greenhouse Gas Emission (Scope 3)	1,582,072	2,626,172
Total	1,633,057	2,677,998



Method to Calculate the Amount of Greenhouse Gas Emission — GSB has produced a greenhouse gas emission inventory to compile the data on related activities in accordance with ISO14064-1:2018 and regulations on the calculation and report of organizational carbon footprint (6th revision, July 2022) issued by Thailand Greenhouse Gas Management Organization (TGO) (Public Organization). The data is to be transformed into amount of greenhouse gas emission with the following equation.

$$EP_i = \sum (Q_i \times EF_{ij})$$

When EP_i refers to efficient value of environmental impact for any j (type of impact).
 Q_i refers to pollution caused by j
 EF_{ij} refers to equivalent value for substance i which produces environmental pollution j.

Comparing the amount of greenhouse gas emission between 2020 and 2022, it has been found that the amount of greenhouse gas emissions in 2021 and 2022 was lower than those in 2020. In terms of the scopes of greenhouse gas emissions, it has been found that in 2021 and 2022, the amount of direct greenhouse gas emission (Scope 1) increases compared to 2020. This was different from the amount of indirect greenhouse gas emission (Scope 2) and the amount of other indirect greenhouse gas emission (Scope 3) which were decreasing compared to 2020. This is due to the reduction in the use electricity in buildings, the use of raw materials and services, and the use of electricity of rented areas that was reduced according to the project to install solar rooftop and measures to conserve energy.

Concentration of the Amount of Greenhouse Gas Emissions^[305-4]

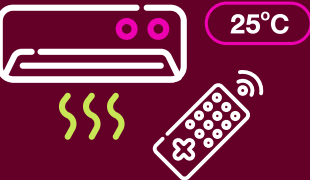


Unit: tCO2e/Person

	2021	2022
Concentration of the Amount of Greenhouse Gas Emissions*	98.64	162.60

* Calculated from the annual amount of Electricity Usage Concentration per person at the GSB Headquarters and all branches of GSB across the country (the total number of personnel in 2021 and 2022 were 16,555 and 16,470 respectively.)



Measures to Conserve Energy

<p>Air Conditioning System</p> 	<ul style="list-style-type: none"> • Turn on the air conditioner only on working days as specified by the Bank or as deemed appropriate; • Turn on the air conditioner only from 08.00 a.m. to 04.30 p.m.; • Set the temperature at 25°c; • Notify the supervisor when working on days off or overtime and use air-conditioning only as deemed necessary;
<p>Lighting System</p> 	<ul style="list-style-type: none"> • Turn on only the lights only when necessary; • Turn off the lights after use;
<p>Office Equipment and Others</p> 	<ul style="list-style-type: none"> • Turn off the computer after more than 30 minutes of inactivity; • Set the monitor to turn off automatically after 15 minutes of inactivity. • After complete charging battery of mobile phone, tablet, or electrical device, unplug the charger immediately. • Make sure that all electrical appliances are switched off and unplugged the connecting wire after use.

Outcome of Eco-efficiency Assessment

In 2022, GSB devised two indicators on value of product systems and environmental impact of GSB in order to assess eco-efficiency related to activities that emit greenhouse gases namely:

1. **Eco-efficiency value based on activities in accordance with CFO Report of Scopes 1 and 2** [activities that are under the organization's control such as the use of fuel, leakage of cooling agents (refrigerants), and electricity usage].
2. **Eco-efficiency value based on activities in accordance with CFO Report of Scope 3** (activities that are related to the organization's supply chain such as the provision of loans to the business sector).

Details for GSB's eco-efficiency values which are calculated in accordance with ISO14064-1 (2018) standard and regulations on the calculation and report of organizational carbon footprint issued by Thailand Greenhouse Gas Management Organization (TGO) (Public Organization) are as follows:

Unit: Million Baht/tCO₂e

	2021	2022
Eco-efficiency value based on activities in accordance with CFO Report of Scopes 1 and 2	81.007	86.181
Eco-efficiency value based on activities in accordance with CFO Report of Scope 3	0.048	0.042

Note: Eco-efficiency value is calculated by dividing the value of product systems (the total number of transactions in a reporting year) with environmental impact (amount of GSB's greenhouse gas emission).



According to the assessment of eco-efficiency in the previous year, GSB has revised its indicators following the observations of the State Enterprise Policy Office (SEPO) who considered the data of activities in 2021 and 2022 and found that in 2022, GSB had eco-efficiency value based on activities in accordance with Scopes 1 and 2 of 86.1806 Million Baht/tons carbon dioxide equivalent which was higher than that in 2021 with the eco-efficiency value of 81.0070 Million Baht/tons carbon dioxide equivalent. It shows an improvement in the organization's performance. This was due to the higher amount of remaining deposits and loans provided in 2022 which were significantly greater than in 2021. This was in spite of the higher Scope 1 and 2 greenhouse gas emissions in 2022 (51,826 tons carbon dioxide equivalent) than in 2021 (50,985 tons carbon dioxide equivalent).

As for the eco-efficiency value based on activities in accordance with Scope 3 in 2022 (0.04170 Million Baht/tons carbon dioxide equivalent), it was lower than in 2021 (0.04830 Million Baht/tons carbon dioxide equivalent) which was due to the fact that factors related to organization's greenhouse gas emission were higher in 2022 than in 2021 in every scope. For Scope 1, it was due to higher use of fuel. For Scope 2, it was due to greater use of electricity. For Scope 3, it was due to the greater provision of loans to industrial sectors that emit greenhouse gas emissions.



Projects to Promote Eco-Efficiency

1. Environmental Conservation Project: Reducing and Phasing Out the Use of Ozone-depleting Substances

GSB joined the Environmental Conservation Project: Reducing and Phasing Out the Use of Ozone-depleting Substances in Thailand, following the cabinet resolution on 7 October 2003. GSB provides financial management services for enterprises that are committed to reducing and phasing out the use of ozone-depleting substances which contribute to global warming. An environmental conservation project unit was created to offer a service in managing the grants from the Ozone Projects Trust Funds (OTF) according to the Montreal Protocol on Substances that Deplete the Ozone Layer. GSB also takes part in campaigning and raising awareness for the general public on the importance of the Ozone layer.



GSB joined the Environmental Conservation Project: Reducing and Phasing Out the Use of Ozone-depleting Substances in Thailand





When GSB's work on CFCs which include cooling substances in air conditioning in cars, refrigerators, freezers, metal cleansing substances, electronic circuit boards, and propellants used in spray products, the Ministry of Finance tasked GSB to work with the Department of Agriculture to offer financial assistance to entrepreneurs in the agricultural sector to switch from using methyl bromide which damages the ozone layer to phosphine when fumigating agricultural products. Phosphine is more environmentally friendly and does not cause as much damage to the ozone layer as methyl bromide. The above project ended on 31 December 2013.

Later, the Ministry of Finance also asked GSB to be the Financial Agent for the Hydrochlorofluorocarbon (HCFC) Phase Out Project Stage I (2013-2018) with a grant of 16.85 Million USD over the six-year period. This was in accordance with the agreement between the World Bank and the Thai Government in order to provide assistance to air-conditioning and foam manufacturers to change their equipment and stop using HCFCs. They were encouraged to use substances that did not deplete the ozone layer and had no effect on the global climate. The project was completed by 31 December 2018.

In 2019, the World Bank asked GSB to continue being the Financial Agent for the HCFC Phase Out Project Stage II for continuity. In this regard, the World Bank asked the Public Debt Management Office, Ministry of Finance to send a letter to GSB formally asking for cooperation. The 6/2019 Meeting of GSB Board of Directors on 18 June 2019 approved GSB to become the Financial Agent for the HCFC Phase Out Project Stage II.

Performance and Project Monitoring^[305-5]

Key summary of the important information of the HCFC Phase Out Project Stage II which was related to the annual reporting cycle in 2022 is as follows:

Project Stage II

provided 5.08 Million USD (combined figure of the Department of Industrial Works and GSB) financial aid for switching the equipment and chemicals used in the foam spray sector and refrigerator and commercial refrigerator sector. The Stage II is expected to be implemented during 2019-2023 (5 years) with financial aid of **1.92 Million USD, approximately 57.48 Million Baht** for operators. In this project, operators will receive both financial and technical assistances to switch their production processes to alternative technologies that do not deplete the ozone layer.



Industrial sectors that would receive financial aids through the World Bank include:



1. Commercial Refrigeration

There was one entrepreneur participated. At present, the Bank has finished its report for this sub-project and dispensed 183,514 USD to assist the Company, thereby completing GSB's commitment to provide grant for the sub-project. Following its completion, the Company could reduce the Global Warming Potential (GWP) by 7,444.58 tons carbon dioxide equivalent.



Reduce the Global Warming Potential (GWP)
by **7,444.58** tons carbon dioxide equivalent.



2. Spray Foam

The chemical used to manufacture spray foam was switched from HCFC-141b, the import of which will be banned from 2023 onwards, to HFO or a water formula. The Department of Industrial Works and several system houses will organize a workshop on health and safety and invite entrepreneurs in the spray foam sector to participate in the project. According to the survey conducted by the Department of Industrial Works, there were 6 isolated spray foam entrepreneurs and 40 retail entrepreneurs. Of these, 2 entrepreneurs expressed their interest to join the project. It is expected that upon completion, companies that participate in the project will be able to reduce the Global Warming Potential by 20,949 tons of carbon dioxide equivalent and reduce the Oxone layer depletion potential by 3.03 OPD tons.

Reduce the Global Warming Potential by **20,949** tons carbon dioxide equivalent

Companies that participate in the project will be able to



Reduce the Global Warming Potential
by **20,949** tons carbon dioxide equivalent



Reduce the Oxone layer depletion potential
by **3.03** OPD tons carbon dioxide equivalent

Therefore, this project is very beneficial to communities and the environment. It also contributes to the campaigning and raising awareness of the general public on the importance of the Ozone layer, as well as reducing the impact of global warming. These are in line with the modern policy of GSB which aims to provide assistance to society in the form of a Social Bank.





2. Upgrading of Air Conditioners^[302-4]

GSB continues to implement the measure to replace 113 old air conditioners with highly efficient ones in GSB headquarters with an aim to enhance efficiency of air conditioners and reduce energy usage. In 2022, the amount of energy usage prior to the upgrading was 250,386.86 kWh/year. Following the upgrade, the amount of energy usage fell to 160,912.29 kWh/year, saving 80,474.57 kWh/year. Cost of investment was 2,230,000.00 Baht. The payback period was 6.46 years.

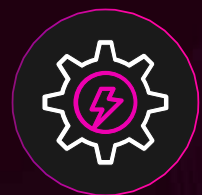
The amount of energy usage in 2022



Prior to the upgrading
was **250,386.86 kWh/year**



Following the upgrade,
the amount of energy usage
fell to
160,912.29 kWh/year



Saving
80,474.57 kWh/year
Cost of investment
was 2,230,000.00 Baht.
The payback period was 6.46 years.

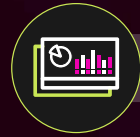
Continues to implement the measure to replace air conditioners with highly efficient

- Remarks:** Method of calculating post-maintenance cost reduction
1. Calculate kWh/year saved using kW/TR of the new air conditioning system which was at 1.140 (information from the manufacturer) and kW/TR of the old air conditioner prior to the upgrade which was at 1.68 (average information from measurement), based on the actual hours of usage at 1,976.00 hours per year, the cooling capacity of the new air conditioner at 1,293,000.00 Btu/hr (107.75 TR), compressor operating factor, and the usage percentage of 70%.
 2. The value of kWh used in the calculation equals the total cooling capacity of the new air conditioner (TR) x kW/TR x actual usage hours (hours per year) x 70/100.
 3. Calculate kWh used (after the upgrade) - kWh used (before the upgrade). Then you will have the value of kWh (that can be saved).



Circular Economy^[3-3]

GSB has always been committed to becoming a “Social Bank”. Accordingly, it has designed financial products which promote awareness on sustainability issues and encouraged various parts of the organization to conduct activities to promote awareness of sustainability issues and effects on the environment and society. GSB has also encouraged stakeholders to be aware of sustainability issues in every business they do with GSB. Partners of GSB have to go through the procurement process that adopts the Environment, Social, and Governance (ESG) criteria as part of the consideration.



Management Guidelines on Circular Economy^[3-3]

Green Procurement is a process that GSB has given emphasis on as part of the drive towards having circular economy within the organization. This is an effort to show the stance of GSB in promoting responsibility towards the environment and society throughout its supply chain. GSB has issued a plan to promote green procurement in accordance with the Public Procurement and Supplies Administration Act, B.E. 2560 (2017), Ministry of Finance Regulation on Public Procurement and Supplies Administration B.E. 2560 (2017), and other relevant laws including provisions for every partner who presents quotation to GSB to follow the Labor Protection Act and Enhancement and Conservation of National Environmental Quality Act, and to ensure that the procurement is done in accordance with the needs of the government which will be listed as part of the Terms of Reference (TOR) under the section titled “Details and Specifications” and conditions in the announcement for the procurement of goods and services.

GSB also reports the information on the amount and value of green procurement to the Pollution Control Department in order to determine directions on the country’s sustainable consumption.



Operational Objective on Circular Economy

GSB sets a target to procure products or services that are environmentally friendly at least 70% of the total number of items procured.



Operating Results on Circular Economy^{[301-1] [301-2]}

In order to promote awareness on effective use of resources within the organization, GSB has stipulated the criteria for the procurement of stationery products such as paper and printer toners that they must be certified with environment labels or qualities that are in accordance with the conditions and specifications of environmentally-friendly products stipulated in the plan to promote green procurement.

In 2022, GSB has collected relevant data which includes the following:

Items used in the Production and Containers of Products and Services	Total Amount	Percentage of Recycled Materials per Total Amount
Photocopy Paper	417,800 reams or 1,045 tons	At least 50% of the total pulp is from recycled pulp.
Printer Toner	9,000 toners	Cannot be calculated since each department has its own way of managing toners. However, GSB has a plan to collect and report data next year.



GSB emphasizes the use of materials that are environmentally friendly especially stationery which needs to go through green procurement. This is indicated in the Terms of Reference (TOR) under the section titled “Details and Specifications” and conditions in the announcement for the procurement of goods and services. In 2022, 629 partners of GSB, representing 100% of partners, have signed to acknowledge and follow the conditions in the Terms of Reference on processes that are environmentally friendly.^[308-2]

Moreover, GSB is committed to promote circular economy system throughout the supply chain through a number of projects both carried out by GSB itself and under collaboration with other sectors, with the aim of maximizing efficiency in the utilization of resources in every step of the process. Details of each project are as follows:

1. Community Waste Bank Project: GSB Zero Waste



In 2022, GSB in collaboration with the United Nations Development Programme (UNDP) Thailand signed the Cooperation Agreement to create the Innovative Solutions for Community Waste Bank and establish the first SDG Station in Thailand. This reflects the common commitment in encouraging integrated innovative solution to support achieving the Sustainable Development Goals (SDGs) as well as improving the management of waste that is more environmentally friendly at the community level. It is in line with GSB’s policy in driving its missions to support the principles on Environment, Social, and Governance (ESG), Sustainable and Responsible Bank to support the United Nation’s SDGs.

Outcome and Progress of the Project^[301-2]

Surat Thani province has been selected as a demonstrative area for the project whereby Suratthani Rajabhat University is the driving force in integrating approaches to preserve communities from local authorities, the private sector, and educational institutions to improve waste management. The area has suffered from organic and inorganic waste. This issue has been a key environmental problem that has been caused by tourism, businesses, and ways of life of the people in local communities.

GSB has also worked with the United Nations Development Programme (UNDP) to raise awareness and generate economic incentives by adding economic value to waste through a number of methods such as recycling of plastic and organic waste to produce machines and equipment. GSB, with its vast and comprehensive networks will contribute to the effort to raise awareness among the general public. It is also possible to conduct similar projects in other provinces. To date, the amount of recycled waste is more than 206 kilograms from 1,612 participants, enabling the reduction of greenhouse gases by more than 130 kilograms of carbon dioxide equivalent.



The amount of recycled waste
is more than
206 kilograms



1,612 participants



Enabling the reduction of greenhouse gases
by more than **130 kilograms of carbon dioxide equivalent**



2. GSB for BCG Economy Loans Project

Apart from internal undertakings to encourage circular economy and reduction of environmental impact from the operations of GSB, in 2022, GSB was still operating on the basis of sustainability, adhering to the BCG Model, a new economic model in line with the Government’s policy, in order to become a bank which supports the provision of loans together with three dimensions of economic developments namely, bio economy, circular economy, and green economy. These are in line with the principle of striking a balance between economic growth and society, and environment. Such undertakings by GSB will be able to help achieve 2 key Goals namely, Goal 1: End Poverty in all its forms everywhere and Goal 10: Reduce inequality within and among countries.

In 2022, GSB conducted a project titled GSB for BCG Economy with the aim of reducing financial inequality which was part of GSB’s main goals towards sustainability by integrating Environmental, Social, and Governance (ESG) aspects, in line with the strategy on product and service development to create lower cost access to capital and uplift quality of life of people in society be it the general public or retail entrepreneurs.



Project Background

GSB for BCG Economy Loans is a credit provision project for any business whose management corresponds to the BCG Model. There is no credit limit for an applicant who is a juristic person. For individuals, at least 1 Million Baht of loan can be provided using one of the following documents as guarantee: GSB savings passbook, Special Premium Savings Certificate, bonds, land and building, land deed or condominium unit. Alternatively, the applicant may ask Thai Credit Guarantee Corporation to co-guarantee. GSB has set a target to increase the proportion of support for businesses that put emphasis on the BCG Model, in accordance with GSB’s business plan 2023-2027 in order to reaffirm GSB’s stance in being a responsible bank in accordance with the United Nations Environment Programme Finance Initiative (UNEP FI). Loan applicants are to apply the BCG Economy Model which utilizes science and technology, and innovations to build on the strengths in business development. Details of the BCG Model are as follows:

B

Bio Economy

“Creating added value for products” by applying knowledge technology, and innovation to develop biological resources or agricultural products, e.g. biodiesel, alternative energy, and bio-based packaging.

C

Circular Economy

“Zero Waste” through optimal resource utilization by recalibrating manufacturing process as well as reusing and recycling materials, e.g. manufacturers or sellers of bio-based packaging products and recycled packaging products except packaging products made from petrochemicals.

G

Green Economy

“Addressing the pollution problem in a sustainable manner to reduce its global impact” through balanced development in 3 dimensions: economic, social, and environmental, with a focus on balanced resource utilization, e.g. manufacturers or sellers of rooftop solar panels; alternative energy power plants (biogas /biomass/renewable energy/waste); eco-tourism, e.g. using digital technology to help local communities create their tourism content and stories, manage tourism routes, reduce energy consumption, and conserve the environment.



Short-term Goals of the Project

GSB carries out the GSB for BCG Economy Project to provide loans for businesses that comply with ESG and BCG Model with the targeted credit of 5,000 Million Baht.

Project Management

Challenges	GSB's Management Method
<p>At the initial stage of product and service development, GSB has to face challenges from customers who may have misunderstandings about the criteria/ conditions of the products. Hence the outcome may not be in accordance with GSB's expectations.</p>	<p>GSB is committed to operate its businesses in line with the United Nations Sustainable Development Goals (SDGs) especially the reduction of financial inequality and promotion of greater access to capital for retail entrepreneurs. GSB has provided trainings and knowledge-sharing sessions to employees and branch representatives from across the country on circular economy and the BCG Model in order to be able to better provide comprehensive advice and assistance on the details of the project.</p>



Outcome of the Project

In 2022, GSB issued loans under the GSB for BCG Economy Project to more than **1,699 entrepreneurs** to support enterprises that apply the BCG Economy Model totaling **5,828 Million Baht**. GSB also provided credit to more than 1,533 applicants whose businesses were related to the BCG principles, accounting for **13,678 Million Baht**.



Issued loans to more than **1,699 entrepreneurs**
 Total limit **5,828 Million Baht**

Businesses were related to the BCG principles **1,533 applicants**
 Total limit **13,678 Million Baht**



CLICK HERE

More details on the GSB for BCG Economy can be found at:





3

Social Sustainability

PEOPLE

GSB attaches importance to the multi-dimensional development of Thai society, in particular the creation of opportunities and reduction of inequality in accessing financial services as part of uplifting the people's well-being. GSB also emphasizes human capital development, ensuring that our personnel are efficient and on par with changes in the digital era. GSB aims to deliver efficient services and operations to all stakeholders under the principle of good governance.

Digital Innovations^[3-3]

The development of digital technology is a business challenge that GSB is currently facing. Applying technology to the work process helps increase long-term comparative advantage. In this regard, GSB has initiated digital innovative projects such as the development of new technology strategies that are in line with the business context, the use of new software or platforms as well as digital transformation through inventions and adoption of new technology into the business process to transform various work processes from analog to digital.

GSB attaches great importance to having innovation as a driving force in its operations and business undertakings. GSB supports and encourages creativity in every step of the process to ensure the development of digital innovations that generate business values, increase operational efficiency, increase competitiveness, and allow GSB to grow sustainably amidst changes.

GSB attaches great importance to having innovation as a driving force in its operations and business undertakings.





GSB's policy and management guidelines on innovation are as follows:

GSB determined its strategic position in the period of five years (2022-2026) as an organization of innovation to drive itself towards a Social Bank and Responsible Banking underpinned by digital innovations with the aim to deliver positive outcome to society leaving no one behind. GSB has produced the Master Plan on Innovation Management (2022-2026) to promote and encourage enhancement of the organization's thought process and innovation management, as well as digital development, which will in turn enhance the services to be of better quality and more efficient. There are three key strategies to drive innovations, namely:



Strategy 1

Development of Organizational Innovation System to Drive Organizational Innovation Management

GSB is committed to reviewing and developing corporate structures, innovation management system, and Corporate Innovation System (CIS) with allocation of innovation resources and assessment of sufficiency to ensure readiness to support innovation plans and design and manage Innovation Portfolio, taking into consideration a number of dimensions including investment, worthiness, opportunities, challenges, as well as risks. GSB also works to improve its undertakings on registration for Intellectual Property with the expected outcome of having an organizational innovation system that is in accordance with the standards, Innovation Portfolio, and good assessment result in the area of sufficiency of innovative resource allocation. The indicator is the number of products that have been registered for intellectual property.



Strategy 2

Enhancement of Knowledge and Potentials on Creativity and Innovation, with a View to Foster the Culture of Innovative Organization

GSB is committed to developing measurement, analysis, and knowledge management from lessons learned. A key indicator is the ability to promote values and the culture of creativity and innovation. GSB seeks to enhance innovative capabilities, build KM-IM Teams, and generate role models of leadership. GSB improves its knowledge and capabilities in the use of creativity and organizational innovation management in order to develop innovations that focus on customers and the market. The outcome of this strategy is to have a system to measure and manage knowledge from the assessment of work performance and improvement made to key indicators. Assessment must be made in terms of becoming an innovative organization as well as an organization of learning and innovation.



Strategy 3

Enhancing Innovations of Products and Services that Put Great Emphasis on Customers and the Market

GSB aims to manage and analyze customers' and market's insight data from the Big Data database to further improve its product and service innovations, new business processes and formats that generate marketing opportunities, as well as the development of innovations for financial products and services which serve to support GSB's mission towards a Social Bank by stipulating that the outcome must include Customer Persona and Customer Journey of current and future customer groups. There must also be innovations of commercial and social products and services, as well as financial and non-financial outcomes from digital innovations.



IM GOVERNANCE

Task forces on key work processes have been set up to ensure success in accordance with objectives and directions of driving GSB towards an organization of innovation.

Under the above strategies, GSB has set up structures of committees/task forces on GSB's innovation management, as well as clear duties and responsibilities in order to have supervision of the implementation of the policy on the overall use of organizational creativity and innovation. GSB has also produced strategies and a master plan for long-term management of knowledge and innovation, which are then translated into action plans/projects and plans in each division of the organization. GSB also promotes, supports, develops, and enhances the management of innovations closely. Task forces on key work processes have been set up to ensure success in accordance with objectives and directions of driving GSB towards an organization of innovation.

GSB adheres to the law on anti-money laundering and the law on counter-terrorism and proliferation of weapon of mass destruction financing, as well as the Personal Data Protection Act B.E. 2562 (2019) to prevent any violation, storage, and use of personal data.

Structure of the Committee/Working Group on Innovation Management of GSB

GSB Board of Directors



Executive Committee



Corporate Innovation Management Committee



Senior Executives



Innovation Management Working Group



Knowledge and Innovation Management Working Group
(Central/GSB Regional KM-IM Teams)





Objective of Digital Innovation

GSB has set up an objective on the development of product and service innovations with a view to providing customers with convenient, quick, and safe access to financial services. GSB has set a target of more than 100,000 loan approvals through MyMo MyCredit.



Digital Innovations in 2022

In 2022, GSB had a policy to apply digital technology to support GSB becoming a Social Bank through the development and presentation of products and services in the form of Digital Bank and in response to customers' needs in a comprehensive and efficient manner, with a view to providing extensive and fair assistance to grassroots society, alleviate debt issues and burden of interest rates to low-income groups, as well as retail entrepreneurs and community organizations. Objectives are as follows:

- **To increase financial liquidity** and help retail entrepreneurs who have been affected by the economy;
- **To reduce dependency on informal loans** and reduce household expenses;
- **To ensure convenience and timeliness** when using GSB's loan services through the digital platform;
- **To increase opportunities to expand services** for customers both current and new customers.

GSB has supported digital innovations in line with its objective to become a Social Bank and a bank of innovation:



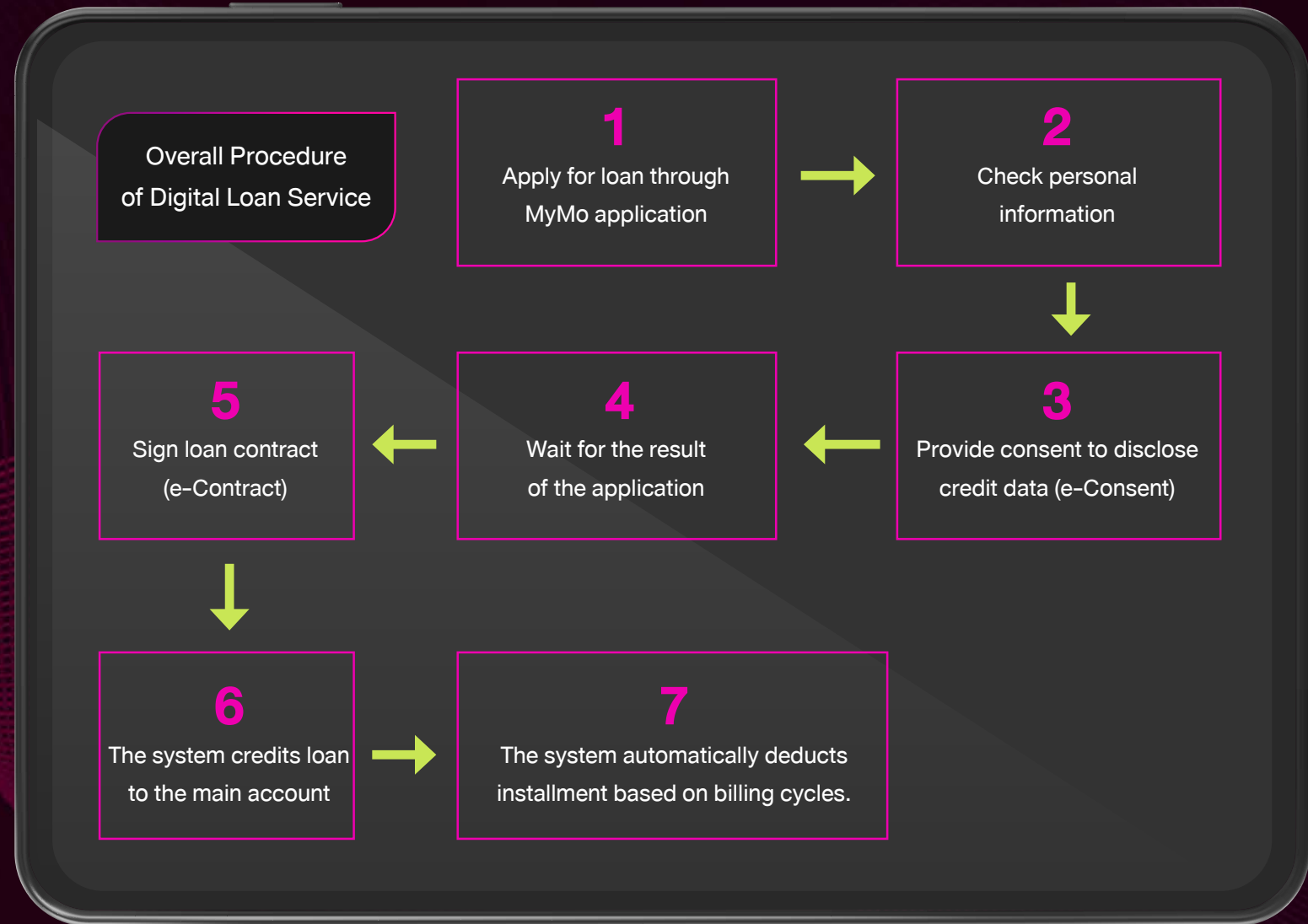
1) Project to Develop Digital Loan Process through MyMo Application^[203-1]

Due to the COVID-19 pandemic, a large number of GSB's customers have been affected both in terms of income and business operations. In this regard, GSB has issued a number of measures to alleviate the burden of customers through applying digital banking in the provision of loans through digital platform in order to provide convenience for customers through Mobile Banking (MyMo), with a view to helping those who have been affected by the economic situation, increase access to capital, reduce dependency on informal loans, and provide convenience in conducting online transactions without the need for customers to be physically present at GSB.



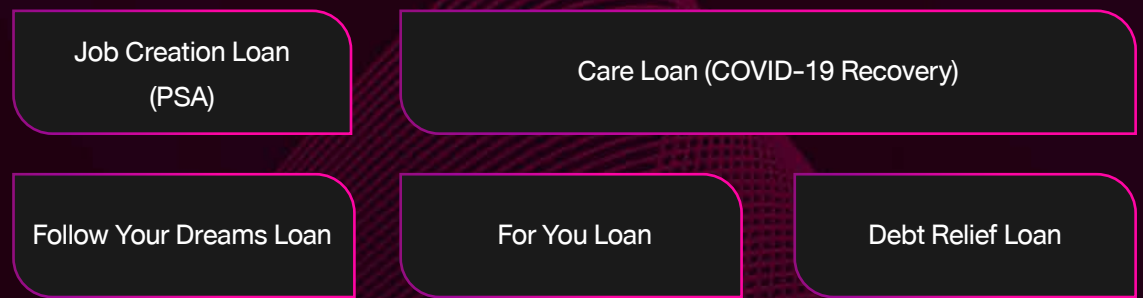
At present, new technology and innovations constitute a factor that generates changes to businesses in every industry. One of the businesses that experience rapid changes due to technology is financial intermediary like the “Banking Sector” whereby users expect easily accessible products and services which can accommodate various needs. This results in the banking sector trying to present products and services on digital platforms through the use of customers’ behavior analyses, thus elevating the services towards digital banking. Banks also need to take into account how to offer products and services that suit customers in various channels, including offering of products and services of banks and their partners, investment products, recording of data, receiving and sending of information, connection with external partners, sales personnel quality control, and the development of clear presentation of products and services without distortion and annoyance towards customers. Banks also need to provide sufficient information to assist customers in choosing financial products and services that are in line with the regulations of the regulators. Technology and innovations are used to improve services in order to facilitate the banks to fully become digital banks and allow continuous services without interruption in accordance with the Strategy on Customers and Marketing (2022-2026)

GSB has adopted innovations of digital banking to support its loan services through GSB’s application MyMo, making it more convenient for customers. The relevant service procedure is as follows:

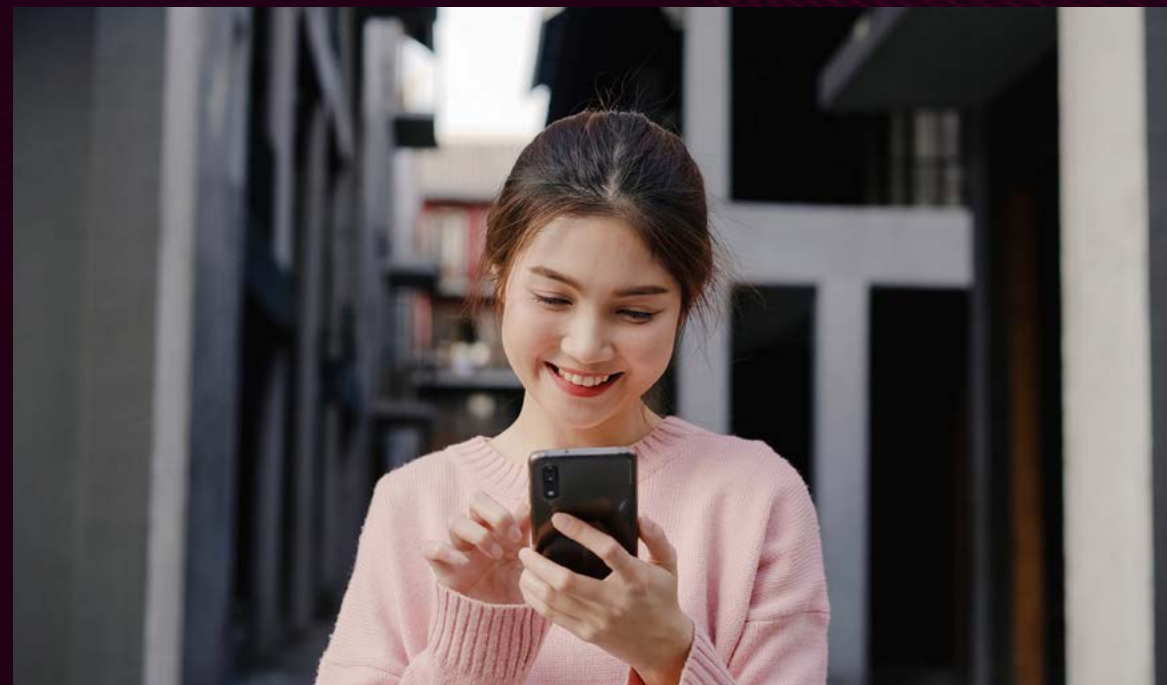


The loan application system is an effort to expand digital loan service channels to cater for customers who are interested in GSB's loan products to receive detailed information on the products. They are able to review their repayment ability by themselves and should they be interested in GSB's products, they will be able to apply for loans and GSB will contact and provide further details, including preparation of documents and application process.

GSB has enhanced its digital lending by introducing digital innovations to help in its consideration and to become a tool to help make it more convenient for customers who want to use GSB's digital lending. Customers can register for the lending service by themselves through GSB's website and/or Mobile Banking application MyMo at any time wherever they are. This increases convenience and reduces the time and travel cost. Loans that can be applied through GSB's digital channels are:



Introducing digital innovations to help in its consideration and to become a tool to help make it more convenient for customers who want to use GSB's digital lending



จะวิกฤตก็สู้ไหว หายห่วงเรื่องเงินกู้
สินเชื่อเพื่อสร้างอาชีพ by GSB
วงเงินกู้สูงสุด 100,000 บาท*
ผ่อนนานสูงสุด 8 ปี
3 เดือนแรกปลอดชำระหนี้ต้น
* non-Drop Down: 1.80 Monthly Loan: 18 AOD (Effective Rate) ไม่ต้องใช้หลักประกัน

ออมสิน ฉลองความสำเร็จ
ปล่อยสินเชื่อห่วงใย (เพื่อสู้ภัยโควิด-19)
เต็มสภาพคล่อง 1 ล้านคน ช่วยคนไทย ตามนโยบายรัฐบาล
GSB Society GSB Contact Center 1115

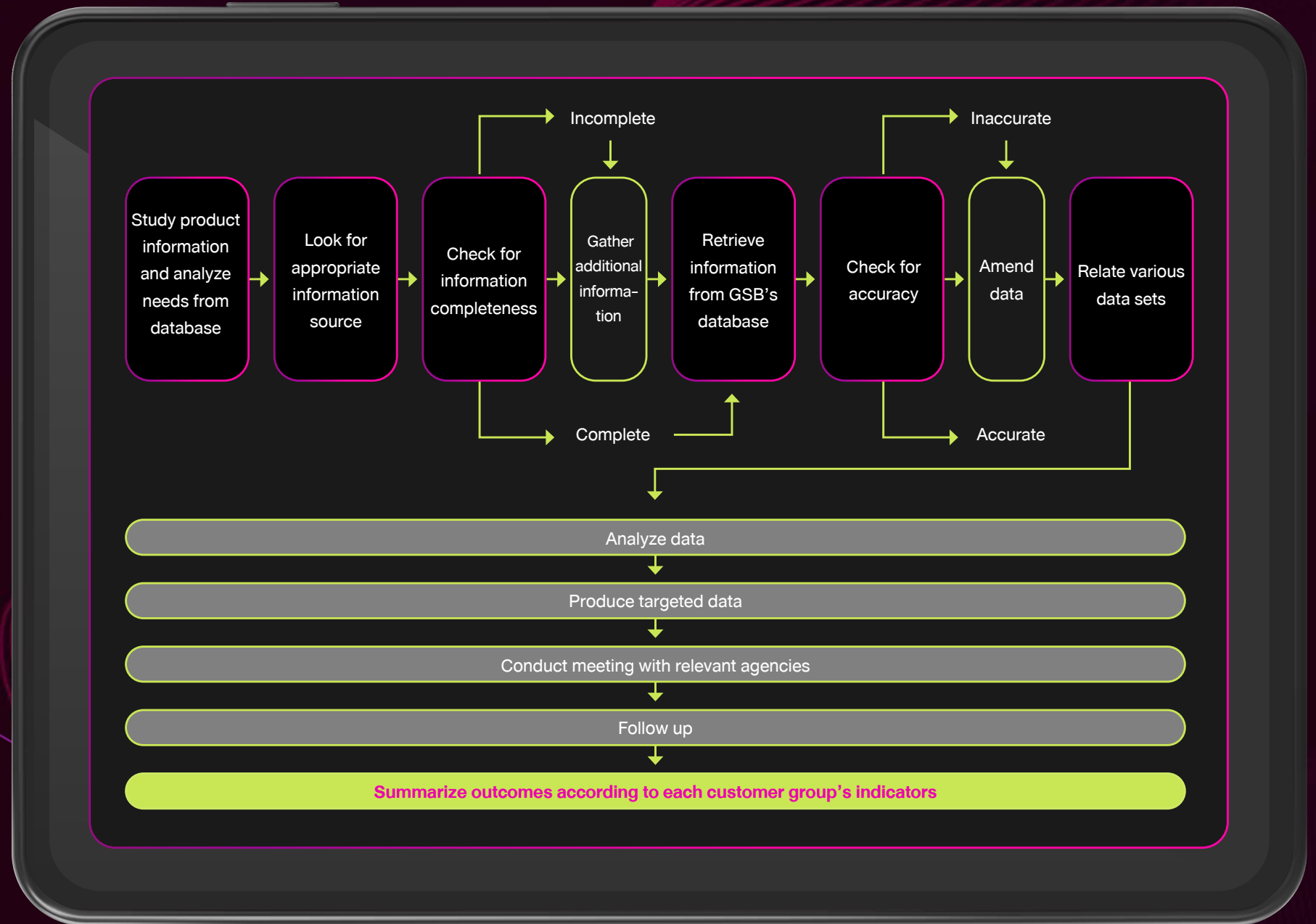
ช่วยให้คุณฟื้นได้ หลังวิกฤติ Covid 19 ด้วยสินเชื่อเพื่อคุณ
ดอกเบี้ย 1.25% *ส่วนเงินกู้ได้สูงสุด 2 ปี วงเงินสูงสุด 30,000 บาท
ไม่ต้องใช้หลักประกัน
เว็บไซต์: www.gsb.or.th
ภายในวันที่ 31 ธันวาคม 2566

เงินฝืดเมื่อไหร่ นึกถึงสินเชื่อเพื่อคุณ
ใช้เอกสารน้อย ไม่ยุ่งยาก



Process to Analyze Target Customer Groups

GSB uses digital innovations as part of the decision score in order to approve loans and select potential customers. The process of analyzing target customer groups is as follows:



Project Outcome and Follow-up^[FS13]

GSB monitors the performance of digital loan services by following up on the status of customer contacts and through the loan applications. With these, GSB will be able to present products according to customers' needs in a timely manner. The indicator that is used to measure progress is the number of digital loan product applicants. There have been many customers who are interested in applying for digital loan products. The report on the loan applications (individual loans) for the year 2022 is as follows:



Number of applicants for the products **1,046,620**

Remark: data from the loan application system as of 30 December 2022

Loan Type	Launching Date	Amount of credit approved/ Amount of contracted sum	
		Number of Applicants	Amount (Baht)
Care Loan (COVID-19 Recovery)	19 January 2022	124,418	1,244,180,000
For You Loan	31 May 2022	131,396	1,911,780,000
Follow Your Dreams Loan	10 August 2022	764	6,105,000
MyMo MyCredit Loan	18 November 2022	23,433	234,330,000
Total		280,011	3,396,395,000

Remark: data from the loan application system as of 30 December 2022

GSB also set a target to enhance digital lending using Alternative Credit Score together with the score from the Credit Bureau in order to approve Care Loan (COVID-19 Recovery). The target was set to at least 20,000 applicants.



In 2022, GSB approved loans for **21,818** applicants.

Moreover, **236,680** cases of debt restructuring were done through MyMo application.



GSB will be able to present products according to customers' needs in a timely manner.



2) Digital Savings and Digital Special Savings Certificate Project



GSB has launched two products on the digital platform, namely Digital Savings and Digital Special Savings Certificates. Depositors may use the service through MyMo application. GSB has also monitored outcomes to further improve and develop products to be in line with the needs of customers and the market within appropriate risk management. Customers are able to access financial services in a convenient, timely, and secure manner. They help foster financial discipline and promote savings, as well as reducing travel costs. GSB can also reduce its operating costs, including those related to passbooks or physical certificates, air pollution from customers traveling to conduct transactions at GSB branches, and the use of paper.

Project Outcome and Follow-up

GSB follows up the outcome of the project in accordance with GSB Regulation Number 692 on the New Product Policy which stipulates that for new products that have been launched for at least 3 years, the product owner agency may show that such products have good and sufficient risk management and operations to continue offering the product to customers. The assessment is done when there is a need to improve such product and service or once every five years. The procedure is to first follow up the product implementation, review the implementation by considering relevant factors, and improve the product in accordance with the customers' needs. The outcome of digital savings and digital special savings certificates is as follows:

Digital Savings

Detail	2022 Number of Accounts
Number of remaining savings accounts	903,657
Change in number of remaining savings account (increase/decrease)	339,723
Rate of increase/decrease	60.24%

Digital Special Savings Certificates

Detail	2022 Number of Certificates
Number of certificates	2,012,232
Change in number of certificates (increase/decrease)	163,127
Rate of increase/decrease	8.82%





Moreover, in 2021-2022, GSB held three marketing activities with the aim of raising awareness on 1-year Digital Special Savings Certificate product.

1-Year Digital Special Savings Certificate on the Occasion of the New Year 2021 Project

(From 11 January 2021 - 15 March 2021)

Special Payment Announcements were done twice on 16 February 2021 and 16 March 2021. Each announcement comprised 10 prizes, each with the value of 1 Million Baht. In total, 20 prizes were issued with the overall value of **20 Million Baht.**

1-Year Digital Special Savings Certificate on the Occasion of 108 Years of GSB Project

(From 1 to 15 April 2021)

Special Payment Announcement was done once on 16 April 2021. The announcement comprised 108 prizes, each with the value of 10,000 Baht. The total value was **1,080,000 Baht.**

1-Year Digital Special Savings Certificate on the Occasion of the New Year 2022 Project

(From 17 December 2021 - 15 March 2022)

Special Payment Announcements were done twice on 16 March 2022 and 16 April 2022. Each announcement comprised 10 prizes, each with the value of 1 Million Baht. In total, 20 prizes were issued with the overall value of **20 Million Baht.**



3) Debit Card Service Development Project on the MyMo Application Project

GSB has planned for the development of Debit Card on MyMo application to facilitate customers in checking the status of their debit cards and transactions, as well as setting their limits for cash withdrawals or debit card payment for goods and services. The product was launched on 27 May 2022 following the resolution of the 9/2021 Digital Transformation Committee Meeting on 29 September 2021 and GSB's policy to become a "Social Bank" which involves being a leader of savings to provide financial stability for the people, leading to sustainable development.



Easy Transactions

ทำธุรกรรมง่ายขึ้น ถูกใจมากขึ้น



In terms of the development of debit card feature on MyMo application, users are now able to check the information of their debit cards by themselves, including checking the due date for annual debit card fee payment, status of the debit card, savings accounts that are linked to the debit card, and checking for the debit card transactions for the period of six months. Moreover, customers may also change their debit card limits by themselves through MyMo application, be it cash withdrawal limit or payment for goods and services limit. The development and the launch of this feature have also increased the potential and image of Digital Banking of GSB to be on par with the services provided by other banks and reduced the burdens of branches since a number of customers who want to conduct transactions are diverted to online platform through the MyMo application.

Project Outcome and Follow-up

GSB monitors the effectiveness of the debit card service on MyMo application by setting up a committee to manage the Project on the Development and Improvement of Debit Card Services. The committee is vested with authority and responsibilities in following up on the progress of the Project and reporting it to an Executive Vice President to ensure that the implementation is efficient and in accordance with the objectives of the Project. GSB launched this debit card feature on 27 May 2022. Users can now use it on both Android and iOS platforms. At present, GSB is now working with relevant agencies to develop the Debit on MyMo Phase 2, which is expected to launch in the Fourth Quarter of 2023.

The number of users of Debit Card on MyMo Phase 1 for the year 2022



Number of registered users:

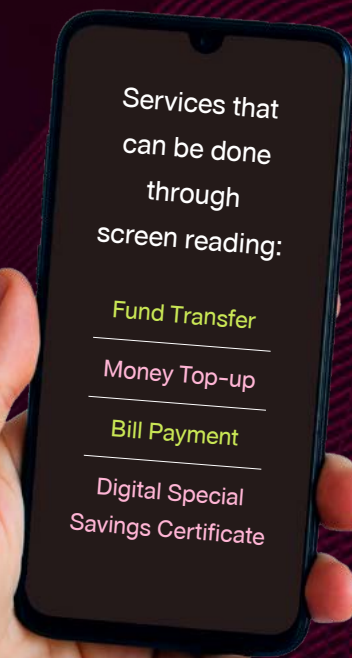
3,400,000

Remark: Data from the Information Service Department on 30 December 2022.



4) Development of MyMo Application to Accommodate Transactions for Those with Sight Impaired^[FS13]

In order to respond to the aspiration towards becoming a Social Bank, GSB is aware of the importance of promoting access to basic financial services of the general public in a comprehensive and just manner. For sight-impaired individuals, GSB has come up with an approach to provide digital services through Mobile Banking via screen reading applications done through VoiceOver (iOS) or TalkBack (Android) programs. Services that can be done through screen reading applications are as follows:



Despite this, precaution in using mobile banking with screen reading applications is for users to use earphones to prevent data leakage.

Project Outcome and Follow-up

GSB has received queries from the Thailand Association of the Blind which has found that following the update to MyMo 2.0, those with sight impaired could not use the application. Afterwards, the relevant departments coordinated with the Thailand Association of the Blind and Union Association of the Blind in Chiang Mai which were the direct stakeholders of this service to request details of the needs and user experience to support the development of screen reading program on MyMo application. The follow-up of the performance and the development of such feature was done through the reporting of progress to the Digital Steering meeting which was chaired by First Senior Executive Vice President, Information Technology and Digital Banking Group. At present, those with sight impaired can now use MyMo application with screen reading program. They could start using the VoiceOver feature to withdraw money, pay bills, top up, and access MyCash in June 2022 and the digital special savings certificate in August 2022.



Creating Opportunities to Access Financial Products^[3-3]



GSB as a provider of financial services which constitute its main business activity needs to strike a balance between risks and opportunities of lending to the underbanked or the underserved customers and increasing capacities by acquiring capital and modern financial technology that will allow GSB to provide financial products and services for the underserved customers so that they can access other sources of income. Moreover, this will help prevent excess lending for all customer groups. Any banks that can respond to the need to expand lending and financial services for low-income customers and small businesses while avoiding predatory lending and irresponsible lending have a tendency to increase social capital and business values in the long term.



Management Guidelines on Creating Opportunities to Access Financial Products^[3-3]

In 2022, GSB implemented the government's policy to resolve issues of household debts by working as the main agency in transferring assistance to the people through Debt Relief Loan. The government realized that household debt was a structural issue of the Thai economy. The lending scheme has helped individuals to have better well-being. The solving of the issue for every group of debtors has been one of the main undertakings of GSB. The Debt Relief Loan by GSB was approved by the cabinet on 1 November 2022. More than 100,000 individuals have had better financial liquidity, allowing them to lead better lives and invest in their respective ventures, thus accomplishing the mission assigned to GSB.



The work of various agencies is in line with the stance of GSB in terms of reducing inequality and providing access to credit for grassroots individuals with fair interest rates in accordance with the Social Mission Integration and the notion of “Making POSITIVE Impact on Society”, and the creation of opportunities for customers to access capital that is comprehensive of basic needs in an appropriate manner. GSB has stipulated the following policies and management approaches on the creation of opportunities and access to financial products which have been used as tools to drive the efforts to reduce inequality:

1. Policy to Develop Mechanisms to Fully Drive its Social Mission

This policy follows on from GSB’s mission in promoting opportunities to access capital with fair interest rates for grassroots individuals and small and medium enterprises to solve informal lending, reduce inequality, and enhance grassroots economy and the people’s quality of life, as well as increase career capacities in a comprehensive and self-reliable manner.

2. Approach to Implement the People’s Financial Institutions Act B.E. 2562 (2019)

The approach sets out the creation of work system for people’s financial institutions to reduce operational risks and to have standard and verifiable management.

3. Policy to Become a Social Bank and a Leader in the Promotion of Savings

The policy seeks to create stability for the people, to achieve sustainable development.

4. Policy to Strengthen Financial Institutions in Communities

The policy aims to elevate certain financial institutions to become Community Financial Institutions or People’s Financial Institutions.



Objective on Creating Opportunities to Access Financial Products

GSB sets out objectives and targets for its undertakings on creating opportunities to access financial products as follows:

- Alleviate and solve informal debt issues for grassroots and the disadvantaged by providing them with greater financial liquidity and funding for their enterprises (PSA). The indicator has been set as the number of customer groups who register for the job-creation loan scheme. This scheme is one of the retail individual loans with credit line of not more than 200,000 Baht each. The targets are as follows:

Indicator for Job-Creation Loan Scheme	Unit	2022 Target
Existing Customers		
1. Number of applicants receiving approval for their credit lines	applicants	604,800
2. Amount of money for the loan	Million USD	635.71
New Customers		
3. Number of new customers with their loan applications approved	applicants	118,230
4. Amount of approved credit line for new customers	Million USD	124.28





A duty to drive the policy on reducing inequality and promote better well-being of grassroots customers

- Launch **77 People's Financial Institutions across the country** under the project People's Financial Institutions (long-term goal from 2022-2026). It is targeted that in 2022, GSB would launch 5 People's Financial Institutions and be audited by certified public accountants.
- Raise awareness and understanding of the People's Financial Institutions Act and prepare community financial organizations to become People's Financial Institutions in accordance with Section 16 of the Act. The target has been set for **255 institutions**.
- Issue soft loans in collaboration with private companies: Car Plate Loan aims to reduce the market's structural interest rates for loans. Land Loans and Consignments aim to provide assistance to all groups of people to access capital with fair costs.



Operating Results on Creating Opportunities to Access Financial Products

GSB is the main agency vested with a duty to drive the policy on reducing inequality, promote better well-being of grassroots customers, and provide customers with opportunities to use financial services that correspond to their needs in a comprehensive and fair manner, as well as to access formal sources of capital in a fair manner, with a view to increasing self-reliance capabilities sustainably. The aforementioned approach is GSB's way of funding the grassroots economy, developing retail enterprises and communities in a comprehensive manner, raising income, and building on growth for retail enterprises. All of these are positive impacts resulting from the policy to create opportunities and access to financial products comprehensively and fairly, reflecting the long-term key policy of GSB.



In 2022, GSB has undertaken the following 4 actions to create opportunities and access to financial products in line with GSB's operating framework: 1) creating opportunities to access sources of formal capital in a fair manner; 2) resolving the issue of informal loans; 3) implementing the People's Financial Institutions Act B.E. 2562 (2019); and 4) providing knowledge on finance and supporting occupational capabilities.

1. Creating Opportunities to Access Sources of Formal Capital in a Fair Manner^[FS13]

1.1 Loans to Assist and Alleviate Hardship for People Affected by the COVID-19 Pandemic Project

Loans aim to increase financial liquidity and reduce reliance on informal loans, as well as create opportunities to restore careers. Loans can be used as seed funding for various ventures/careers and/or increase liquidity at work by providing opportunities for customers to be able to access formal loans in a fair manner. Loans under this scheme are as follows:

- 1) People's Bank Loan
- 2) Shophouse Business Loan
- 3) Community Organization Loan
- 4) Loans under Public Service Account (PSA) Comprising:

- **Care Loan (COVID-19 Recovery)** is a loan scheme aimed at helping those affected by the COVID-19 pandemic specifically for those with regular income or freelancers. Credit was provided through MyMo mobile banking application of GSB over the period between 14 May 2021-30 September 2022.
- **Job Creation Loan** aims at alleviating occupational hardship due to the COVID-19 pandemic by providing seed funding for various ventures or careers or increasing liquidity, allowing businesses to recuperate. Interested customers may register for loans through GSB's website by themselves. The approval and contract signing were done at GSB branches and/or MyMo mobile banking application. Job Creation Loans were provided between 25 November 2021-30 September 2022.

GSB has also held various promotional activities to help retail entrepreneurs have more liquidity, as businesses were affected by the COVID-19 pandemic, in accordance with GSB's Social Mission Integration. Such activities were 1) For You Loan 2) Follow Your Dreams Loan 3) Promotional Activity under the Shophouse Business Loan Project, and 4) Promotional Activity under the Returning Happiness Loans Project.



Promotional activities were held in parallel with the strategy to maintain and expand grassroots customer base by sending SMS to inform and invite customers who have attended courses on retail entrepreneurship/restaurant management (GSB Occupational Training Scheme) to apply for Job Creation Loan as part of PSA.



Project Outcome and Follow-up

GSB has a fair process of reviewing and developing products and services that correspond to every group of customers. GSB also promotes savings, financial knowledge and discipline, with a view to ensuring stability for customers, in line with GSB's position as a leader in promotion of savings. Progress is followed up by monitoring the deposits and listening to the public's views through a number of channels of GSB. Moreover, GSB has set out a framework of process that is used to follow up on the progress of its operations to facilitate ways to create opportunities and access to financial products as follows:

- 1) Issue manuals and/or documents outlining relevant operating steps that are in accordance with criteria and conditions of loan products through GSB's intranet.
- 2) Oversee the Learning Community through electronic means (Microsoft Teams) between product owners and GSB regions/districts/branches and/or community financial organization customers in order to ensure understanding of the product details as well as to address any questions related to loan services and to communicate in cases where there is any change in the criteria, conditions, and rules of a product. In cases where the products are complex and of high priority, two-way communication via online channels is used for timely communication.



- 3) Determine the scope and timeline to follow up on the progress after sending SMS to advertise and invite targeted prospective customers to use PSA loan services. The outcome can be summarized as follows:

Application Status	Number of Applicants	Amount (Baht)	Percentage
1. Registered Applicants	1,683	24,175,000	8.25
1.1 Approved	773	24,175,000	-
1.2 Not approved	910	-	-
2. Applicants not yet registered	18,717	-	91.75
Total	20,400	24,175,000	100

- 4) Publicize loan services, follow up, and provide advice.
- 5) Produce progress reports and follow up on the progress.
- 6) Process progress reports from the work system on a monthly and quarterly basis. Presentations are carried out for the management or relevant committees.
- 7) Follow up with customers whose payments are overdue, seek explanations, and report to the management. Information will be used for effective management of debtors.



In an effort to create opportunities and access to financial products, GSB adopts the following approaches to encourage participation with stakeholders who are involved in the managing or reporting processes:

- Adding a dimension of enhancing capabilities for retail entrepreneurs and community enterprise groups to increase their access to capital and sustainably enhance their competitiveness in the international market.
- Providing support from the relevant agencies to prevent operational risks of GSB, including assessing repayment the ability of community organization groups, and providing necessary information during the consideration of loan approval without violating any rules and regulations of each community organization.
- Cooperating on new initiatives or improving current projects in a timely manner and in conformity with the current situation, while preparing for upcoming events as well as the rapidly changing economic circumstances.
- Interviewing sample groups on the phone to survey their satisfaction, needs, and suggestions in the provision of products and services. Sample groups were drawn from the database of Grassroots Customer and Government's Policy Supporting Group who were new customers of GSB's loan services in 2022.



- Communicating and raising awareness with People's Financial Institutions who were the stakeholders.
- Enhancing capabilities on the management of People's Financial Institutions for the President and the Board of Directors.
- Instructing People's Financial Institutions to produce fishbone diagram to gather information on the causes and problems with a view to looking for actual solutions.
- Organizing activities to exchange information and study visits for People's Financial Institutions both physically and online, as well as reporting the outcome on the part of People's Financial Institutions to the registrar (Fiscal Policy Office).

In 2022, GSB's undertakings on generating opportunities for fair access to formal capital can be summarized as follows:

Outcome of GSB's Provision of Loan Services to Generate Opportunities for Fair Access to Formal Capital

Loan Type	Performance/Outstanding Credit	
	Accounts/Applicants	Amount (Million Baht)
People's Bank Loan	600,575 Accounts	38,084.67
Row House Business Loan	89,547 Accounts	25,309.67
Community Organization Loan	172,773 Accounts	29,136.74
Job Creation Loan	125,532 Applicants	4,999.99 (Accumulated Amount)
Care Loan (COVID-19 Recovery)	989,852 Applicants	9,898.92

Outstanding Credit as of 31 December 2022



Outcome of Promotional Activities to Provide Assistance to Retail Entrepreneurs

Type of Promotional Activity to Provide Assistance to Retail Entrepreneurs	Performance/Outstanding Credit	
	Accounts	Amount (Million Baht)
For You Loan	131,400	1,911.86
Follow Your Dreams Loan	14,291	300.39
Shophouse Business Loan (Promotional Activity)	1,398	579.33
Returning Happiness Loan (Promotional Activity)	25,436	373.17

Outcome of Approval for Individual Loans of Not More Than 200,000 Baht Each

GSB has reached its targets both in terms of existing and new customers:



Existing Customers:

Targets

Number of Approved Applicants 604,800
Amount of Approved Credit 22,250 Million Baht

Actual Outcome

Number of Approved Applicants **701,118**
Amount of Approved Credit
35,774 Million Baht

New Customers:

Targets

Number of Approved Applicants 118,230
Amount of Approved Credit 4,350 Million Baht

Actual Outcome

Number of Approved Applicants **185,419**
Amount of Approved Credit
10,290 Million Baht

Outcome of SMS Advertising to Targeted Customer Groups

Registration Status	Applicants	Amount (Baht)	Percentage
1. Registered Applicants	1,683	24,175,000	8.25
1.1 Approved	773	24,175,000	-
1.2 Not Approved	910	-	-
2. Applicants not yet registered	18,717	-	91.75
Total	20,400	24,175,000	100





Project Outcome and Follow-up

Soft loan projects that GSB collaborated with Partner Companies have the following objectives and outcomes:

- 1) **Car Plate Loans Project:** The objective of this project is to reduce borrowing interest rates in the market and increase access to capital with fair interest rates, while making it more convenient for customers through increased service points. As a result, in 2022, the market for car plate loans gradually reduced its borrowing interest rates from 24-28 percent per annum to below 19 percent per annum.



The project has made it possible for **1.4** Million people to gain access to capital with appropriate and fair interest rates, with the credit line reaching over **30,000** Million Baht (857 Million USD).

- 2) **Land Loans and Consignment Project:** This type of loan was available at over 1,000 branches of GSB across the country on 4 January 2023.
 - 4 January 2023 — evidence of damaged assets was accepted from applicants residing in 5 provinces, namely Bangkok, Nonthaburi, Pathum Thani, Samut Prakan, and Samut Sakhon.
 - 1 May 2023 — evidence of damaged assets was accepted from applicants throughout the country.

1.2 Soft Loan Projects to Provide Alternatives for Customers

GSB has also collaborated with companies to devise soft loans as alternative financial products for customers. In 2021, GSB entered into a joint venture with Srisawad Corporation to establish Fast Money Company Limited and offer car plate loans to provide soft loans alternative to the market. The company also offers interest rate restructuring for customers. In 2022, GSB was also behind the issuance of Land Loans and Consignments by entering into a joint venture with Dhipaya Exponential Company Limited and Bangchak Corporation Public Company Limited. The approach was to provide support for land and consignment loans in a manner that would make the market closer to perfect competition, increase options for the general public, and help every group of people to access capital with fair and equitable costs.



1.3 Disaster Relief Loans Project

In order to help those affected by disasters such as floods and storms, and in line with the vision of GSB to enhance happiness and security of the people, as well as create opportunities for the people to access formal capital in a timely manner.

Project Outcome and Follow-up

GSB checks for damaged assets claimed by applicants and relevant documents as part of the approval process. Such documents include the Announcement of Disaster Areas from Government Agencies/Certifications of Disaster Impact from Agencies/Photographs of Damaged Assets. In 2022, there was no application for Disaster Relief Loans.



1.4 Special Savings Accounts for Retirement Project

GSB reviews and develops its products and services to ensure that they are fair and in line with the needs of all customer groups. GSB also promotes savings, knowledge-sharing, and fostering of financial discipline which will lead to security for customers. These are in accordance with GSB's stance to be a leader in the promotion of savings, happiness, and security for customers. As a result, GSB has issued long-term savings products to ensure good life after retirement, contributing to the efforts to help the elderly attain good quality of life in an ageing society.



Project Outcome and Follow-up

GSB has a process of following up the efficiency of the project by monitoring the amount of deposit and listening to people's views through several GSB's channels. Outcomes are as follows:

Long-term Savings for Retirement

Detail	Launch Date	2022	
		Amount (Million Baht)	Number of Applicants
10-year term (10,000 Million Baht or 285.71 Million USD)	9 June 2022	10,937	15,381
7-year term (3,000 Million Baht or 85.71 Million USD)	31 October 2022	2,174	19,282
12-year term (10,000 Million Baht or 285.71 Million USD)	1 December 2022	6,487	15,930

Special Savings Accounts

Detail	Launch Date	2022	
		Amount (Million Baht)	Number of Applicants
Special fixed-term 2.5 years	25 July 2022	109,198	41,220
Special fixed-term 13 months	26 October 2022	35,824	20,324



2. Solving Informal Debt Issue^[FS13]



2.1 Establishment of a Business Unit Responsible for Solving Informal Debt Issue

The business unit that has been set up is vested with a duty to design and develop loan products with more relaxed terms than normal loans in order to create opportunities for low-income individuals to access capital. As a result, such undertakings will help solve the issue of informal debts. There is a helpdesk on informal debt located at each GSB branch across the country in order to help provide preliminary advice for the general public and to bring informal debtors into the process of debt compounding of the Sub-Committee on Informal Debt Compounding in 77 provinces.

2.2 Issuance of Loan Products under the Project to Solve Informal Debt Issue

GSB has issued products to alleviate the hardship of low-income individuals, holders of welfare cards, and those affected by various disasters, based on the process of loan issuance that is fair and beneficial for customers. All of these are aimed at helping customers to reduce their reliance on informal debt. GSB attaches importance to careful and thorough consideration of loan applications, in line with the applicants' ability to repay. Risky behaviors related to repayment need to be assessed and resolved by offering advice on how not to take up loans beyond what is necessary. GSB also provides sufficient and accurate information for customers in line with the Market Conduct on fair presentation of products and services to customers. Following the approval of loans, there are mechanisms to control and follow up that are appropriate with the risk levels.

In 2022, loan products that fall under the above-mentioned category were:

- 1) People's Bank Project to Resolve Informal Debt Issue;
- 2) People's Bank Loan Project for Holders of Welfare Cards;
- 3) For You Loans;
- 4) Debt Relief, Increase Capital loans.

In 2022, the number of low-income individuals who had received benefits and assistance from the Project to Solve Informal Debt Issue is as follows:

Outcome of the Project to Solve Informal Debt Issue



Number of customers who had received benefits and help from the project

227,513 applicants

Amount of money **4,050.43** Million Baht ,Number of new customers **49,169**

Credit line for new customers: **1,036.58** Million Baht



3. Implementation of the Policy by virtue of the People's Financial Institutions B.E. 2562 (2019)

3.1 Supporting Grassroots Financial Organizations and Enhance Their Status from Ordinary Individuals to Juristic Persons

In order to ensure that GSB's financial services at the community level create opportunities and reduce inequality in accessing financial services, GSB has taken up the role of coordinating and supporting the work of People's Financial Institutions as follows:



Support, assist, and advise on the establishment of people's financial institutions.



Set up and develop information technology system for financial services.



Set up and develop database system to analyze and verify transactions.



Set up and develop risk management system and service standards of people's financial institutions.

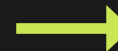


Develop potential and enhance preparedness in areas of financial system, accounting, and human resources to elevate service standards of people's financial institutions.

In 2022, the number of community financial organizations that had registered to become people's financial institutions in accordance with the People's Financial Institutions Act B.E. 2562 (2019) reached the determined targets. Details are as follows:

Target

3



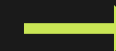
Result

3

2021

Target

5



Result

5

2022



4. Support Activities to Enhance Occupational Capabilities and Financial Literacy^[FS13]



4.1 Collaboration with the Office of the Vocational Education Commission to Conduct Trainings on Engineering

Vocational Education Institution has conducted training to enhance skills for customers who were affected by the COVID-19 pandemic so they can find jobs and generate income for themselves and their families.

4.2 Promotion of Knowledge on Management for Community Organizations

GSB has sought to provide knowledge on management for organizations including National Village and Urban Community Fund, Savings for Production Group, and Community Enterprise Group, as well as members of community organizations so they can effectively utilize GSB's financial services that are offered.

4.3 Financial Literacy through Online Channels

GSB has set a target for this program whereby the number of users who are low-income or holders of welfare cards has to reach at least 100,000. GSB has provided financial literacy through its website, "OOmTanG" application which has as many as 72 courses to select, and "CoachAom" application which consists of three key functions: 1) assessment of risks and financial literacy of users; 2) savings planning; and 3) source of knowledge. The application was launched in October 2022 on Android and November 2022 on iOS.



In 2022, the target was reached whereby the total users stood at more than 390,000. Details are as follows:



GSB Website and
"OOmTanG" Application
387,338 users



"CoachAom" Application
6,362 users



Financial Literacy/Promotion of Savings^{[3-3], [former 16]}



Objective of Financial Literacy/Promotion of Savings



- **Customers gain more financial knowledge** — for customers in the retail and community organization group and the government’s policy supporting group.



- **Expand channels of providing financial knowledge and promoting savings discipline** — by having 100 more Digital School Banks. After their studies, many members of School Banks have become customers of GSB.



- **Provide financial knowledge through basic financial knowledge courses** — facilitated by mobile applications and website. The target of users for “OOmTang” application was set to 100,000 users. Those who have attended training should have better knowledge by 80 percent.



- **Strengthen community financial organizations** — in order to equip them with capabilities in the areas of management, finance, accounting, and risk management so they can elevate to become community financial institutions or the people’s financial institutions while creating opportunities for people to access formal financial services. These will help alleviate the problem of informal loans.

Having financial knowledge and understanding will lead to effective financial management. GSB as a financial service provider utilizes its knowledge and expertise to create channels to provide correct knowledge and information in order to have opportunities in addressing the complexity of customer database, reducing social discrimination, reducing financial risks, and helping customers choose appropriate financial products, as well as enhancing abilities of customers to tackle their over-indebtedness problem.





Management Guidelines on Financial Literacy/ Promotion of Savings

GSB attaches importance to pursuing its mission for society and community with good governance, in accordance with the ESG approach, through several key undertakings in particular promoting savings and fostering financial discipline among the people. These are aimed at effectively implementing the social mission of GSB, in line with the government’s policies. GSB has also utilized its knowledge and expertise to promote savings and raise awareness among youth, customers, and the general public, create correct channels to provide the public with financial knowledge, and communicate financial knowledge and ways to disseminate such knowledge to target social groups with a view to assisting them in their jobs and fostering good financial habits such as savings, planning, and personal finance management. These are compatible with GSB’s stance as it remains committed to reducing and resolving issues of inequality among the people starting from the grassroots level. These, in turn, will enhance quality of life and stability, positively affecting the overall national economy. GSB works according to the strategies on customers and the market, as well as the master plan for social and environmental facilities. Projects to promote knowledge and financial strengths are carried out regularly.



Operating Results on Financial Literacy/Promotion of Savings

1. Financial Literacy Project through “OomTanG” Application and Facebook Page “GSB for Communities”



One of the key roles of GSB is to promote savings and create financial discipline among various groups of GSB’s customers. These are aimed at reducing inequality in society and financial disparities while equipping those at grassroots level and retail entrepreneurs with financial knowledge to manage their personal finances appropriately. They should be able to plan their savings, foster financial discipline, and be able to rely on themselves, alleviating poverty and resolving informal loan issues. Given this background, GSB has accelerated its efforts in promoting financial literacy by setting up an Online Financial Literacy (OFL) system on its mobile application and “OomTanG” web application. OFL includes the following:



- **73** online financial literacy courses
- **229 informative media** in the forms of infographics and video clips on financial literacy and part-time jobs
- Financial tools to facilitate financial planning such as interest rate calculator, savings planner, and income–expense accounting.



Moreover, GSB attaches importance to strengthening community financial organizations and their members in the aspects of management, finance, accounting, and risk management with a view to helping them become community financial institutions or people's financial institutions, and to enabling the management of community financial organizations to be effective and efficient. It is hoped that these organizations will be able to increase the quality of loans and reduce risks of outstanding loans. Informative media in the forms of infographics and video clips have been produced and disseminated on the Facebook page "GSB for Community" Channel.



Community financial organizations constitute one of the channels that allow grassroots individuals or those living in remote areas to be able to access formal financial services and reduce reliance on informal loans. Due to the COVID-19 pandemic, field trips to strengthen community financial organizations were limited. Activities moved to the online platform. Since it was found that many customers of community financial organizations use social media especially Facebook to follow and monitor news and to communicate, GSB then adjusted its method of communication through Facebook page "GSB for Community", starting from producing informative media on financial literacy for community financial organizations and their members, group management, personal finance management, and financial digital technology skills development. The online platform has also been used to share beneficial information with members. To achieve the objective of strengthening community financial organizations, informative video clips on managing community financial organizations have been produced. They aim to assist in the translation of difficult financial documents for community members.



GSB, as a government financial institution that can be utilized to develop community financial organizations, has provided support to attain knowledge in various fields. ^[FS13]



With regard to the provision of financial literacy, GSB has adopted an approach to increase participation among stakeholders, driving the implementation with community financial organizations in order to achieve the goals together. Community financial organizations have good management and carry out their operations with efficiency, in line with the commitment to devote themselves to generating financial stability and supporting the work of the government in driving the economy and society, as well as helping people under the mission of becoming a Social Bank. Community financial organizations assist GSB in the latter's activities to enhance the opportunity of access to financial products for individual members of the group. Moreover, GSB, as a government financial institution that can be utilized to develop community financial organizations, has provided support to attain knowledge in various fields. Furthermore, GSB is still able to accept, adopt, and adapt new sets of knowledge from community financial organizations so that all the groups can work together in unison, as well as coordinate with relevant agencies to further promote financial literacy and other savings promotion activities.



GSB has set out goals and targets for providing financial literacy together with loans (FL In Process). The basic financial knowledge course is available on “OOmTanG” mobile and web applications with a target of 100,000 users. Those who have attended the training must have an 80% increase in terms of knowledge. Moreover, objectives and targets of strengthening community financial organizations were determined with a view to increasing their efficiency in terms of management, finance, accounting, and risk management. These allow them to become community financial institutions or people’s financial institutions. In parallel, there have been efforts to generate opportunities for people to access formal services. Moreover, customers of community financial organizations will be able to utilize the credit received with efficiency, reducing the risk of outstanding loans in the future.



The target of **100,000 users**

Those who have attended the training must have an **80%** increase in terms of knowledge





Project Outcome and Follow-up

Outcome of the Financial Literacy Project through OOmTanG Application






217,160 attendees for the Basic Financial Knowledge Course

100 Percent of knowledge gained

Data as of 31 December 2022



Outcome of the Financial Literacy Project through Facebook Page “GSB for Community”

Indicator	 Number of Posts/Work	 Number of Access to Informative Media (times)	 Number of People who Commented (times)	 Number of Likes (times)	 Number of Shares (times)
Financial infographics and informative media were publicized on Facebook page (GSB for Community) in 4 areas: <ul style="list-style-type: none"> - Group Management - Personal Financial Planning - Enhancing Digital Financial Technology Skills - Building Relations with Community Financial Organizations 	26	13,614	874	896	492
Publicization of informative media on finance and other issues that may be of benefit to community financial organizations	117	14,869	19	520	12



2. Cooperation Project to Develop a Financial Knowledge System in Thailand^[Former FS16]

GSB has collaborated with the German Sparkassenstiftung for International Cooperation (DSIK) and Fiscal Policy Office (FPO) to implement a cooperation project to develop a financial knowledge system in Thailand with a view to enhancing the economic and social well-being of grassroots citizens, retail entrepreneurs, and youth in the targeted areas. The project has developed courses on financial knowledge and conducted training via digital platform for retail customers and students participating in the School Bank project. The courses and training cover topics such as expenses and savings and training the trainers in financial literacy. These will help increase the financial literacy of grassroots citizens and retail entrepreneurs, strengthen their foundations for good quality of life, and provide access to formal sources of capital. Positive impacts from the project include the organization being able to drive its mission to promote savings and foster financial discipline in an effective manner, reinforce good cooperation with partner agencies and stakeholders, and collaborate internationally in carrying out the project on financial literacy. Throughout the course of the project, customers and stakeholders have gained better financial knowledge, started doing income-expense accounts, planned and managed family finance, and reduced the amount of informal loans. In addition to this, the project has laid down the foundation of financial knowledge and discipline for the youth participating in the School Bank project in targeted regions.



Project Outcome and Follow-up



Financial Literacy Training
for Students **633** students



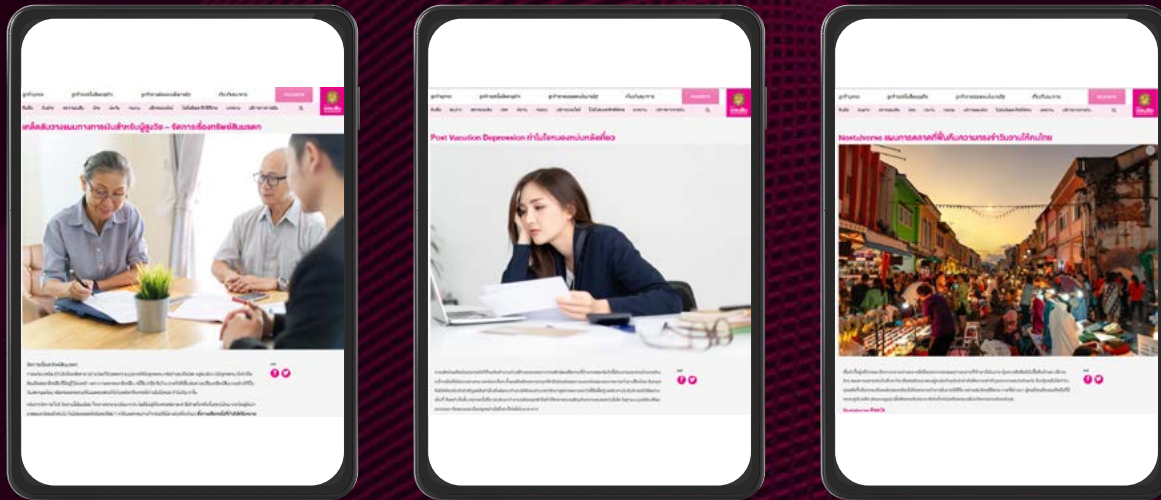
Financial Literacy Training
for Retail Customers
1,366 individuals



Staff Training
59 individuals
(41 are still with GSB)



3. Online Articles on Finance ^[Former FS16]



GSB has produced financial knowledge articles covering topics such as savings, investment, and spending so customers can adapt to their own context. For instance, financial knowledge may be used to decide savings type or savings plan that best fits each respective individual.

GSB has followed up on the outcome by attaching tags to articles in order to collect data on the interest of customers. The data will be used to develop GSB's financial products and services as well as to organize promotional activities that are in line with customers' demands.

Project Outcome and Follow-up

GSB produced financial literacy articles and publicized them on GSB's website for the period of 6 months, from October 2022 to March 2023. At least 4 articles were publicized each month. As a result, customers who use GSB's website have gained financial literacy, which they can continue to build on with GSB's products and services. The top five articles that have been publicized are as follows:

Articles that were publicized on the website (October 2022 – March 2023)	Access	Number of Access (times)
Tips to Financial Planning for the Elderly — Managing Assets and Heritage	CLICK HERE	170,337
Post Vacation Depression	CLICK HERE	31,941
Nostalverse — Marketing Plan That Reinvigorates the Good Old Days for Thailand	CLICK HERE	31,450
Let MyMo Be Your Personal Financial Manager	CLICK HERE	29,230
Know More about Inflation before Crisis	CLICK HERE	23,350

Data as of 24 January 2023

During the period, GSB disseminated a total of 20 articles and the articles attracted **500,675 impressions.**



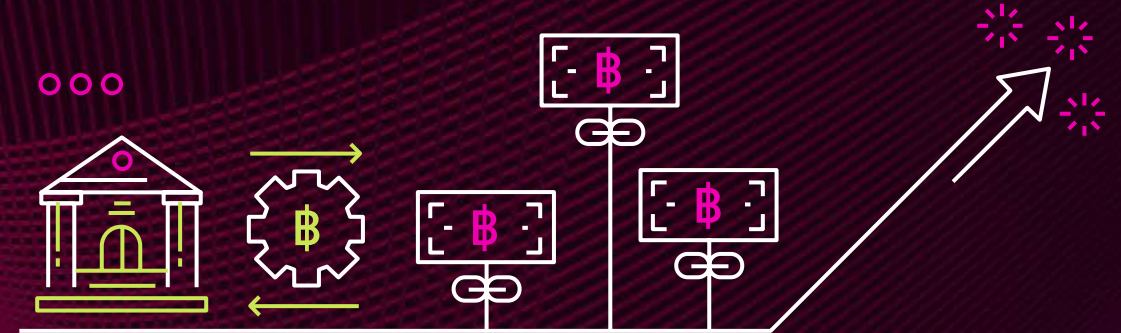
4) Digital School Bank ^[Former FS16]

GSB School Bank is a project that supports the vision and mission of GSB to become a leader in savings and promote savings, financial discipline, and social responsibilities. The project began in 1998. For 24 years, the project has fostered and promoted the habit of saving among children and youth, so they grow up to become quality individuals, ready to propel the nation forward. The project involves an actual bank simulation within a school. The school management, teachers, and students run the bank while GSB supports computers, banking software, relevant documents, and stationery. A GSB branch was assigned a task as a mentor. Apart from supporting the project, GSB also provides scholarships, presents, and annual prizes to promote savings. GSB conducts training teachers, students, and the mentoring branch, as well as supporting annual expenses and savings promotional activities for students and schools that are members of the GSB School Bank project.



Objectives of the GSB School Bank project include:

- Promoting savings and fostering financial discipline among children and youth.
- Encouraging youth to spend their free time effectively, learn how to work as a team, and be responsible for their assigned duties.
- Transferring the savings accounts of students from the old, stand-alone system to GSB online savings system (CBS).



In terms of expected results, GSB believes that the School Bank project will positively affect internal organizations and agencies as savings accounts of members of the School Bank project are transferred to become GSB's customers. Positive impacts to customers/stakeholders include:

- 1) **Foster financial discipline among children and youth**, so they grow up truly knowing the value of savings;
- 2) **Youth spend their free time effectively and learn how to work with others.** They also learn how to be responsible for duties assigned to them and generate pride for students who have worked in the School Bank project, as the project encourages students to regard savings as important.



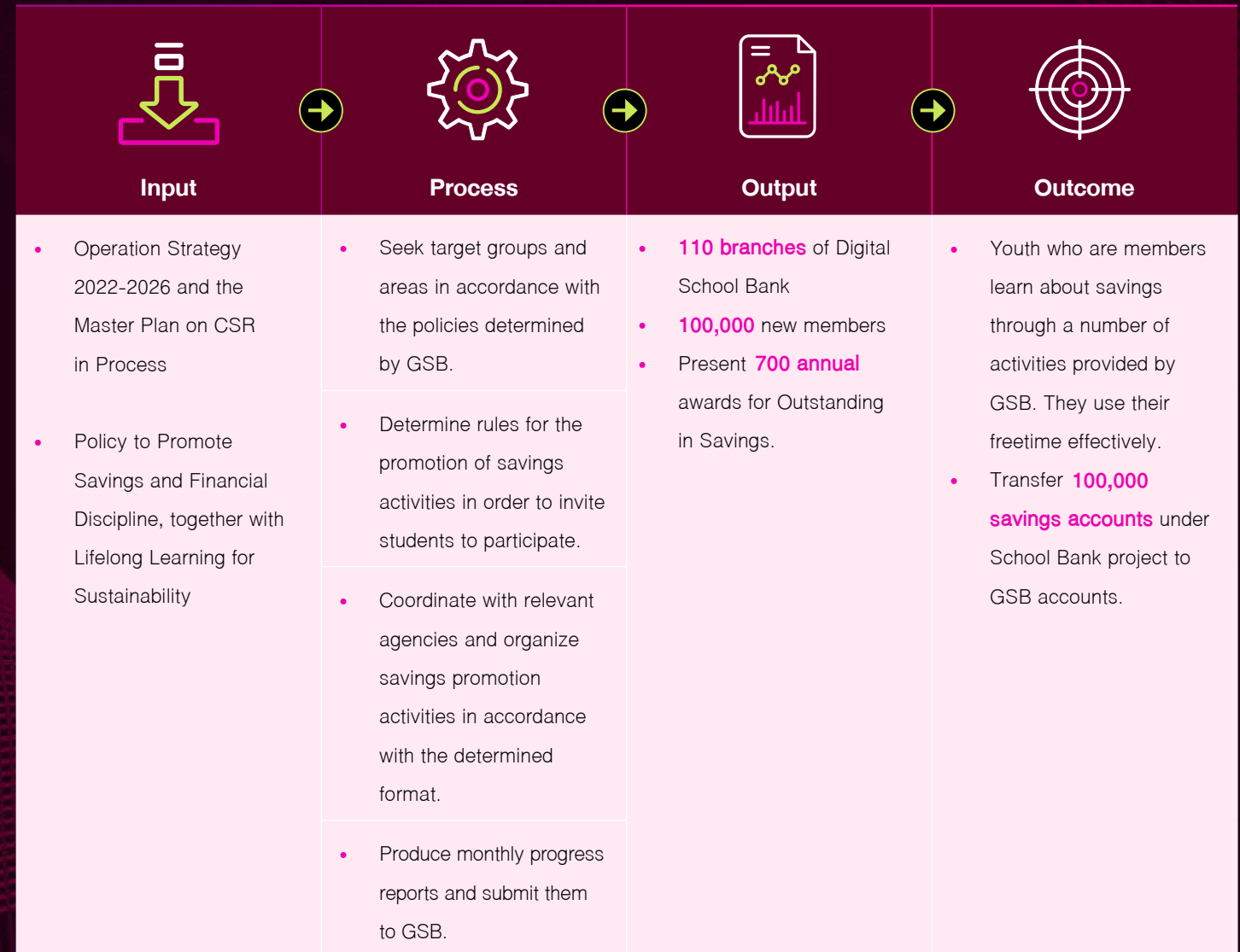
During 2019–2021, GSB introduced some financial services to the children and youth group, to be in line with their behavior of using online financial services, as well as GSB’s policy of promoting savings and enhancing quality of life in a sustainable manner through development of innovations, products, services, and digital deliveries. These are based on the policy of the Bank of Thailand in the aspect of financial transactions in the form of digital banking.

In 2022, GSB continued to implement the approach of fostering savings discipline among children and youth, both in the forms of physical school bank and digital school bank. The savings promotion plan has been devised for members. Worthwhile activities are supported and encouraged with a view to building a savings society while expanding digital school bank to accommodate changes appropriate to the targeted groups that have experienced a lot of changes to their savings and ways of life.

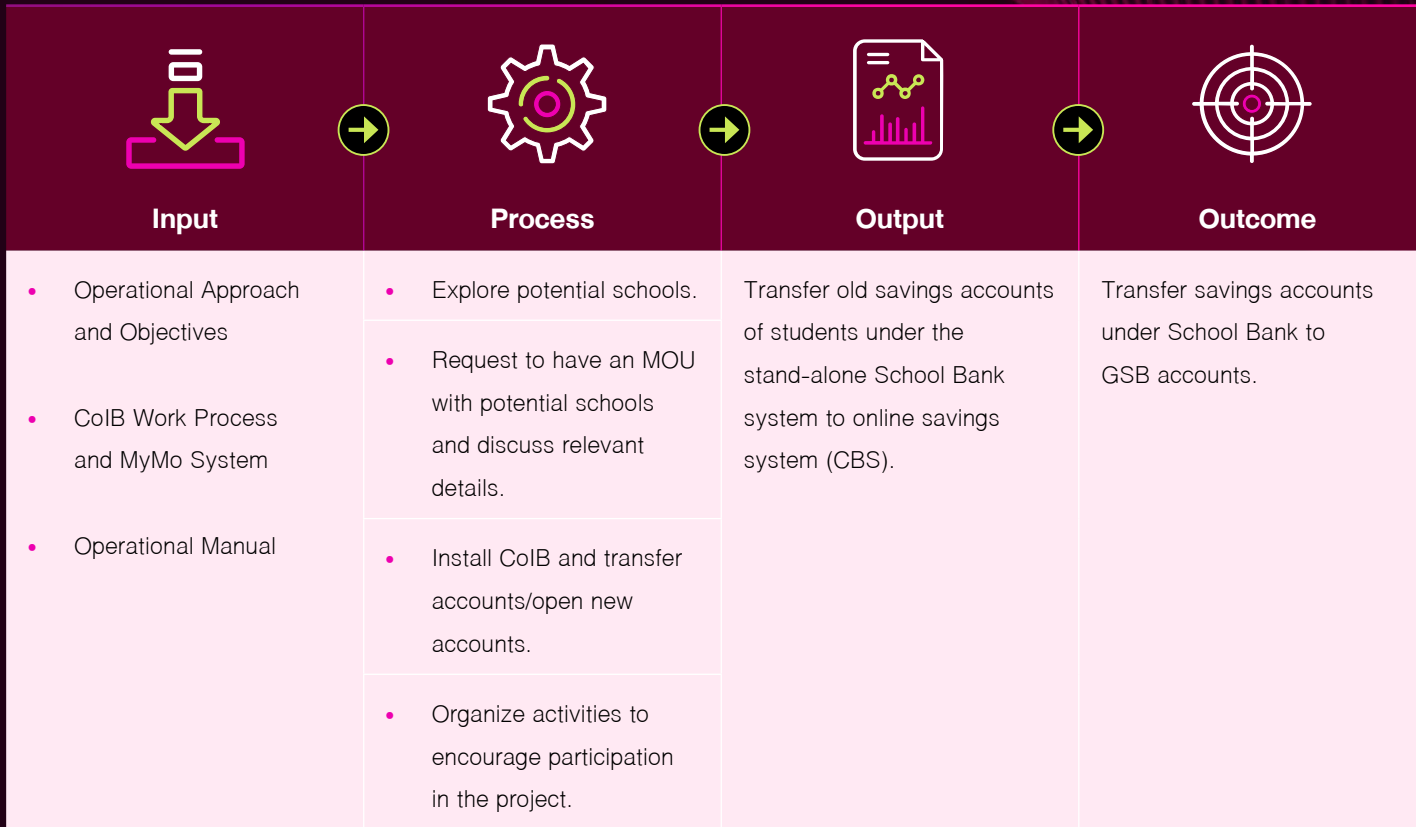
GSB has a process in developing a school to become a digital school bank as well as expertise in holding savings promotion activities.



1. Development of School Bank into Digital School Bank and Activities to Promote Savings



2. Installation of GSB Corporate Internet Banking (CoIB) and Account Transfer



and quarterly. Challenges and obstacles are reviewed to improve the plan or process during the year. At the end of the period, GSB also monitors the progress of the objective in transferring school bank accounts to GSB customer accounts.

During the process, key challenges and obstacles that affected the success of the plan included the lack of interest of schools and students, thus limiting the number of school bank accounts that would be transferred to GSB customer accounts. Moreover, some activities did not attract enough interest from target groups, resulting in a lack of motivation to become members. In this light, GSB has improved its approach and method by coordinating with relevant agencies to further promote and publicize various activities of the project.

Indicator	2022 Target	Outcome
Number of New Digital School Banks	100	100
Number of GSB Savings Accounts as a result of the School Bank project	100,000	109,866

Project Outcome and Follow-up

Digital School Bank both in its former and digital formats clearly promotes savings with concrete results. The number of children, youth, and participating schools has continued to increase, as this is an approach to promote savings that directly focuses on the target groups. The simulation of an actual bank in a school has been moved to the digital platform, allowing participants to develop disciplines related to spending, saving, and financial management that closely resemble reality. The outcome is monitored monthly

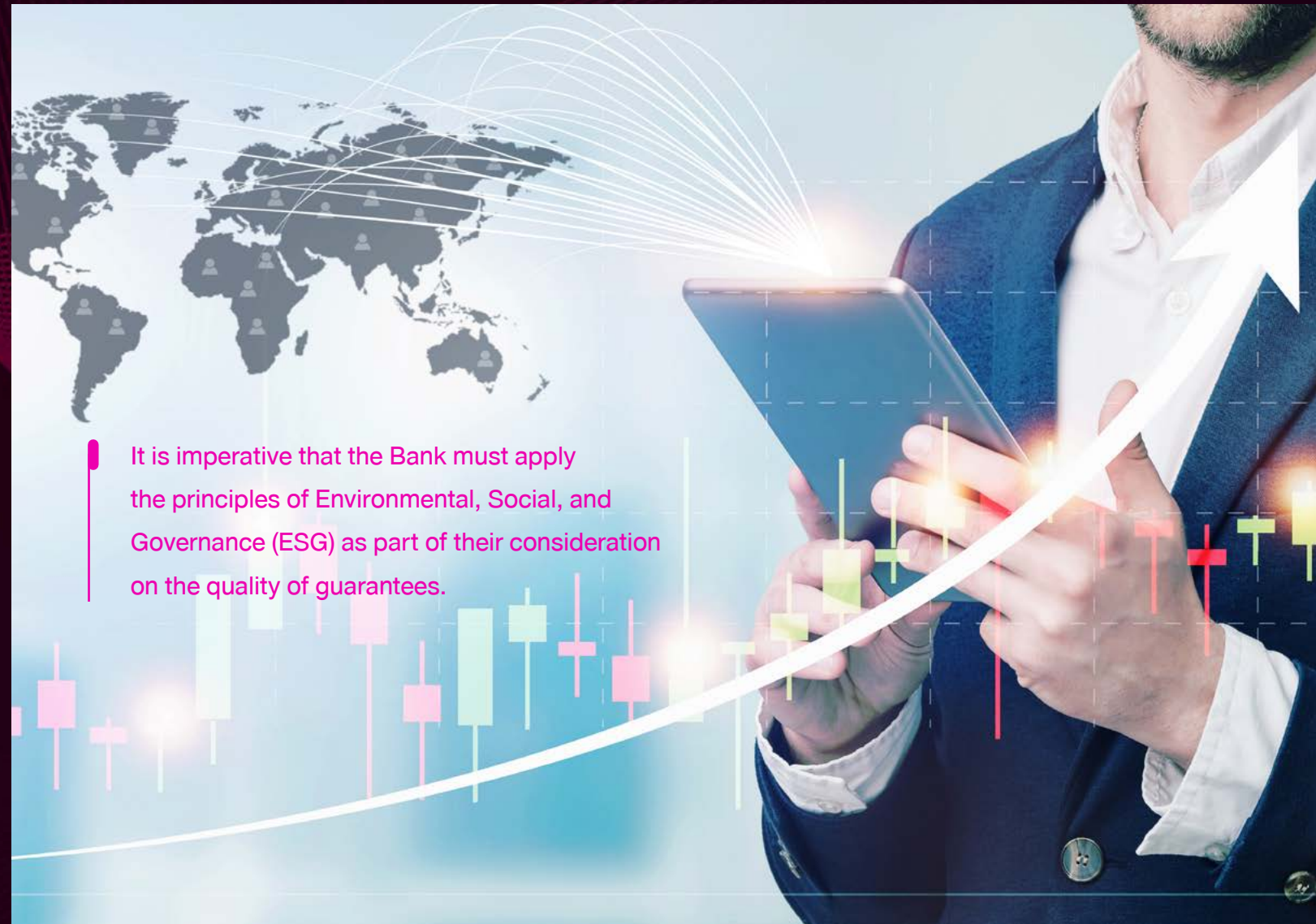


Responsible Investment and Lending^{[3-3], [former FS1]}

The Bank of Thailand (BoT) has introduced sustainability practices to the Thai financial sector, stipulating that banks, as the allocators of capital to drive the economy, should operate under the principle of Sustainable Banking. Environmental, Social, and Governance (ESG) have been given emphasis in determining policies and strategies for responsible lending and investment, as well as the management of risks and impacts that may arise from banks' lending and investment.

Banks, as financial intermediaries, are also key factors in generating both positive and negative environmental and social impacts. Hence, it is imperative that banks must apply the principles of Environmental, Social, and Governance (ESG) as part of their consideration on the quality of guarantees since ESG factors may affect the banks, assets, and lending schemes for various industries.

At the same time, the Bank is sufficiently equipped to generate positive impacts on the environment and society, as well as income through lending. If banks cannot accommodate such risks, banks may have to face greater risks and reduced returns. Hence, banks should disclose that they have applied ESG factors to the lending process and the management of risks in investment portfolios, especially risks associated with pressure from regulators.



It is imperative that the Bank must apply the principles of Environmental, Social, and Governance (ESG) as part of their consideration on the quality of guarantees.





Objective of Responsible Investment and Lending

- Support organizations and businesses that seek to conserve the environment and issue sustainable social and economic development products such as Social Bond, Green Bond, and Sustainability Bond, in line with GSB's policy on investment and sustainable development.
- Support organizations and businesses that seek to conserve the environment and issue sustainable social and economic development products through responsible lending whereby the amount of approved credit line under the category of environmental, social, and governance (ESG) responsibility is at least 5 Billion Baht (142.86 Million USD).



Management Guidelines on Responsible Investment and Lending

GSB attaches importance and is committed to supporting policies on community, social, environmental, and governance responsibility. GSB therefore agreed to the Principle of Responsible Banking (PRB) of the United Nations Environment Programme Finance Initiative (UNEP FI) and has been working to implement the principle which in turn elevates the undertakings of GSB to be in line with international standards as well as improves the image of GSB as a bank that is responsible for ESG. Customers and stakeholders have been offered appropriate and fair products and services. GSB has also come up with initiatives in response to the Principle of Responsible Banking (PRB), in accordance with GSB's policy which focuses on fully becoming a Social Bank.

GSB's policy framework on investment compiles relevant policy frameworks and approaches for the management, employees, and stakeholders so they are aware and understand the process of GSB's investment portfolio management and carry out their duties and responsibilities with transparency, prudence, and caution to effectively manage GSB's excess liquidity.



Support organizations and businesses that seek to conserve the environment and issue sustainable social and economic development products through responsible lending





Operating Results on Responsible Investment and Lending

GSB has included ESG factors in the lending process and determined the current risk level of GSB's investment portfolio and has monitored the progress of the implementation by producing summary reports to assess and monitor the risks of investment portfolio in a regular manner, comparing the returns of the portfolio with the market, review overall risk and risk appetite & risk tolerance to follow and control risks, as well as giving emphasis on hearing views and promoting participation of stakeholders. GSB has initiated and carried out the following undertakings on responsible investment and lending:

1) Initiative to Invest in Bonds to Support Organizations and Businesses that Seek to Conserve the Environment and Develop Society and Economy in a Sustainable Manner

GSB invests in bonds to support organizations and businesses that seek to conserve the environment and develop society and economy in a sustainable manner, including social bond, green bond, and sustainability bond, in line with GSB's policies on investment and sustainable development. Such investment is a source of capital for GSB to organize activities in accordance with its social mission, including the development of products to provide fair access to capital, the support for formal retail loan interest restructuring to expand opportunities to access capital and to reduce the interest rate burden for grassroots individuals/retail entrepreneurs and community groups. The process of determining policies, rules, and conditions of bond issuance, request for bond issuance, and the sale of social bond is done through two channels, namely by GSB itself and the use of an outsource entity. The target for the issuance and sale of bonds was set for June 2022.

Project Outcome and Follow-up^[FS8]

GSB has in place several steps to follow up on the progress of using the returns from the sale of social bond to ensure that it is in line with the determined plan. Such steps include fundraising and utilizing the returns from the sale of debentures/producing the sustainability report and issuing NPLs. GSB already issued and sold Social Bond by June 2022 with a total budget of 20,000 Million Baht (571.43 Million USD), of which 10,000 Million Baht (285.71 Million USD) worth of bonds have already been sold.



Project	Outstanding Balance (Million Baht)		
	2020	2021	2022
Total outstanding balance of projects that benefit society	5,700	5,700	5,700
Total outstanding debt balance (bonds)	387,236	416,532	436,909
Proportion of investment in bonds in projects that benefit society to the total investment in bonds	1.47	1.37	1.30



Outcome of the Outstanding Balance of Bond Projects that are Related to the Environment

Project	Outstanding Balance (Million Baht)		
	2020	2021	2022
Sustainability Bond	9,931	11,166	17,841
Green Bond	2,400	2,400	3,875
Total Outstanding balance of projects that benefit the environment	12,331	13,566	21,716
Total outstanding debt balance (bonds)	387,236	416,532	436,909
Proportion of investment in bonds in projects that benefit society to the total investment in bonds	3.18	3.26	4.97

2) Initiative on Provision of Loans to Support Business Groups with Policies to Conserve Energy and the Environment in line with the ESG and BCG Approaches^[former FS1]

GSB has attached importance to providing loans for business groups with policies to conserve energy and the environment in accordance with the ESG and BCG approaches in the aspect of the environment. GSB has also supported businesses that have been affected by the COVID-19 pandemic to resume their operations in order to maintain and support the local level of employment and economy. ESG Score was developed to be used in the loan approval process and the implementation of the government's policy, which has determined to drive economic development in a sustainable manner with the BCG Economy Model.



GSB follows up on the progress on a monthly basis, whereby reports are submitted to high-level management. Meetings in respective line of work have been conducted to determine working approaches and targets. In this connection, the approved credit line was at least 5,000 Million Baht (142.86 Million USD).

Project Outcome and Follow-up

In terms of social implementation, GSB has a policy to provide loans for businesses that rely on tourism, many of which were affected by the COVID-19 pandemic. In 2021, GSB provided soft loans through Samui Model for two hotel entrepreneurs in the area of Samui island in Surat Thani with a total credit line of 50 Million Baht (1.43 Million USD), enabling them to overcome the COVID-19 pandemic. In 2022, the hotels could resume their businesses and start accepting tourists after the relaxation of travel restrictions. As a result, entrepreneurs have not lost their business opportunities while the levels of employment and consumption in the area are maintained.





As for GSB's environmental undertakings, in 2022, GSB provided new loans for nine large entrepreneurs which had been operating in line with the BCG Model with a total credit line of 10,550.80 Million Baht. Loans that have been approved are 3,544.24 Million Baht. Details are as follows: ^[FS8]



Natural Gas Power Plant Business 3 businesses with a total credit line of **5,051.00** Million Baht, of which **2,751.85** Million Baht has already been disbursed.



Property Development Business and Hotel Business 4 businesses with a total credit line of **2,000.00** Million Baht, of which **592.39** Million Baht has already been disbursed.



Electric Vehicle Development and Distribution Business 1 business with a credit line of **499.80** Million Baht, in which the disbursement process is ongoing.



Distribution of Petroleum Products and Retails of Other Products and Services 1 business with a credit line of **3,000** Million Baht, of which **200** Million Baht has already been disbursed.

Moreover, GSB has emphasized financial support for government organizations which are our government customer group which the bank has provided loan support for projects that are environmentally friendly continuously since 2019. The amount of additional credit disbursed is 3,005.06 Million Baht.



Outcome of the Outstanding Balance of Lending Projects that Benefit the Environment

Project for Large Businesses	Outstanding Balance (Million Baht)		
	2020	2021	2022
Loans for businesses that are in line with ESG and BCG	-	-	3,470.25
Loans that are environmentally friendly, supported continuously since 2019	457.80	1,719.12	1,583.29
Total outstanding credit line for large businesses that benefit the environment	457.80	1,719.12	5,053.54
Total outstanding credit line for large businesses (not including L/G)	93,195.85	95,215.81	115,205.51
Proportion of credit line for projects that benefit the environment to the total credit line for large businesses	0.49%	1.81%	4.39%

Projects for Government Customer Group	Outstanding Balance (Million Baht)		
	2020	2021	2022
Long-term loan with a credit line of 1,500 Million Baht. Loan period of 5 years.	1,153.00	1,153.00	1,153.00
Long-term loan with a credit line of 6,700 Million Baht. Loan period of 3 years.	-	625.04	3,630.10
Total outstanding credit line for government customer group for projects that benefit the environment	1,153.00	1,778.04	4,783.10
Total outstanding credit line for government customer group (not including L/G)	711,800.46	858,720.07	864,130.20
Proportion of loan for projects that benefit the environment to the total credit line for government customer group	0.16%	0.21%	0.55%



Social Investment and Local Development^[3-3]



GSB has stated its commitment on and has attached importance to investing in society and local development, focusing on supporting and organizing activities that yield benefits to society and the environment based on the Sufficiency Economy Philosophy (SEP) in order to increase positive impact on society and uplift quality of life in a sustainable manner. GSB's undertakings are in line with the Principle of Responsible Banking which includes rendering assistance to society when crises occur, covering natural disasters and the aftermath of the COVID-19 pandemic.



Objective of Social Investment and Local Development

GSB has declared its objective to fully become a Social Bank by focusing on the developing and strengthening key communities in the aspects of economy, society, and the environment.



Management Guidelines on Social Investment and Local Development

GSB is aware of the importance of operating business with responsibility towards society, stakeholders, communities, and the environment. In this light, GSB has issued a policy on sustainable development to determine directions to drive the organization towards sustainability, covering practices on social and environmental responsibilities. The policy is to be reviewed and improved to continue developing the policy on sustainable development at least once a year. The Triple Bottom Line framework is to be laid out for GSB's social missions, with a view to striking a balance between **1) People**; looking after those around you, providing fairness for laborers, enhancing the well-being of local communities, and fair trade with partners; **2) Planet**; through reducing the use of resources or promoting recycling, while trying to minimize impacts; **3) Profit**; which refers to the need to make the business grows without considering only on the highest profits, but also the benefits and costs to society and the environment due to business operations. All stakeholders are to participate and receive common benefits.




Sustainable Development Policy

Objective of the Sustainable Development Policy

“To drive the organization towards sustainability” based on the Triple Bottom Line framework by building a GSB sustainable development structure with a view to reducing inequality, creating opportunities for fair access to capital, and striking a balance with stakeholders both inside and outside of the organization.

In line with Global Goal



In line with Country Goal

- 20-Year National Strategic Plan and 12th National Economic and Social Development Plan
- Enterprise Plan (2017-2022)
- Driving BCG Economic Model Strategic Plan (2021-2026)
- Bank of Thailand



With regard to the Policy on Sustainable Development, GSB has applied the ISO 26000 Guidance on Social Responsibility of international organizations both during its business operations (CSR in process) and beyond its business operations through projects and activities (CSR after process), in tandem with the Sufficiency Economy Philosophy, as input factor in determining/reviewing the Policy. This will lead to the development that is balanced, stable, and sustainable, corresponding to the United Nations Sustainable Development Goals (SDGs) which Thailand and 193 other countries aim to achieve in 2030. We will then be able to attain the Society We Want. The Guidance on Social Responsibility is divided into 7 Core Subjects, namely Organisational Governance; Human Rights; Labour Practices; the Environment; Fair Operating Practices; Consumer Issues; and Community Involvement and Development. Accordingly, GSB has also stipulated 7 Core Principles of behavioral development which are:



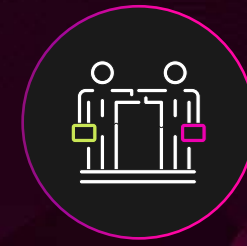
1
Accountability



2
Transparency



3
Ethical Behaviour



4
Respect for Stakeholder Interests



5
Respect for the Rule of Law



6
Respect for International Norms of Behavior



7
Respect for Human Rights

In the implementation of the above practice, GSB takes into account stakeholders who stand to gain benefits. Every project has gone through thorough social analyses and area surveys, before action plans and budgets are devised to request endorsement. Projects and activities are monitored and assessed continuously. Communities and the general public receive benefits from activities. Stakeholders are given opportunities to participate in activities that are beneficial to society and the environment to uplift the quality of life. Staffs have been encouraged to think about others first. GSB also has a good image as a Social Bank.

[CLICK HERE](#)

Sustainable Development Policy^[2-23]





Operating Results on Social Investment and Local Development



Social Investment and Local Environmental Development (E-Environment) [203-1] [413-1]

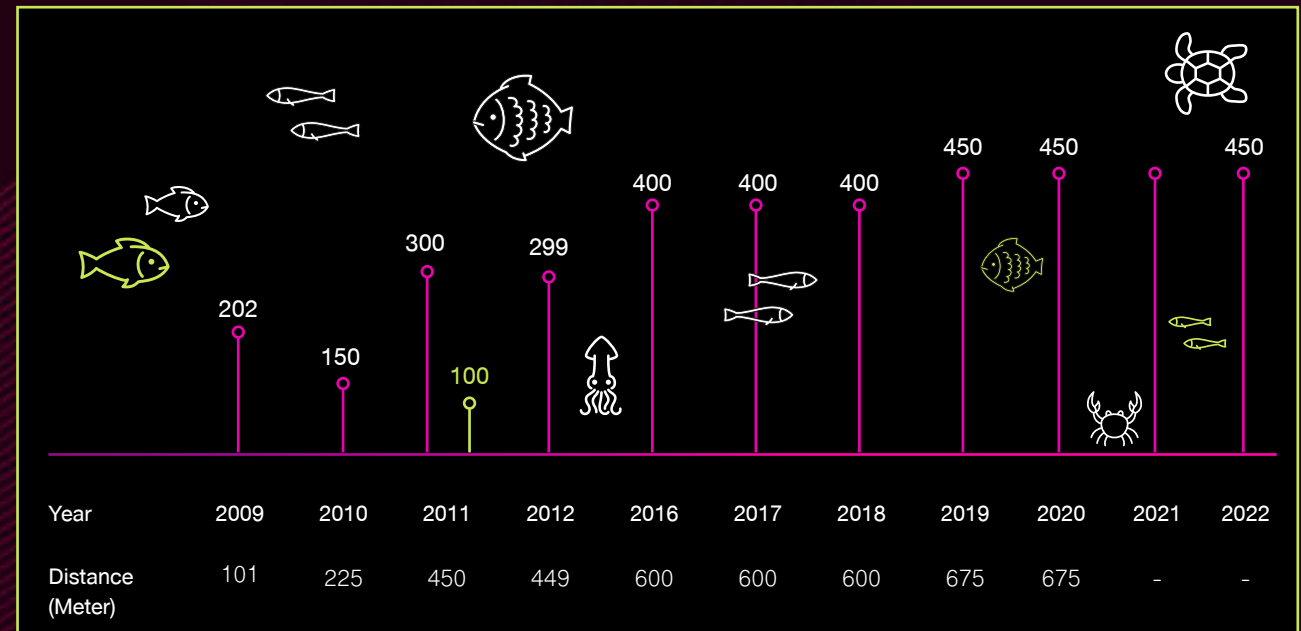
Fish Home Building to Preserve Thai Sea

GSB, together with Purse Seine Fishery Association (Thailand), organized, “Fish Home Building to Preserve Thai Sea” for the tenth consecutive year. This CSR project aims to rehabilitate coastal marine resources to strengthen local fishery communities. In 2022, GSB laid additional 450 concrete artificial reefs in accordance with the Department of Fisheries’ standard to provide habitat for marine animals and increase marine resources. These in turn will lead to income generation and strengthening of communities in a sustainable manner. Throughout the ten-year period, GSB has provided 1.5 x 1.5 x 1.5 meter steel reinforced concrete blocks, in accordance with the Department of Fisheries’ standard to strengthen Pattani’s local fishery communities and provide habitat for marine animals following Her Majesty Queen Sirikit The Queen Mother’s gracious command. GSB has provided assistance for this project since 2009. There are now more than 3,500 blocks of artificial reefs or 5.05 kilometers at Ban Patabara, Sai Buri District, Pattani.

Number of Artificial Reefs and the Bank’s Budget in Support

Ban Patabara, Pase Yawo Subdistrict, Sai Buri District, from 2009-2022

Remark: In 2021, the activities were stopped due to the situation of COVID-19 outbreak .



Number of Artificial Corals

- Number of Artificial Corals Reefs Using Concrete
- Number of Artificial Corals Reefs Using Coconut Leaf

There are now more than **3,500** blocks of artificial coral reefs at a length of **5.05** kilometers

** Building artificial corals or fish houses provides dwelling places for small fish and shelters for them to avoid being caught by fishermen who use the trawling method to capture fish. The measure would help the local fishermen to have stable career and protect marine resources sustainably and the underwater ecosystem from being destroyed, as well as promote food security because artificial corals would help to preserve aquatic animals in the Thai seas.



Environmental Conservation and Protection Activities



Provided support for the management of water resources for 66 places
Over 160,000 beneficiaries

GSB has provided support for the management of water resources for 66 places with over 160,000 beneficiaries through Creating Shared Value approach. It is still committed to working to promote water management at the community level in the most efficient and effective manner, bearing in mind each locality's environment. This has led to community well-being in various aspects, including the environment, economy, health and security in life, and local culture. It has also fostered the conscience of loving and being protective of water resources in one's own area. Success of one community was built on another's. It in turn leads to a network of sustainable management and rehabilitation of water resources with the target group comprising communities within the areas of GSB Branch Operations 1-6 with readiness and the need for support. GSB has provided assistance and conducted activities on the management and development of community water resources together with members of the community and partner agencies.

From 2018 until today, GSB has provided support in all aspects in order to enhance the well-being of every participating community. Details are as follows:



Environment:

Communities have sufficient water with better water quality. Marine resources are conserved and restored through the cooperation of people in the communities.



Economy:

It has been possible to reduce several household expenses, such as food and irrigation for agriculture. Farmers therefore have sufficient savings and money to repay their debts.



Health and Security in Life:

Family members have more time for leisure or for activities with each other.



Society and Local Culture:

Communities come together to do activities to promote good relationships and raise the conscience of love and ownership of natural resources. In turn, communities will help conserve and protect the environment for the younger generations.

Moreover, participating communities received new agricultural knowledge and techniques that can be applied to develop agricultural skills and water management, which will change behavior, thoughts, and attitudes in terms of water management and conservation, while building good relations between GSB and participating communities.

Investment in Society and Social Development in Localities (S-Social)^{[203-2] [413-1]}

Holistic Area-based Development

This is a project whereby GSB embarks on developing community areas in a holistic manner, covering the key needs of communities in the area, covering dimensions in the quality of life, economy, community, and society. The project is part of the Social Mission Integration approach in order to drive positive impact on society under the strategy of “Social Bank”. GSB utilizes its expertise to provide financial knowledge, promote savings, and offer solutions to debt issue, as well as providing capital and loans. In addition to this, GSB cooperates with partner agencies to employ other areas of expertise to contribute to sustainable development and for certain communities to be models for others.



GSB launched the project on 11 November 2022, with the cooperation of Mae Fah Luang Foundation under Royal Patronage at five remote villages in Khun Nan Subdistrict, Chaloem Phra Kiat District, Nan, with a total area of 10,015 Rai. The expected number of beneficiaries was 10,000, covering Ban Piang So, Ban Huai Fong, Ban Sajuk, Ban Sakiang, and Ban Huai Toei. The areas were designated as the target areas for sustainable development in the following areas:

- (1) Capital and Debt Issue
- (2) Financial Literacy/ Savings Promotion
- (3) Health and Medicine
- (4) Basic Infrastructure (drinking water/water for general use/electricity/internet coverage)
- (5) Waste Management
- (6) Religion and Education
- (7) Tourism
- (8) Occupation
- (9) Quality Coffee Plantation Development (construction of coffee processing plant and other equipment)

[CLICK HERE](#)

Additional details of the project



Disaster Relief Project

The project is the implementation of GSB's policy to become a Social Bank, focusing on alleviating problems faced by the general public in a concrete manner in the area of alleviating the hardship of those affected by disasters or other emergency incidents in a timely manner. It also helps GSB to foster good relations with communities as an institution that is responsible for society.



Project to Enhance Capabilities of Teachers of GAT Curriculum

GSB helps enhance capabilities and promote the ethics of teachers through a course on teaching to develop critical thinking of students with the course number 63001. This is part of the efforts by GSB to reskill and upskill human resources in education. Objectives are as follows:



- Attendees are equipped with knowledge, memory, and understanding which will be integral in the teaching design with the aim of developing students' capabilities in reading, critical thinking, and logical linkages in a gradual manner.
- Attendees are equipped with relevant analytical skills to be able to adapt and integrate techniques and methods of teaching and assessment, as well as learning management in order to enhance the capabilities of students to gradually develop their skills in reading, critical thinking, and logical linkages from different types of articles. The process focuses on providing opportunities for students and teachers in middle and small schools who have shown to have good behaviors and ethics, to develop themselves, learn, and generate skills necessary for the processes of reading and logical linkages. This process

is key in teaching management and assessment tests in the current era, thus reducing inequality and increasing opportunities for students and teachers in remote areas.

GSB Online Tutor Project

The project aims to promote and generate opportunities for students to develop their learning potential to prepare themselves for Thai General Aptitude Test (TGAT) which is a prerequisite to entering universities. The project also helps reduce educational inequality and promote quality education for Thai youth who should be able to receive quality education. They should be able to study online in a comprehensive and equal manner. The total number of youths attending this project was more than 19,000 students.



[CLICK HERE](#)

YouTube "GSB Society"



Clean School Project



More than **600 participants**

The project aims to equip teachers, students, and school personnel with knowledge on waste sorting and to raise awareness on the impact of waste management. There were more than 600 participants from 10 schools across the country.



School Lunch Project



308 schools that received support



Total Amount of Money for the Project **30.80 Million Baht**

Given GSB's role as a "Social Bank" with a focus on taking care of low-income individuals, retail entrepreneurs, and community organizations to reduce social inequality and uplift people from poverty, it is imperative for GSB to adhere to the ESG principle. This means GSB needs to be responsible for the environment, society, and good governance in order to take a step towards sustainable banking.

According to the data compiled by the Office of the Basic Education Commission, Ministry of Education, a significant number of financially-deprived students rely on school lunch assistance. In this regard, GSB, together with the Office of the Basic Education Commission, Ministry of Education, has supported the School Lunch project with the objective of providing students with adequate meals. Under this project, students have been taught to grow vegetables and raise animals which would be used to prepare nutritious school lunches. Apart from it being healthy and nutritious, the school lunch project has also served as a positive learning process and helped improve the quality of education. Moreover, students can integrate the agricultural skills gained with the school's teaching methods while having the costs and burdens to their parents lowered. GSB has provided 100,000 Baht (2,857 USD) for each school to implement the school lunch project and ensure its sustainable management. In 2022, GSB supported 200 more schools, bringing the number of total schools receiving support from GSB for this project to 308.



Project for the Disabled



Helped more than **500 persons** with disability who participated

The project has been organized to truly facilitate the disabled to exercise their rights and raise awareness and understanding of society on the disabled, as well as encourage members of the public to participate in efforts to reduce inequality, create options, and open up opportunities to earn income for the disabled. Carers and families will be able to enhance their capabilities and economic competitiveness, boosting morale and spirit of the disabled, carers and families. GSB has helped more than 500 persons with disability who participated in the project, in line with the Empowerment of Persons with Disabilities Act.



Community Kitchen, GSB Dining



141 attendees from the target of 60

The project “Community Kitchen, GSB Dining” has facilitated cooperation and unlimited development of local wisdom covering aspects of local ingredients, local restaurants, community shops, and grassroots economy. These have led to job creation and income generation for communities. Knowledge of all aspects has been transferred under the supervision of GSB, a “Social Bank” in order to create GSB Dining Menu as culinary identity for communities across the country, ready to welcome tourists and purchasing power in the future. In 2022, the 6 communities that participated in the project were:

- 1. Luang Phrot-Than Liam Community (Hua Takhe Old Market)
- 2. Ko Koet Community
- 3. Nong Khao Community
- 4. Hat Song Kwae Community
- 5. Phra That Community
- 6. Ko Samui Community

There were a total of **141 attendees** from the target of 60, accounting for 235 percent of the target.





New Technical Entrepreneurs Project



109 technical entrepreneurs who received support

The project attempts to equip entrepreneurs with knowledge and occupational skills that will lead to job creation, increase in income, and reduction in expenses, whereby GSB has provided seed money. GSB has cooperated with educational institutions under the Office of the Vocational Education Commission (VEC) (technical colleges/polytechnic colleges) to select students and entrepreneurs who have graduated from the GSB Vocational Education Project/GSB Polytechnic Polycareer and have received certificates/diplomas that are in line with the criteria and wish to work as technicians. GSB then provides seed money for their careers and supports the production of signs and clothes for the businesses. In 2022, there were 109 technical entrepreneurs who received support from GSB from the target of 109 individuals, accounting for 100 percent of the target.

Career Training



In 2022, there were **36,669** retail entrepreneurs/community entrepreneurs who attended the training

GSB was assigned by the government to develop and enhance retail entrepreneurs, newly-graduated students, the unemployed, those affected by the COVID-19 pandemic, and interested individuals. They were trained either online or onsite. They were able to apply the knowledge received from the training to further improve their businesses, thus strengthening retail entrepreneurs both in terms of production and publicization. Income creation was promoted with a view to supporting self-reliance, expanding opportunities to access capital, reducing, inequality, and establishing fairness in society for holistic sustainability and strength. In 2022, there were 36,669 retail entrepreneurs/community entrepreneurs who attended the training, accounting for 122.23 percent, in accordance with the Agreement on the Assessment of the Work on Retail Entrepreneur and SMEs Start Up Development Department in 2022.



GSB Vocational Education Project



In 2022, there were **54** educational institutions participated in the project



Training sessions were conducted in **161** communities



There were more than a total of **7,903** beneficiaries

The project provides technical knowledge, benefiting members of communities in solving basic problems to help lower the cost in each household or build on the skills and practice that as their vocation. It is also a platform for learning outside school for students, getting opportunities to gain work experience, and participating in volunteer work. GSB understood the context of communities and was able to respond to the needs of communities in an efficient manner, increasing their customer base. After the project's completion, representatives from GSB headquarters and its regional offices and branches conducted follow-up trips to visit communities and assess the progress in community sustainability. In 2022, 54 educational institutions participated in the project. Training sessions to enhance skills were organized at 161 communities, with 3,547 participants completing their training. There were over 7,903 beneficiaries.

Youth Development Local Conservation Project



In 2022, the project was supported by **5** higher education institutions across Thailand and helped develop **335** community groups

Youth Development Local Conservation Project is a collaboration between GSB and higher education institutions. Participants visit various areas to enhance economic values of products and generate added value to products and services for communities. The project builds on local wisdom and generates marketing and competitiveness opportunities, strengthening the grassroots economic system in a sustainable manner. Moreover, the project also improves entrepreneurial skills by combining local wisdom with modern knowledge and technology with a view to achieving stable career and income. The project has continued for five consecutive years. In 2022, the project was supported by 5 higher education institutions across Thailand and helped develop 335 community groups, increasing the income of community groups by more than 50 percent.



Development/Enhancement of Homestays and Community Tourism



2,087 entrepreneurs completed the training
195 accommodation, homestays and community tourist attractions have been enhanced

GSB has developed and enhanced homestays and community tourism to meet standards through training. This is to prepare them for opportunities from greater connectivity and provide them with benefits from tourism. GSB also supports ways and means of marketing and income generating for communities both through online and offline formats, such as Airbnb, LINE and Instagram. Following the completion of the project, 2,087 accommodation entrepreneurs including homestays and community tourist attractions, received E-Certificate. There were 195 entrepreneurs who had their homestays and community tourist attractions enhanced to meet standards determined by the bank. These have led to job creation and sustainable income generation.



Social Investment and Local Governance Development (G-Governance)^{[203-1] [413-1]}

GSB Community Relations Activities (House Temple School – HTS): GSB Caring for Its Neighbors



With GSB's mission in 2022 to be a Social Bank that takes into account the environment, GSB Community Relations Activities (House Temple School — HTS) are one of the activities to help communities that take into account society and the environment, starting from within GSB and expanding to other communities around GSB. This is a way of being responsible and treating all stakeholders of GSB in an equal and fair manner. The activities generate confidence and trust among stakeholders, leading to benefits and self-reliance in the long term. Moreover, it is a way to allow people to participate in voicing opinions on any undertaking that may affect society, the environment, as well as health, quality of life, and the overall well-being of community and society.



4

Economic Sustainability

PROFIT

GSB is transitioning to full digital banking and is ready to promote all policies and operations, both internally and externally, contributing to achieving sustainable economic growth for Thailand. GSB is committed to the principles of good governance, integrity, transparency, fairness, and managing respective risks professionally and maintaining them at an acceptable level, as well as opposing all forms of corruption. This is to gain the confidence of all stakeholders under the concept “growth, sustainability, and giving back to society”.



Customer's Satisfaction and Good Experience^{[3-3] [2-25]}

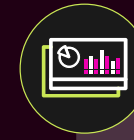


GSB understands the importance of customer relations management. Therefore, it has worked towards creating the highest customer satisfaction by developing products that meet the needs of customers, providing products and services that customers can conveniently access with ease, and delivering satisfaction and good experience at every touch point between GSB and the customer. This factor has contributed to GSB successfully retaining its customer base as well as creating new opportunities and enhancing its competitiveness by reaching new customers in all segments.



Operational Goals Relating to Customer's Satisfaction and Good Experience

GSB has set the minimum target score of 4 for customer satisfaction per transaction in the 3 main channels that customers interact with GSB: 1) branches, 2) self-service, and 3) mobile banking.



Management Approach Relating to Customer's Satisfaction and Good Experience

GSB has reviewed and formulated the 2022-2026 customer and market strategic plan to fully respond to the various needs of customers in all dimensions and deliver good customer experience, under the vision of being a leader in savings promotion, creating financial opportunities and national economic development, reducing inequalities, and achieving social fairness in a sustainable manner. GSB offers a variety of products and services according to customer needs, while taking into account environmental considerations.





The 2022-2026 customer and market strategic plan has 4 strategies:



Strategy 1: Responding to social missions in all customer groups

This strategy focuses on developing fair products and services, responding to the needs of all customer groups. In addition, it seeks to comprehensively enhance career capacity for people and SMEs as well as promote savings, financial literacy, and discipline, allowing them to attain financial stability.



Strategy 2: Portfolio management in all customer groups

This strategy focuses on reviewing, revising, and improving products to manage costs and generate appropriate returns, including debt quality management under an acceptable risk level, maintaining and expanding the customer base to generate income.



Strategy 3: Enhancing the adoption of digital technology in all customer groups

This strategy focuses on offering financial services through digital channels and social media platforms.



Strategy 4: Customer and market management optimization

This strategy focuses on adjusting the service process to respond to the needs of all customer groups and enhancing competitiveness.




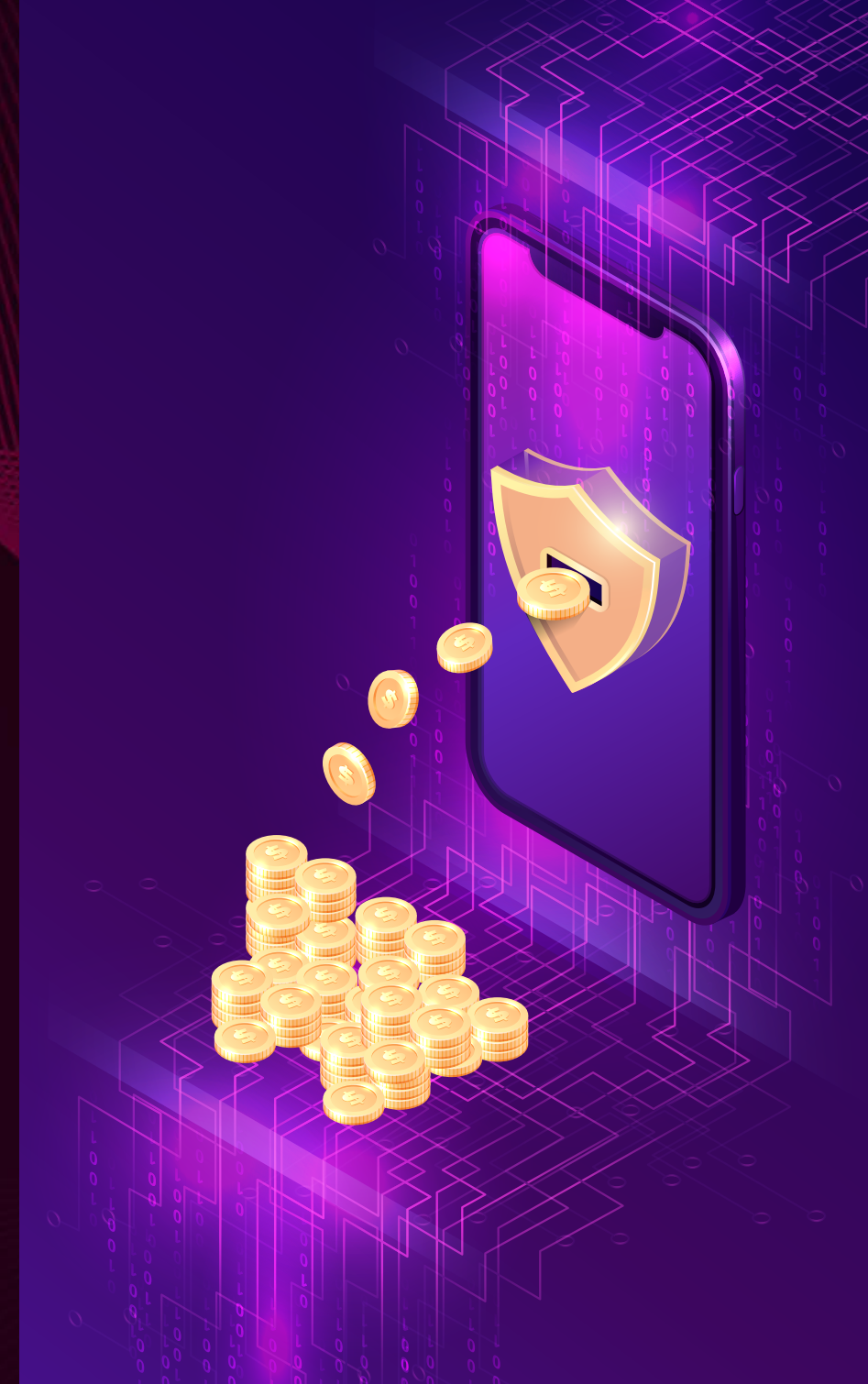
In this regard, GSB has reviewed the practice of getting customer feedback and handling complaints, ensuring that it is consistent, appropriate, and up-to-date, as well as complying with the guidelines and policies of external regulatory agencies, e.g. the Bank of Thailand (BOT), the Securities and Exchange Commission (SEC), and GSB's Customer Servicer Charter & Service Standard. The practice consists of 5 main issues:



To show its firm commitment to responding to the needs of customers in providing services through good customer advice and offering quality products and services to ensure customer satisfaction and good experience, GSB has prepared manuals or standards on operations and service provision as well as adopting the Financial Service Standards (Service Level Agreement: SLA), to clearly disclosing detailed information and the conditions of products and services to customers. In addition, there is an early warning (light system) to follow up the system ensuring consistency with SLA in accordance with the customer voice management process (complaint filing/complaint classification/complaint forwarding/complaint follow-up according to SLA/reporting) as well as forming the basis of voice data, which is used to develop and improve product and service quality to meet the needs of customers and prepare a complaint handling report indicating the effectiveness of the monthly operations.

[CLICK HERE](#)  **Financial Service Standards (Service Level Agreement: SLA)**

[CLICK HERE](#)  **Manual or Standards of Operations and Services**





Performance on Meeting the Needs of Customers

GSB recognizes the importance of delivering the highest customer satisfaction. It has integrated social missions into product design to create products with positive social impacts. GSB uses VOC proactive listening, which has enabled it to launch products and services that directly meet the needs of customers and address their pain points. These efforts have led to the successful realization of targets and are in line with GSB's vision on the promotion of people's happiness and security as well as its role as a social bank in accordance with Strategy 1: Social Mission Integration, to achieve concrete positive social impacts. In 2022, GSB was determined to develop products that would assist and support its customers, such as:

Clean Loan

Loans that proactively understand the needs of GSB's existing housing loan and Sai Thong loan customers (in case of using collateral) to inject liquidity and working capital for consumption. It combines financial techniques that do not burden borrowers with additional debt and service process adjustment by submitting lists of loan applicants to the Credit Committee for approval, shortening branch operating procedures, and enabling customers to receive faster and more convenient service. This is in line with GSB's vision of enhancing people's happiness and security. The implementation results show that an adjusted service process that is more convenient and faster attracts more customers to use the service. As a result, the operating performance exceeded the target by 203.54%. GSB had approved and entered into a Clean Loan agreement with 10,177 customers, worth a total of 807.73 Million Baht (as of 31 December 2022).



10,177
Customers

807.73
Million Baht

Development of 7 Innovative Savings Products

They are long-term deposits for retirement (7, 10, 12 years), special purpose deposits (13 months, 2.5 years), and high-net-worth products: annuity insurance 85/1 and 85/60. As of 2022, there were 112,984 customers interested in the new products.

Creating Opportunities for Accessing Funding Sources

COVID-19 relief products (Care (Fight COVID-19)/job loan/debt relief) for grassroots customers and SMEs affected by COVID-19. In 2022, 1,812,362 loan applications were approved, worth a total of 60,759 Million Baht as of 2022. These were loans with a credit limit not exceeding 200,000 Baht. There were also relief loans for SMEs in the tourism sector and other sectors, with a credit limit not exceeding 10 Million Baht. In 2022, 45,937 loan applications were approved, worth a total of 66,608 Million Baht.



45,937
Approved loan
applications

66,608
Million Baht





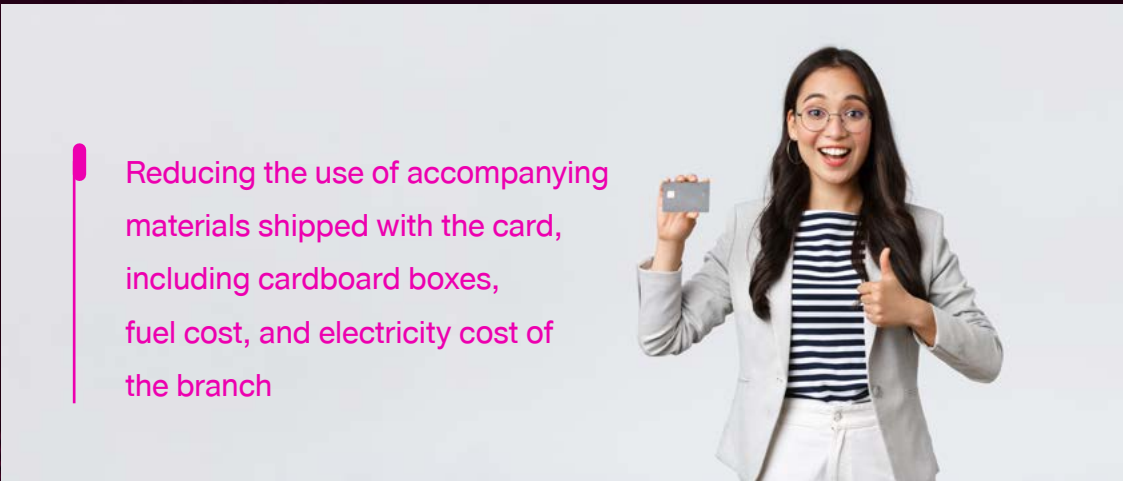
The interest rate on deposits to a maximum of 0.40% per annum

Consignment Loans and Mortgages

GSB jointly invests with companies established by state enterprises, subsidiaries, or affiliates of government agencies to offer consignment loans and mortgages (GSB is a majority shareholder, owning more than 80% of the shares). The objective is to help target customers, namely retailers, SMEs, and farmers, enabling them to access financial services and formal funding sources with fair interest costs.

Maintaining the Interest Rate for All Types of Loans to Help Retail Customers

On 30 November 2022, the Monetary Policy Committee (MPC) increased the policy interest rate from 1.00% per annum to 1.259% per annum. To help our loan customers, especially grassroots retail customers and those seeking low-interest funding sources, in accordance with the policy of the government and the Ministry of Finance requiring state financial institutions to maintain the interest rate on loans. Therefore, GSB has maintained the interest rates for all types of loans. At the same time, it raised the interest rate on deposits to a maximum of 0.40% per annum to promote savings and increase the purchasing power during the adjustment period while continuously improving economic activities.



Reducing the use of accompanying materials shipped with the card, including cardboard boxes, fuel cost, and electricity cost of the branch

Limiting the Number of Debit Cards Issued

To reduce the number of unsold cards that must be cancelled and destroyed, GSB, working with its customer groups, has changed the card issuing process from mass issue to by-request issue. This has resulted in a reduced number of cancelled and destroyed debit cards not being sold in time. Consequently, card inventory in branches can also be reduced. Moreover, by switching the method of applying for a debit card to mobile application, the number of cards shipped to branches is reduced, thereby reducing the use of accompanying materials shipped with the card, including cardboard boxes, fuel cost and electricity cost, of the branch in providing customer services.

E-Statement

GSB provides e-statements for holders of GSB credit cards and cash cards, which can be accessed from GSB website's landing page. It offers customers an alternative option to receive statements via email instead of printed statements to reduce paper consumption.



GSB Customer Satisfaction Assessment^[2-25]

In addition to conducting its business in accordance with the strategies and developing various products, GSB uses a conceptual framework for assessment that links various principles from factors that enhance satisfaction and engagement in a systematic manner to studying the experience of customers in using GSB services. Therefore, GSB annually assesses customer satisfaction regarding its 3 main service channels and financial products and services — branch, self-service, and mobile banking. A trusted and renowned third party is employed to conduct surveys. The satisfaction/dissatisfaction survey results are used for product and service improvement.

The 3 main target groups for the customer satisfaction assessment are the personal customer group, the grassroots and government policy support group, and the business and public sector customer group. GSB uses “Customer Journey” and “Human-centered Service Design” conceptual frameworks for evaluation that link various principles from factors that enhance satisfaction and loyalty in a systematic manner to studying the experience of customers in using GSB services, encompassing every step of service use and various touchpoints of GSB, including deposit and loan products and general transactions.



Type of Assessment

Assessment of satisfaction/dissatisfaction and loyalty of customers

Assessment of branch service quality

Assessment of satisfaction/dissatisfaction of the use of new products/services

Assessment of satisfaction/dissatisfaction of Call Center

Frequency

Once a year

Biannually

After 3 months

Everyday

Objective

Assess satisfaction/dissatisfaction and loyalty of every group of customers in every sub-segment, inclusive of the Bank’s customers, competitor customers, and the market

Assess service quality at point of sale

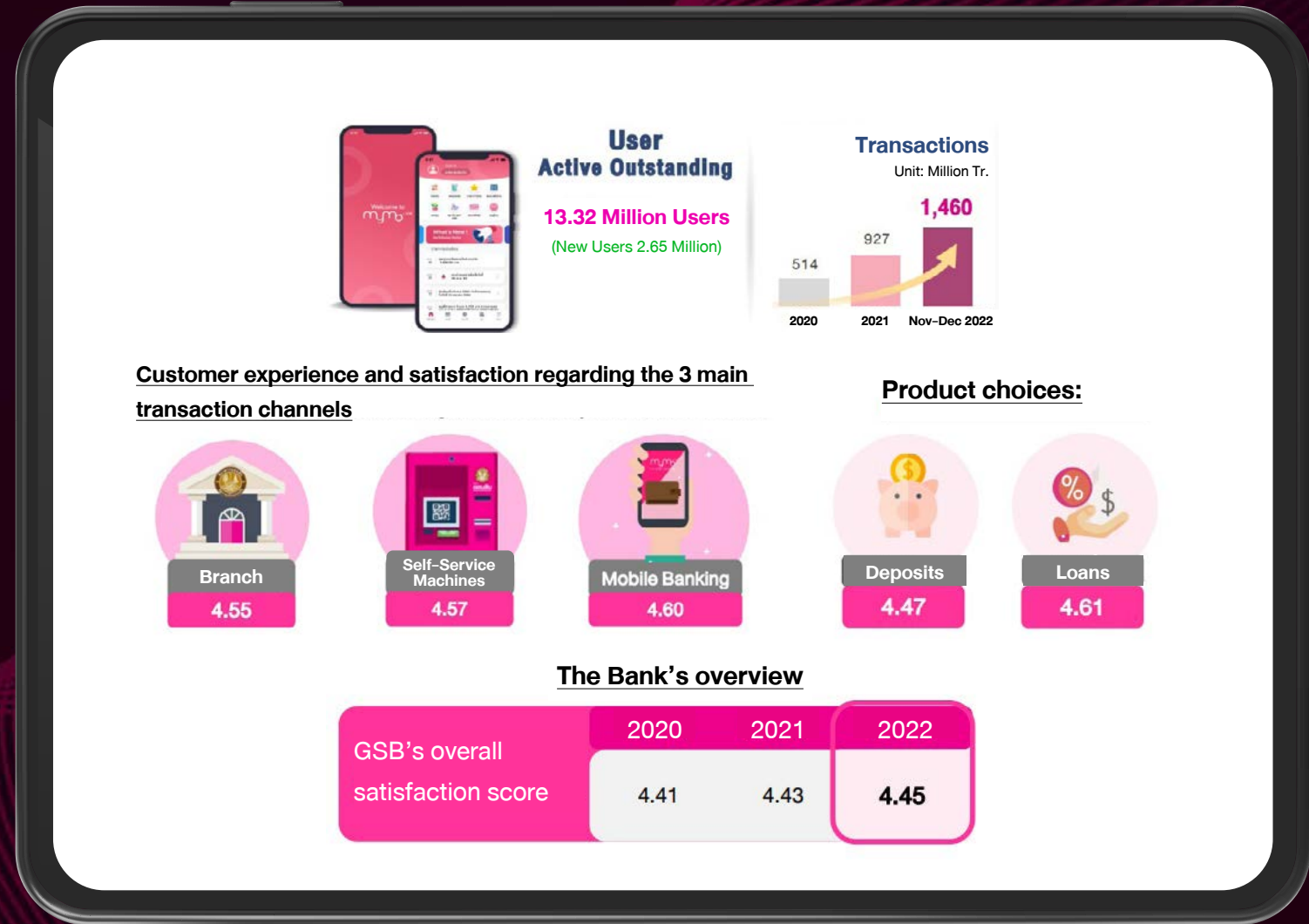
Assess satisfaction/dissatisfaction of customers on the use of new products and services

Assess the provision of information and advice to solve problems for customers



GSB's overall customer satisfaction score has consistently improved every year. This can be attributed to additional transaction channels that are convenient and attuned to customer behavior in 2022. GSB has also continuously offered COVID-19 relief loans to those affected by COVID-19.

Moreover, in 2022, GSB made an improvement to its digital banking, with a total of **23.44 million customers** (up from 23.33 million customers in 2021) and **2.67 million active users**. The number of total transactions was at a record high, up 57% from 2021. The results of the assessment of customer experience and satisfaction, categorized by 3 main transaction channels that customers interact with GSB — branch, self-service, and mobile banking — were rated at level 4 (very good), especially MyMo 2.0 mobile banking application, which effectively responds to the needs of customers both in terms of user interface and user experience.



Remark: For the purpose of assessment, the process of customer services starts from receiving published information, finding additional product information, service use and transaction execution, after-sale service, and CRM activities.

In addition, GSB has conducted customer engagement surveys to be used as data for formulating guidelines to build sustainable long-term relationships with customers. The key factor that helps build a bond between GSB and its customers is trust and confidence in the service, together with the policy of “social bank”, which is part of “GSB Social Bank: Making Positive Impacts on Society”.



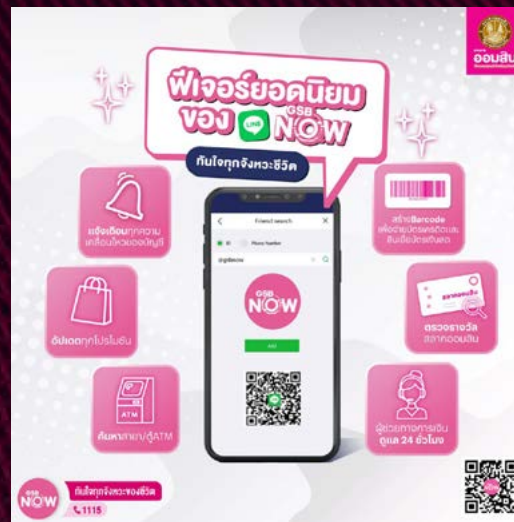
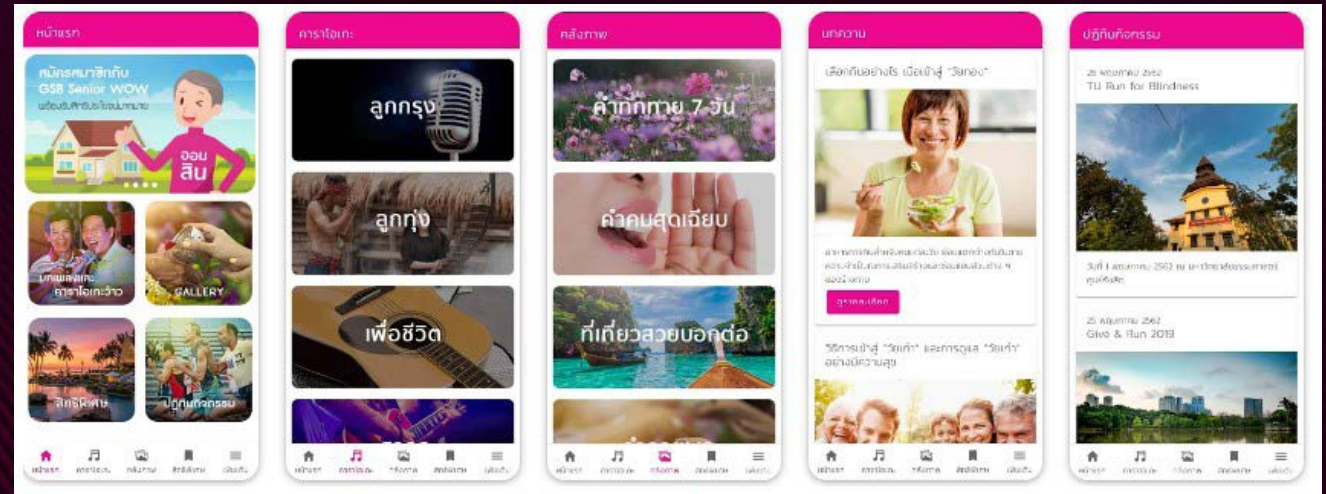
Building Customer Experience and Engagement^[2-25]

In 2022, GSB improved various customer support channels covering all customer groups, e.g. All Gen website development plan (GSB Senior Wow, GSB Gen) for the personal customer group. The website was launched in June 2022 to meet the needs of all customer age groups, publicizing and building good customer experience in using the service. Moreover, GSB plans to develop and promote marketing operations through GSB Now, with the aim of enabling customers to access the service through social media channels as well as being a sales promotion tool for GSB products and services.

In 2022, the project was at the stage of developing the Chatbot GSB Now operating system. Additionally, GSB developed plans to build experiences and engagement with other customers, e.g. GSB's Call Center management plan to enhance customer satisfaction and convenience in using banking services. The Digital Channel Integration enables customers to conveniently access GSB products through online channels. As for digital banking marketing promotion, GSB supported the capacity building of MyMo Alpha members, with the aim of equipping GSB to provide financial services through digital channels in support of its mission and enhancing the convenience of financial transactions via digital channels anytime, anywhere.

In addition, GSB has integrated customer data with transaction types, product choice, and cancellation by new and existing customers, to be used in an analysis to design marketing activities/measures/promotions for respective customer groups. The Customer Monitoring Dashboard is developed to gather all data in one place and instantly present and publish relevant information. It reduces data collection/management time and minimizes data errors and inaccuracies to enhance the effectiveness of customer relations management.

The Customer Monitoring Dashboard is developed to gather all data in one place and instantly present and publish relevant information.



GSB's Channels for Listening the Voice of Customers and Filing Complaints^[2-26]

GSB recognizes the importance of customers' opinions and improving services to comprehensively respond to the various needs of customers in all dimensions as well as offering advice and presenting quality financial products/services suitable for each customer to create customer satisfaction and experience. GSB Regulation No. 686 on Customer Complaint Management Policy serves as guidelines for handling customer complaints with clear standardized procedures and processes to timely and effectively address them, respond to the needs and expectations of customers as well as minimizing the damage to customer's property and damage to GSB's image. Data on the voice of customer and complaints are integrated. They are processed and followed up in real time for effective management using the VOC & Complaint Tracking system for further improvement of products and services.

GSB has 8 online and offline channels to listen to the voice of customer, which cover all customer groups, including existing customers, past customers, customers of GSB's competitors and potential customers, encompassing all age ranges of customers:

CLICK HERE 

Click to Voice of the Customer Center <https://gsbqr.gsb.or.th/qrm/website>



Call Center: 1115



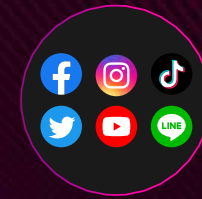
Letter/
Complaint Letter



Website/Webchat
www.gsb.or.th



E-mail: voice@gsb.co.th



Social Network
"GSB Society"
LINE "GSB NOW"



Scan QR code
to comment



Branches and
Service Points,
Service unit



Outside Agencies:
Damrongdharma Center
of Ministry of Interior/
Bank of Thailand/Office
of Insurance Commission/
Office of the Permanent
Secretary, the Prime
Minister's Office



Complaint details

✓ First name, last name, telephone number, e-mail

✓ Date of complaint filing

✓ Facts of the complaint

3 stages of the complaint management process

1. Complaint receiving process

Customer: file a complaint through one of GSB's complaint channels



Customer Relations Department: acknowledgement the complaint with the customer and screening

2. Complaint handling process

Receive a complaint → Consider options → Notify a resolution

3. Follow-up and reporting process

Customer Relations Department: follow up on implementation

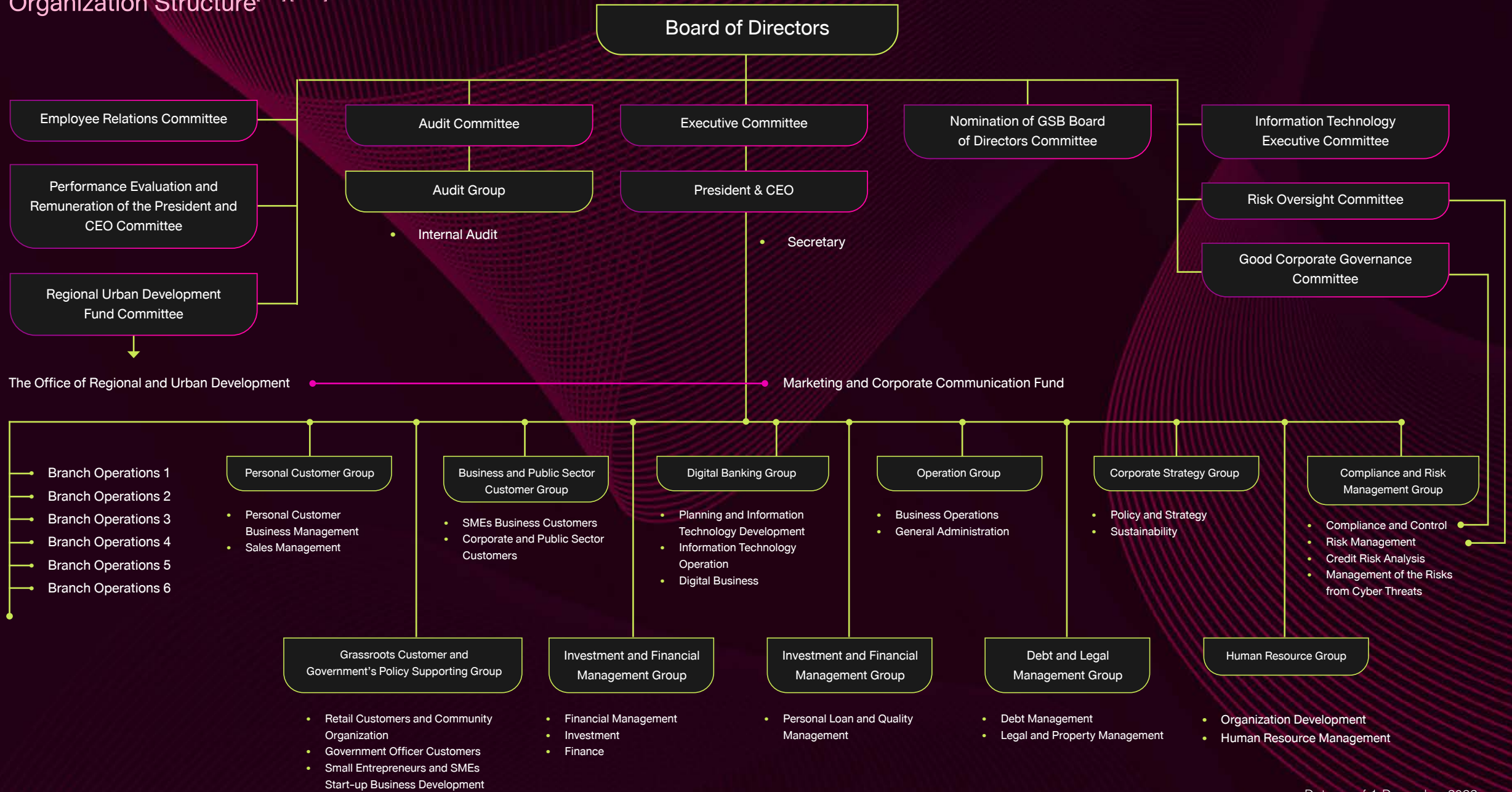
Good Corporate Governance^[3-3]



GSB Board of Directors established various sub-committees to oversee its key operations, ensuring proper governance and regular and thorough monitoring. The sub-committees are required to report on their respective performance to the Board of Directors on a quarterly basis. The Chairman of the Board of Directors does not hold a senior executive position of GSB to ensure independent management and prevent conflicts of interest.^[2-11]



Organization Structure ^{[2-9] [2-11]}



Data as of 1 December 2022



Committee	Mandate, Duties, and Responsibilities
The Board of Directors	Appointed by the Cabinet, Comprising the Chairman and no less than 6 but not exceeding 13 directors, with GSB President and CEO serving as a director and secretary. The Board has the powers and responsibilities regarding GSB operations as stipulated in the Government Savings Bank Act, B.E. 2489 (1946) and its amendments, including assigning GSB President and CEO to be responsible for managing GSB in accordance with the laws, rules, and regulations of GSB as well as assigned by the Board.
Employee Relations Committee	Established as a governance mechanism to promote employer-employee relations. The Committee must be knowledgeable in human resource management, labor relations, and related laws, to work on improving the effectiveness of GSB operations, promoting and developing labor capacity, seeking reconciliation and resolving internal disputes , reviewing and revising work regulations for the benefit of employer, employees and GSB, engaging in consultation to address complaints filed by employees or the GSB State Enterprise Labor Union, including complaints about disciplinary action, considering making improvement on employment conditions, and any other functions as required by the law on state enterprise labor relations.
Audit Committee	Established as a governance mechanism to ensure that GSB has adequate corporate governance. The Committee's members must be independent directors, enabling them to perform their duties with transparency. At least 1 member must have proficiency in accounting or finance to audit financial statements and financial reports. The said member must have a good understanding of GSB's business, products, and services, in order to audit and review the internal control system and to ensure that GSB's risks are maintained below the acceptable risk level as well as ensuring that there is an adequate risk management process, so that GSB operations are in compliance with the relevant laws and regulations and good governance principles.
Executive Committee	Established as a mechanism to mobilize GSB's operations in accordance with the strategic framework set by the GSB Board of Directors. The Committee must have a good understanding of GSB's business, products, and services, including organizational management, personnel management and other relevant experiences, to carry out the responsibilities of formulating GSB's strategies and operational plans, which encompass organizational structure, business plan strategy, risk management, and other issues that affect GSB's growth and stability , including approving the master plan on human resources, master plan on knowledge management, master plan on innovation management, and customer and market strategic plan, as assigned by the Board of Directors.
Good Corporate Governance Committee	Established as a governance mechanism to ensure that GSB operations are in accordance with the principles of good corporate governance and sustainable development under the ESG framework. The Committee must have knowledge about good governance, organizational management, and a good understanding of GSB's business, products, and services, to carry out the responsibilities of ensuring that GSB operations are in accordance with the principles of good corporate governance, transparent, accountable and in compliance with the laws and the regulations of regulatory agencies, ensuring equal treatment of stakeholders and full information disclosure to stakeholders.



Committee	Mandate, Duties, and Responsibilities
<p>Nomination of GSB Board of Directors Committee</p>	<p>Established as a mechanism to ensure that the process of recruiting members of GSB Board of Directors is in accordance with the principles of good corporate governance. A representative from the State Enterprise Policy Office serves as a member. The Committee has the responsibility of formulating criteria for nominating qualified persons to serve as members of the GSB Board of Directors, in accordance with the State Enterprise Policy Office (SEPO)'s guidelines for appointing state enterprise directors. The Committee must identify candidates with necessary knowledge and expertise in line with core competencies and skill matrix, having relevant experience and qualifications, as well as having no prohibited characteristics. The Committee must act in accordance with the relevant rules, regulations, and laws concerning the appointment of the state enterprise Board of Directors.</p>
<p>Performance Evaluation and Remuneration of the President and CEO Committee</p>	<p>Established as a mechanism to evaluate the performance of the President and CEO, ensuring that it is in line with the direction and goals of GSB. The Committee Comprises the chairperson and expert members working together to formulate guidelines, propose criteria and performance evaluation methods, ensuring that it is in accordance with the employment contract of GSB President and CEO as well as performance in other aspects relating to corporate governance, risk management and compliance with relevant laws and regulations, including consideration of appropriate remuneration in accordance with relevant regulations and GSB's direction and goals.</p>
<p>Risk Oversight Committee</p>	<p>Established as a mechanism to oversee and manage the risks of GSB, ensuring that they are maintained at an appropriate level. The composition of the Committee dictates that the chairperson must be an independent director and other members must be GSB's directors or senior executives. Half of the members must be independent directors. At least one member must be a non-executive director with good knowledge, expertise, and understanding of GSB's risks. The Committee is tasked with setting GSB's risk oversight framework, risk management strategy, and acceptable risk level as well as ensuring that the capital and liquidity management strategies for GSB's various risks are consistent with the authorized risk appetite.</p>
<p>Information Technology Executive Committee</p>	<p>Established as a mechanism to mobilize digital technology operations. The Committee's members must be knowledgeable, competent, and experienced in digital technology, including an understanding of GSB's business, products, and services. The Committee is responsible for overseeing digital technology risk management, encompassing the operations and GSB's core work systems, ensuring compliance with laws and regulations related to digital technology, scrutinizing and advising on project plans and the master plan on digital technology, critical digital technology resource allocation, considering policies related to digital technology, as well as following up and ensuring that policy implementation is effective, prudently, and consistent with the policy of the Bank of Thailand.</p>



Corporate governance is an important process in fostering sustainability and increasing the efficiency of the organization, be it supervising, monitoring, controlling, and guiding those who have been tasked to manage the organization for the efficiency and effectiveness of the use of resources, as well as for the best interests of all stakeholders. The targeted outcomes of sustainability of the organization can be categorized into four areas, namely:



1

The organization is competitive with good performance, taking into account long-term consequences.



2

Operations are conducted in an ethical manner, accountable, and with respect for the rights of the shareholders and stakeholders.



3

Businesses are beneficial to society and contribute positively to or reduce the negative effects on the environment.



4

Ability to adjust amidst changes.



Goals on Corporate Governance

GSB is committed to conducting its business in accordance with the principles of corporate governance. GSB is mandated to have processes to oversee and control its operations, ensuring that they are consistent with relevant laws, rules, regulations, standards, and good practices as well as ensuring that GSB's resources are efficiently and effectively utilized in accordance with the objectives in order to maximize the benefits of all stakeholders in an equitable manner.



Approaches to Good Corporate Governance

The Bank has determined the Good Corporate Governance Policy which is the compilation of good governance principles and good practices of the Board of Directors, GSB Directors, and high-level executives, taking into account the conduct of sustainable business in accordance with the Principles and Guidelines on Corporate Governance for State-Owned Enterprises B.E. 2562 (2019), the Announcement of the Bank of Thailand No. SorKorSor. 12/2562 on the Good Governance of Specialized Financial Institutions (SFIs), and the criteria for evaluating operational processes and enabler management of state enterprises (revised version of 2022). The Bank has reviewed its Good Corporate Governance Policy by determining the principles and guidelines on good corporate governance comprising 8 chapters as follows:

Chapter 1 Roles of the Public Sector

Chapter 5 Data Disclosure

Chapter 2 Board of Directors

Chapter 6 Risk Management and Internal Audit

Chapter 3 Roles of Stakeholders

Chapter 7 Ethics

Chapter 4 Sustainability and Innovation

Chapter 8 Performance Monitoring



In addition, GSB places strong emphasis on the application of good corporate governance principles in management to achieve GSB's mission in accordance with the national strategies. GSB conducts its business with integrity, transparency, and fairness and complies with relevant laws and regulations, ensuring that the principles are widely adopted and practiced throughout the organization. The top executives communicate GSB's strategic plan and policies as well as changes in relevant regulatory criteria, which are used to review and formulate the master plan on good corporate governance on an annual basis, ensuring that it aligns with GSB's vision, mission, and strategies. The master plan serves as an important tool in mobilizing GSB's executives and officers at all levels to have a good understanding of recognize the importance of, believe in, and have a positive attitude towards good governance, leading to acceptance, cooperation and, implementation. The Master Plan on Good Corporate Governance 2023-2027 contains 4 operational strategies as follows:

Strategy 1 Develop the framework and work process in accordance with the principles of good corporate governance and internationally accepted standards

Strategy 2 Ensure that the operations are in accordance with the rules and regulations in order

Strategy 3 Build a culture of good governance and integrate GRC

Strategy 4 Develop tools to ensure compliance

CLICK HERE



[Good Corporate Governance Policy & Master Plan on Good Corporate Governance](#)



Moreover, the Bank has set up Good Governance Committee as a mechanism for good governance while ensuring operations that are sustainable and responsible for society and the environment. The Bank needs to operate to the best of its capacity and with sufficient efficiency. Stakeholders are to be treated equally. The Bank's operations need to be transparent and accountable whereby the Bank may disclose information to the relevant persons and support the development of good corporate governance and ethics by adhering to the law, rules, regulations, orders, and policies, as well as the ethics and operational code of conduct of GSB. In 2022, the Committee held 10 meetings. The report of the meeting is prepared and submitted to GSB Board of Directors for information on a quarterly basis. The report contains the Committee's views and key recommendations, a follow-up mechanism on the progress of implementation of the Committee's decisions, and a summary of the Committee's performance.^[2-16]



Nomination and selection of the Highest Supervisory Committee^[2-10]

GSB recognizes the importance of the process of nomination and selection of the Highest Supervisory Committee. The selection is based on established criteria and transparency in accordance with the principles of good corporate governance, so that the composition of GSB committees comprise individuals with knowledge and expertise, covering educational backgrounds and experiences that are diverse, up-to-date, and suitable for both GSB's short-term and long-term business operations. In addition, this is to ensure that the state enterprise strategic plan is implemented, while taking the organization towards realizing the goals according to the mission and strategy.

CLICK HERE



Nomination and Selection of GSB Board of Directors

In 2022, GSB Board of Directors, at its meeting No. 11/2565 on 14 December 2022, resolved to review the skill matrix for GSB directors in 10 areas, encompassing knowledge and skills necessary for enabling GSB Board of Directors to carry out its functions in accordance with GSB's mission, direction, and strategies to provide advice and observations with a view to making improvement and driving GSB towards sustainability. In 2022, the Cabinet resolved to appoint a new GSB Board of Directors. The new Board members have the qualifications as required by the skill matrix. As for sub-committees with specific skill matrix, e.g. Audit Committee, Risk Oversight Committee, and Information Technology Management Committee, it was found that all 3 Committees have the necessary skills and competencies as required by the skill matrix according to the criteria set by relevant regulatory agencies.

Directors' Remuneration Policy^[2-19]

GSB sets the remuneration rates and criteria for GSB Board of Directors and other directors in the sub-committees, in accordance with the Cabinet Resolution on 24 April 2019, RE: the rates and criteria for the payment of monthly remuneration and meeting allowance of state enterprise board of directors and other directors in sub-committees or working groups, as follows:

1. **Monthly salary** — State enterprises are to pay monthly salaries to persons holding the position of directors of state enterprise, pro rata, according to the length of their tenure. Payment for the chairperson is 2 times the monthly salary of a director.
2. **GSB Board of Directors' meeting fee** — State enterprises are to pay a meeting fee to directors who attend the meeting on a per-meeting basis once a month. Payment may be made more than once a month, as appropriate, but must not exceed 15 times a year. The chairperson's meeting fee is 25% higher than that of a director.

The meeting fee of directors who are appointed to other sub-committees and working groups, which are established by the provisions of law, Cabinet Resolution, or GSB Board of Directors, is paid at the rate of 50% of the meeting fee of state enterprise board of directors, applicable to directors who attend the meeting of not more than 2 committees, each committee not more than once a month.

Details of the remuneration of GSB Board of Directors can be found in the 2022 Annual Report under the topic of remuneration of GSB Board of Directors.

CLICK HERE



Remuneration of the President and CEO



Good Corporate Governance Structure^{[2-12] [2-13]}

GSB is determined to set up a structure and management mechanism within the organization, that connect the Board of Directors, executives, officers, and employees together, with the main objective of being an organization with good governance and credibility, generating added economic value for the highest benefit for all GSB's stakeholder groups, thereby contributing to national sustainable development.

Structure, Roles and Responsibilities of the Board of Directors

The Bank determines its structure on sustainable development in accordance with the good governance principles whereby GSB's Board of Directors, high-level executives, and officers drive sustainable development as per the Bank's delegation of work and missions assigned to each agency. These have been set up by the Long-term Operational Strategy in accordance with GSB Enterprise Plan. The Plan is translated into practice through an annual organizational management plan and an operational plan to provide for relevant divisions in their efforts on sustainable development.

To ensure that GSB possesses concrete measures on sustainable development, in accordance with the principles of good governance to generate value for GSB in a sustainable manner, GSB's Board of Directors thus tasked the Good Governance Committee to ensure that the Bank's operations are in accordance with the Policy on Sustainable Development and the Sustainable Development Committee is responsible for overseeing the organization's performance to achieve the sustainable development goals.



Responsible Committees, Executives, and Agencies^{[2-12] [2-13]}

Responsible Entity	Role/Duty/Responsibility
GSB Board of Directors	<ul style="list-style-type: none"> Consider and review key sustainability issues. Approve and promote the implementation of the policy on sustainable development, strategies, objectives, and plan of action on sustainable development. Monitor to ensure efficient and effective resource allocation. Monitor and review the implementation of strategies, objectives, and plan of action on sustainable development to ensure alignment with the determined targets.
Good Corporate Governance Committee	<ul style="list-style-type: none"> Determine or review policy on sustainable development, strategies, objectives, and plan of action on sustainable development in line with laws and regulations, and submit to GSB's Board of Directors for information. Promote and disseminate the culture of sustainable implementation of work. Oversee and monitor the work on sustainability regularly to report to the GSB's Board of Directors. Suggest measures or necessary ways to support the efforts to achieve sustainable development.

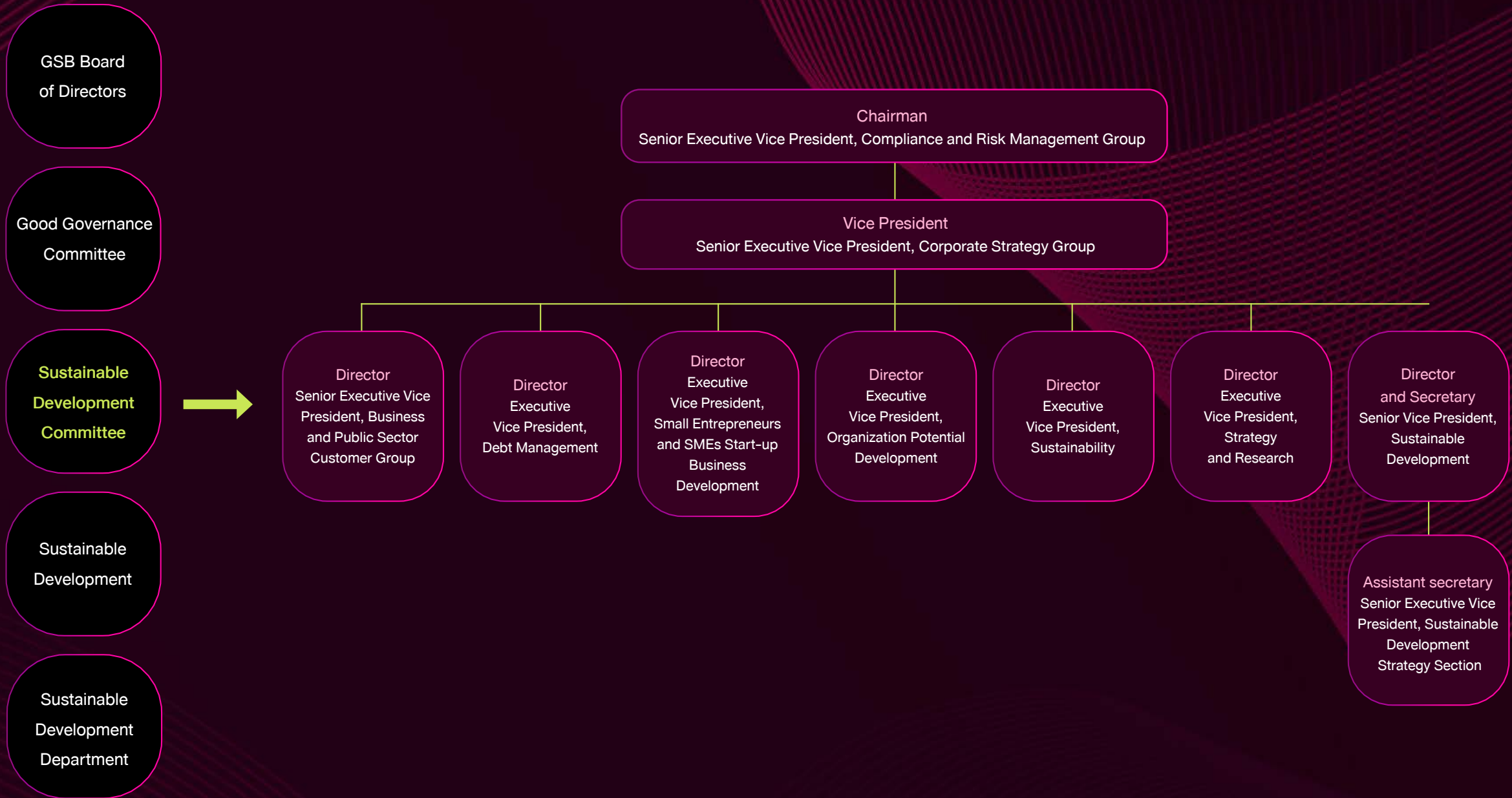


Responsible Entity	Role/Duty/Responsibility
Sustainable Development Committee	<ul style="list-style-type: none"> Review the operating and governance framework, as well as policies, strategies, goals, and action plans, concerning the realization of the United Nations Sustainable Development Goals (SDGs) that are suitable for GSB's context. Consider, make decisions, resolve problems, and provide instructions to ensure that GSB's operations are consistent with international sustainability frameworks, e.g. the Principles for Responsible Banking (PRB), environmentally- and socially-responsible business practices pursuant to the principle of good governance, and maintaining a balance between social care, environmental conservation, and organizational growth according to the Triple Bottom Line framework. Review and report the performance on sustainability governance to the Good Corporate Governance Committee, as well as presenting views and recommendations for improvement as appropriate.
Senior executives	<ul style="list-style-type: none"> Set or review sustainable development policy, strategy, goals, and action plan, and submit them to the Good Corporate Governance Committee. Communicate GSB's sustainable development policy and operational strategy to relevant officers and stakeholders. Regularly oversee and monitor operations on sustainability.

Responsible Entity	Role/Duty/Responsibility
Responsible Entity	<ul style="list-style-type: none"> Produce a master plan and business plan/action plan and determine objectives that are in line with GSB's operational strategies. Implement the plans and monitor outcomes against objectives to report to high-level executives.
Sustainable Development Department	<ul style="list-style-type: none"> Formulate and review GSB's sustainable development policy. Promote and support work units regarding sustainable development implementation. Follow up and report on GSB's sustainable development performance.



Sustainable Development Management Structure^{[2-13] [2-14]}



Conflict of Interest^[2-15]

GSB's Good Corporate Governance Committee has the powers, responsibilities, and qualifications in accordance with good corporate governance principles and the Bank of Thailand's announcement on corporate governance. Members of the Committee must carry out their duties with integrity (duty of loyalty), safeguarding GSB's interest (duty of care), refraining from seeking personal benefits, and being involved in decision-making concerning any transaction in which they have interests, whether directly or indirectly, in order to avoid conflicts of interest. In addition, GSB has put in place an anti-corruption policy, setting out a practical framework to prevent conflicts between personal interests and collective interests, in accordance with the Anti-Corruption Act. Moreover, GSB regulations on granting loans to, investing in, and creating obligations with GSB directors, GSB executives, and enterprises with related interests, provide guidance for the Board of Directors, executives, and officers, authorized to make decisions on loan approval, investments, and GSB's operations, to prevent conflicts of interest. Further details on conflict-of-interest prevention measures and disclosure of conflicts of interest to stakeholders can be found in the 2022 Annual Report under the topic of responsibilities of the Board of Directors.

[CLICK HERE](#)

[Responsibilities of GSB Board of Directors](#)



GSB Board of Directors Capacity Building^[2-17]

GSB has a systematic approach to enhance the capacity of GSB Board of Directors, both newly appointed and incumbent directors. In 2022, the Cabinet resolved to appoint 9 additional members to GSB Board of Directors. GSB organized an orientation for new directors and prepared information package useful for carrying out their responsibilities. To enhance the skills and knowledge required for serving as director, GSB has organized training on good corporate governance, anti-corruption, risk management, and other topics necessary for banking operations, e.g. cybersecurity, under the GSB Board of Directors capacity building program. This has allowed directors to better understand their roles and responsibilities regarding good corporate governance and enhance their knowledge as well as offering new perspectives on the management of financial institution, business administration, technology, and innovation.

In 2022, GSB sought to enhance the effectiveness of GSB Board of Directors regarding good corporate governance, by providing additional capacity building on the knowledge necessary for the operations of GSB and organizing study visits to leading financial institutions and centers of financial innovations, both in Thailand and abroad. GSB Board of Directors follows up on the implementation of the plan to enhance its effectiveness regarding good corporate governance on a quarterly basis. In 2022, the work was completed as planned.

Measures taken to enhance the knowledge capacity of the Board of Directors can be found in the 2022 Annual Report under the topic of GSB Board of Directors capacity building.

[CLICK HERE](#)

[GSB Board of Directors Capacity Building](#)



Evaluation of the Performance of the Highest Supervisory Committee^[2-18]

GSB requires GSB Board of Directors to self-assess its performance at least once a year. The self-assessment comprises Board Evaluation and Self-Assessment, which serve as a tool for reviewing the performance of the Board of Directors, identifying problems, and coming up with recommendations for improvement, in accordance with the principles and guidelines of good corporate governance. In 2022, GSB conducted additional assessments on managing the organizational impact on the economy, environment, and people.

The assessment results can be summarized as follows:

- Board Evaluation score was **98.65%**, falling within the effectiveness band “**excellent**”, up from the previous year.
- Self-Assessment score was **97.92**, falling within the effectiveness band “**excellent**”, up from the previous year.

The Board of Directors discussed the results and provided recommendations for the preparation of a plan to enhance the effectiveness of the Board of Directors regarding good corporate governance. Further details and actions taken in response to the assessment results in the 2022 Annual Report under the topic of Board Evaluation.

[CLICK HERE](#)



[The Board of Directors Evaluation](#)



Remuneration Determination Process^[2-20]

GSB has clear guidelines for determining the remuneration of the Board of Directors. The remuneration of GSB Board of Directors is in accordance with the criteria prescribed by the Cabinet. As for determining the remuneration of the President and CEO, the Board of Directors has appointed the Performance Evaluation and Remuneration of the President and CEO Committee to evaluate the performance of GSB President and CEO and present it to GSB Board of Directors, in accordance with the agreement made with the Board of Directors and the terms of the management contract. The Committee also recommends appropriate remuneration of GSB President and CEO for the consideration of GSB Board of Directors. Further details on the remuneration determination process, including the Remuneration Committee and consideration of stakeholder views regarding remuneration can be found in the 2022 Annual Report under the topic of meetings and remuneration of GSB Board of Directors and sub-committees and remuneration of GSB President and CEO.

[CLICK HERE](#)



[Remuneration of GSB President and CEO](#)





Compliance with Laws and Regulations and Good Corporate Governance Policy

GSB has a compliance policy to enable the Board of Directors, senior executives, supervisors and officers at all levels of GSB to have knowledge, understanding and awareness about the importance of as well as the duties and responsibilities of compliance and effective compliance risk management, to prevent and minimize the risk of non-compliance which could lead to GSB suffering financial or reputational damage. The policy must be implemented in accordance with best practices which meet international standards, and regulatory requirements, upholding honesty, justice, integrity, traditions, professional standards and organizational ethics. Compliance is integral to the roles and responsibilities of GSB Board of Directors, executives, officers, and employees. The Compliance Unit serves as a center for compliance supervision and operates in accordance with the Charter of the Compliance Unit. A compliance officer (CO) is designated and has clear responsibilities including reporting compliance to the Bank of Thailand, consisting of compliance policy, annual compliance report, report on violations or non-compliance, and report on corruption.

In 2022, the Compliance Unit is responsible for randomly auditing GSB's compliance with internal and external regulations employed a number of methods to ensure that GSB has operated in compliance with the regulations, including on-site and off-site methods, self-assessment, and mystery shopping. The audit results, along with recommendations for GSB and agencies to improve and enhance operational efficiency. A compliance risk assessment was carried out. A compliance audit plan was submitted to the Good Corporate Governance for approval and submitted to GSB Board of Directors for information, on a quarterly basis. An audit is also required for operations in transactions with significant legal impact or potential legal penalties, e.g. market conduct criteria or compliance with personal data protection laws. Moreover, the Compliance Unit provides consultancy on compliance, promoting the dissemination of knowledge on compliance requirements, and being part of a working group to improve operations/ services, ensuring they comply with regulatory requirements.^[2-28]

In 2022, the Compliance Unit conducted 33 audits on regulatory compliance and compliance with the Bank of Thailand's regulations and orders, consisting of 7 on-site audits, 22 off-site audits, and 4 self-assessments. The audit results found no significant discrepancies and found no violations or non-compliance, resulting in GSB being fined or penalized.





for Registering Rights and Legal Transactions Under the Law on Condominiums in Case of Debt Restructuring, according to the criteria set by the Cabinet; Notification of the Director-General of the Revenue Department (No. 40) Re: Rules, Procedures and Conditions for Debt Restructuring, according to the Royal Decree Issued Under the Revenue Code Regarding Tax Exemption (No. 742), B.E. 2565 (2022); Notification of the Director-General of the Revenue Department (No. 41) Re: Rules, Procedures and Conditions for Exemption of Income Tax, Specific Business Tax and Stamp Duty for the Transfer of Real Property from Debt Restructuring, according to the Royal Decree issued under the Revenue Code Regarding Tax Exemption (No. 742), B.E. 2565; Ministerial Regulation No. 381 [B.E. 2565 (2022)] Issued under the Revenue Code Re: Non-performing Loan Disposal from Accounts Receivable; Ministerial Regulations Prescribing Procedures and Practices Relating to Seizure, Attachment and Auction of Properties, and Assigning the Authority of the Court With Respect to Legal Execution to Heads of State Agency, B.E. 2565 (2022); Ministerial Regulations on the Provision of Safety Officers in the Workplace, Personnel, Agencies or Groups of Persons to Perform Safety Operations in the Place of Business, B.E. 2565 (2022); Ministerial Regulation No. 384 [B.E. 2565 (2022)] Issued Under the Revenue Code on Evidence or Document Processing by Electronic Means; Ministerial Regulations Specifying Positions of Government Officials who Have the Power to Issue Orders to Disclose Information Under Section 15 of the Official Information Act, B.E. 2540 (1997), B.E. 2565 (2022), etc. Accordingly, GSB is aware of and recognizes the importance of ensuring that its business conduct and operations remain in compliance with the new external regulations.

The Compliance Unit prepared a compliance report for the year 2022, using the reporting framework as required the Bank of Thailand, comprising of a summary of the results of the annual audit and an annual operations audit plan, which was submitted to the Good Corporate Governance Committee for approval, submitted to an external regulator within the specified timeframe and presented to GSB Board of Directors for information.

2022 was another year during which important changes regarding external regulations and measures were made periodically, e.g. the Bank of Thailand's Compliance Guidelines for Specialized Financial Institutions; Notification of the Ministry of Interior Re: Criteria of Special Fee Reduction for Registering Rights and Legal Transactions Under the Land Code in Case of Debt Restructuring, according to the criteria set by the Cabinet; Notification of the Ministry of Interior Re: Criteria of Special Fee Reduction

As of 31 December 2022, GSB had potential liabilities arising from 131 lawsuits filed by third parties seeking damages. The total capital of these cases is 5,880.31 Million Baht. They concern GSB's alleged non-compliance with relevant laws and regulations, e.g. breach of letter of guarantee, labor issues, and tort. There is also a case in which GSB's petition to the court was objected to. It concerns a petition made by GSB to exercise the right to offset a loan against the deposit account of a company undergoing a rehabilitation plan. The capital in this case is 2,279.77 Million Baht. The aforementioned cases include those with high probability that GSB will have to pay out to comply with the law. GSB has assessed the damage and provisioned against such liabilities for 13.36 Million Baht. In 2021, GSB was fined 8,559.60 Million Baht for non-compliance with relevant laws/regulations. ^[2-27]



Ethics and Transparency in the Conduct of Businesses^[3-3]

The Bank emphasizes the principles of good corporate governance where it asks the Board of Directors, executives, officers, and employees to work and manage the Bank with integrity, transparency, ethics and morality, responsibility, and full capabilities, setting good examples for others.

Make good corporate governance ethics part of the corporate culture, which is practical and with clear guidelines.



GSB's Ethics and Transparency

GSB's Board of Directors has issued GSB Ethics and Morality Code to be a behavioral framework for the Board of Directors, executives officers and employees. The Code is applied in conjunction with other rules, regulations, announcements, and orders to enhance the efficiency and effectiveness of standard of operations with a view to increase and foster work conscience that is in accordance with GSB's Ethics and Morality Code. Another objective is to make good corporate governance and ethics part of the corporate culture, which is practical and with clear guidelines. In this light, GSB has produced GSB Ethics and Morality Code and Behavioral Guideline based on the GSB Ethics and Morality Code for members of the Board of Directors, executives officers and employees to study and understand, as well as strictly adhere to. Eventually, a culture of corporate governance and transparency will emerge, and GSB will be trusted by all groups of stakeholders.





Goals on Integrity and Transparency in the Conduct of Businesses

GSB has set a goal to conduct businesses with integrity, transparency, and accountability. The Board of Directors, executives, officers, and employees operate and manage businesses of the Bank with integrity, transparency, and adherence to ethics, morality, and responsibilities.



Policy and Management Approach on Business Ethics and Transparency

GSB has complied with the Official Information Act, B.E. 2540 (1997), GSB Regulation No. 723 on Compliance Policy, and GSB Regulation No. 717 on GSB Ethics and Morality Code in order to supervise the conduct of those working at GSB with a view to foster value and practice for members of the Board of Directors, executives, officers, and employees to elevate the operational standards to become efficient with integrity and ethics, resulting in the culture of good governance. Therefore, GSB will be trusted by every group of stakeholders. There are three levels of ethics, namely Ethics of the Board of Directors, Ethics of Executives, and Ethics of Officers.

Directors, executives, and officers need to ensure that their conduct and positions are strictly within the framework of GSB Ethics and Morality Code.



Mechanisms and Systems to Implement the GSB Ethics and Morality Code

Directors, executives, and officers need to ensure that their conduct and positions are strictly within the framework of GSB Ethics and Morality Code. Should any official have any question regarding the Code, the official is to seek guidance from his/her superiors. Supervisors of every level have a duty to be good examples for their subordinates. They are to foster awareness and regular adherence to ethics and morality principles. In case of complaint or should it arise that any executive or official is found to be in breach of this regulation, the supervisor is to conduct investigation by using the disciplinary guidelines and procedures mutatis mutandis. In case of complaint or should it arise that any director or the President and CEO is found to be in breach of this regulation, the Board of Directors will consider the necessary steps as deemed appropriate.



Penalties

Upon receiving the report on the investigation, the head of the affiliated section is to carry out the following steps:

Should the investigation find that GSB is the one violating the ethics of GSB

Report must be submitted to the Committee to Determine the Cause of the Offense for consideration in accordance with the regulations and practices relating to disciplinary proceedings.

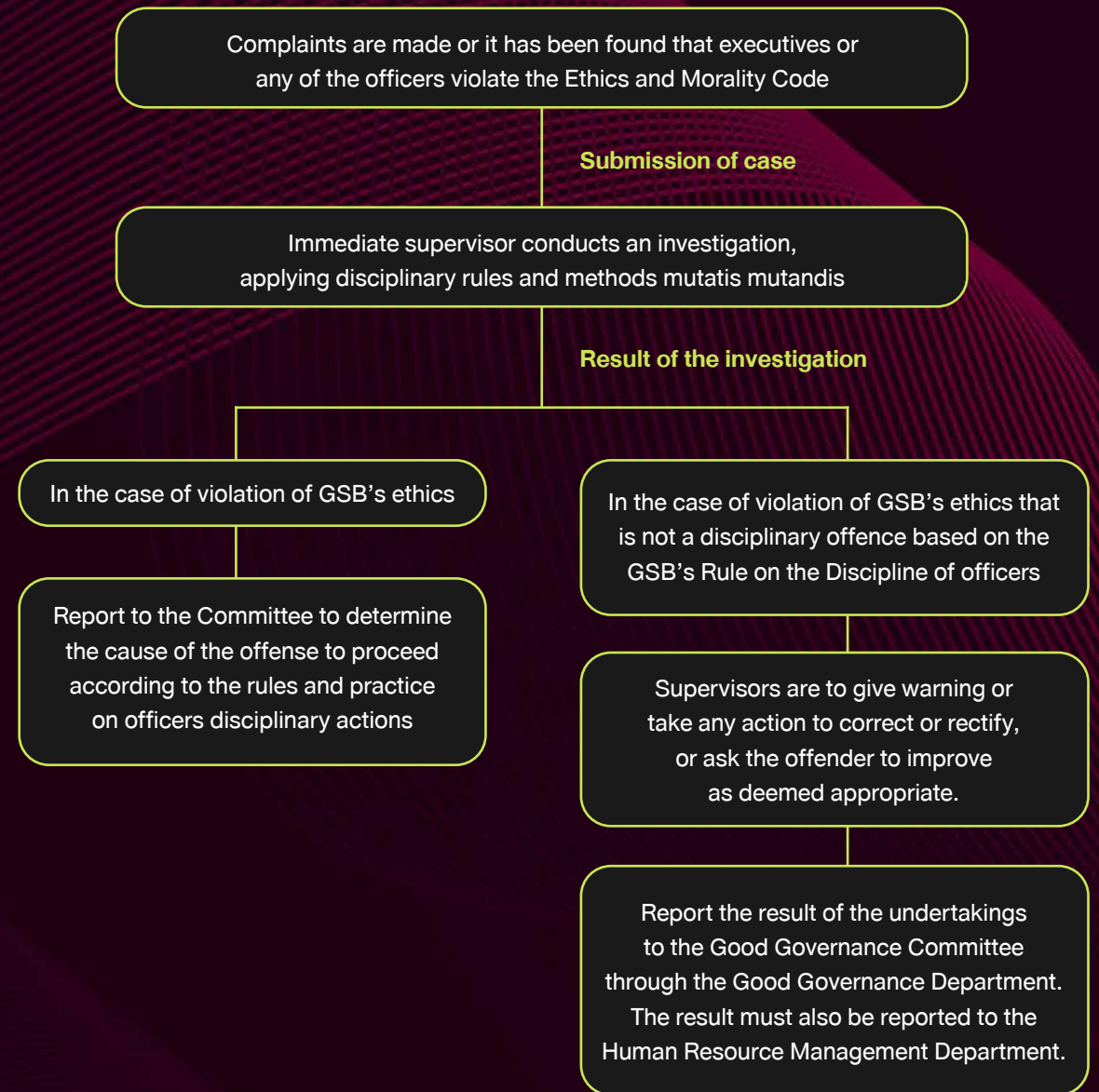
Should it be found that the conduct is in violation of GSB Ethics Code whereby the conduct is not a disciplinary offense according to GSB Regulation on Employees' Discipline

The offender shall be warned or punished in whatever means as appropriate to correct or rectify or improve as deemed appropriate. Such undertaking is to be reported to the Good Corporate Governance Committee through the Good Corporate Governance Department, as well as to the Human Resources Department. In case the violation is considered to be a criminal offence or cause damage to GSB, the offender will have to be prosecuted as a criminal case. The offender will then be subject to criminal proceedings or to pay compensation or to pay for civil damages.

Considerations on promotion, appointment, transfer

or matters related to deeds of individuals who have violated ethics or morality need to take into account the results of ethical or moral investigations and proceedings as well.

Mechanisms and System to Implement the Ethics and Morality Code



Moreover, in order to promote and foster a good conscience at work in accordance with GSB's Ethics and Morality Code and enhance good corporate governance, as well as ethics and morality of GSB with a view to having a corporate culture that can actually be practiced with clarity, GSB has produced Behavioral Guideline based on the GSB Ethics and Morality Code in order to raise awareness and understanding of members of the Board of Directors, executives, officers, and employees. They are to adhere to this Guideline to strictly follow GSB's Ethics and Morality Code. This will lead to a corporate culture of good governance, thus gaining confidence and trust from all groups of stakeholders. Moreover, activities to induce a conducive atmosphere and good behavior in line with GSB's Ethics and Morality Code are organized regularly. Another key step is the monitoring process of the implementation. This is done through reporting the outcome and progress of activities to the President or any individual assigned by the President.

Compliance and Ethical Conduct

GSB encourages ethical conduct among all personnel when engaging with customers, business partners, and stakeholders in a systematic manner. The Board of Directors has issued related policies and provisions through GSB's Ethics and Morality Code in order to raise awareness and understanding, which will lead to actual practice. Reviews of implementation of GSB's Ethics and Morality Code are conducted among executives, officers, and employees. Results of which are used to improve and develop corporate governance. Furthermore, to ensure transparency of operations, GSB publicizes its information for the benefit of the general public and stakeholders in accessing GSB's information, such as the disclosure of information related to the procurement process.



GSB has publicized the following aspects of procurement process on the internet:

(1) Announcement of Procurement Plan

(2) Announcement of the Procurement

(3) Announcement of the Draft TOR, Price Appraisal, and Bidding Result

(4) Conclusion of the Procurement Process

(5) Announcement of Sales

(6) Announcement of the Auction

In addition, GSB has disclosed its data and that of customers to requested external agencies and individuals. GSB has cooperated with agencies vested with authorities to check data, request data, or ask GSB's employees to testify as witnesses. GSB has also disclosed its expenses or assets to the press which are stipulated in GSB Order No. 45/2564 on the Disclosure of Expenses or Assets of GSB to the Press for Further Publicization.



Key Undertakings of GSB on Business Ethics and Transparency^[2-23] [2-24]

GSB has organized a project to award prizes on ethics and morality to members of executives, officers, or employees who have shown behaviors that are in line with the GSB WAY corporate value (Giving for the Greater Good, Seeking for the Possibilities, Brave Beyond Boundaries). Those who have displayed such qualities will be given GSB Way Points. The project aims to foster relations in line with the approach to foster good behavior based on corporate culture. Employees are expected to be committed, dedicated, and work to their full potential, generating morale and motivation to carry out duties, resulting in efficiency and efficacy. GSB would succeed in the implementation of its strategy and be on the path towards sustainable achievement. GSB would also become a good example for employees. GSB Way Points can be accumulated and redeemed. Award categories are as follows:



1

GSB-wide Outstanding Ethics Awards:
300 Points/person



2

Department-wide Ethics Awards:
150 Points/person



3

Fresh Buds of Morality Awards:
100 Points/person

Community Service Activities

In 2022, GSB organized activities to foster conscience in a bid to promote ethics, morality, and good governance as well as anti-corruption efforts. Such activities aim to encourage officers and employees to develop a good conscience and attitude, be moral and ethical, as well as participate in the ethical and integrity culture.



GSB has adopted the No Gift Policy to prevent any illegal pursuit of benefits and conflict of interest, as well as promote transparency at work. If an external entity or a stakeholder presents a hamper or a gift to executives during a certain festival or in line with the manners practiced in society and in accordance with the law, executives may accept such hamper or gift to maintain friendship or good relations. Executives will then send that hamper or gift to give to charitable organizations. In 2022, GSB organized an activity “Act of Giving to Those in Need at Phramongkutklao Hospital” on 22 March 2022. Among the items provided were adult diapers, absorbent pads, and walking sticks.

Religious Activities



GSB has organized Buddhist Lecture series to translate teachings in Buddhism into practice, as well as foster ethics and morality among executives, officers, and employees, which would lead to efficiency and effectiveness. In 2022, GSB organized an online Buddhist lecture with the title “The Art of Living a Happy Life” by Pasin Intarawong on 22 March 2022. There were 327 participants.





**Training on Integrity & Transparency Assessment:
ITA for the Year 2022**

On 9 March 2022, GSB organized a training on Integrity and Transparency Assessment (ITA) for the year 2022 at Burachat Hall, GSB Headquarters. At the training, Adjunct Professor Vicha Mahakun, Dean of the Faculty of Law, Rangsit University, kindly gave a lecture on the topic “**Transparency at Work**”. Members of the Executive Vice President and above attended the training under the COVID-19 prevention measures. The training was also broadcast live online to facilitate the attendance of other members of executives, officers, and employees of GSB from across the country.



Declaration of No Gift Policy

On 3 March 2022, Mr. Vitai Ratanakorn, President and CEO of GSB, declared the intention of executives, officers, employees, and all staff of GSB to not accept gifts and presents. This is to reaffirm the intention to operate business in accordance with good corporate governance principles and to ensure that GSB is an organization of good governance, transparency, and accountability, as well as to prevent a conflict of interest, corruption, and misconduct.




Declaration of the Intent to Carry Out Duties with Honesty, Transparency, and Good Governance

On 27 April 2022, Mr. Vitai Ratanakorn, President and CEO of GSB, declared the intent to carry out duties with honesty, transparency, and good governance. GSB is committed to responsible banking, operating its business with integrity, transparency, and fairness under the good corporate governance principle and encourages executives, officers, and employees to be ethical and always take into consideration common benefits. They are not to do anything that may result in a conflict of interest, abuse of power, or engage in cronyism, and resist all forms of corruption in an effort to generate confidence and trust from all stakeholders. In light of the need to develop the organization in a sustainable manner, GSB declares its intent to guide executives, officers, and employees to strictly adhere to.

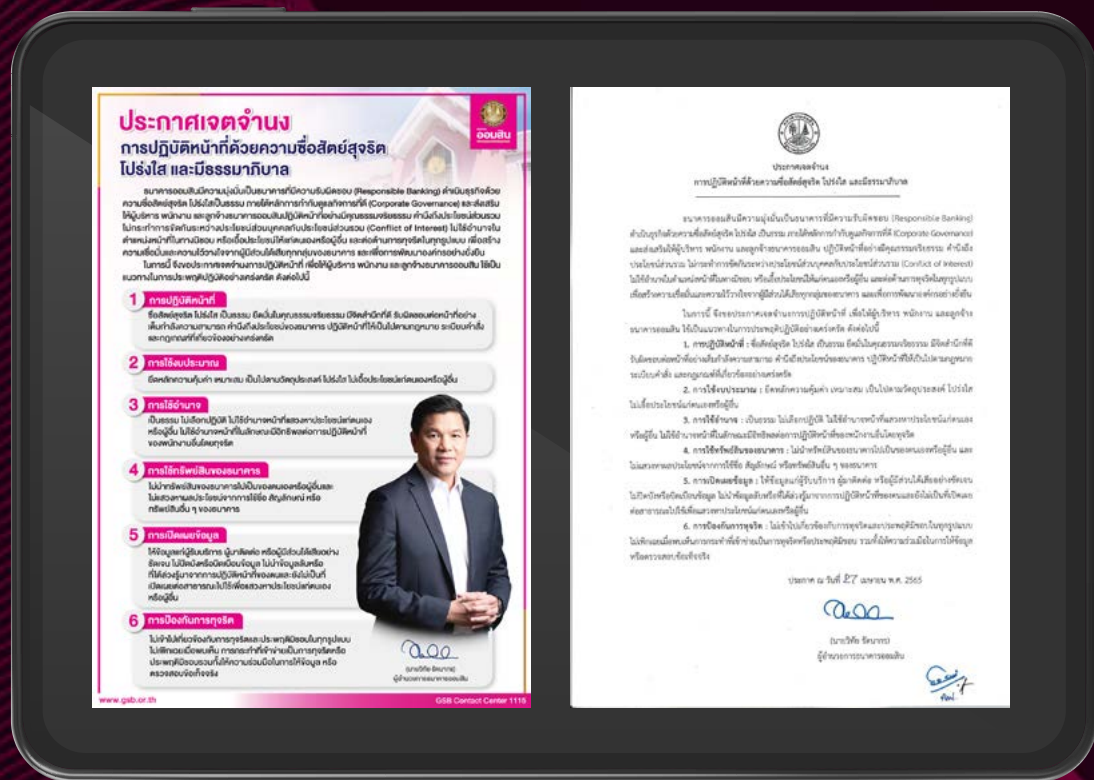


Stakeholders are welcome to provide suggestions or participate in undertakings to improve the work or services of GSB.

Measures to Promote Ethics and Morality of GSB in 2022

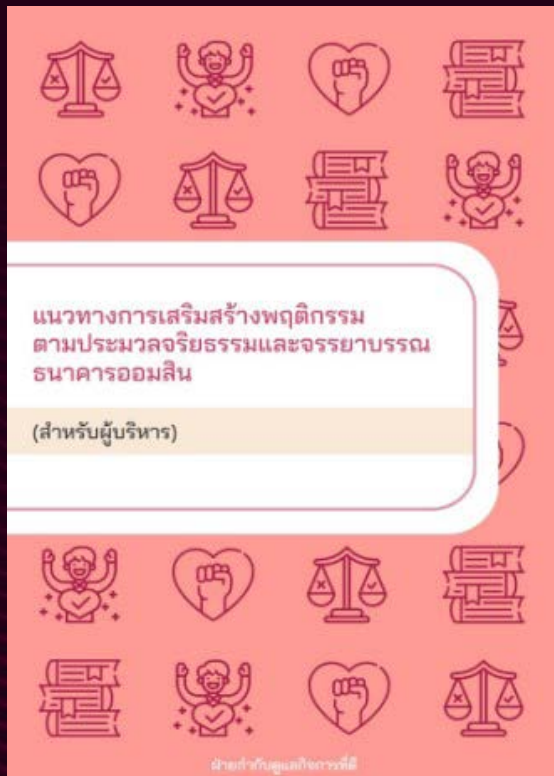
GSB develops and improves its work process continuously using technology to expedite the process and adapt to the COVID-19 pandemic situation, as well as increase options at work. Stakeholders are welcome to provide suggestions or participate in undertakings to improve the work or services of GSB, whereby the work plan must be in line with the results of ITA. The indicators with the lowest score for GSB were on the improvement of work system. Hence, details of the measures to promote ethics and morality of GSB in 2022 culminated in 2 key work plans:

- Service Development Work Plan** — the aim is to improve the process and channels of service by applying technology to help increase convenience for customers and reduce contact at branches which will in turn lower the chance or risk of contracting COVID-19.
- Stakeholder Participation Work Plan** — the aim is to open up opportunities in surveying or collecting opinions of stakeholders to be used in the improvement of products or services of GSB. The work plan was implemented throughout 2022.



Guidelines to Encourage Desirable Behaviors in Accordance with the GSB Ethics and Morality Code

The aim is to promote and foster conscience to follow the GSB Ethics and Morality Code of personnel throughout the organization, as well as enhance good corporate governance and ethics and morality in the corporate culture so that it can be practiced with clear guidelines and in a proper manner, in line with the duties and responsibilities of each position. Guidelines to Encourage Desirable Behaviors in accordance with the GSB Ethics and Morality Code have been disseminated through a number of channels including emails, webpage of the Good Governance Department, GSB Magazine, GSB Wisdom, Yammer and social media platforms such as LINE Groups, Facebook Account "GSB Governance" and Motion video clips titled "Behaviors in accordance with the GSB Ethics and Morality Code".



GSB Ethics and Morality Code Manual and E-book

the aim is to raise awareness and understanding of members of the Board of Directors, executives, officers, and employees. The manual and e-book are to be strictly adhered to in order to foster the corporate culture of good governance, leading to confidence and trust from all stakeholders of GSB.



Publicization of Principles and Mottos That Are Used at Work

To honor those who have received outstanding awards on ethics and morality, their principles and mottos are publicized in the form of an e-Magazine to allow executives, officers, and employees to look up and set a good example for all personnel of GSB.





Outcomes of the Undertakings on Morality and Transparency in the Conduct of Businesses

GSB was awarded “Model Organization of Integrity” for 2022

GSB was among those at the highest level from the assessment by the National Committee on Culture Promotion under the Project to Promote Integrity in Communities, Organizations, Districts, and Provinces, in line with the First National Master Plan on Integrity Promotion (2016-2022). GSB was one of the 12 agencies under the Ministry of Finance and one of the three Specialized Financial Institutions that have been awarded the certificate “Model Organization of Integrity.” This results from the efforts of promoting the culture of good governance within the organization, integrity, and transparency in business conduct which is in line with the law and international standards, adherence to the value of “discipline, sufficiency, honesty, and volunteerism”, as well as adoption of religious teachings and the Sufficiency Economy Philosophy in the management. Furthermore, GSB has focused on the promotion of savings, and the pursuit of the goal of becoming a Social Bank through a number of projects to pass on assistance to businesses, customers, and the general public, thus generating widespread positive social impact.

Executives, Officers, or Employees Exhibited Behaviors in Line with the Corporate Value of GSB Way (Giving for the Greater Good, Seeking for the Possibilities, Brave Beyond Boundaries)

GSB organized a project to grant awards of GSB ethics and morality to its personnel. Apart from receiving GSB Way Points and compliments, officers who received awards were also nominated for promotion. Details are as follows:

- Promotion of officers at the operational level: **165 persons**
- Promotion of officers in the range of primary-level executives to management-level executives: **358 persons**, including deep class promotion of employees at the operational level from level 4 to level 5 and level 6 to level 7. GSB would consider employees’ performance and behaviors whereby supervisors need to assess employees’ ethics and morality as part of the criteria for being promoted to level 5 and level 7.



GSB was one of the 12 agencies under the Ministry of Finance and one of the three Specialized Financial Institutions that have been awarded the certificate “Model Organization of Integrity.”

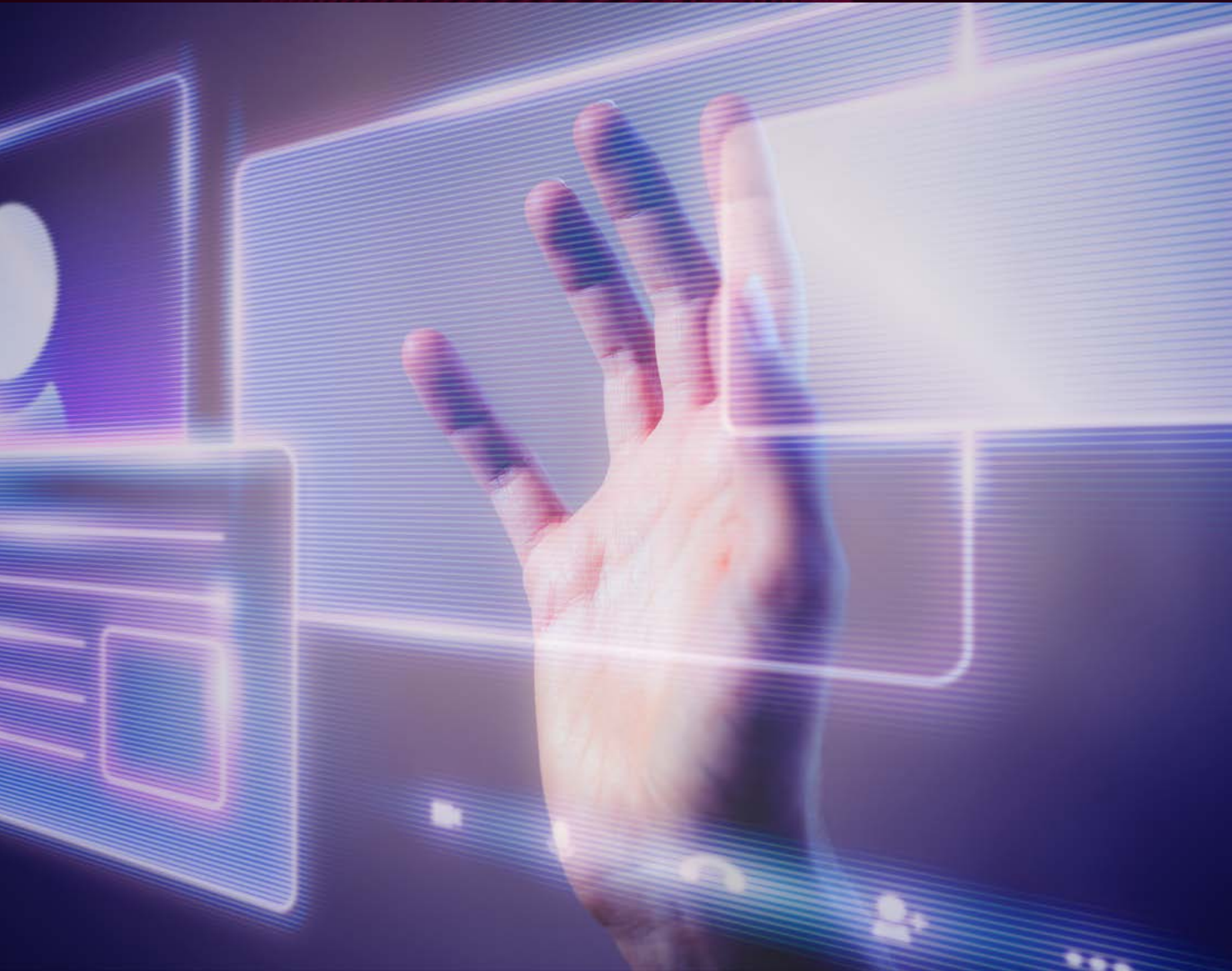


Outcome of the Integrity & Transparency Assessment (ITA)

The assessment was organized by the Office of the National Anti-Corruption Commission. In 2022, GSB received a rating score of AA, the highest score for the fourth consecutive year. The total score was **98.58**.



Management of the Risks from Cyber Threats^[3-3]



GSB has adopted information technology as a key mechanism in increasing efficiency of business operations.

As GSB has adopted information technology as a key mechanism in increasing efficiency of business operations, developing financial products and services that respond to the needs of customers, and helping customers to quickly access products and services in a comprehensive manner, as well as playing a key role in operating cost reduction and improving competitiveness amidst rapidly-changing and diverse banking business, there is a need to adjust strategies to keep up with the changing technology trends. GSB has therefore adopted IT Risk Management to reduce IT risks and cyber threats. This will lead to IT security that is of international standard and is able to monitor and prevent loopholes and errors at all times. It will also allow GSB to deliver services with continuity and safety, generating confidence and trust among customers, as well as increasing organizational competitiveness and reducing factors that may affect GSB both in terms of finance and reputation.



Goals of the Management of Risks from Cyber Threats

Supervise, monitor, and manage IT risks of the organization to be within the acceptable level, and ensure that the IT system is secured, safe, and trustworthy.





Approaches on the Management of Risks from Cyber Threats

GSB has adopted IT Risk Management Policy to be used as regulatory criteria for supervising and managing IT risks at an organizational level in a holistic manner, in line with the nature of business operations, the amount of transactions, the complexity of IT, and related risks. Reviews are to be conducted at least once a year or when there is any significant change. The Policy is also in line with the provisions of the law and rules of regulators. This will help control any loss due to IT risks to be under the GSB's risk appetite. GSB also adopts measures to manage IT risks in accordance with the law and rules of regulators such as Personal Data Protection Act, B.E. 2562 (2019), Cybersecurity Act, B.E. 2562 (2019), and the Notification of the Bank of Thailand on Management of Information Technology Risks of Financial Institutions. Furthermore, GSB has implemented the following standards issued by the International Organization for Standardization (ISO):



- **ISO/IEC 27001:2013 (Information Security Management System : ISMS Requirements)**
- **ISO/IEC 38500:2015 (Governance of IT for the Organization)**
- **ISO/IEC 27005:2018 (Information Security Risk Management)**
- **ISO/IEC 27001:2022 (Information Security Management Systems)**

GSB has also adopted the COBIT 2019 Best Practices with the three key principles:

GSB has also adopted the COBIT 2019 Best Practices with the three key principles:



Confidentiality



Integrity



Availability

The abovementioned principles and standards have been applied to the supervision and management of work related to digital technology, ensuring that it corresponds to customers' behaviors and accommodates changes in IT innovations.



Improve Fundamental Capabilities in order to enhance capabilities of infrastructure to accommodate changes and support missions of the organization. These have been done through the development of IT.



Moreover, GSB has issued GSB Order No. 49/2565 on the Implementation of IT Risk Management Policy to ensure efficient and careful practice in line with the provisions of the Policy. GSB has set out a structure to supervise and manage IT risks according to the Three Lines of Defense and Checks and Balance principles. There is a segregation of duties in risk management, compliance, and IT inspection. Projects on IT infrastructure and security have been designed to be in line with the strategy to improve Fundamental Capabilities in order to enhance capabilities of infrastructure to accommodate changes and support missions of the organization. These have been done through the development of IT both in the aspects of infrastructure and IT security & data privacy, ready to accommodate business operations in the digital era.

Furthermore, GSB has emphasized the security and privacy of customers' data. GSB has adopted the Personal Data Protection Policy to provide the protection of personal data and issued measures to address violations of the rights of owners of personal data in an efficient and appropriate manner, in accordance with the Personal Data Protection Act, B.E. 2562 (2019). The Personal Data Protection Policy covers all processing of personal data conducted by GSB. Any person who happens to have access to personal data as they are involved in GSB's operations must comply with this Personal Data Protection Policy as well as any related regulations determined by the law.

In addition to this, GSB has adopted the Market Conduct Policy to provide customers with a service process that is responsible and fair, together with appropriate management in line with the provisions of the Consumer Protection Law.





Efforts to Manage Risks from Cyber Threats

Improvement of the IT Risk Management Policy

GSB has issued regulations to improve relevant provisions of IT Risk Management Policy such as improvement of Information Security Policy and Cybersecurity Policy in order to comply with the Cybersecurity Act, B.E. 2562 (2019), IT Risk Management Policy and IT Outsourcing Policy, in line with business strategies, the competitiveness of GSB, changing situations, and trends of risks that may affect GSB's IT security risks.

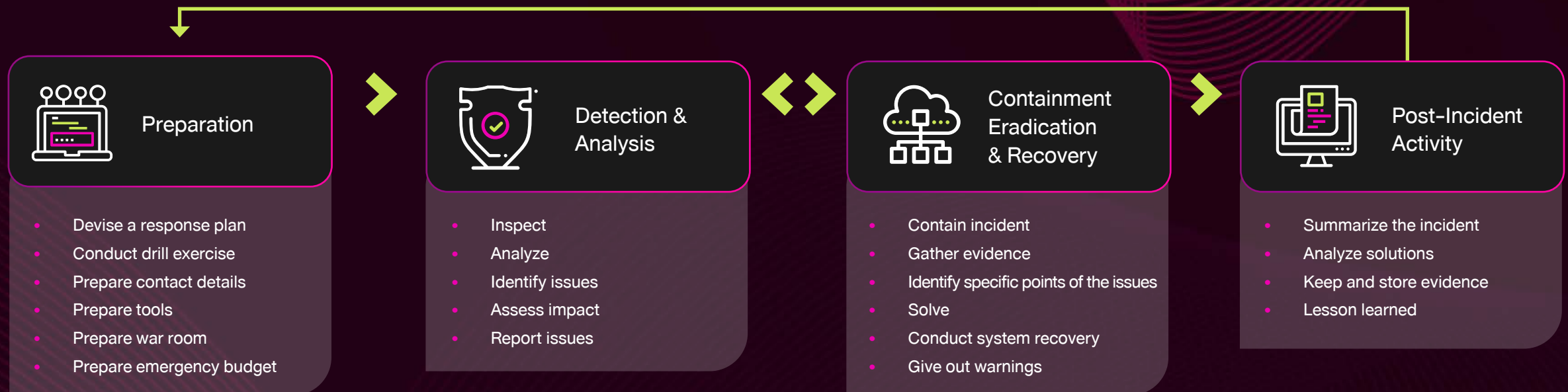
Processes and Measures in Response to Cyber Threat Incidents

GSB has divided its duties and devised a communication plan, covering communication within the organization and communication to external parties, including regulators and customers, by testing its plans in response to cyber threat incidents. In 2022, there was a bank-wide BCP Testing Exercise which covered response to cyber threat incidents. A situation of unrest or protest with DDoS attack was simulated. Officers in the Cyber Security Operation, Cyber Incident Response Team (CIRT), and partners in IT security were all tested for their readiness to respond to such threats.

Cyber Drill Exercise

GSB organized a cyber drill exercise to assess awareness and response to a cyber threat incident through phishing mail testing, covering all levels of executives, officers and employees from across the organization.

Processes and Measures in Response



Installation of IT Infrastructure to Increase Competitiveness

In 2022, GSB increased the efficiency of 6 work systems in the areas of security and infrastructure. There was a replacement of computers and equipment in 13 system that are related to security and infrastructure. GSB also provided support for GSB branches covering the development and improvement of work systems to support digital banking through developing CBS/LOPs/CMS/LIIMs/ICAS and others. Moreover, GSB also launched Centralized Firewall/upgraded DDoS License and Network Visibility system, as well as enhancing the efficiency and security of API Management system. GSB has a plan to launch the Centralized Backup system (DRC) by 2023 and set up a centralized analysis system for NOC/SOC. In addition, GSB has developed a system to accommodate TFRS17 with a view to increasing its efficiency.

Communication and Supervision of IT Risk Management

GSB communicated its IT risk management to executives, officers, and employees in order to strictly adhere to the relevant measures. Progress is monitored, reviewed and reported to the top executives and relevant committees on a quarterly basis, in line with the framework and process of IT risk management.

Development of Human Resource in the Area of GSB's Personal Data Protection

GSB implemented its work plan to be in line with the work conditions set out by external regulators. GSB has organized a course to develop human resource titled "Preparation for GSB's Personal Data Protection".

Outcome of the Undertakings to Address Cyber Risks



GSB received Thailand Cybersecurity Excellence Awards (Banking) organized by the National Cyber Security Agency (NCSA). The awards were created to promote cybersecurity work and supervise IT infrastructure agencies and public and private agencies to enhance their capabilities in preventing, countering and reducing the risks of cyber threats, in line with the Cybersecurity Act, B.E. 2562 (2019) and international standards, as well as raising awareness of cyber threats.

- Organization's IT risks were under an acceptable level
- In 2022, GSB did not find any significant complaints about the violation of customers' privacy and customers' information loss.^[418-1]
- No complaints from external parties and regulators due to cyber threats were found. There was no leakage, theft, or loss of customers' information and important data of the organization due to cyber threats.

Anti-corruption Efforts ^[3-3]

GSB is committed to conducting its businesses with integrity, transparency, and fairness, generating confidence and acceptance from stakeholders, taking into account common interests as well as avoiding situations of conflict of interest. The Bank emphasized that the Board of Directors, executives, officers, and employees are to have a common attitude on preventing all forms of corruption to promote and support the National Strategy on the prevention and suppression of corruption and fostering an anti-corruption culture while enhancing the level of good governance.

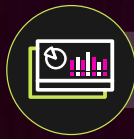
GSB has issued conduct guidelines for its executives, officers, and employees to strictly adhere to. The announcement was made in writing and was approved by GSB President and CEO to demonstrate the commitment to responsible banking under the principles of good corporate governance.



Anti-corruption Goals

GSB is committed to maintaining the result of the Integrity and Transparency Assessment (ITA) conducted by the Office of the National Anti-Corruption Commission at the AA level consistently every year.





Efforts on Anti-corruption

The Bank has enforced GSB Regulation No.737 on Anti-Corruption Policy by adopting internal control guidelines in accordance with the Principles and Guidelines on Corporate Governance for State-Owned Enterprises B.E. 2562 (2019). The criteria listed in the self-assessment form on anti-corruption measures which were produced in line with the Thai Private Sector Collective Action Against Corruption (CAC), Association of Certified Fraud Examiners (ACFE), and Integrity and Transparency Assessment (ITA) were used as a framework for the preparation of the Bank's anti-corruption policy. In 2022, GSB issued the "No Gift Policy" to demonstrate its commitment to integrity and transparency. Moreover, GSB has formulated an anti-corruption implementation plan for GSB in 2022 which was in line with the Anti-Corruption Implementation Plan in State-Owned Enterprises (2019-2021) of the Office of the National Anti-Corruption Commission to drive the National Strategy on Prevention and Suppression of Corruption Phase 3 (2017-2021) and Memorandum of Understandings (s) signed between 3 parties, namely Office of the National Anti-Corruption Commission, State Enterprise Policy Office (SEPO) and 54 State-Owned enterprises. The plan is regarded as the Bank's practical guidelines for preventing and suppressing corruption.^[3-31]

Outcomes of the Efforts to Manage Risks from Corruption^[205-1]

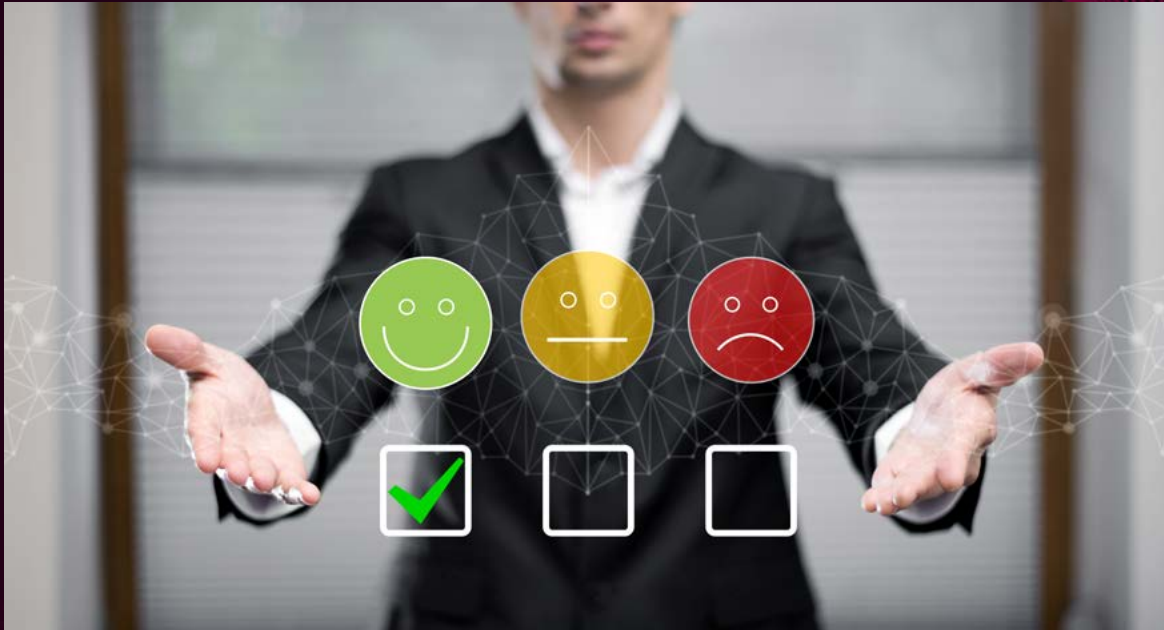
The Bank recognizes the importance of managing the risks of corruption. Such risks are considered the top operational risks. In 2022, the Bank conducted risk assessments and managed the risks from corruption to be within the acceptable level, and suitable for the work of the Bank. GSB's internal operations are inspected by an internal audit unit to evaluate and improve the efficiency of its internal risk management. Corruption risk, identified as one of the indicators in the audit process, is used to assess the risk level of each department.

In 2022, GSB carried out a risk assessment of procurement corruption. It prepared a corruption risk management plan according to the Office of Public Sector Anti-Corruption (PACC)'s corruption risk assessment criteria for the fiscal year 2022. Information on 5 projects was made available on the website. Risk assessment was performed for each project with additional anti-corruption measures put in place as follows:

1. Preparing a memorandum of agreement not to accept bribes and gifts or any benefits from stakeholders in 3 stages: preparation of TOR and median price; procurement; and acceptance.
2. Preparing a report on conflicts between personal interests and common interests in 2 stages: procurement and acceptance.
3. Preparing a checklist for the accuracy and completeness of supporting documents in the procurement process, and preparing a checklist, together with an inspection of supplies/works as determined by the TOR committee for the process of acceptance.
4. Preparing a manual for examining documents submitted by bidders.
5. Entering into an integrity pact on the prevention and suppression of corruption in public sector procurement between GSB and bidders/contractors/authorized agents.



Complaint Handling and Channels for Filing Complaints on Corruption and Misconduct^[2-26]



GSB adheres to the Bank of Thailand's governance guidelines for Specialized Financial institutions by putting in place a procedure and channels for filing corruption reports and complaints. A person responsible for handling such reports and complaints is clearly designated. The identity of and information about the whistleblowers are kept confidential. The procedure and channels for filing corruption reports and complaints are communicated to GSB Board of Directors, executives, and officers. GSB also has appropriate measures to safeguard the confidentiality of the whistleblowers to protect the rights of those who provide information in good faith. Additional details on GSB's measures can be found in the Annual Report under the topic of measures to protect and safeguard the confidentiality of whistleblowers, page 177.

[CLICK HERE](#)

Annual Report, page 177, Topic: measures to protect and safeguard the confidentiality of whistleblowers

Channels for Filing Corruption Reports or Complaints



In branch and service points nationwide



Call Center 1115

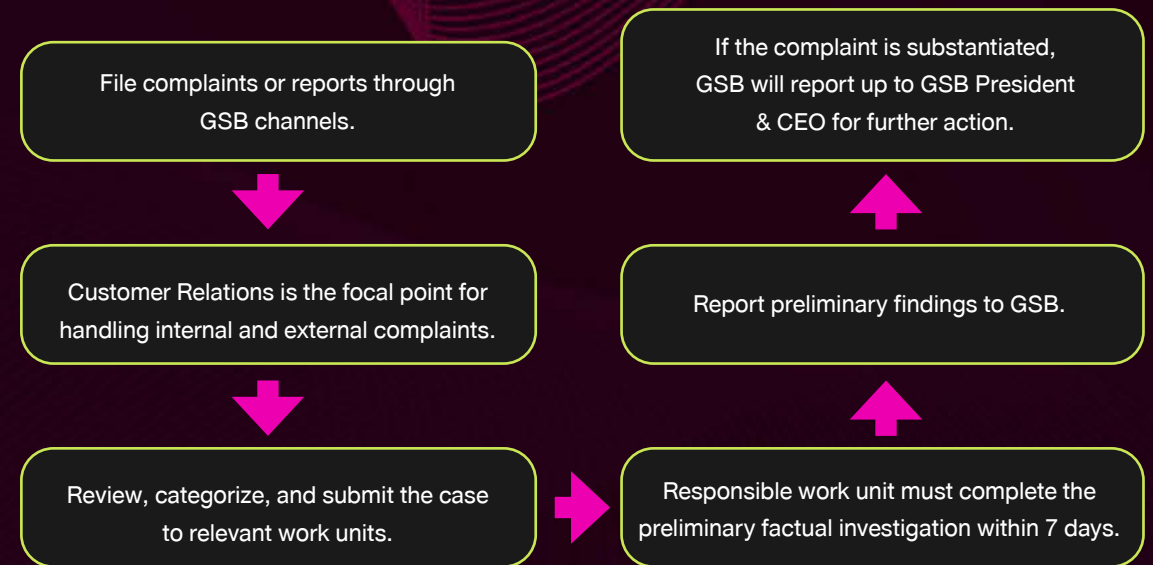


Website www.gsb.or.th



E-mail voice@gsb.or.th

In addition, GSB has established a process for managing complaints about corruption and misconduct of personnel. The management guidelines are as follows.



Anti-corruption Communication and Training



To equip GSB executives, officers, and employees with knowledge and understanding of combating corruption in all its forms, and to raise awareness about combating corruption among GSB's stakeholders, GSB has communicated and announced its integrity intent, focusing on fostering a culture of integrity which is corruption-free, organizational governance and transparency.

GSB executives, officers, and employees are required to adhere to and practice these guidelines:

1

Performance of duties: integrity, transparency, fairness, commitment to ethics, good conscience, professional responsibility, acting for GSB's interest, 2nd strictly performing duties in accordance with relevant laws, rules, and regulations.

2

Budget utilization: value for money, appropriateness, in line with the objectives, transparency, and do not benefit oneself or others.

3

Just exercise of authority: non-discrimination, do not use one's authority to seek benefits for oneself or others, and do not use one's authority to inappropriately influence the performance of duties of other officers.

4

Use of GSB's properties: do not expropriate GSB's properties for oneself or others and do not seek to benefit from the use of GSB's name, symbol, or other properties.

5

Information disclosure: full and undistorted disclosure of information to service recipients, visitors, or stakeholders and do not use confidential information or non-public information obtained in the performance of one's duties to benefit oneself or others.

6

Corruption prevention: do not become involved in any form of corruption and misconduct, do not ignore cases of corruption or misconduct, and cooperate in providing information or factual verification.



In addition, GSB provides an online channel for filing complaints or reports about corruption on GSB's website to enable stakeholders and the public to conveniently access whistleblowing procedures. To enhance the competency of GSB personnel, including the Board of Directors, executives, and officers, on relevant laws relating to corruption prevention, GSB's policy and measures on corruption prevention and suppression are communicated to them through various channels, e.g. training on good corporate governance and corruption prevention, and on professional ethics. Details of acknowledgement of and adherence to the guidelines on corruption prevention and suppression in accordance with GSB Regulation No. 737 re policy on corruption prevention and suppression (2022) are as follows:

GSB personnel who have received communication and/or training on GSB's policy and guidelines on anti-corruption^[205-2]

	Total number of personnel receiving communication on GSB's policy and guidelines on anti-corruption	Percentage
GSB Board of Directors	14	100%
GSB President and CEO, GSB executives from the level of executive vice-president or equivalent and above	47	100%
Executives from the level of Senior Vice President of department or equivalent and below and officers	16,630	100%
Employees	4,970	100%

	Total number of personnel receiving training on GSB's policy and guidelines on anti-corruption and compliance	Percentage
GSB Board of Directors	14	100%
GSB President and CEO, GSB executives from the level of Executive Vice-President or equivalent and above	47	100%
Executives from the level of Senior Vice President of department or equivalent and below and officers	16,630	100%
Employees	4,970	100%

100% of GSB's trading partners have received communication on GSB's policy and guidelines on anti-corruption.



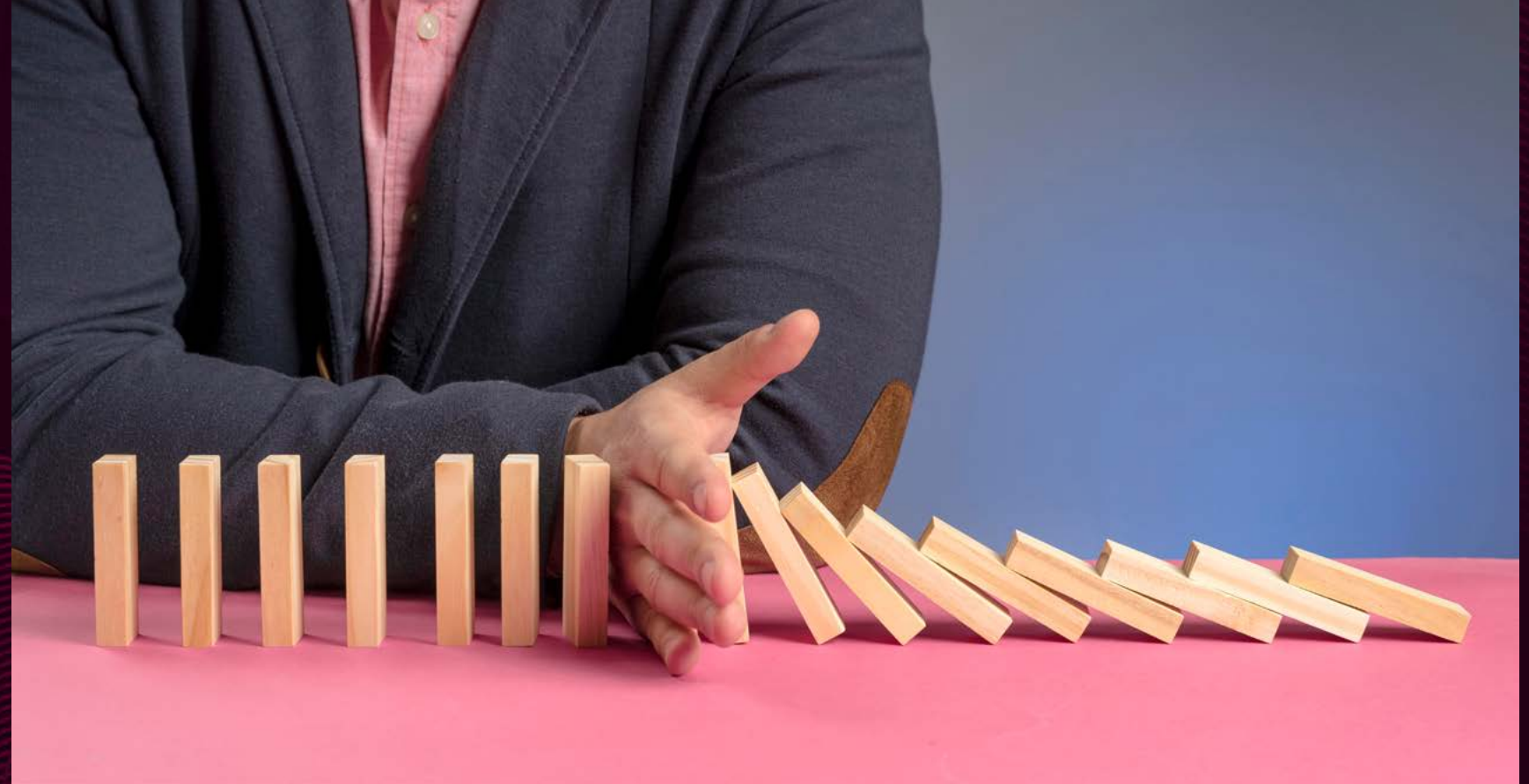
Results of the Key Efforts on Anti-Corruption^[205-3]

In 2022, GSB received an Integrity and Transparency Assessment (ITA) score of 98.58 or AA for the fourth consecutive year from the Office of the National Anti-Corruption Commission.



Risk Management^[3-3]

GSB's business operations face multifaceted and complex risks which are difficult to predict. To be a sustainable bank, it is a challenge for GSB to manage relevant risks within an acceptable level, create or enhance added value from the risks, enhance its profitability appropriate to GSB's available capital and liquidity, strengthen its competitiveness, elevate organizational reputation and image, as well as cultivating a risk culture within the organization to be ready for and effectively manage the risks.



Risk Management Goals

GSB is committed to enhancing and cultivating a risk management culture throughout the organization to mobilize towards the goal of being a social bank according to GSB's vision.

Risk management structure

GSB recognizes the importance of a risk management and governance structure that is connected at all levels, from the Board of Directors to executives, officers, and employees. The structure of the committee responsible for overseeing strategic levels and risk management policy is clearly established. The structure and responsibilities of the risk management department are reviewed to ensure alignment with GSB's operational direction and regulatory criteria. In addition, results of the management's implementation are followed up to support the management of existing and emerging risks, ensuring that it is consistent with the principles of good corporate governance and complies with relevant laws, regulations, notifications, and criteria, as well as serving as an important mechanism for operational success.

Cultivating a risk culture within the organization to be ready for and effectively manage the risks.



Key committees in the risk management structure include

(1) GSB Board of Directors

GSB Board of Director is responsible for setting GSB's vision, direction, and strategies, as well as considering potential risks, ensuring that the management can effectively implement the set vision, direction and strategies.

(2) Risk Oversight Committee

Risk Oversight Committee is responsible for risk management policy setting according to major risk types and strategic consistency, which is then submitted to GSB Board of Directors. It assesses and monitors the risks, ensuring that they remain at appropriate levels. It reports the risk to GSB Board of Directors, oversees the capital and liquidity management strategies to ensure consistency with the approved risk appetite, and approves the risk management system and tools used to measure, monitor, and control risks.

(3) Good Corporate Governance Committee

Good Corporate Governance Committee is responsible for setting GSB's policies, strategies, goals, operational plans, regulations, and criteria on good corporate governance, regulatory compliance, credit review, corruption prevention and suppression, stakeholder management, sustainability, social and environmental responsibility, ensuring that they comply with relevant laws and regulations. These are then presented to GSB Board of Directors to evaluate the effectiveness of compliance risk management, oversight and monitoring, good corporate governance operations, regulatory compliance, credit review, corruption prevention and suppression, stakeholder management, sustainability and social and environmental responsibility.

(4) Audit Committee

Audit Committee is responsible for auditing the effectiveness of internal control, oversight, and risk management processes, ensuring that GSB operations comply with relevant laws, rules, regulations, procedures, cabinet resolutions, announcements, or orders relating to operations and operations audit in various areas that carry significant risks affecting GSB's strategic objectives and are in line with significant changes of GSB's risk environment.

(5) Executive Committee

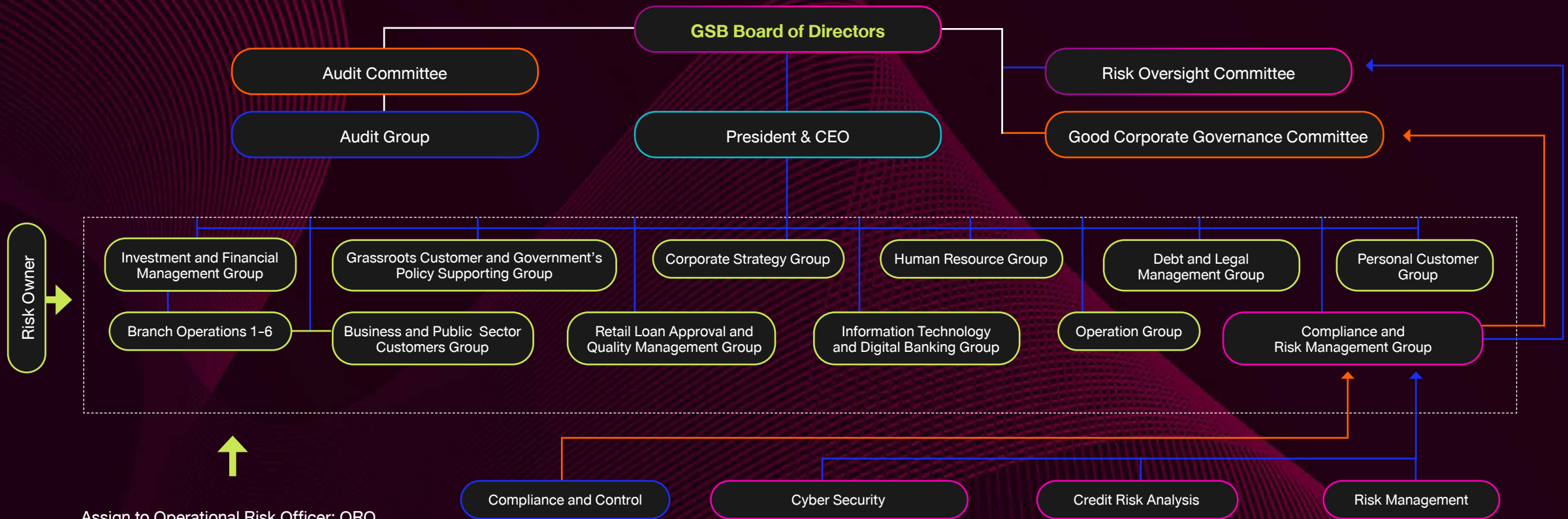
Executive Committee is responsible for proposing policies, strategies, business plans, management oversight, and monitoring plans, as well as recommending directions and criteria on GSB's investment, loan approval, and other business operations. These are then submitted to GSB Board of Directors for consideration. In addition, the Committee also makes recommendations on appropriate and effective organizational structure.



The Risk Management Committee, Good Corporate Governance Committee, Audit Committee and Executive Committee are also responsible for integrating governance, risk management and compliance, in order to achieve integrity-driven performance.

Moreover, there are committees responsible for overseeing the risk management of core business operations, such as the Asset and Liability Management Committee, Loan Committee, Investment Committee, Business Continuity Management Committee, GSB Corruption Risk Prevention Committee, and Information Technology Management Committee.

GSB's Risk Governance Structure



Assign to Operational Risk Officer: ORO in every Region/Department/Direct Section under Affiliation Section/Group





Efforts to Manage Risks

The Bank has implemented the principles of COSO ERM 2017 and adopted the Guidelines for Risk and Stability Management of Specialized Financial Institutions according to the Notification of the Bank of Thailand as an approach for enterprise risk management to control/reduce and prevent risks that affect the Bank's objective setting. This includes controlling risks to financial and non-financial objectives within acceptable levels in order to ensure efficient business operations of the Bank.



This includes controlling risks to financial and non-financial objectives within acceptable levels in order to ensure efficient business operations of the Bank.

Cultivating an Organizational Risk Culture

GSB has adjusted its operations to accommodate the business sector's needs for ESG products and services, as well as facilitating customer groups with no access to financial services. GSB operations underwent an end-to-end upgrade to support ESG sustainability, from setting up a corporate governance structure to formulating strategies and risk management processes, including gathering opinions of GSB's key stakeholders to identify key sustainability issues of GSB as prioritized by them, e.g. digital innovation, opportunities to access financial products, financial literacy, having a variety of financial products and services to meet the needs of the economic sector in accelerating the transition to a green economy, and raising operational standards by maintaining a balance between international standards, GSB's readiness and the overall economic sector.

GSB recognizes the importance of business governance and regulatory compliance, in line with the 3 lines of defense model, including cultivating a risk culture. GSB prioritizes and strives to strengthen the organizational risk culture in accordance with the Bank of Thailand's policy on risk culture, ensuring that there is a robust culture of risk. Key factors to be considered are as follows:

- Risk Governance
- Risk Management Framework
- Risk Appetite Framework
- Compensation Practices that align with Risk Taking Behavior

GSB is confident that it has an effective and timely process to manage, monitor, and report emerging risks, which enables GSB to operate in line with its social bank mission along with commercial operations and sustainable organizational growth.



GSB is committed to providing fair customer service, taking into account the interests of customers and fair dealing culture. It has put in place written policies on the treatment of customers and providing services to customers, and communicates them to GSB executives and officers through different channels. If they were found to act contrary to GSB's regulations or orders and resulting in serious damage to GSB, it would be considered a serious disciplinary breach, prompting GSB to take disciplinary action as stipulated. In addition, GSB recognizes the importance of integrated risk management encompassing the management of risks throughout the organization. GSB has designated a unit to monitor and audit the operations, which is independent from the operational unit.

In the overall picture of risk management, GSB has prepared a risk map by assigning the Business Unit and Support Unit as risk owners to review risks and set goals and action plans/annual projects, by identifying significant risk factors in relation to the strategic objectives (Strategy Map), GSB's core KPIs and risk measurement criteria in accordance with financial projections. In 2022, significant risk factors of GSB are as follows:

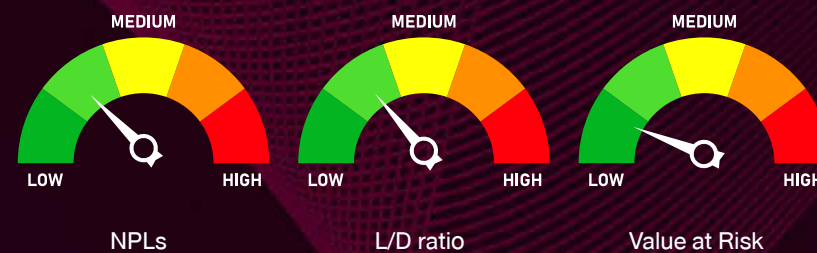
Risk Map GSB Bank 2022

Strategic	Operational	Financial	Compliance	Reputation
Competition	Debt tracking process	Debtor quality	Compliance with external bodies of law	Complaints and negative publicity
Digital loans	Disruption to key service channels	Fluctuations of liquidity		
IFRS9 Accounting Standards	Cybercrime	Fluctuation of interest rates		
Reduce Inequalities	Hiring of external services and trading partners	Fluctuation in the money market and capital market		
	Development of a system to detect unusual transactions			

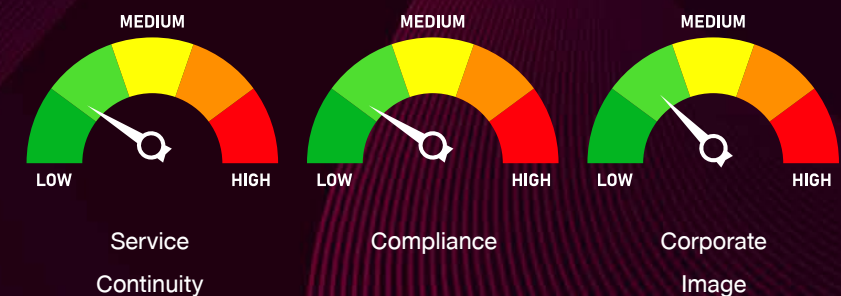
In addition, GSB has set key risk indicators (KRIs) to provide early warning in cases where KRIs exceed the risk appetite and/or risk tolerance level. A risk status report will be sent via email to concerned executives at various levels to monitor and review the risk levels in a timely manner. As such, risk management measures/plans can be updated and adjusted, ensuring effective risk reduction/control, taking into account the appropriate cost of risk.

Key Risk Indicators

Financial Key Risk Indicators



Non-Financial Key Risk Indicators



Regarding operational risk management, which is a key risk to GSB's business operations, GSB has put in place an operational risk management policy to serve as a framework for appropriately managing operational risks that meet international standards, effectively control, present, and reduce risks below the risk appetite. Moreover, the operational risk management policy is reviewed annually to enhance the effectiveness of GSB's risk management and comply with regulatory guidelines. GSB also has earmarked funds for the risks and sufficiently disclosed risk management information, enabling customers, regulatory agencies, GSB Board of Directors, and stakeholders to confidently use the risk management information to appropriately and effectively assess GSB's risks.

In 2022, GSB conducted a risk assessment and established risk management guidelines related to sustainability issues that have a significant impact on GSB and its stakeholders as follows:



1. Loan Quality



**Regularly monitor
and review the status
of debtors**



**Prepare a contingency plan
in case of the discontinuation
of debt moratorium**



**Develop and improve
credit risk measurement
models**

Non-performing loans remain high and are likely to increase due to the uncertain economic recovery. Vulnerable households and small businesses may be further burdened with rising living and business costs, high level of household debts, and increase of interest rates. Debt restructuring and proactive debt management may prevent NPLs from rising rapidly. Nonetheless, with continued debt relief measures, it could affect debt repayment discipline and the risk of interest income recognition during the moratorium, if debtors are unable to resume debt repayment in the future.

GSB recognizes the importance of loan portfolio quality management. The status of debtor is regularly monitored and reviewed. There are measures to help struggling borrowers, including preparation of a contingency plan when debt moratorium ends, preparing estimates of debtors who are unable to resume debt repayment, earmarking funds for potential risks that may increase in the future, developing an early warning system to monitor debtor quality, paying close attention to the loan quality of new customers by developing and improving credit risk rating models — credit scoring model (application scoring, behavior scoring, collection scoring), credit risk rating model and credit risk rating for small business model — to appropriately screen and assess the risks of customers and used in conjunction with the credit bureau score (credit score of the National Credit Bureau) for enhancing the effectiveness of GSB's loan approval considerations, as well as testing the reliability of the models at least once a year.



In addition, GSB has developed a work system to support its loan approval process to be standardized and to enhance the effectiveness of risk management, as follows:

Work system to support GSB's loan approval process to be standardized and to enhance the effectiveness of risk management



1) Loan Origination and Process System (LOPs), consisting of a loan origination system (LOR), a collateral management system (CMS), and a litigation system (LS), to enhance the effectiveness of the loan consideration process and competitiveness.



2) Credit Criteria Processing System (CCPS) to process loan approval criteria for all types of retail loan products and risk criteria, including calculating debt burden according to the criteria set by GSB.



3) System for analyzing business customer data and credit risk, consisting of a system for analyzing business data (Enlite) and a system for analyzing financial data (Optimist).



4) Credit score calculation system (Blaze Advisor) and a system for credit score calculation for credit cards and cash card loans (Strategy Management)

Moreover, GSB has monitored the structure and quality of loan portfolio, ensuring alignment with its policy. It regularly monitors the concentration of loans in various dimensions, e.g. loan types, business types, and borrower groups, ensuring that it does not exceed specified limits, e.g. single lending limit, industry limit, and country limits using the standards set by the Bank of Thailand. It conducts credit stress tests using economic and financial simulations, as specified by the Bank of Thailand, taking into account the impacts caused by domestic and international economic risk factors, including credit risk, to evaluate the impact on GSB in terms of loan portfolio, reserves, and capital adequacy.





Develop the risk management database system



Support calculation of funds and risk assets



Stress test



Manage credit portfolios and improve work systems



Develop personnel skills, enhance the capacity of granting investment loans and credit risk management

GSB minimizes its risk by setting a single lending limit so that it does not grant loans to, invest in, create obligations with, or enter into a transaction similar to granting a loan disproportionately with any one person, and to prevent concentration risk in any one borrower or its associates. This is to ensure that in an event that may affect a particular group of debtors or business sector, GSB would still have sufficient capital to continue its business operations. An industry limit has also been set to guide loan considerations and spread the risk of concentration in any one business.

GSB sets the amount or the credit limit, invest, or create a country limit to control the risk of concentration in any country or group of countries that are economically linked. It also ensures that GSB maintains sufficient reserves for the potential impacts that may occur from increased transactions. Additional measures include the development of a risk data mart to support capital calculation, stress test, credit portfolio management, and capital calculation work system improvement, as well as preparing reports in line with the TFRS 9 financial reporting standard and personnel capacity and skill building on lending, investing, and credit risk management. A culture of credit risk management is also continuously cultivated among relevant officers.



2. Interest Rates

Raising the policy interest rates amid uncertain economic conditions causes hardship for borrowers who have not fully recovered and therefore requiring assistance. Increasing interest rates on deposits and loans is a financial management challenge for every bank. In-depth analysis of deposit and loan customers' behavior and accurate forecast not only help with asset and liability structure management but also ensure adequate liquidity, thereby reducing the risk of duration gap which may cause a mismatching fund situation affecting financial costs and net interest income in the future.

Although the economy has recovered, it remains fragile. With the weakened financial position of debtors, GSB has not only delayed the increase of loan interest rates to help its customers, but also increased deposit interest rates to respond to the market and maintain the customer base. In the long term, GSB focuses on issuing financial products and collaborating with its partners to offer financial services that have costs.

The Asset and Liability Management Committee is responsible for managing the interest rate risk. It does so by setting interest rates and managing the interest rate risk in line with current situations. A risk management in banking book policy is formulated in alignment with GSB's strategy, business plan, and regulatory criteria of the Bank of Thailand. In addition, interest rate risk management in banking book guidelines is formulated to be used as a framework for ensuring that risks are managed in line with the said policy and effectively.

Assessment of interest rate risk is done by analyzing the repricing gap, assessing the NII sensitivity, appropriately revising the risk limit and risk trigger for transactions both in trading and banking accounts, and performing a stress test on the market and interest rates. This is done through simulations of possible drastic changes in various risk factors that have a negative impact on GSB's income and capital. The scenarios used for such simulations are categorized into those set by the Bank of Thailand and those additionally included by GSB. The stress test results are reported on a quarterly basis. Moreover, GSB carried out the BOT-mandated supervisory stress test 2022 to assess the impact and preparedness in response to the potential impact on GSB's income and capital. Assessment of the effectiveness of financial derivatives used for risk hedging is conducted to ensure that the said financial derivatives are effective for



A risk management in banking book policy is formulated in alignment with GSB's strategy, business plan, and regulatory criteria of the Bank of Thailand.

the purpose of risk prevention. GSB has made preparation for discontinuing the use of LIBOR interest rates by developing an alternative risk management work system and tools.

In 2022, GSB managed its interest rate risk to be within the acceptable risk level. Its returns on investment, loan approvals, and net profits exceeded the targets.



3. Liquidity

Liquidity risk is a significant risk in the banking business. This is because banks are funded by raising deposits, which are short-term deposits (e.g. 3-month or 6-month deposits) and deposits that can be withdrawn anytime (e.g. demand deposits). Capital from deposits is used for lending operations, which usually have a longer maturity period than deposits and/or cannot be recalled prior to maturity. Therefore, the banking business is exposed to liquidity risk because of the inability to convert assets into cash prior to the maturity of liabilities. GSB is a financial institution specializing in savings and is trusted by the public. As such, it has a lot of deposits and consequently high liquidity. Moreover, as GSB provides government and institutional lending, with uncertain credit line utilization and cases of repayment before maturity, it sometimes has excess liquidity, which leads to higher interest costs.

GSB manages its liquidity risk by managing its cash flow resulting from changes in financial statement reports, e.g. deposits, withdrawals, loan disbursements, and repayments, to estimate the amount of money required for its daily operations, maintain daily liquidity assets, as well as preparing sufficient liquidity sources to meet the demand for money for lending and investment at acceptable costs. Additionally, GSB adopts a policy to maintain the daily liquidity ratio at a level sufficient for normal and emergency situations. GSB has liquidity warning alerts to raise awareness about potential liquidity crises caused by internal and external factors, to prevent and manage risks in a timely manner. It carries out a liquidity stress test by specifying 3 potential crisis scenarios, caused by internal and external factors, as follows:

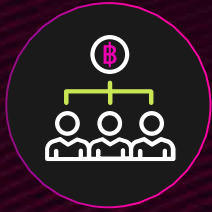
- (1) Crisis in GSB;
- (2) Crisis in the financial institution system affecting GSB's liquidity;
- (3) Crisis caused by both factors at the same time.

This is to ensure that GSB has sufficient excess liquidity to withstand all 3 scenarios of liquidity crisis. In addition, GSB has a liquidity contingency plan detailing the roles and responsibilities of relevant executives and work units, liquidity crisis alerts, an operating procedure to effectively and timely handle and resolve the crisis, as well as being able to quickly secure medium-term and long-term capital from various funding sources.



GSB has liquidity warning alerts to raise awareness about potential liquidity crises caused by internal and external factors.





Emphasis on asset and liability structure management



Appropriate financial cost management



Liquidity management working group

GSB has adopted a liquidity risk management policy which was approved by GSB Board of Directors. The Risk Oversight Committee is responsible for approving a system to monitor and control liquidity risk. The Asset and Liability Management Committee (ALCO) is responsible for setting guidelines for asset and liability management and a liquidity risk management strategy, ensuring that operations are in line with the risk management framework and the risk levels remain below the risk appetite. There are relevant guidelines to ensure consistency with the liquidity risk management policy and effective implementation. Moreover, there is a Liquidity Management Working Group, which is responsible for liquidity management and allocation of deposits, investments, and loans in accordance with GSB's business operations, ensuring appropriate levels of liquidity and compliance with financial obligations.

GSB manages liquidity risk by focusing on the management of asset and liability structure and financial costs, ensuring sufficient liquidity for normal operations and crisis situations, as well as maintaining the risk levels below the risk appetite. At the same time, GSB has public sector loans, retail loans, and loans in support of government policies, e.g. job loans, debt relief loans, care loans (COVID-19 relief), and Re-Open soft loans for hotel businesses. Despite the upward trend of interest rates in line with the policy interest rate direction, GSB has also delayed raising its interest rates on loans to help its customers.

Moreover, GSB has formed a joint venture to establish Mee Tee Mee Ngeru Co., Ltd., with the goals of relieving debt problems, reducing financial inequality, as well as being a channel to access funding sources with lower interest costs. This is to help provide emergency liquidity to the public and working capital/business expansion financing for SMEs through the use of land as collateral for a loan in the form of a mortgage or consignment. Regarding deposits, GSB has raised deposit interest rates in line with the interest rate direction. To promote savings, it launched prize campaigns and increased returns for GSB special savings certificates, as well as issuing deposit products designed for each age group and long-term deposit products for retirement planning, such as:

- 109-day, 4-month, 5-month, 7-month, 10-month, 11-month, 13-month, and 2.5-year Special Savings Accounts
- 7-year, 10-year and 12-year Special Savings Accounts
- 2-year Special Premium Certificates
- 1-year and 2-year Special Digital Salak

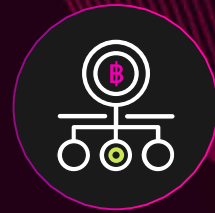
In addition, GSB has raised funds through the issuance of social bonds to finance and/or refinance social development projects under the social finance framework.



4. Capital Adequacy



Regularly audit
loan quality



Manage asset and liability
structure to mitigate the impact
of interest rate increases



Review capital management
plan, ensuring alignment
with operational risks

Maintain adequate capital for normal operations, unexpected losses, and the risk of changing environments. Factors causing the reduction of GSB's capital are, for example, 1) increased allowance for doubtful accounts following the trend of non-performing loans and in line with debt classification of TFRS 9 accounting standards; 2) losses from the depreciation of available-for-sale investment portfolio due to the volatility of the money and capital markets; 3) delays in raising loan interest rates compared to deposit interest rates, adjustments in the rate of contribution to the Specialized Financial Institution Development Fund, increased deposit costs affecting interest revenue, reduced net profits for fund contribution calculation, meanwhile credit risk assets are likely increase from the expansion of small business and grassroots loans, increased non-performing loans, accrued unpaid interest from the moratorium on principal and interest payments, as well as PSAs which do not cover losses resulting from unpaid debts potentially causing the BIS capital adequacy ratio to decrease.

Supervision of capital adequacy, regular audit of loan quality, asset, and liability structure management to mitigate the impact of interest rate increases, review of capital management plan to align with operational risks, stress test to ensure adequate allowance for doubtful accounts and adequate capital for future situations, preparation to adopt an expected credit loss calculation in accordance with TFRS 9 standards by developing/improving an expected credit loss (ECL) model, as well as testing the model's credibility to ensure adequate provisions.



GSB has a policy and guidelines on capital adequacy risk management, which serve as an oversight framework to ensure that its international capital adequacy assessment process (ICAAP) is in line with the criteria for supervision of capital (Pillar 2) as announced by the Bank of Thailand, ensuring that GSB will be able to manage its capital level in line with the operational direction framework, maintaining the capital level higher than the ratio required by law. Moreover, there is monitoring and analysis of capital adequacy risks, which are regularly reported to senior management and the Board of Directors. Impacts of risk factors and events are assessed in light of capital adequacy (portfolio view of risk), to ensure that GSB's capital adequacy is maintained at an appropriate level, consistent with GSB's risk profile and business model. A supervisory stress test, based on scenarios specified by the Bank of Thailand, to assess the impact and capital adequacy. In 2022, GSB's BIS capital adequacy ratio continued to rise and was higher than the minimum threshold set by the Bank of Thailand at no less than 8.5 percent. The capital level increased from GSB's better-than-expected net profit and proactive provisioning, increasing the capital level to meet the risks from the COVID-19 pandemic and preparation for the adoption of TFRS9 standards.



5. Competition and Digital Disruption



Develop a highly flexible core banking system



Promote the development of financial innovations



Collaborate with partners to expand customer base

Competition in the financial business has intensified. New competitors with high potential in technology and customer base continuously enter the market. Customer behavior is also rapidly changing. There are more risks from laws, regulations, work systems, processes, and personnel in launching financial products and services. Therefore, it is necessary to have clear work plans and goals, as well as prior quality testing. At the same time, advertising, sales promotion, and customer feedback assessment have resulted in higher costs for launching new products and lower chances of success as customers have more choices.

Financial technology is advancing rapidly. Financial transactions via online channels have increased exponentially. Therefore, virtual banking or digital-only banking must be developed to transform GSB into a branchless bank and provide end-to-end digital services. As there are new service providers like FinTech that have low costs and offer more options for customers, it is necessary to develop a highly flexible core banking system, capable of connecting and utilizing data sources securely, promoting the development of financial innovation and broadening access to financial services, as well as collaborating with partners to expand a large customer base in a short time. Moreover, it must comply with rigorous regulatory criteria/measures, e.g. governance guidelines GSB's financial business groups doing business relating to digital assets (DA); market conduct; and Personal Data Protection Act (PDPA). In addition, it requires a complete overhaul of the work process to be wholly digital banking and reskilling & upskilling of personnel to use new technology and work systems. These changes have resulted in increased costs.

The COVID-19 outbreak has led to the rapid growth of digital banking. All banks rushed to develop the capabilities of their core work systems to keep up with competition, ensuring stability and security and being able to simultaneously process a large volume of transactions without interruption. Thus, preparation must be made on various fronts, including personnel, compliance, forming business partnerships with relevant expertise, digital finance branding, as well as thinking about the environment, society, and governance. These adjustments must be achieved in a coherent and balanced manner, to enhance sustainable competitiveness.



1) IT Risk Management

IT Risk is a significant risk and is considered a part of GSB's overall enterprise risk management. GSB Regulation No. 685 on IT Risk Management Policy was issued to provide criteria for holistic IT risk governance and management at the enterprise level, consistent with the nature of business operations, transaction volume, IT risk complexities, and compliance risks, for the benefit of controlling the damage from IT below GSB's risk appetite.

2) IT Risk Management in Accordance with the Law, Regulations, and Requirements of Regulatory Agencies

For example, Notification of the Bank of Thailand on Information Technology Risk Management of Financial Institutions; Personal Data Protection Act, B.E. 2562 (2019); Cybersecurity Act, B.E. 2562 (2019). Relevant standards, good practices and principles on IT risk management have also been adopted, e.g. ISO/IEC 38500:2015 (Governance of IT for the Organization); ISO/IEC 27005:2018 (Information Security Risk Management); ISO/IEC 27001:2013 (Information Security Management Systems: ISMS Requirements); COBIT good practices under 3 key principles, namely **confidentiality**, **integrity**, and **availability** of IT technology that is consistent with business operations.



GSB is aware of competitive risks and digital disruption risk factors. Therefore, it has continuously improved the MyMo application. Its format has been upgraded with more modern looks to meet the needs of customers, increased capacity to handle increased transaction volumes and better security. Additionally, GSB has worked with its partners to prevent cyber threats and frauds in various forms, as well as managing its significant risks as follows:



3) GSB Order No. 151/2565 on Compliance with IT Risk Management Policy

To ensure effective and prudent implementation, in line with the set policy. GSB's IT risk management structure is based on the 3 lines of defense, ensuring checks and balances, with clear segregation of duties regarding operations, risk management, regulatory compliance monitoring, and IT technology supervision. The personnel involved include business system owners, support units, GSB executives, officers, and employees with roles in IT risk management. GSB has also put in place an IT risk management process, encompassing the setting of scope, context, and criteria; risk assessment; risk treatment; communication and consultation; monitoring and review; and recording and reporting. The performance of IT risk management, together with relevant reports, is submitted to GSB Board of Directors, Audit Committee, Risk Oversight Committee, and an assigned committee or senior executive, at least once a quarter or when there is a significant change.

4) Review of IT Risk Management Policy

GSB Regulation No. 685 on IT risk management policy serves as a guideline for GSB regarding IT risk governance and management, which is in line with relevant laws and regulations of regulatory agencies.



5) IT Outsourcing Policy

GSB Regulation No. 711 on IT outsourcing serves as a guideline for GSB regarding the use of IT services from external service providers.

6) Implementation of IT Risk Management Policy

GSB Order No. 151/2565 on implementation of the IT risk management policy serves as a guideline for GSB regarding effective IT risk management.

7) Communicating IT Risk Management Framework and Process

There have been improvements to ensure that GSB executives, officers, and employees are informed and adhere to it rigorously. Joint communication and learning sessions between IT operations units, business system owners, and IT system users, in the format of on-the-job training, are organized for better understanding.

8) IT Risk Management Governance

IT risk management governance is carried out through monitoring, auditing, and reporting performance according to the IT risk management framework and IT risk management process: review of IT risk assessment, IT risk management plan, and IT risk index, which are submitted to concerned senior executives and committees on a quarterly basis.



6. Cyber Security



A security system is put in place for network systems, computers, and devices



There are different levels of access rights, confidentiality classification, and data management



Access to risky websites is supervised



A program is installed to detect the use of illegal software

Cyber Security threats are on the rise and their impacts are more serious and extensive, affecting operating systems, personal computers, data security, and violation of laws on computer use, e.g. Computer-Related Crime Act, which may cause core work system interruption. Therefore, it is necessary to prepare work plans, prevention systems and measures, and risk mitigation, regarding IT security policy and operational guidelines, monitoring, security, and penalties, as well as raising awareness among GSB officers about technology and digital knowledge and their responsibilities.

A security system is put in place for network systems, computers, and devices at risk of a network attack. There is a firewall to prevent attacks and monitor the system. Data is transmitted through channels specifically authorized by the recipients. Anti-virus programs are installed in all computers, which are also centrally connected for control and prompt corrective action, as well as identifying root causes of problems and preventing recurrence.

There are different levels of access rights, confidentiality classification, and data management. Data access is recorded for verification. There is a data center and important data is backup. Network usage data is stored in accordance with the Computer-Related Crime Act. Access to risky websites is supervised. A program is installed to detect the use of illegal software to prevent intellectual property infringement. The server system has usage rights and licenses to ensure that all systems use legally authorized programs. There is a system for recording and tracking the problem-solving of computers and devices, enabling responsible work units to communicate with users and address those problems efficiently. A cyber drill exercise, with cyber-attack simulations, is conducted and the business continuity plan (BCP) is tested regularly.



7. Regulatory Change



Reduce the risk of non-compliance which will lead to penalties being imposed and financial damage or negatively affect GSB's reputation

Relevant laws and regulations have become stricter and more complex, with severe penalties, in order to raise GSB's operating standards to stabilize the financial system and ensure fairness for customers. There is a robust regulatory compliance control system, in line with the strategy, size, nature, and complexity of the business, and GSB's overall risk. The standards of operations and audit are set in a balanced manner to reduce the risk of non-compliance, which will lead to penalties being imposed and financial damage or negatively affect GSB's reputation, e.g. Personal Data Protection Act; Cybersecurity Act; governance criteria for market conduct; governance criteria for providing financial transaction services through digital channels; criteria for providing services via telephone and digital channels of specialized financial institutions; debtor assistance measures; long-term debt resolution of State-owned specialized financial institutions; and long-term debt restructuring.

GSB has developed its capacity to quickly adapt to regulatory change. GSB personnel are equipped with legal knowledge covering business and technology aspects. Work processes, manuals, and internal regulations and orders are revised according to new laws and regulations. An early warning system is developed to detect unusual transactions, which will help reduce/prevent the risk of non-compliance conduct.



8. Pandemics, Natural Disasters and Other Disasters



Assess risks and analyze business impacts



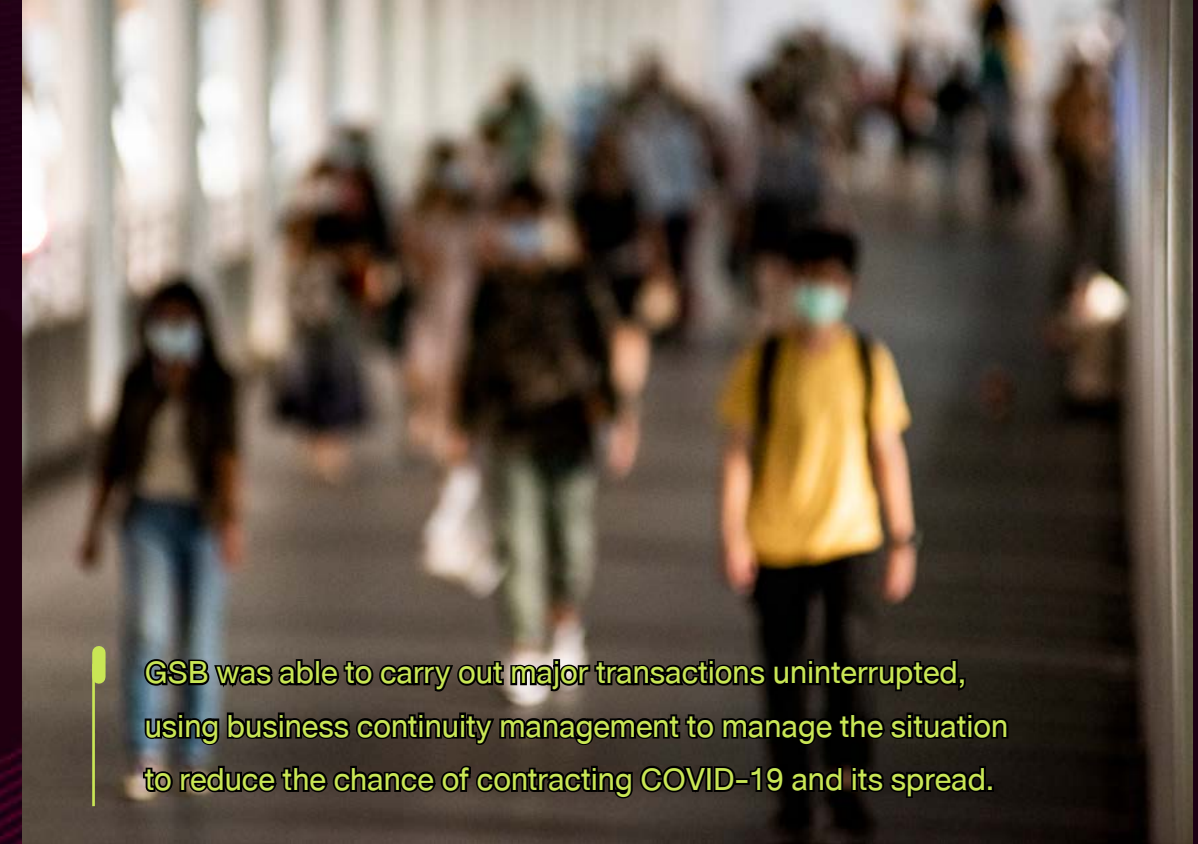
Prepare required resources for each phase of an incident



Test business continuity plan and disaster recovery plan

Pandemics, natural disasters and other disasters are becoming more severe, widespread, and lasting longer, affecting customer groups, business sectors, SMEs, and retail customers. The impacts may include business disruption, reduced debt repayment ability, higher credit risk, increased provision for doubtful accounts, a slowdown in new lending, and reduced overall revenue. Moreover, pandemics, natural disasters, and other disasters may also affect GSB's services due to insufficient staff or inability to access the area. Therefore, it is crucial to set guidelines to deal with such challenges in a sustainable manner, together with developing business innovations that will help strengthen stability.

GSB has important risk management tools used to manage the pandemic situation, natural disasters, and other disasters, e.g. business continuity management according to ISO 22301 and guidelines of the Bank of Thailand. GSB conducts a risk assessment and a business impact assessment to analyze GSB's major transactions, prepare required resources for each phase of an incident/crisis, and prepare a business continuity plan (BCP). The BCP and disaster recovery plan (DRP) for the main system are tested with simulations every year. A bank-wide test is conducted every 3 years with the participation of senior executives. All the plans are tested simultaneously. In 2022, a bank-wide test was carried out in simulated situations of protest demonstrations and attacks on core work systems, which is in accordance with the Bank of Thailand's guidelines on business continuity management and GSB's business continuity management policy. This is to ensure that GSB can operate its business without disruption and efficiently in a sustainable manner.



GSB was able to carry out major transactions uninterrupted, using business continuity management to manage the situation to reduce the chance of contracting COVID-19 and its spread.

In 2022, although Thailand remained affected by the COVID-19 pandemic, GSB was able to carry out major transactions uninterrupted, using business continuity management to manage the situation to reduce the chance of contracting COVID-19 and its spread. Through business continuity management, by using work-from-home measures during January-May 2022, GSB was able to provide services for its customers uninterrupted, or was able to resume operations within a reasonable time. Moreover, lessons learned and experiences from testing and managing actual crises are used to systematically develop and improve the business continuity process, as well as adjusting business operations and business strategies to be in line with the new context.



9. Climate Change^[201-2]



Climate change, melting of polar ice caps, sea-level rising, and decreased ocean salinity, have affected marine ecosystems. Unusual seasonal changes, such as unusually cold/warm temperatures, heavy rain and severe flooding, and unprecedented dry-up of major rivers, affect the economy and the well-being of people and living things. Climate change affects the stability of the financial system. Therefore, it is necessary that the development of the financial sector internalize these risks, comprising 1) physical risk, e.g. direct impact of natural disasters on the tourism sector and of droughts on agricultural productivity; and transition risk, e.g. impact on the energy sector as a result of fossil fuel phase-out policies to enable the financial system to be able to cope with such risks as well as supporting the green/low carbon economy.

The financial sector needs to adjust itself regarding the environment by creating standards for evaluating green activities, setting policies and strategies, and developing financial products and services that help the business sector to adapt and cope with environmental changes in a timely manner. It must also be ready to help the people to appropriately manage their finances and debts sustainably, as well as effectively and timely managing risks, especially the risks arising from environmental changes, thereby safeguarding the stability of GSB's financial system.

GSB has guidelines for managing the risk of climate change with business continuity management as a tool to help mitigate the impact when such risk materializes. It is also ready to provide financial services that support businesses which recognize the importance of environmental, social and governance (ESG), and has a GSB regulation on green loan policy.

To enable the financial system to be able to cope with such risks as well as supporting the green/low carbon economy



10. Reputation and Image

There are clear, prudent and effective communication systems and procedures to disseminate correct understanding in a timely manner.

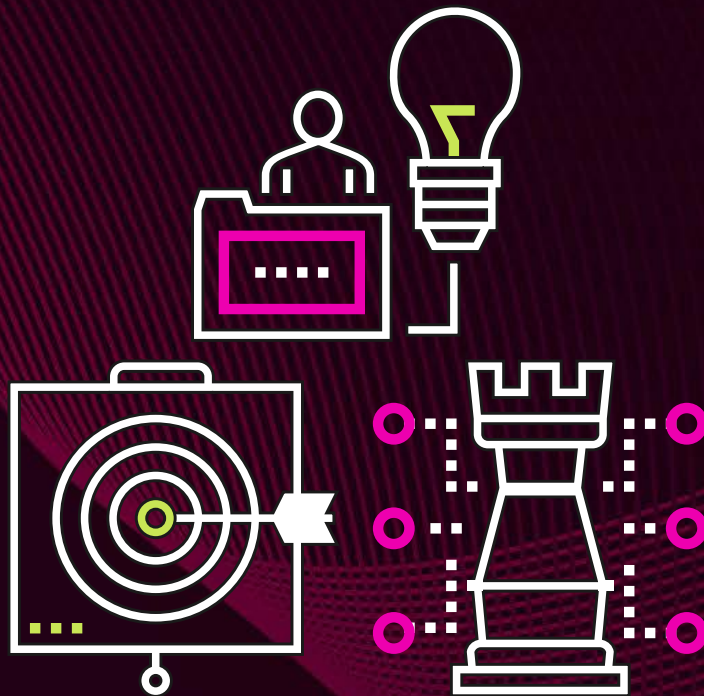
Reputation and image are highly significant to operations. Operating according to the principles of governance, transparency, accountability, and recognizing the interests of stakeholders, communities, society, and country impacts the perception and expectation of customers and stakeholders towards GSB. An audit system to regularly review the impacts from operations, listening to the voice of customers, and complaint handling, which is fair, fast, and effective, all contribute to reducing or preventing reputational and image risks. In an era where online media are highly influential, customers or consumers often use them to communicate and exchange views on products and services. Dissatisfied customers can spread negative news very quickly and widely, and this can seriously affect reputation and image.

GSB has policies and procedures regarding such risks. It has a crisis management team to monitor situations that may pose a reputational and image risk. The crisis management team also determines a course of action to appropriately and timely deal with the situation. There are clear, prudent, and effective communication systems and procedures to disseminate correct understanding in a timely manner. GSB employs digital technology which is convenient, fast, and up-to-date to assess trends, satisfaction, and expectations of customers or consumers, and in the event that customers or consumers demand clarification, respond clearly and quickly. It also organizes activities and disseminates news that are positive and beneficial to the public to enhance the image, credibility, and trust among its customers or consumers.



GSB recognizes the importance of oversight of its reputation management process. It covers the process of customer complaint handling, providing clarification, timely and effective public relations, and stakeholder communication strategies and processes. It is necessary to continuously control and monitor incidents that may affect GSB's reputation, and report them to concerned executives and committees. There is a reputational risk management process in place, in accordance with standards and in line with regulatory requirements. The reputational risk management process consists of risk identification, risk

assessment, risk control, risk monitoring, and risk reporting. It also involves identifying tools used to assess reputational risk, risk appetite, and risk tolerance level, controlling and monitoring risk exposure, and determining procedures in case the risk ceiling is exceeded or warning signs of risk reach the level set by GSB. The reputational risk report must be prepared regularly, showing the risk level and other information relating to reputational risk management, to be submitted to the Risk Oversight Committee and concerned committees. GSB's approach to reputational risk assessment should consider the following factors:



1. Financial position and strength
2. Compliance with the principles of governance and business ethics
3. Compliance with laws and regulations
4. Effectiveness in continuously monitoring situations that affect GSB's reputation
5. Effectiveness of customer complaint handling process
6. Offering customers clear clarification about the risks that may arise from entering into transactions with GSB
7. Strategies and processes for timely and effective communication with the public and all stakeholder groups
8. Reputation impact from companies that GSB has relationship with

GSB's guidelines for assessing the reputational risk must be in line with the reputational risk management guidelines of the Bank of Thailand and regulatory agencies. If it is found that the reputational risk is unreasonably high, GSB must establish management guidelines to reduce the risk to an acceptable level. Details of reputational risk management can be found in the reputational risk management guidelines and related operational manuals.



Investment in Human Resources^[3-3]

GSB continuously invests in its personnel to enhance their work skills and other non-work skills, enabling them to use the knowledge gained from training in their work and daily life.



Goals of Investment in Human Resources

- To enhance personnel capabilities to meet the competition and changes in technology, customers, market, and regulatory change. The evaluation result of implementation is 90 percent of credit-related personnel regarding master credit skills, sales & advisory skills, and digital & data analytic skills.
- To enhance the capacity and develop personnel skills. The set goal is to have more than 17,000 persons of GSB personnel complete at least 1 online training program.
- To develop online learning media, which are conveniently accessible and respond to changes in the digital age. The set goal is to have more than 20 courses.



Approach to the Management of Investment in Human Resources

GSB has guidelines to formulate a long-term personnel development plan. There is also a work plan for personnel development projects and an annual budget that is linked to the strategy, action plan, key master plans, strategic position analysis, and key indicators which are aligned with the strategic objectives in accordance with the personnel and leadership development process. GSB encourages its officers at all levels to have equal development opportunities according to functional competency, standards, and necessary skills according to the sub job family, and competency gap results assessed by the performance management system (PMS), as well as developing future skills and skills critical for operations as determined by external regulatory agencies, e.g. AML, PDPA, market conduct. It also promotes creativity and innovation, training of new recruits, and reducing operational errors. There is a personnel development to enhance capacity in the core business and generate income through various courses in accordance with the personnel development plan on credit, sales, advisory, and digital & data analytics.



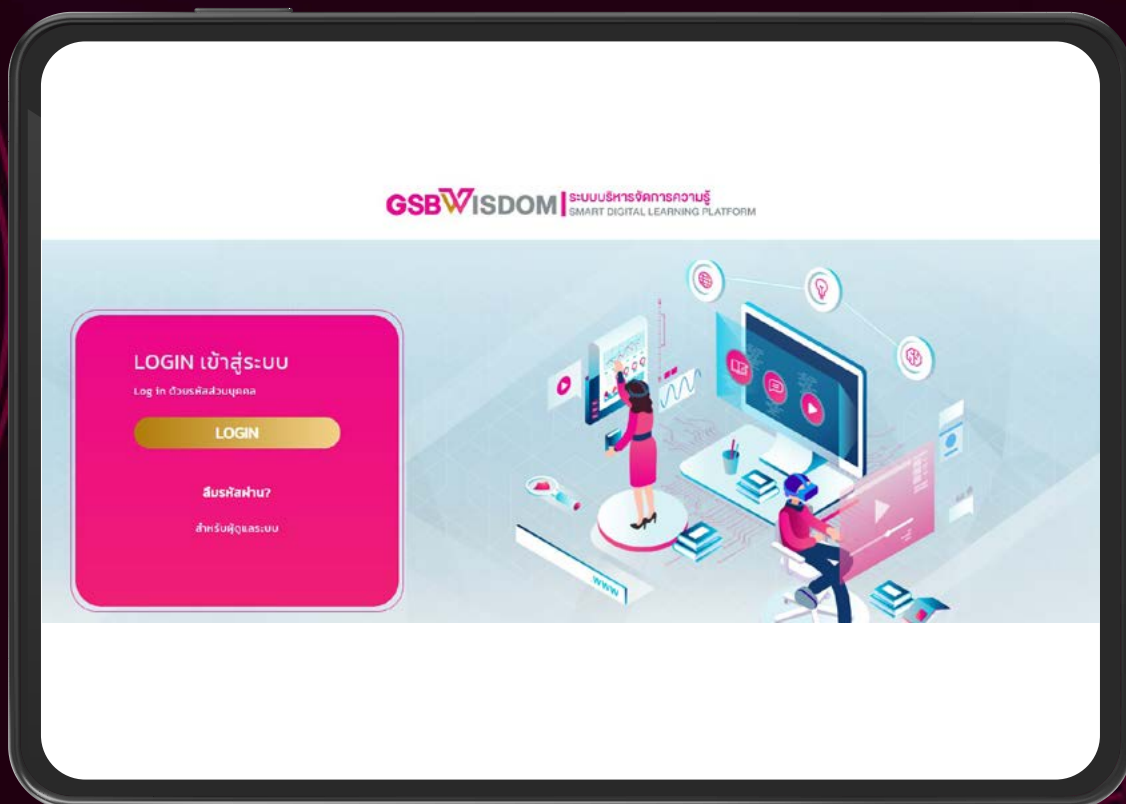


Outcomes of the Efforts on Investment in Human Resources

GSB prioritizes the continuous development of personnel, with a view to enhancing work and non-work skills, so that GSB personnel can use the knowledge gained from training to improve themselves in work and daily life. GSB personnel regularly receive training and attend self-improvement courses as follows:

Average Training Hours per Year of Officers^[404-1]

Average Training Hours	No. (Persons)		
	2020	2021	2022
Gender			
Male	12	11	13
Female	28	25	29
Officer category (as per GSB context)			
Management	29	30	24
Operations	11	6	17
Average training hours per person	40	36	42



GSB has appointed the Personnel Development Committee, chaired by GSB President & CEO. It is responsible for ensuring that the personnel development plan is in line with GSB's work plan, goals, and direction. It is to apply the 70:20:10 learning theory model as a framework for determining the ratio of learning tools, including classroom training and non-classroom training:

- Classroom Training, e.g. online/onsite training, self-learning from various learning media e.g. GSB Wisdom system), etc.
- Non-Classroom Training, e.g. project assignment, on-the-job training, coaching & mentoring, knowledge sharing (best practice), case study, etc.



In addition, GSB has developed courses to improve the skills of its officers and courses on assignment transfer support. It has developed 21 courses on the online platform GSB Wisdom, exceeding the target of 20 courses. 10 courses are already available, while the other 11 courses are under production. The number of personnel who completed an online course was 20,993, exceeding the target of 17,000. Details of the courses are as follows:

Course	Course Type		Course Detail / Scope	No. of Participants (Persons)
	Hard Skill (/)	Soft Skill (/)		
1. Training courses on skill development				
1.1 Internal training courses				
Credit Skills	✓		Develop skills related to credit operations according to assignments, e.g. large loans, SME loans, retail loans, branch loans, etc.	3,092
Sales & Advisory Skills	✓	✓	Develop skills related to sales and financial advisory, including team management and using information in sales team management.	7,094
Digital & Data Analytics	✓		Develop analytical skills and make use of big data to become a data-driven bank for general users, product owners, and developers and data scientists.	40,106
Successor		✓	Develop management skills to prepare for future positions.	491
Executives and GSB Board of Directors	✓	✓	Develop management skills in corporate governance of executives at director level and GSB Board of Directors.	31
Creativity and Innovation and Knowledge Management	✓	✓	Develop skills and promote creativity and innovation, as well as cultivate and promote knowledge management.	16,646
Functional Skills	✓		Develop functional skills and compliance with external requirements, e.g. PDPA, market conduct, and anti-money laundering law, including internal risk control and management.	29,771



Course	Course Type		Course Detail / Scope	No. of Participants (Persons)
	Hard Skill (/)	Soft Skill (/)		
Operations Support	✓	✓	Meetings/seminars to clarify policies and operational direction, including following up on performance and GSB's eco-efficiency approach.	15,685
1.2 External training courses (financially supported by external sources)				
Skill set on financial management and governance	✓	✓	Develop leadership skills in finance and banking and corporate governance, e.g. King Prajadhipok's Institute, Thai Institute of Directors, and Thailand Productivity Institute.	68
Skill set on digital & technology	✓		Develop skills in digital & data analytics as well as presentation of information.	31
Skill set on operations support	✓		Develop skills in functional operations support, e.g. internal audit and procurement.	135
Creativity and innovation	✓	✓	Develop skills in innovation master plan formulation and elevating GSB's innovation process.	11
Legal and compliance with external requirements	✓	✓	Develop skills in and knowledge about the law and compliance with the requirements of regulatory agencies.	26
1.3 Providing the rights to leave to increase academic knowledge and guaranteeing return to work				
-	-	-	-	-



Course	Course Type		Course Detail / Scope	No. of Participants (Persons)
	Hard Skill (/)	Soft Skill (/)		
2. Transition support courses for retiring officers or whose employment has been terminated				
2.1 Course of retirement planning for retiring officers				
-	-	-	-	-

In additional organizing skill development courses, GSB personnel receive a performance review on a regular basis to enhance professional development, based on the following information:



Information on Performance Review to Enhance Professional Development^[404-3]

Evaluated Officers	KPI Detail		
	2020	2021	2022
Gender (percentage)			
Male	-	66.29	29.57
Female	-	33.71	70.43
Officer category (percentage)			
Management	26.69	26.69	26.57
Operations	73.31	73.31	73.43



Details of key courses and programs can be found in the table below.

Table Showing Linkages with the Master Plan/Core Work Systems and the Usage Proportion of Development Tools of Key Programs/Courses^[404-2]

Key Programs/Courses	Linkage with Master Plan/Core Work Systems								Usage Proportion of Development Tools (Percentage)			
	CG	CSR	RM	SM	CM	DT	KM/IM	IA	Non-Classroom		Classroom	
									70	20	10	
Credit	• Master Credit Skills Blueprint (GSB Wisdom)					●				23%	3%	74%
	• “Large business loans” for support personnel					●						
	• Increasing market share and credit services, and branch financial services					●						
	• Improving the efficiency of the retail loan approval process					●						
	• Marketing planning and sales operations for SME business loans					●						
	• Valuation capacity building					●						
	• Information system for analyzing business data (Enlite)					●						
Sales and Advisory	• Enhancing skills in sales of products and licenses as required by law, e.g. life/non-life insurance brokerage and investment consultant (IC)					●				2%	4%	94%
	• Mymo Alpha: increasing skills in sales of financial products and services					●						
	• Branch manager development on sales team management (Top Performance Branch)					●						
	• Investment consultant capacity building					●						
	• Investment personnel development (Investment Academy)					●						



Table Showing Linkages with the Master Plan/Core Work Systems and the Usage Proportion of Development Tools of Key Programs/Courses^[404-2]

Key Programs/Courses		Linkage with Master Plan/Core Work Systems								Usage Proportion of Development Tools (Percentage)		
		CG	CSR	RM	SM	CM	DT	KM/IM	IA	Non-Classroom		Classroom
										70	20	10
Digital & Data	USER/PM (Management)											
	• Data & Digital Transformation for Executive						●	●				
	• Current Issue: Digital Trends for Smart Organization						●	●				
	• Digital Future Society for Banking Industry						●	●				
	• Big Data as a Service & Professional Communication						●	●				
	• Predictive Project Management						●	●				
	• Agile Project Management						●	●				
	• Advanced Excel Database for Strategic Planning						●	●				
	USER (Operation)											
	• Microsoft 365 for head office and branch operations						●	●				
	• Online workshop to choose and improve processes via Microsoft 365						●	●				
	• Information classification and data protection (GSB Wisdom)						●	●	●			
	Product Owner/Segment Manager											
	• (Lv.1) Data Management by Excel & Design Thinking					●	●	●				
• (Lv.2) Data Visualization Bootcamp (Tableau)					●	●	●					
• (Lv.3) Crafting the High-Impact Presentation					●	●	●					
Expertise												
• Data Science & Machine Learning for Business						●	●					
										40%	0%	60%



Table Showing Linkages with the Master Plan/Core Work Systems and the Usage Proportion of Development Tools of Key Programs/Courses^[404-2]

Key Programs/Courses		Linkage with Master Plan/Core Work Systems								Usage Proportion of Development Tools (Percentage)		
		CG	CSR	RM	SM	CM	DT	KM/IM	IA	Non-Classroom		Classroom
										70	20	10
New Entry	• New employee	●	●	●	●	●	●	●	●	20%	50%	30%
	• New officer	●	●	●	●	●	●	●	●			
Innovation	• GSB Innovation Grand Slam - Immersion Lab for Hackathon - Immersion Lab for Developer - Product Development for Innovator		●					●		31%	2%	67%
	• Innovation Mindset		●					●				
	• Good practice on innovation development (Champion)		●						●			
Leadership	• Training for GSB Board of Directors and executives at director level at external institutes, e.g. King Prajadhipok's Institute, IOD, and IRDP	●		●					●	35%	0%	65%
	• Executive Management Program	●										
	• Organizational development according to SE-AM (departmental deputy director/equivalent)	●										
	• Fundamental of Supervision	●										
	• High Potential Programs and Leadership	●										
	• Leadership and Visioning Programs	●										
• Modern change management (Acting Assistant Vice President/ equivalent)	●											



Table Showing Linkages with the Master Plan/Core Work Systems and the Usage Proportion of Development Tools of Key Programs/Courses^[404-2]

Key Programs/Courses		Linkage with Master Plan/Core Work Systems								Usage Proportion of Development Tools (Percentage)		
		CG	CSR	RM	SM	CM	DT	KM/IM	IA	Non-Classroom		Classroom
										70	20	10
Knowledge Management	• KM-IM Team for branch operations Level 2 Facilitator							●		80%	15%	5%
	• KM Role Model: Practitioner (Level 1) Branch Manager							●				
	• KM Role Model: Facilitator (Level 2) Branch Manager							●				
	• KM Role Model: Innovator (Level 3) Branch Manager							●				
	• KM Forum							●				
Operational Error Reduction/Compliance with External Regulations	• Integrity and Transparency Assessment (ITA)	●								51%	3%	46%
	• Mind training to enhance work efficiency	●										
	• Reducing errors in operations, personal data protection, and market conduct	●										
	• Strategic planning audit and strategic planning audit guidelines according to the criteria of core business enablers								●			
	• Taking qualification tests and maintaining internal audit professional diploma status								●			
	• New auditor development								●			
	• Risks and internal control according to the criteria of core business enablers			●								
	• Cultivating a risk culture			●								
	• Digital fraud risk management			●								
	• Organizational risk management process integration project			●								
	• Operational risk officer (ORO) to achieve effective operational risk management			●								



Table Showing Linkages with the Master Plan/Core Work Systems and the Usage Proportion of Development Tools of Key Programs/Courses^[404-2]

Key Programs/Courses	Linkage with Master Plan/Core Work Systems								Usage Proportion of Development Tools (Percentage)			
	CG	CSR	RM	SM	CM	DT	KM/IM	IA	Non-Classroom		Classroom	
									70	20	10	
Operational Error Reduction / Compliance with External Regulations	• Risk management and internal control / operational risk management tools (GSB Wisdom) for new employees and officers			●								
	• AML/CFT/CPE (GSB Wisdom)	●										
	• PDPA: We are ready	●		●								
	• Personal Data Protection Act, B.E. 2562 (2019) (GSB Wisdom)	●										
	• Market Conduct (GSB Wisdom)	●	●	●								
	• Work safety officer at management/supervisor level		●									
	• Skill development for the Occupational Health and Safety Committee		●									
	• Knowledge about energy conservation (GSB Wisdom)		●									
Policy support / FC	• Human Resource Development according to Functional Competency/IDP	●	●	●	●	●	●	●				
	• AAR: (After Action Review) focusing on stakeholders				●							
	• Workshop on integrating GAP closing plan and score raising according to the criteria of core business enablers	●	●	●	●	●	●	●	●	1%	22%	77%
	• Promoting English language skill development (Event and Communication of Practice) / GSB Eng On Tour							●				



Table Showing Linkages with the Master Plan/Core Work Systems and the Usage Proportion of Development Tools of Key Programs/Courses^[404-2]

Key Programs/Courses		Linkage with Master Plan/Core Work Systems								Usage Proportion of Development Tools (Percentage)		
		CG	CSR	RM	SM	CM	DT	KM/IM	IA	Non-Classroom		Classroom
										70	20	10
HR Academy	• HR Process Improvement				●					85%	0%	15%
	• Recruitment & Selection						●					
	• HR Business Partner / Internal Consultant	●	●	●	●	●	●	●				
	• HR Analytics						●	●				



GSB has various employee welfare benefits. Regarding the benefits in terms of human resource investment, GSB officers are entitled to take parental leave.^[401-3]

The following are GSB's parental leave statistics for 2022:



Types of Parental Leave	Number of Officers	
	Male	Female
Officers entitled to take parental leave	5,191	12,297
Officers exercising their rights to take parental leave	78	10
Officers returning to work after the end of parental leave period	78	10
Rate of officers returning to work and continue working with GSB after the end of parental leave period	1.5%	0.08%

In addition, GSB has invested in human resource investment by cultivating organizational culture and officer engagement. To successfully implement GSB's vision, mission, and goals in a sustainable manner, it is necessary to create GSB "values", which serve as conduct guidelines and eventually become the organizational culture. The objective is for GSB executives, officers, and employees to understand, accept, and adopt them as a practice in the same direction, in a systematic and effective manner through key operations. The organizational culture that supports GSB's values and vision is communicated and reinforced with the message from GSB President & CEO, and shared via various channels to create awareness about desirable conduct in accordance with the GSB Way. The organization's subculture is reviewed, ensuring that it is comprehensive and encompasses all aspects of the operations according to the SE-AM criteria. A manual on organizational values is prepared to serve as a guideline for applying organizational culture in respective roles and responsibilities.



GSB has implemented the following programs and initiatives to promote organizational culture and officer engagement:

1) GSB F1RST CLASS: Executive Classroom^[404-2]

GSB initiated the process of transfer of tacit knowledge, derived from the experiences of GSB executives at management level, and transformed it into explicit knowledge. These individuals are role models of success in their respective groups or fields. This initiative provides a platform for them to share their knowledge exclusively with GSB officers and store it as internal organizational knowledge, as well as used as information materials for GSB personnel on effective knowledge management. This is in line with the state enterprise evaluation criteria on knowledge and innovation management, which encourage supervised agencies to raise awareness and understanding and use knowledge to steer the organization in achieving its vision, mission, goals, or strategies.

This initiative provides a platform for them to share their knowledge exclusively with GSB officers and store it as internal organizational knowledge.



Implementation and Results

In 2022, a total of 8 video clips were made from interviewing executives at Senior Executive Vice President level. They are disseminated through various communication channels of GSB, with the leadership factor score of 88 percent.



2) KM Role Model Academy^[404-2]

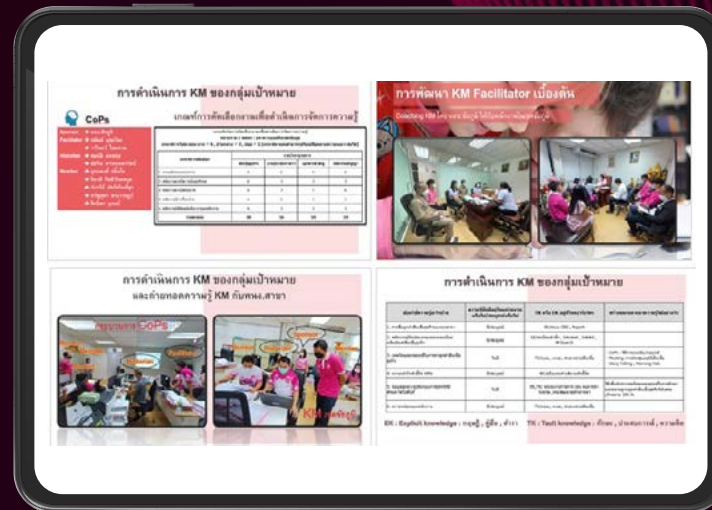
GSB selected 3 branch managers with outstanding performance in each region to participate in this project (started in 2019, and the current number of participants is 140) to enhance the capacity in knowledge and innovation management of GSB personnel, as well as improving the efficiency of GSB's core work processes, promoting knowledge and innovation management in a substantive manner, and cultivating change culture within the organization. The process of systematic knowledge storage and innovation management is divided into 3 levels:



Level 1

Develop KM Role Model for branch operations at the practitioner level

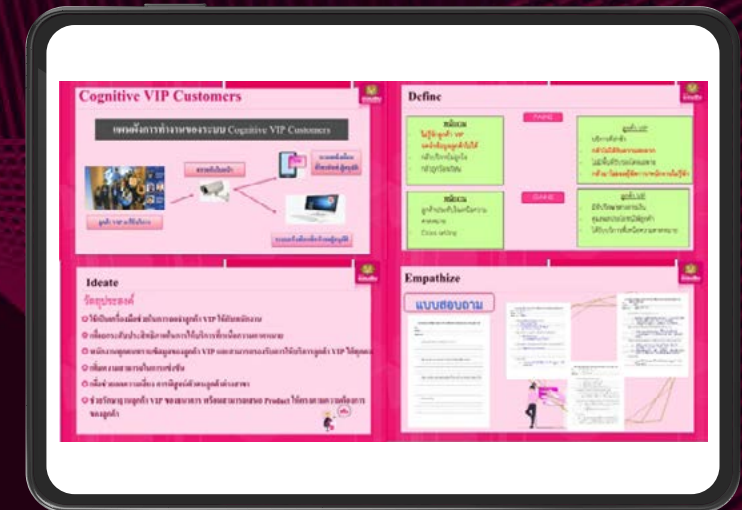
Develop knowledge and understanding of knowledge management principles, processes, and tools for the KM Role Model, including providing guidelines for application and practice in responsible work units.



Level 2

Develop KM Role Model for branch operations at the facilitator level

Provide guidelines for promoting and driving the implementation of knowledge management in responsible work units and branch operations by developing skills for being process facilitator, knowledge transfer instructor, and coaching on knowledge management of GSB branch operations.



Level 3

Develop KM Role Model for branch operations at the innovator level

Promote innovator's development, focusing on providing guidelines for creative thinking, developing knowledge and understanding of principles, approaches and processes of creating innovations. This would provide branch managers with guidelines for applying knowledge management to create innovations for the organization.



Implementation and Results

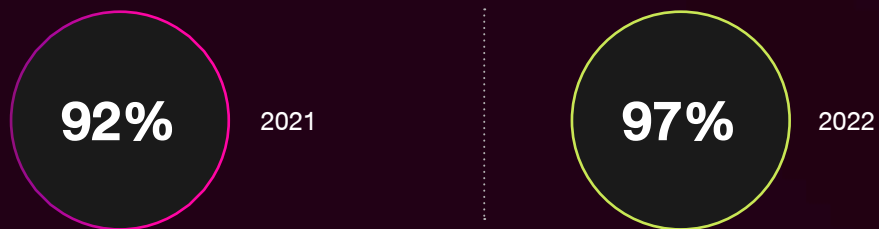
In 2022, GSB created 108 knowledge types in support of social operations, including credit management, outstanding debt management, product sales, and internal control. 100 percent of the KM Role Models (from the total number of participants) have applied the knowledge to their work. Implementing the mechanism to encourage the participation of executives at all levels, reflects the participation in knowledge management of all personnel groups, both at the head office and in branch operations. This resulted in GSB achieving the score on being an organization of learning and innovation in the leadership factor at 88 percent in 2022, higher than 81 percent in 2021.

Score on being an organization of learning and innovation in the leadership factor



In 2022, KM Role Models exhibited conduct on being an organization of learning with the score of 97 percent, higher than general personnel at 88 percent.

Score on being an organization of learning for KM Role Models



Score on being an organization of learning for general personnel



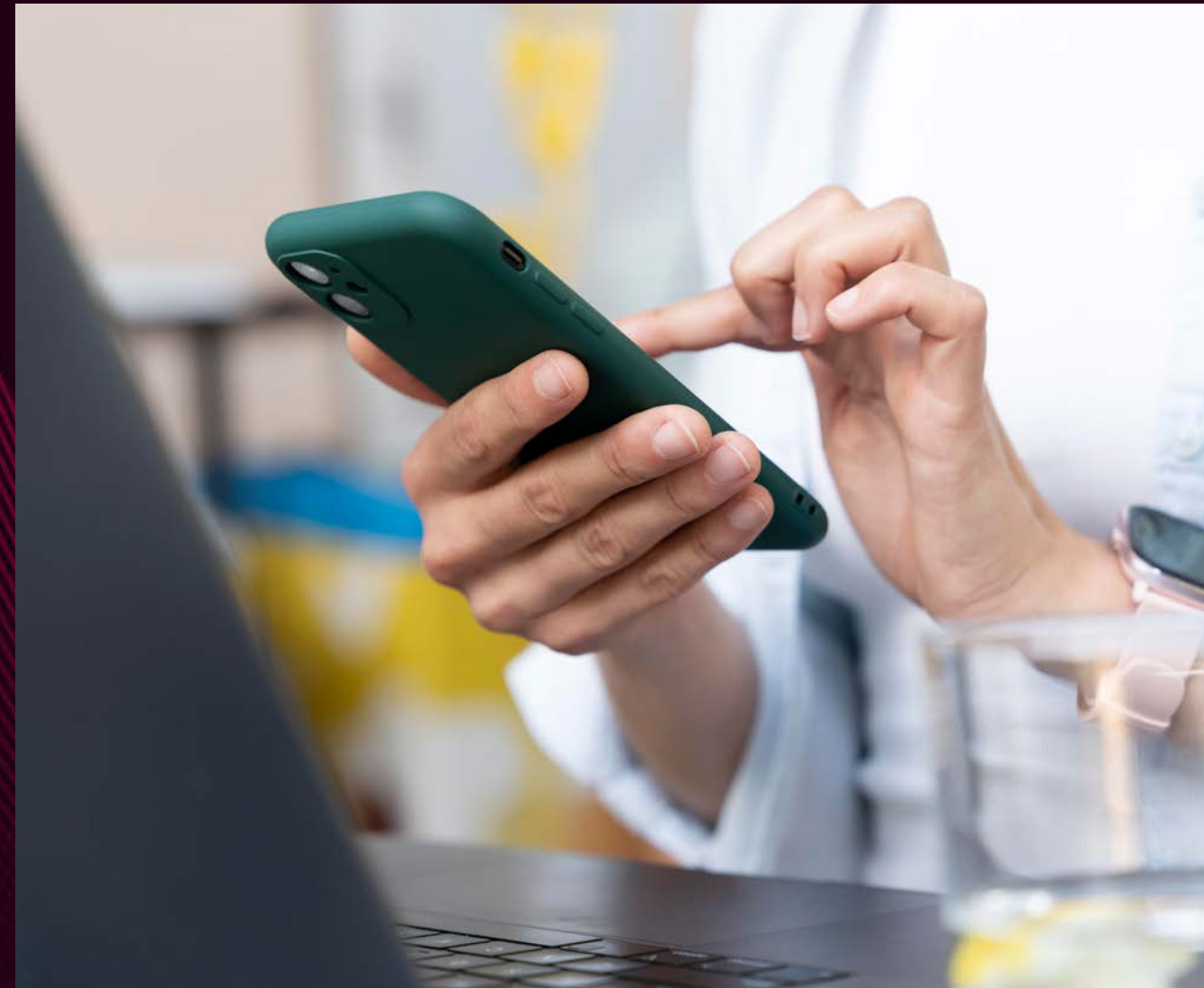
3) Development of GSB Way Point System to Strengthen Engagement^[404-2]

GSB and external consultants conduct annual surveys on personnel satisfaction and engagement. In 2022, the survey results revealed that GSB personnel think that GSB has a mechanism for awarding and commending outstanding officers, including GSB Awards, Star of the Month, Star of Service Mind, or ethical awards.

However, some think that the number of awards remains limited and may not cover all personnel groups and areas, both at the head officer and branch operations. This is coupled with limitations on salary increases, remuneration, welfare, and benefits of GSB. Therefore, GSB must find other methods to address these concerns.

For this reason, the GSB Way Point program was launched to promote “Point” savings behavior and foster a new “GSB Way” organizational culture with the digital technology of the “MEMO Application” smartphone-based human resource management system. The goal is to enable GSB to achieve sustainability, create efficient products, and inspire GSB personnel. Through points giving and receiving, GSB executives, officers, and employees can give and receive “commendation”, as well as promote engagement in line with the promotion of GSB Way organizational culture. This would motivate personnel to work more efficiently, create efficient products, and lead GSB to success sustainably. GSB has included this project in the 2018-2022 plan to enhance personnel satisfaction and engagement with GSB.

GSB executives, officers, and employees can give and receive “commendation”, as well as promote engagement in line with the promotion of GSB Way organizational culture.



In 2022, improvements were made to the GSB Way Point system. The system can display point balance, history of point earning and redemption, award redemption, a dashboard for executives, a dashboard reporting point accumulation/redemption in multi-dimensions, and an efficient back-office system which allows users to use all functions. GSB executives can give points via P: Pocket Money, as incentives to mobilize important work and personnel commendation. Points can be redeemed for awards. The following activities were organized:

Public Relations

Reiterating the criteria for earning points in the GSB Way Point program and how to use GSB Way Points



Award Redemption

GSB Way Point via MEMO application in 2022



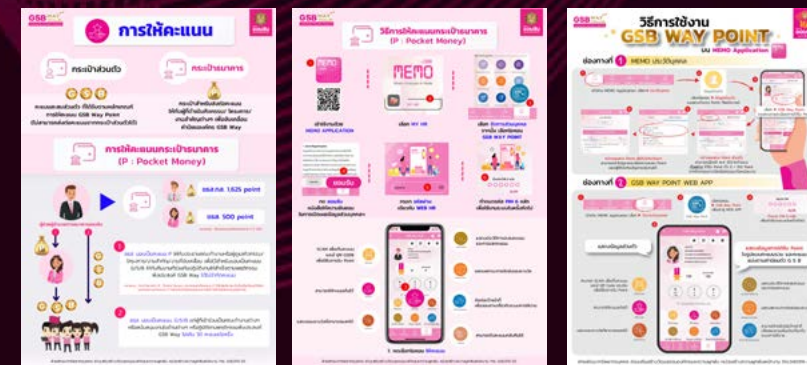
GSB Way Point Redeeming Points for Awards

Available via MEMO application in 2022

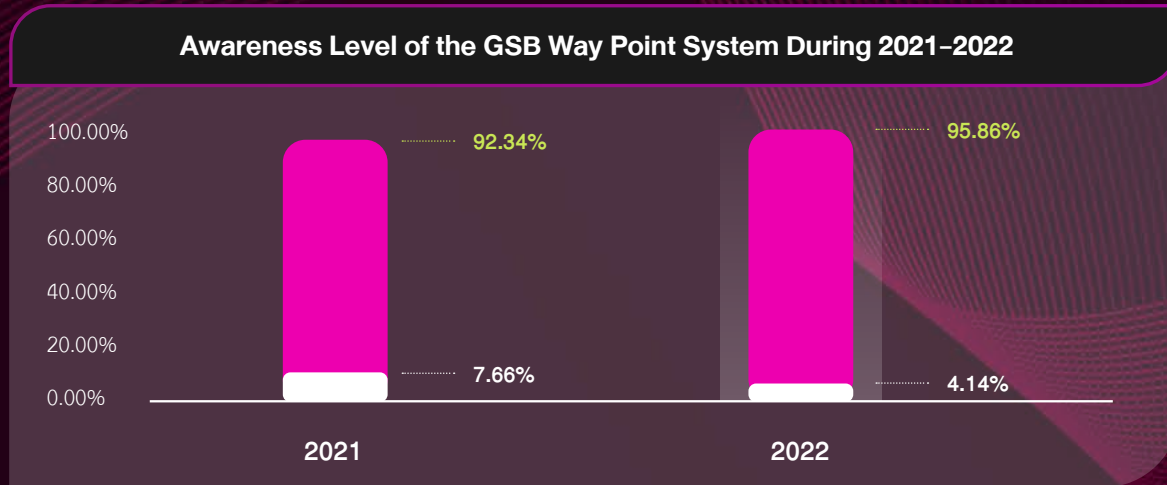


Wallet (P: Pocket Money)

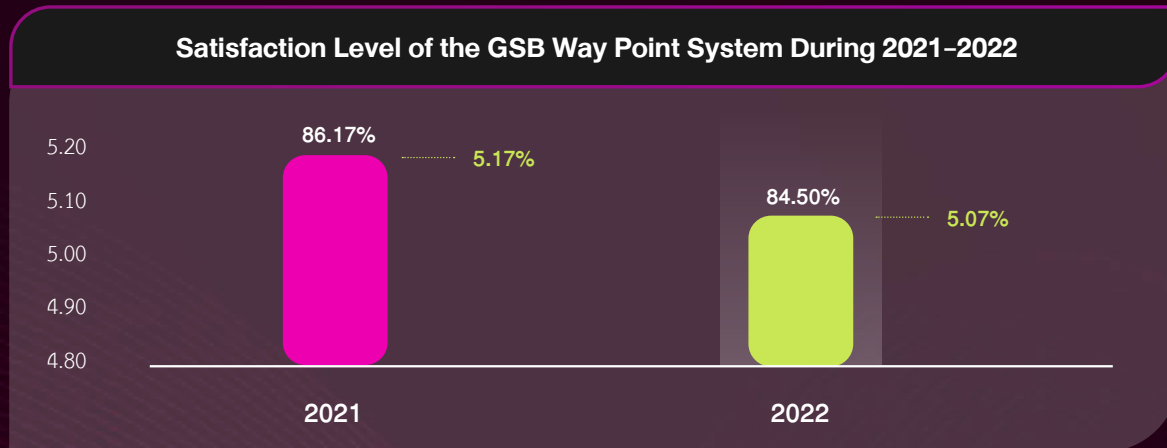
Executives at management level can utilize the GSB Way Point program to implement projects/important assignments/work in line with the GSB Way organizational value. The pilot phase will begin with GSB executives at the Executive Vice President level.



The survey of personnel satisfaction with the GSB Way Point system in 2022 was participated by 19,338 officers and employees, from a total number of 21,053 persons or 91.85 percent.



● Not aware ● Aware



From the diagram above, the overall awareness of the GSB Way Point system among GSB personnel in 2022 was 95.86 percent, and the satisfaction score of the GSB Way Point system was 5.07 (84.50 percent).

4) Capacity Building for Senior Executives on Culture Coach Skill Development^[404-2]

GSB organized a capacity-building program for senior executives by designing and developing the “culture coach skill development” program to promote organizational culture and mentor change agents. The objective is to develop knowledge and skills to help and advise GSB officers on conduct in accordance with the organizational culture, as well as prepare a coaching plan to be applied in real work, in response to changes in various aspects.



Implementation and Results

34 persons received the training

The program received the highest satisfaction score, with an average of **4.85**.



5) Work From Home the GSB Way

GSB's work environment is prepared to accommodate the changing work formats caused by the economic and social context. GSB personnel are ready to drive the organization towards sustainability and accept the changes and challenges of the new normal. This includes adopting appropriate working methods during the COVID-19 pandemic to ensure the safety of GSB personnel. The Work From Home or Work From Anywhere the GSB Way was adopted as well as using Microsoft 365 tools to improve/change the way GSB personnel work, for greater convenience and mobility.

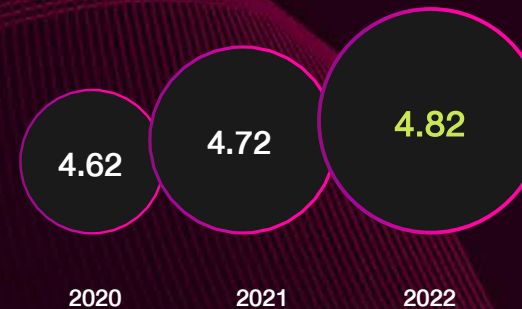


Implementation and Results

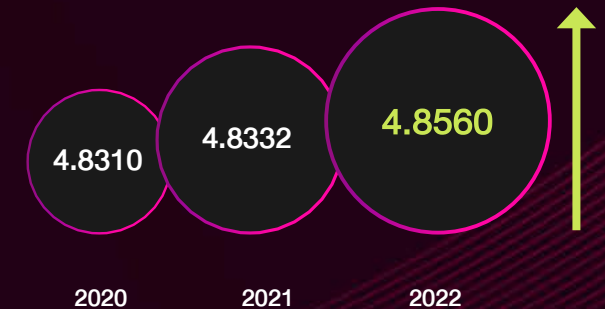
In 2022, GSB piloted a hybrid work model in working groups and is now in the process of securing funding and equipment to support the new work model.

Regarding the overall employee satisfaction result, GSB has hired external consultants to conduct an annual survey of personnel satisfaction and engagement with GSB. The objective is to determine the level of satisfaction and engagement with GSB as well as factors affecting them. The survey results are used as input in developing plans, improving policies and work plans, and formulating plans to enhance personnel satisfaction and engagement with GSB, in accordance with the state enterprise assessment model (SEAM). The survey results are as follows:

Engagement Score



Satisfaction Score



Satisfaction score in 2022 was 4.82, **higher than in 2021** (4.72). Engagement score in 2022 was 4.8560, higher than in 2021 (4.8332).



GRI
CONTENT
INDEX

GRI Content Index

Statement of use	Government Savings Bank has reported in accordance with the GRI Standards for the period from 1 January 2022 to 31 December 2022.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	G4 Financial services

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			SDG LINKAGE TO DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
About GSB						
General disclosures	2-1 Organizational details	SR 24-25, 30, 32				
	2-2 Entities included in the organization’s sustainability reporting	SR 3				
	2-3 Reporting period, frequency and contact point	SR 3, 8				
	2-4 Restatements of information	SR 3				
	2-5 External assurance	SR 3	b. if the organization’s sustainability reporting has been externally assured	GSB conducted external assurance on energy consumption but not for the whole report, however, there is a disclosure limitation to details of assurance due to the bank’s procedure	It is under consideration to proceed in the next reporting cycle.	
	2-6 Activities, value chain and other business relationships	SR 28-32, 44				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			SDG LINKAGE TO DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-7 Employees	SR 33				SDG 8, SDG 10
	2-8 Workers who are not employees	SR 33				SDG 8
	2-12 Role of the highest governance body in overseeing the management of impacts	SR 50, 63				
	2-13 Delegation of responsibility for managing impacts	SR 62				
	2-14 Role of the highest governance body in sustainability reporting	SR 7, 62				
	2-22 Statement on sustainable development strategy	SR 10-11				
	2-23 Policy commitments	SR 26-27, 50-53, 69-71	a. Describe its policy commitments for responsible business conduct, including the commitments stipulate conducting due diligence	Information unavailable/incomplete	It is under consideration to proceed in the next reporting cycle.	
	2-24 Embedding policy commitments	SR 54-55, 69-71				
	2-25 Processes to remediate negative impacts	SR 45	a. Describe how the organization tracks the effectiveness of the grievance mechanisms and other remediation processes, and report examples of their effectiveness, including stakeholder feedback	Information unavailable/incomplete	It is under consideration to proceed in the next reporting cycle.	
	2-26 Mechanisms for seeking advice and raising concerns	SR 46				
	2-29 Approach to stakeholder engagement	SR 56-61				
	2-30 Collective bargaining agreements	SR 35 AR 225-226				SDG 8



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			SDG LINKAGE TO DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	SR 21-22				SDG 8, SDG 9
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	SR 34-35				SDG 5, SDG 8, SDG 10
	401-2 Benefits provided to full-time employees that are not provided to temporary or parttime employees	SR 35	a. Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum: disability and invalidity coverage; stock ownership	Information unavailable/incomplete	It is under consideration to proceed in the next reporting cycle.	SDG 5, SDG 8
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	SR 34-35				SDG 5, SDG 8
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	SR 4				
	3-2 List of material topics	SR 6, 12				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			SDG LINKAGE TO DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Eco-efficiency						
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 73-74				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	SR 75	a. Energy consumption in joules, watt-hours or multiples of cooling consumption and steam consumption	Information unavailable/incomplete	It is under consideration to proceed in the next reporting cycle.	SDG 7, SDG 8, SDG 13, SDG 13
			a. Energy consumption in joules, watt-hours or multiples of electricity sold; heating sold; cooling sold; steam sold	This is out of scope of GSB's operations	N/A	
	302-3 Energy intensity	SR 75				
	302-4 Reduction of energy consumption	SR 82				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	SR 76-79				SDG 12, SDG 13, SDG 14, SDG 15
	305-2 Energy indirect (Scope 2) GHG emissions	SR 76-79	c. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent	GSB already disclosed the data calculated on location-based approach	N/A	
			a. If available, the gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all	Information unavailable/incomplete	It is under consideration to proceed in the next reporting cycle.	



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			SDG LINKAGE TO DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	305-3 Other indirect (Scope 3) GHG emissions	SR 76-79	b. If available, the gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all b. Biogenic CO2 emissions in metric tons of CO2 equivalent	Information unavailable/incomplete	It is under consideration to proceed in the next reporting cycle.	
	305-4 GHG emissions intensity	SR 77				
	305-5 Reduction of GHG emissions	SR 79-81	a. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3) b. Standards, methodologies, assumptions, and/or calculation tools used	Information unavailable/incomplete	It is under consideration to proceed in the next reporting cycle.	

Circular Economy

GRI 3: Material Topics 2021	3-3 Management of material topics	SR 83				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	SR 83				SDG 8, SDG 12
	301-2 Recycled input materials used	SR 83-84				SDG 8, SDG 12



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			SDG LINKAGE TO DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	SR 84	<p>b. Number of suppliers identified as having significant actual and potential negative environmental impacts</p> <p>c. Significant actual and potential negative environmental impacts identified in the supply chain</p> <p>d. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment</p> <p>e. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why</p>	Information unavailable/incomplete	It is under consideration to proceed in the next reporting cycle.	
Digital Innovation						
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 88-91				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			SDG LINKAGE TO DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	SR 91-95				SDG 5, SDG 9, SDG 11
Financial Services (FS)-Specific Information Disclosure of Financial Services Sector according to GRI (Local Communities)	FS13 Access points in low-populated or economically disadvantaged areas by type	SR 94-99				SDG 9, SDG 10
Creating opportunity to access to financial products/services						
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 100-102				
Financial Services (FS)-Specific Information Disclosure of Financial Services Sector according to GRI (Local Communities)	FS13 Access points in low-populated or economically disadvantaged areas by type	SR 102-109, 111				SDG 1, SDG 10



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			SDG LINKAGE TO DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Financial literacy						
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 112-113				
Financial Services (FS)-Specific Information Disclosure of Financial Services Sector according to GRI (Product and Service Labeling)	FS13 Access points in low-populated or economically disadvantaged areas by type	SR 115-116				SDG 4, SDG 10, SDG 17
	Former FS16 Initiatives to enhance financial literacy by type of beneficiary	SR 117-121				SDG 4, SDG 10, SDG 17
Responsible lending and investment						
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 122-123				
Financial Services (FS)-Specific Information Disclosure of Financial Services Sector according to GRI (Product Portfolio)	Former FS 1 Policies with specific environmental and social components applied to business lines	SR 125-127				SDG 8, SDG 10
	FS8 Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	SR 124-125				SDG 8, SDG 10



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			SDG LINKAGE TO DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Social investment and local development						
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 128-130				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	SR 131-132				
	203-2 Significant indirect economic impacts	SR 133-139				SDG 1, SDG 8
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	SR 131-139	a. Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of social impact assessments, including gender impact assessments, based on participatory processes	Information unavailable/incomplete	It is under consideration to proceed in the next reporting cycle.	SDG 2
Customer satisfaction and good experience						
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 141-143				
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	SR 146-150				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			SDG LINKAGE TO DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Corporate governance						
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 150				
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	SR 151-153				SDG 5
	2-10 Nomination and selection of the highest governance body	SR 156				SDG 5
	2-11 Chair of the highest governance body	SR 151-152				
	2-12 Role of the highest governance body in overseeing the management of impacts	SR 157-158				
	2-13 Delegation of responsibility for managing impacts	SR 157-158				
	2-14 Role of the highest governance body in sustainability reporting	SR 159				
	2-15 Conflicts of interest	SR 160 AR 186-194				
	2-16 Communication of critical concerns	SR 155				
	2-17 Collective knowledge of the highest governance body	SR 160 AR 160-161				
	2-18 Evaluation of the performance of the highest governance body	SR 161 AR 161				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			SDG LINKAGE TO DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-19 Remuneration policies	SR 156	<p>a. Describe the remuneration policies for members of the highest governance body and senior executives, including termination payments; clawbacks; retirement benefits.</p> <p>b. Describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organization's impacts on the economy, environment, and people</p>	Information unavailable/incomplete	It is under consideration to proceed in the next reporting cycle.	
	2-20 Process to determine remuneration	SR 161 AR 159				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			SDG LINKAGE TO DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-21 Annual total compensation ratio	N/A	<p>a. Report the ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)</p> <p>b. Report the ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)</p> <p>c. report contextual information necessary to understand the data and how the data has been compiled</p>	This type of information is not able to disclose in this reporting period due to the bank's policy	It is under consideration to proceed in the next reporting cycle.	
	2-27 Compliance with laws and regulations	SR 163				
	2-28 Membership associations	SR 162				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			SDG LINKAGE TO DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Ethics and transparency in business operations						
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 164-167				
GRI 2: General Disclosures 2021	2-23 Policy commitments	SR 168-172				
	2-24 Embedding policy commitments	SR 168-172				
Cyber risk management						
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 173-175				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR 177				
Anti-corruption						
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 178-179				
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	SR 180-181 AR 117				
	205-1 Operations assessed for risks related to corruption	SR 179	a. Total number and percentage of operations assessed for risks related to corruption	Information unavailable/incomplete	It is under consideration to proceed in the next reporting cycle.	



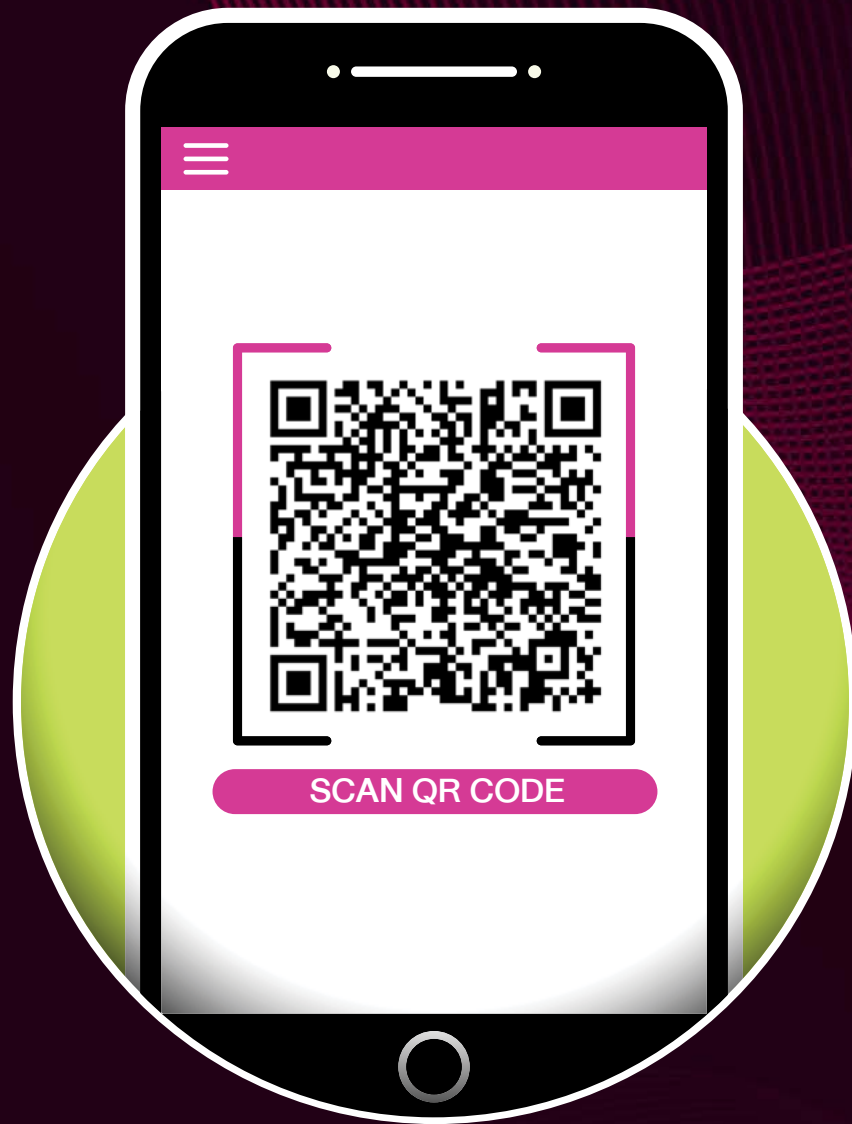
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			SDG LINKAGE TO DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	205-2 Communication and training about anti-corruption policies and procedures	SR 182				
	205-3 Confirmed incidents of corruption and actions taken	SR 182				
Risk management						
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 183-203				
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	SR 201	<p>a. Risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue, or expenditure, including; the impact associated with the risk or opportunity; the financial implications of the risk or opportunity before action is taken; the methods used to manage; the costs of actions taken to manage the risk or opportunity</p> <p>b. Significant risks related to corruption identified through the risk assessment</p>	Information unavailable/incomplete	It is under consideration to proceed in the next reporting cycle.	SDG 13



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			SDG LINKAGE TO DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Investment in human resources						
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 204-205				
	401-3 Parental leave	SR 215				SDG 5, SDG 8
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	SR 205				SDG 4, SDG 5, SDG 10, SDG 10
	404-2 Programs for upgrading employee skills and transition assistance programs	SR 206-214, 216-221				SDG 4, SDG 8
	404-3 Percentage of employees receiving regular performance and career development reviews	SR 208				SDG 5, SDG 8, SDG 10

Remarks: AR — GSB Annual Report 2022
SR — GSB Sustainability Report 2022





Questionnaire for Readers of Government Savings Bank Sustainability Report 2022

Click or scan the QR Code to provide comments.

Your views are highly valuable to Government Savings Bank which strives to contribute to the Thai economy, society and environment. GSB wishes to express our appreciation for your kind cooperation.



SUSTAINABILITY REPORT 2022

Published by

Sustainable Development Department

470 Phahonyothin Road, PhyaThai District, Bangkok 10400

Tel: +66 2299 8894

Website www.gsb.or.th

This report aims to be environmentally friendly by publicizing through online channels, thereby reducing the use of paper and ink.

The report is accessible and downloadable at any time through all devices including tablets, smartphones, and computers.



Sustainable Development Department

470 Phahonyothin Road, PhyaThai District, Bangkok 10400

Tel: +66 2299 8894

Website www.gsb.or.th

Social Media

“GSB Society”

