SUSTAINABILITY REPORT 2025



ออมสิน
GOVERNMENT SAVINGS BANK

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About This Report

Report Content

Government Savings Bank (“the Bank”) has published its annual Sustainability Report since 2015, and this report marks its 11th edition. It communicates the Bank’s sustainability-related impacts, management approaches, performance, and progress in advancing sustainable development across the Environmental, Social, and Governance (ESG) dimensions. The report covers the Bank’s material topics identified through its Materiality Assessment process and shows how they align with the Bank’s operational strategies, corporate strategy, and the Sustainable Development Goals (SDGs). This report has been prepared with reference to the GRI Standards 2021 and other internationally recognized guidelines relevant to the financial sector, enabling stakeholders to access transparent, comprehensive, and reliable information



Structure	Content
Level of Information Disclosure [2-3]	This report has been prepared in accordance with the GRI Standards at the "In Accordance" level and covers disclosures on economic, social, and environmental matters that are material to the Bank's business operations. It is also aligned with the Principles for Responsible Banking (PRB) under the UNEP FI framework to reflect the Bank's role in driving the financial sector toward sustainability.
Reporting Cycle [2-3]	The Bank prepares the report annually to communicate its sustainability performance and progress to stakeholders.
Reporting Period	The report covers performance from 1 January to 31 December 2025, which is the same as the reporting period for the annual financial statements.
Report Publication Date	June 2026
Reporting Scope [2-2]	The reporting scope covers GSB's operations in Thailand, including its Head Office and 1,024 branches nationwide. Further details are available in the branch directory in the Annual Report, providing an overview of the Bank's economic, social, and environmental impacts at the organizational level.
Data Preparation and Quality Control Process	The Bank has a systematic process for collecting, analyzing, and reviewing data, with responsible units designated for each topic. The Bank reports performance to senior executives monthly and to GSB Board of Directors quarterly. The data are also reviewed for accuracy and consistency with reporting criteria to enhance the reliability and transparency of the disclosed information.
Data Assurance [2-5]	GSB conducts an internal data review process, led by senior executives responsible for disclosures on each sustainability topic, to provide assurance. However, the report as a whole has not yet received external assurance. Nevertheless, financial information and energy consumption data have been externally assured. Further information can be obtained from GSB's Sustainable Development Department.
Significant Changes from the Previous Reporting Period [2-4]	There were no significant changes in the reporting scope or reporting approach from the previous reporting period.
Contact Information Regarding the Sustainability Report [2-3]	+66 (0) 2 299 8892 Section.SDS@gsb.or.th

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



In 2025, the world and Thailand faced complex, rapid waves of change driven by geopolitical issues, natural disasters, and intensifying climate impacts, along with economic volatility that heightened financial vulnerability, particularly among households and small businesses. These circumstances underscore the importance of sustainable development, which GSB has pursued through its strategic positioning as a Social Bank, focusing on creating shared value that enables business and society to grow together while also prioritizing environmental, social, and governance (ESG) considerations. This sustainable development is a vital foundation for enabling the Thai economy and society to recover and achieve stable, sustained growth over the long term.

GSB has fully integrated sustainability into its business operations, from strategy formulation and strategic planning to concrete implementation, aiming to transform numerical profits into "positive impacts" that bring tangible change to people at the grassroots level. GSB is therefore a state-owned financial institution that serves not merely as a financial service provider but also as a "key mechanism" for economic development, poverty alleviation, and reducing financial inequality in society. The Bank creates sustainability by taking a balanced approach to caring for its stakeholders in both external and internal dimensions. Externally, it seeks to strengthen the grassroots economy, society, and communities by carrying out its core missions: 1) creating opportunities for fair access to funding within the formal financial institution system; 2) addressing people's debt problems; 3) developing society and communities, promoting savings, and protecting the environment; and 4) supporting government policies and measures to drive the economy. Internally, the Bank focuses on building and maintaining its financial strength so that it can stand alongside the Thai people through every crisis and at all times.

GSB Board of Directors is committed to supporting all of the Bank's operations in achieving its goals and places great importance on corporate governance in accordance with the principles of good corporate governance, transparency, and accountability to stakeholders, as well as the comprehensive management of risks arising from economic, social, environmental, and technological changes. Over the past year, the Board has therefore emphasized, monitored, and overseen the Bank's sustainability operations to ensure they are carried out effectively and deliver tangible, continuous results. The Board has also considered and approved a review of policies that drive sustainability within the organization, such as the Good Corporate Governance Policy, Compliance Policy, Stakeholder Treatment Policy, Anti-Corruption Policy, and Personal Data Protection Policy, as well as guidelines for measuring and assessing eco-efficiency. These efforts are intended to enhance the Bank's ability to cope with uncertainty, enabling it to keep pace with various challenges with resilience. The Bank is also prepared to continuously move forward in enhancing and expanding its capabilities in human resources, work processes, digital technology, data management, and the development of financial innovations, so as to serve as an important force in expanding its social mission to achieve broader positive outcomes and support the transition toward a sustainable economy and society.

On behalf of GSB Board of Directors, I would like to thank all customers, members of the public, and stakeholders for the trust you have placed in us. Your trust is an important driving force that enables GSB to proudly fulfill its role as a Social Bank and continue to grow steadily alongside Thai society.



(Mr. Pornchai Thiraveja)
Chairman of GSB Board of Directors

Message from GSB President & CEO [2-22]



Amid challenges from the global economy, technology, climate change, and social inequality, GSB is committed to operating stably while creating shared value with society, with the goal of reducing financial inequality and expanding fair access to funding. The Bank integrates sustainability (ESG) principles into all aspects of its operations and drives them through four core missions: creating opportunities for access to funding within the formal financial system; addressing debt problems; developing society and communities, promoting savings, and protecting the environment; and supporting the government in driving the country's economy to build long-term competitiveness. These efforts reinforce the Bank's role as a state-owned financial institution that creates positive impacts on society, the environment, and the economy, enabling them to grow together.

One of the Bank's key missions is to create opportunities for financial inclusion to assist vulnerable groups, particularly the unserved and underserved, as well as SMEs and small-scale entrepreneurs. The Bank provides innovative social lending products that help reduce reliance on informal debt, such as the Credit and Opportunity Building Loan for people with low credit scores or no financial history, and the Job Creation and Career Development Loan. These loans have helped more than 640,000 Thais build their credit history and provided start-up capital for their occupations. The People's Bank Loan and Back-to-School Loan have helped more than 160,000 people reduce the burden of high interest costs, while the Disaster Relief Loan has helped more than 20,000 small-scale debtors recover from disasters. In addition, the Bank has expanded access to funding through GSB Group, including Money DD Co., Ltd., which has provided personal loans to more than 30,000 people at the grassroots level, and Mee Tee Mee Ngern Co., Ltd., which helps enhance liquidity for SMEs through land-backed loans and sale-with-right-of-redemption financing.

At the same time, the Bank prioritizes addressing debt problems. It has provided assistance to more than 1 million debtors affected by economic conditions and disasters, helping them avoid damage to their financial records and maintain their families' economic stability through assistance measures tailored to each customer group. These include debt restructuring for debtors of all groups and statuses, helping more than 250,000 debtors preserve their financial records; NPL debt relief for more than 350,000 retail debtors under government loan programs, enabling them to exit NPL status; suspension of principal and interest payments for disaster-affected debtors in the southern region; and assistance to SMEs in alleviating their debt burden. In addition, the Bank has helped drive the "You Fight, We Help" measure, which has brought vulnerable debtors covering more than 300,000 accounts into the debt resolution process, giving them an opportunity to make a stable fresh start while continuing to ensure that debtors maintain financial discipline.

The Bank also continues to advance social and community development, promote savings, and care for the environment, in line with its positioning as a Social Bank for all, through projects aimed at creating jobs, increasing income, promoting savings, and enhancing the potential of communities and local entrepreneurs. In 2025, the Bank collaborated with partners to enhance and develop occupational capabilities for more than 90,000 people and support the development of more than 830 communities through various initiatives. These included the Holistic Area-Based Development project, which aims to strengthen communities' capacity for self-reliance while developing an economic ecosystem conducive to their long-term growth, as well as projects to develop the potential of small-scale entrepreneurs and vocational training courses. At the same time, the Bank continues to promote financial literacy and foster savings discipline among the public by designing products that encourage continuous and long-term savings for a wide range of target groups, from children and young people through GSB Digital School Bank project and people at the grassroots level to older persons, to help them prepare for a quality retirement. These efforts are accompanied by the development of modern learning tools, such as the Aom Tang and "Coach Aom" applications.

In terms of environmental stewardship, the Bank aims to achieve Net Zero greenhouse gas emissions by 2050, with a short-term target of reducing Scope 1 and 2 greenhouse gas emissions by more than 50% by 2030. The Bank integrates ESG principles into its business processes, including using ESG Scores when considering loans for environmentally friendly businesses and Positive Engagement with key business sectors, such as power plants, commercial real estate, and SMEs. To date, the Bank has approved more than 38.5 Billion Baht in loans for environmentally friendly businesses and has invested in and distributed ESG bonds with a total value of 20.768 Billion Baht. The Bank also serves as a Transition Partner, supporting both large companies and SMEs in effectively adapting to new global rules. In addition, the Bank aims to increase green areas through reforestation projects. In 2025, the cumulative reforested area reached more than 2,500 rai, against the overall target of 50,000 rai by 2033. At the same time, the Bank promotes clean energy, with a target to install Solar Rooftop systems at 471 branches and offices by 2026.

As a state-owned financial institution, GSB also serves as a key mechanism in driving government policies to assist the public and restore the economy through various financial measures. These include GSB Boost Up Soft Loan Program, with a credit line of 100 Billion Baht, to assist SMEs and small-scale entrepreneurs; the Soft Loan Program for Non-Bank operators, with a credit line of 10 Billion Baht, to extend assistance to vulnerable debtors; and GSB Revitalizing Thai Businesses Program, with a credit line of 100 Billion Baht, to enhance liquidity, support business adaptation, and develop the capabilities of SMEs in key business sectors, including environmentally friendly businesses and future innovations.

GSB's next step is to advance toward becoming a "Smart Social Bank for All Lives," ready to support all Thai people by developing financial products that meet the needs of all groups and address sustainability, while leveraging digital technology and AI to enhance operational efficiency across various dimensions. Under key strategies to drive the Bank toward becoming a high-performance organization, the Bank will strengthen the capabilities of people at the grassroots level and develop the economy through financial innovations that help build financial credit and expand inclusive access to financial services for unserved and underserved groups, as well as small-scale entrepreneurs, SMEs, and SME startups. At the same time, the Bank will address customers' debt problems and support government measures to tackle household debt problems in a concrete manner.

On behalf of GSB executives, officers, and employees, I would like to thank our customers, the public, our partners in both the public and private sectors, and stakeholder from all sectors for the trust and support they have consistently extended to the Bank's operations. Your cooperation is a key driver in enabling the Bank to fulfill its role as a "Social Bank for All Lives." GSB will remain committed to continuously enhancing the organization, standing alongside and caring for the Thai people, creating opportunities, improving quality of life, contributing to society and the environment, and serving as a driving force for the country's economy to continue growing with stability and sustainability.



(Mr. Songpol Chevapanyaroj)
GSB President & CEO

Chapter 1

About Government Savings Bank

Government Savings Bank (GSB) is a state-owned financial institution under the supervision of the Ministry of Finance that operates as a "Social Bank," with a focus on promoting broad access to financial services while supporting the country's economic and social development through operations that take into account a balance among social, environmental, and economic considerations. The Bank prioritizes creating financial opportunities for all groups of people, particularly small entrepreneurs, community enterprises, and the grassroots economy, through appropriate, transparent, and fair financial products and services, while promoting responsible business practices with all stakeholder groups. In addition, the Bank emphasizes organizational development through innovation and digital technology to enhance service efficiency, improve the customer experience, and strengthen the organization to achieve stable, sustainable long-term growth.



Government Savings Bank Information [2-1]

GSB is a state enterprise under the Ministry of Finance. It was established by the royal initiative of His Majesty King Vajiravudh (King Rama VI), who recognized the importance of keeping assets safe. On 1 April 1913, His Majesty enacted the law establishing the Savings Office, with the royal intention that it would serve as a safe place for keeping assets and encourage people to learn proper saving practices. The Savings Office has continued to fulfill this role ever since, under the royal patronage of every Chakri monarch. In 1946, His Majesty King Bhumibol Adulyadej graciously elevated the Savings Office to the status of GSB by enacting the Government Savings Bank Act B.E. 2489 (1946) to accommodate the advancement of the Savings Office's operations. GSB commenced operations as a bank on 1 April 1947 and is responsible for conducting business in accordance with the Government Savings Bank Act B.E. 2489 (1946), together with the Royal Decree Prescribing Activities Deemed to Be the Business of Government Savings Bank (No. 2) B.E. 2541 (1998) and the Ministerial Regulation on Activities Deemed to Be the Business of Government Savings Bank B.E. 2547 (2004), (No. 2) B.E. 2548 (2005), and (No. 3) B.E. 2022 (2022), as follows:



Accept savings deposits.



Issue savings bonds.



Accept savings deposits for life and family welfare.



Receive, make, and transfer payments.



Purchase or sell Thai government bonds.



Make investments for returns as authorized by the Minister.



Conduct other savings-related activities as prescribed by Royal Decree.



Conduct activities deemed to be banking business as prescribed by Royal Decree, subject to the requirements and conditions prescribed by Ministerial Regulations

Activities deemed to be banking business, as prescribed by Royal Decree, may be conducted subject to the requirements and conditions prescribed by Ministerial Regulations. The Royal Decree Prescribing Activities Deemed to Be the Business of Government Savings Bank B.E. 2491 (1948) and (No. 2) B.E. 2541 (1998) prescribe such activities as follows:

(1) Accepting fixed deposits or current account deposits, with or without interest.
(2) Issuing drafts payable on demand at the Bank's own offices or agencies.
(3) Issuing, purchasing, selling, or collecting bills of exchange or other negotiable instruments.
(4) Providing credit.
(5) Purchasing, discounting, or rediscounting debt instruments, or accepting the assignment of claims from financial institutions.
(6) Conducting foreign exchange business.
(7) Issuing guarantees and providing avals.
(8) Providing financial services.
(9) Providing credit card services.
(10) Issuing certificates of deposit.
(11) Acting as a financial advisor or providing financial support for investment projects.
(12) Managing or undertaking the management of funds.
(13) Conducting other businesses related or similar in nature to those specified in (1) to (12).

GSB is a state-owned financial institution committed to providing broad access to financial services for the public. As a state enterprise under the Ministry of Finance, the Bank operates in accordance with the Government Savings Bank Act (No. 4) B.E. 2560 (2017) and fulfills the mandates prescribed by law and the Statement of Direction for state enterprises, which focuses on creating added value for communities and the grassroots economy while promoting savings among the public, supported by an effective information system for management. In addition, the Bank has established procurement criteria and a Supplier Code of Conduct to help suppliers understand and improve their operations to meet the Bank's expectations. The Bank publishes its policies and criteria on its website to communicate them to officers, partners, suppliers, and other relevant stakeholders.

Vision, Mission, and Organizational Values [2-23]

GSB has reviewed its vision, mission, and operational direction framework to become a fully-fledged "Social Bank," with the objective of "reducing financial inequality and creating fair access to funding." The Bank has considered alignment with the United Nations Sustainable Development Goals (SDGs), with a particular focus on two key goals: Goal 1: No Poverty and Goal 10: Reduced Inequalities. The Bank has also adopted the Principles for Responsible Banking of the United Nations Environment Programme Finance Initiative (UNEP FI) and considered their alignment with national plans and policies, as well as those of regulatory authorities, including:

- 20-Year National Strategy (2018–2037)
- 13th National Economic and Social Development Plan
- Thailand 4.0 Policy
- Digital Economy and Society Development Plan (Digital Economy: DE)
- Overall State Enterprise Development Plan and State Enterprise Development Plan for the Financial Institution Sector

- Operational Policy Guidelines for Specialized Financial Institutions (SFIs)
- Current environmental context and key future trends, such as advances in financial technology (Financial Technology), current consumer behavior, market competition, and regulatory requirements.

Scan the QR Code to read details of policy and management disclosures.

GSB Board of Directors established the vision, mission, organizational values, and operational direction framework for 2025 as follows:



Vision

"Social Bank that leads in promoting savings, creating financial security for the people, for the sustainable development of the country."



Missions

Provide fair access to funding and strengthen the grassroots economy and small and medium-sized enterprises (SMEs) to reduce inequality, address poverty, and enhance competitiveness.

Promote savings and foster financial discipline to create financial security throughout life.

Support investment and sustainable national development.

Provide comprehensive financial services through modern digital technology.

Conduct operations with consideration for environmental, social, and governance aspects in every process.

Manage professionally with due consideration for risk and good corporate governance.

Organizational Values and Culture

GSB Way of Work

for Society

Strengthen the Bank's role as a Social Bank, reduce inequality, and promote fairness in society.



with Governance

Operate with transparency, integrity, and ethics, comply with rules and regulations, and have the courage to stand up for what is right.



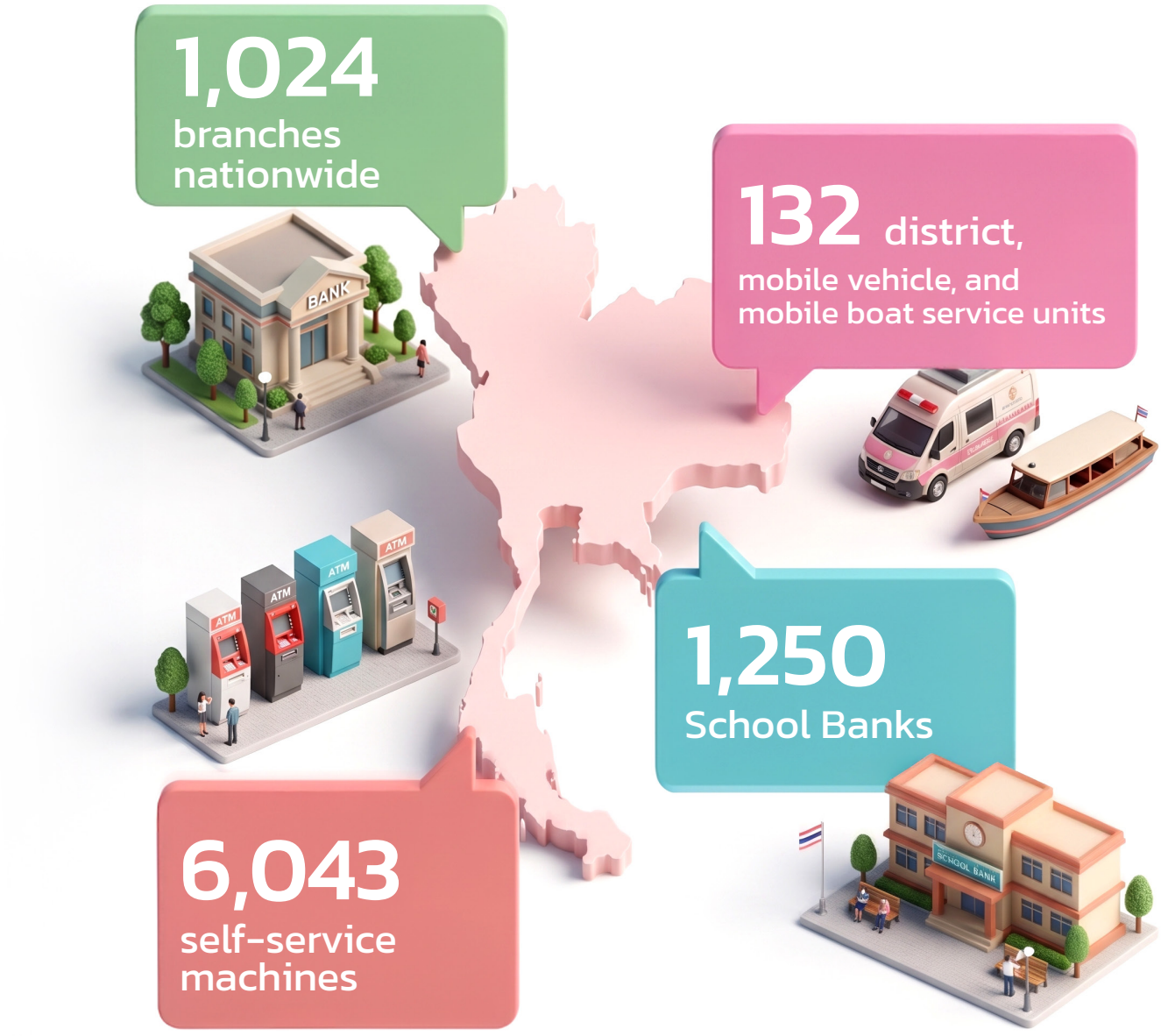
through Digitalization

Use technology and data to make every task simpler, faster, and more effective.



Business Operating Areas and Headquarters Location [2-1]

GSB's headquarters is located at 470 Phahon Yothin Road, Samsen Nai Sub-district, Phaya Thai District, Bangkok 10400. In 2025, the Bank had 1,024 branches providing financial services across all regions of Thailand and 132 service units (district, mobile vehicle, and mobile boat service units). The Bank also provided 6,041 self-service machines (ATM/Passbook Update/ADM) and 937 School Banks to expand access to financial services across all customer groups.



Products and Services

Key Products and Services and Mechanisms Used by GSB to Deliver Its Products and Services [2-6]

GSB is classified within the Financials industry and is a Specialized Financial Institution (SFI) with the status of a state enterprise under the Ministry of Finance. The Bank provides financial services to all customer groups. The Bank has structured its core business operations into three processes: the Management Process, Core Business Process, and Support Process, with the aim of becoming a Social Bank. The Bank provides financial services to customers through three channels:



Digital Channels

- Mobile Applications (MyMo / MyMo Junior / Coach Aom / AOMTANG)
- Government Savings Bank Website (Corporate Internet Banking / E-Statement / QR Voice)
- Self-Service Machines (ATM / ADM / ADM Recycle / Passbook)
- Sales & Services Unit on Mobile (SUMO)
- Digital School Bank
- GSB Community



Physical Channels

- Government Savings Bank Branches
- School Banks
- Mobile Vehicles/Boats



Partner Channels

- Payment acceptance and account debiting through various channels, including electronic channels, for partner merchants on the Shopee or ShopeePay applications
- Electricity bill payments through the PEA Smart Plus application
- Payment of taxes, fees, and other revenues of the Treasury Department
- Payments through service agents such as Big C, Lotus's, Counter Service, Boonterm, and Pay@Post

The above service channels demonstrate that the Bank delivers financial services to customers through a variety of channels, with the aim of reducing inequality and creating opportunities for access to funding through the Bank's products and services provided to customers, as follows:

- **Deposits:** deposits, GSB Savings Certificate, life and family welfare products, and funds
- **Loans:** personal loans, grassroots economy loans, business loans, and loans to government agencies and state enterprises
- **Financial Services:** electronic card products, electronic financial services, and bancassurance services

Products and Services		Service Delivery Mechanisms/Channels					
		Physical		Digital			
Products and Services		Branch/ Service Unit	GSB Mobile Vans/ GSB Mobile Boats/ Outdoor Services	Self-Service Machine	Internet Banking	Mobile Banking	Agent (Sales Agent)
Deposits	Deposits	●	●	●	●	●	●
	Premium Savings Certificates	●	●	●	●	●	
	Life and Family Welfare Savings	●	●		●	●	
	Funds	●				●	
Loans	Public Sector and State Enterprise Loans	●					
	Business Loans	●					
	Personal Loans	●			●	●	●
	Grassroots Economy Loans	●			●	●	●
Financial Services	Electronic Card Products	●	●	●	●	●	●
	Electronic Financial Services	●	●	●	●	●	●
	Insurance Services via Bank Channels	●			●	●	●

Customer Groups [2-6]

In 2025, GSB delivered key financial products and services to a total of 24.45 million customers, representing an increase of 1.13% from the number of customers at the end of 2024. The Bank also acquired 780,176 new customers. The Bank classifies its customers into different groups based on key criteria, such as government policies, vision and mission, demographics, products and services, business type and size, customer needs and expectations, and competitive conditions. Customers are classified into three main groups: personal customers, grassroots and government policy support customers, and business and public sector customers. In 2025, most customers were grassroots and government policy support customers, accounting for 60.51%, followed by personal customers at 39.03%, and business and public sector customers at 0.46%.

GSB Customer Service Charter & Service Standard

The Bank has established the Customer Service Charter & Servic e Standard to demonstrate its commitment to responding genuinely to customer needs, focusing on providing appropriate advice and offering quality financial products and services to create customer satisfaction and a positive service experience. The Charter and Service Standard cover five key areas:



Service

Delivering high-quality services at all branches in accordance with the Bank's defined standards, and ensuring convenient access through Self-Service machines and Mobile Banking (MyMo).



Fairness

Providing services with fairness, non-discrimination, and equality. Multiple complaint channels are available, with clearly defined procedures to ensure that customer concerns and complaints are handled promptly and fairly. [2-25]



Security

Emphasizing the importance of customer data security and implementing measures to protect confidentiality and personal information in compliance with applicable laws and regulations. Cybersecurity is a key focus, with continuous development of the Bank's IT systems to meet international security standards.



Responsibility

Clearly explaining and informing customers to ensure accurate understanding of the benefits, risks, and nature of the Bank's products and services. All financial products and services offered by the Bank are accurate and comply with laws, regulations, and regulatory agency requirements.



Transparency

Providing accurate, clear, and up-to-date information about the Bank's products and services. This includes explaining the terms and conditions of products and services, such as interest rates, fees, penalties, and any obligations the customer may have with the Bank, to enable customers to make well-informed decisions. The Bank communicates and engages with customers through various channels, such as its website and social media platforms, to share information about its products and services. Customers can also provide feedback through the channels specified on the Bank's website, which is used to drive service improvement and enhance customer satisfaction.

Service Standards

Financial Service Time Standards (Service Level Agreement: SLA)

Financial Services	Processing Time
Complaint Handling	
1. Acknowledgment of receipt of complaints submitted through various complaint channels	
• Complaints submitted through the Call Center	Immediately
• Complaints submitted through the website	1 business day
• Complaints submitted through Facebook	1 business day
• Complaints submitted via email	1 business day
• Written complaints submitted by post	7 business day
• Complaints submitted through officers at the Head Office or branches	Immediately
2. Notification of progress in resolving complaints submitted through all complaint channels	
• The Bank will resolve the complaint or inform the customer of the progress and the expected timeframe for completion if the complaint has not yet been resolved.	15 business day
Loans	
3. Redemption of collateral for retail individual customers	
• Upon full repayment of debt: The Bank will complete the necessary procedures until the collateral is ready for redemption by the customer.	7 days
• In the case of refinancing: The Bank will complete the necessary procedures until the collateral is ready for redemption by the customer.	15 business days
4. Transfer of ownership to automobile/motorcycle hire-purchase customers who are retail individual customers: Upon full repayment of debt, the Bank will complete the necessary procedures until ownership is ready to be transferred to the customers	15 business days
5. Consideration of debt restructuring for retail individual loans: The Bank will inform the customer of the preliminary result of its consideration from the date on which the Bank receives all required documents.	25 business days
6. Issuance of a letter confirming full repayment of debt for retail individual customers	15 business days
7. Request to check the loan account status of retail individual customers (e.g., outstanding principal and installments due)	
• Verbal request: The Bank will inform customers whose accounts are currently in normal status of their account status / outstanding principal/ installment amount/payment amount/payment due date, once the customer has completed the Bank's identity verification process correctly.	Immediately
• Written request: The Bank will provide the customer with information on the account status/outstanding principal/installment amount/payment amount/ payment	15 business days

Financial Services	Processing Time
Deposits	
8. Cash deposit/withdrawal transactions through an ATM/CDM within the same bank where an error occurs, resulting in cash not being received or the amount not matching the transaction (excluding cases suspected of fraud or fraudulent activity)	
• Bangkok and metropolitan area: The Bank will investigate, notify the customer of the result, and correct the transaction (if any).	5 business days
• Other provinces: The Bank will investigate, notify the customer of the result, and correct the transaction (if any).	7 business days
9. Cash deposit/withdrawal transactions through an ATM/CDM of another bank where an error occurs, resulting in cash not being received or the amount not matching the transaction (excluding cases suspected of fraud or fraudulent activity)	
• Bangkok and metropolitan area: The Bank will investigate, notify the customer of the result, and correct the transaction (if any).	7 business days
• Other provinces: The Bank will investigate, notify the customer of the result, and correct the transaction (if any).	10 business days
10. Fund transfer transactions through electronic channels, ATM/Mobile banking (MyMo), before 10:00 p.m., where a system error occurs, and the recipient does not receive the funds: The Bank will investigate, notify the customer of the result, and correct the transaction (if any).	By 7:00 p.m. on the following day
11. Fund transfer or top-up transactions to an e-Wallet through electronic channels, ATM/CDM/Internet/Mobile banking, where a system error occurs, and the funds are not received: The Bank will investigate, notify the customer of the result, and correct the transaction (if any).	
• When using the PromptPay service	3 business days
• When using a service other than PromptPay	5 business days
12. Request to investigate a fund transfer to the wrong account or a fund transfer/top-up to an e-Wallet to the wrong account (excluding cases suspected of fraud or fraudulent activity): The Bank will investigate and inform the customer of the follow-up results in the following cases:	
• Transfer within the same bank	15 business days
• Transfer to another bank	20 business days
• Fund transfer/top-up to an e-Wallet	20 business days
Electronic Cards	
13. Blocking electronic cards	
• ATM card: The Bank will block the ATM card within 5 minutes from the time the cardholder notifies the Bank by telephone or through another communication method specified by the Bank. The cardholder will not be liable for any amount withdrawn after the card has been blocked.	5 minutes
• Debit/credit card: The Bank will block the Debit Card within 5 minutes from the time the cardholder notifies the Bank by telephone or through another communication method specified by the Bank. The cardholder will not be liable for any charges incurred after the card has been blocked.	5 minutes

Financial Services	Processing Time
14. Cardholder disputes of payment transactions (applicable only to payments for goods and services in Thailand and overseas, and cash withdrawals from ATMs Overseas)	
• Credit card: Customers should dispute any incorrect card transactions within 10 days from the date of receipt of the card statement. The Bank will investi gate, submit the dispute to the merchant's bank, and inform the customer of the result, starting from the date the Bank receives written notification from the customer.	90 days
• Debit card: Customers should dispute any incorrect card transactions within 30 days from the date of the transaction. The Bank will investigate, submit the dispute to the merchant's bank, and inform the customer of the result, starting from the date the Bank receives written notification from the customer.	90 days
15. Investigation of card transactions exceeding the amount at domestic points of sale and refunds to cardholders	
• In cases where a customer uses a debit card to pay for goods or services in Thailand through a card terminal, but the card terminal or the Bank's network system malfunctions during the transaction at the point of sale, resulting in the amount being debited from the customer's account while the merchant does not receive confirmation that the transaction was successful, the Bank will investigate and refund the customer as follows:	
• Transactions made during the Bank's business days and business hours	
• If a malfunction occurs and the cardholder's bank receives notification of the transaction cancellation from the merchant's bank by 12:00 noon, the Bank will refund the customer within the transaction date.	Transaction date
• If a malfunction occurs and the cardholder's bank receives notification of the transaction cancellation from the merchant's bank after 12:00 noon, the Bank will refund the customer by the next business day.	1 business days
• Transactions made outside the Bank's business days and business hours	
• The Bank will refund the customer by the next business day.	1 business days
General Services	
16. Requests for various types of information for retail individual customers	
• Credit card/cash card interest calculation: For historical data covering no more than the past 3 billing cycles, the Bank will provide the information to the customer in writing, counting from the date the Bank receives the customer's request.	7 business days
• Loan/hire-purchase interest calculation: For historical data covering no more than the past 12 months, the Bank will provide the information to the customer in writing, counting from the date the Bank receives the customer's request.	15 business days
• Deposit account statement (bank statement): For historical data covering no more than the past 6 months, the Bank will provide the information to the customer in writing, counting from the date the Bank receives the customer's request.	3 business days

** Processing Time:* The processing period shall be counted from the business day following the date on which the Bank receives the notification, letter, or application containing complete information and all required supporting documents from the customer (as applicable).

Scan the QR Code to view details of the Financial Service Time Standards.

Value Chain

GSB Value Chain 2025-2029 [2-6]

Government Agencies and Government Regulatory Bodies

Ministry of Finance (MOF), Bank of Thailand (BOT), Securities and Exchange Commission (SEC), Office of Insurance Commission (OIC), Anti-Money Laundering Office (AMLO), National Anti-Corruption Commission (NACC), Credit Information Protection Committee, and Electronic Transactions Commission

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

GSB WORK SYSTEM

Management Process

CM1	CM2	CM3	CM4	CM5	CM6
Organizational Leadership	Strategic Planning	Governance, Risk Management, and Audit	Financial and Investment Management	Social and Environmental Responsibility	Driving Business toward Sustainability

Core Business Process

- **CB1** Deposit Services
- **CB2** Loan Services
- **CB3** Electronic Card Services
- **CB4** Retail Customer and Community Organization Services
- **CB5** Government Officer Services
- **CB6** SME & Start-Up Services
- **CB7** Business and Public Sector Services
- **CB8** Digital Business Services
- **CB9** Customer Relationship Management
- **CB10** Debt Management
- **CB11** Savings Promotion

Support Process

S1	S2	S3	S4	S5	S6	S7
Information Management	Human Resource Management and Development	Knowledge and Innovation Management	Business Support Provider Management	Stakeholder Management	Accounting and Finance	General Administration

Direct Supplier

Sale / contracted development of IT systems; contracted verification/ recording of credit card loan application data; credit information verification; printing and delivery of loan receipts; Call Center services; collateral appraisal; cash transportation; ATM cash replenishment; life insurance; non-life insurance; litigation and legal proceedings; debt collection; research; interbank fund transfers and payments; loan repayment collection (payroll deduction).

Supplier of Complementary Product and Service (Partners, Collaborators)

Deposit-taking; acceptance of loan and credit card payments through Bank agents; groups of companies collaborating in the development of products, information technology systems, service channels, and responses to cyber threats.

Competing Organization: BBL, KTB, SCB, KBank, BAAC, Non-Bank

Vision & Mission

The Bank's supply chain comprises activities from upstream to downstream and involves multiple internal and external stakeholders. The Bank therefore analyzes the impacts arising from all activities and synthesizes information obtained from listening to the voices of customers and stakeholders (VOC/VOS), as well as laws, policies, requirements of regulatory and government agencies, and collaboration with business partners, in order to manage stakeholder expectations and the opportunities and risks associated with various impacts comprehensively and effectively. The results of the analysis are integrated into strategic planning, enabling the Bank to move toward becoming a fully-fledged "Social Bank." Overall, the Bank's key work processes are divided into three areas:

- **Management Process** refers to operational processes related to planning, governance, performance measurement, monitoring, and organizational leadership to ensure that the Core Business Processes and Support Processes comply with operational requirements.
- **Core Business** refers to operations related to providing services to customers and comprises key processes that the organization must undertake to achieve its main goals and objectives, as well as to generate its core business results, such as processes related to product or service development and after-sales support.
- **Support** refers to operations involving processes that support other processes in running smoothly by providing the necessary resources and infrastructure, such as human resources, financial resources, and information technology resources, thereby enhancing the efficiency of internal operations.

The Bank places importance on value chain management and stakeholder engagement, aligned with its direction as a Social Bank. The Bank has focused on expanding collaboration with partners to create positive social impacts, in line with GSB Enterprise Plan 2025–2029, particularly in Strategic Partnership Expansion.

In 2025, the Bank strengthened its collaboration with partners to support this objective through key initiatives, as detailed below.

1. The Bank, in collaboration with the Department of Climate Change and Environment under the Ministry of Natural Resources and Environment and eight other financial institutions, signed a Memorandum of Understanding (MOU) to provide business and marketing support to G-Green entrepreneurs. The main objective is to promote and support entrepreneurs in transitioning their businesses toward a Green Economy, while raising consumer awareness of their role in promoting environmental and social sustainability, which will help drive the country toward a low-carbon economy and society. Under this cooperation, customers with GSB electronic cards receive special marketing privileges, subject to specified conditions, when making purchases at establishments participating in the G-Green project, such as Green Hotels and Green Restaurants.
2. The Bank, in collaboration with the Puey Ungphakorn Institute for Economic Research (PIER), signed a Memorandum of Understanding (MOU) for the "Study on Households without Access to Formal Financial Services and Approaches to Developing an Efficient Grassroots Financial System in Thailand." The main objective is to jointly study financial behavior and conduct an in-depth analysis of the constraints faced by grassroots households that still cannot access formal credit, as well as to jointly identify and address gaps in access to finance. The research findings and knowledge gained will also serve as an important database for developing products, financial services, and assistance measures that precisely and effectively address their needs. This will help reduce reliance on informal debt and sustainably strengthen the financial stability of the country's grassroots population.

In addition, the Bank communicates important news and performance updates related to its products and services, as well as achievements from social development projects resulting from collaboration with stakeholders throughout the value chain. The Bank also communicates its commitment to expanding strategic partnerships, reflecting its role as a "Social Bank," through a variety of communication channels, including mainstream media such as television and print media, as well as the Bank's social media channels, including Facebook, X (Twitter), Instagram, YouTube, TikTok, and LINE, to disseminate information and serve as another channel for listening to the voice of customers.

Social Network

GSB Society

Facebook / x (Twitter) / Instagram / Youtube / TikTok / LINE GSB Now

Website/Webchat

www.gsb.or.th

The Bank reviews its work systems within the value chain annually to ensure alignment with the Bank's evolving strategies, while establishing approaches to manage negative impacts on the business. The review found that the current work systems and processes can support the strategic objectives for 2025–2028 and effectively support the provision of financial services to customers.



Sustainability Development Strategy

Sustainability and the Banking Sector

Sustainable development has become an issue that financial institutions increasingly prioritize. In addition, the Bank of Thailand (BOT), as the regulator of financial institutions and the stability of the economic system, recognizes financial institutions' potential to allocate economic resources to improve quality of life and drive Thailand toward sustainability. It has therefore introduced the concept of Sustainable Banking as a guiding principle for banks' operations, focusing on the long-term sustainable growth of businesses and society, where economic growth is pursued alongside consideration of environmental, social, and governance (ESG) issues. In addition, regulatory bodies and various quality assessment agencies have designated sustainable development as a key strategy that must be implemented to achieve tangible results.

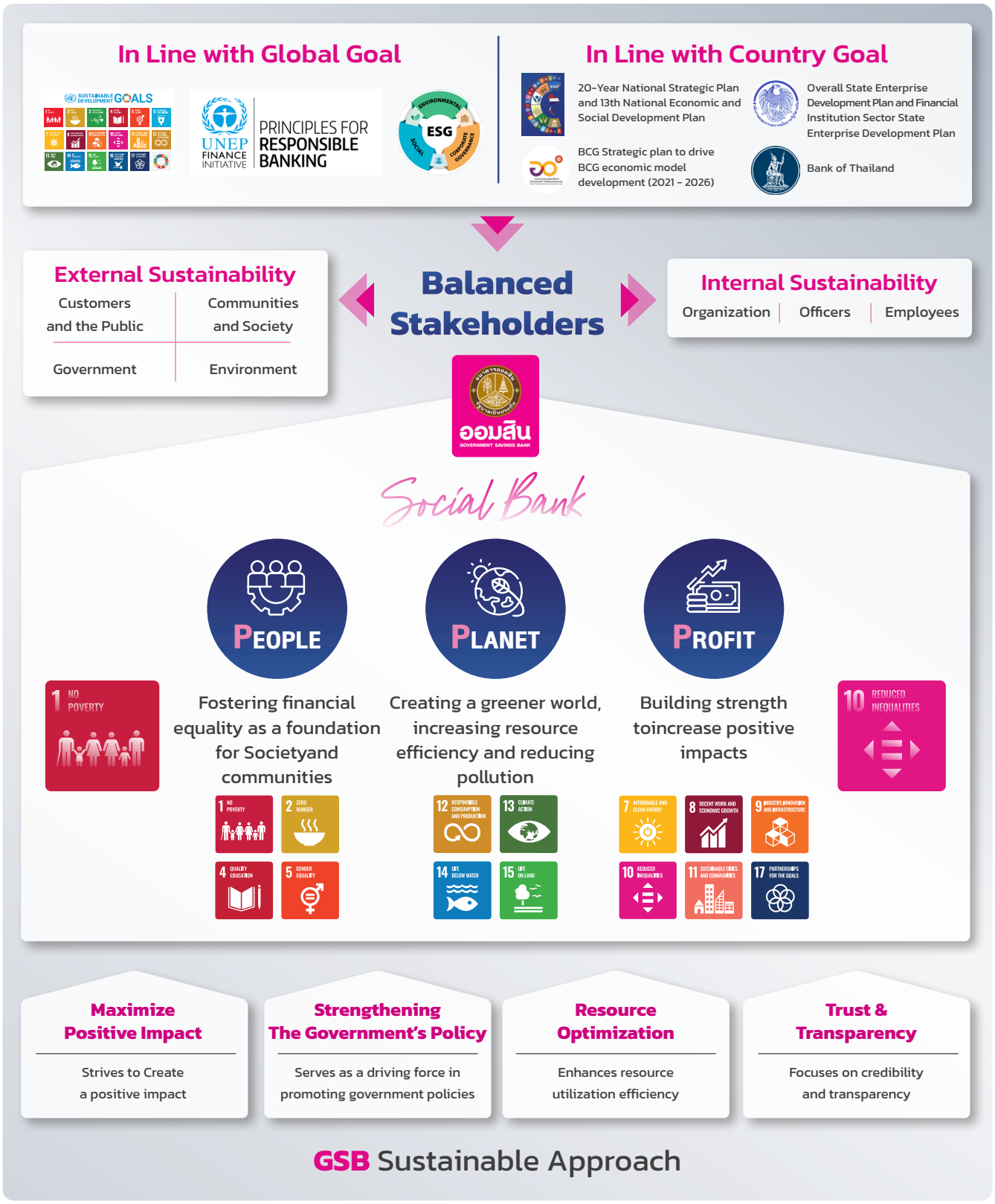
Establishment of Policies and Practices for Sustainable Development [2-24]

In establishing policies for its business operations, as well as activities and business relationships within the sustainability framework, the Bank has considered alignment with all 17 United Nations Sustainable Development Goals (SDGs), with particular emphasis on two key goals: "Goal 1: No Poverty" and "Goal 10: Reduced Inequalities," which are aligned with the Bank's role as a Social Bank. Under the Triple Bottom Line framework, the Bank focuses on society (People), environmental preservation (Planet), and organizational growth (Profit), using the Creating Shared Value (CSV) approach, in which all stakeholders participate and share in the benefits. This contributes to sustainability both externally, by strengthening the grassroots economy, society, communities, and the environment, and internally, by pursuing commercial missions that strengthen the Bank's financial position and enable it to create tangible positive impacts on society.

To translate this conceptual framework into practice, the Bank has established GSB Sustainability Approach, which comprises four key dimensions: maximizing positive impact, strengthening the government's policy, resource optimization, and trust and transparency. The Bank has integrated this sustainability framework into its operational strategy to drive the organization toward sustainability.



In addition, the Bank has adopted the Principles for Responsible Banking (PRB), the Environmental, Social and Governance (ESG) guidelines, and the GRI Standards for sustainability reporting as frameworks to govern and drive its sustainability operations. This aligns the Bank's operations with international standards, strengthens transparency in business operations, and sustainably builds confidence among all stakeholder groups.



GSB Operational Strategy

GSB Operational Strategy for 2025–2029 remains committed to continuing the Bank's role as a "Social Bank," with the key objective of reducing financial inequality and creating equitable access to funding in order to expand positive social impacts on a broader scale.

During 2025–2027, the Bank focuses on expanding collaboration with partners to create positive impacts. In 2025, the Bank emphasized digital technology as a key component, while in 2026–2027, the Bank focuses on adopting modern technologies, particularly AI (Artificial Intelligence), to enhance operations in both customer service and internal organizational management. This aims to support its long-term strategic positioning for 2028–2029, enabling the Bank to expand positive social impact on a broader scale.

Objectives for 2025–2029

GSB has established five key strategic objectives as follows:

1. Strategic Objective 1: Strengthen and Enhance the Potential of People at the Grassroots Level (Grassroots Empowerment)

The Bank aims to strengthen and enhance the potential of people at the grassroots level to achieve sustainable self-reliance, while implementing government policies to reduce financial inequality and expand equitable access to funding. This includes the Unserved and Underserved groups, as well as small-scale entrepreneurs, SMEs, and SME Startups, alongside sustainable debt resolution, promoting savings and financial discipline, and collaborating with partner organizations and other Specialized Financial Institutions (SFIs) to strengthen and enhance grassroots economic development.

2. Strategic Objective 2: Advance toward the Net Zero Goal

The Bank aims to drive its business operations and internal management in an environmentally friendly manner, while supporting customers and the business sector in the transition to a low-carbon economy through sustainable financial products and services. The Bank has established guidelines to support environmentally friendly businesses (Positive List) and avoid supporting businesses with negative impacts (Negative List), while collaborating with stakeholders to drive a low-carbon economy and sustainable long-term growth in accordance with international standards.

3. Strategic Objective 3: Strengthen Financial Position

The Bank aims to develop and strengthen its financial position by building on its products and services, developing service channels, and collaborating with partners to develop new business models to generate revenue and enhance competitiveness. At the same time, the Bank focuses on efficiently managing its asset and liability structure and operating costs to achieve appropriate returns within an acceptable level of risk.

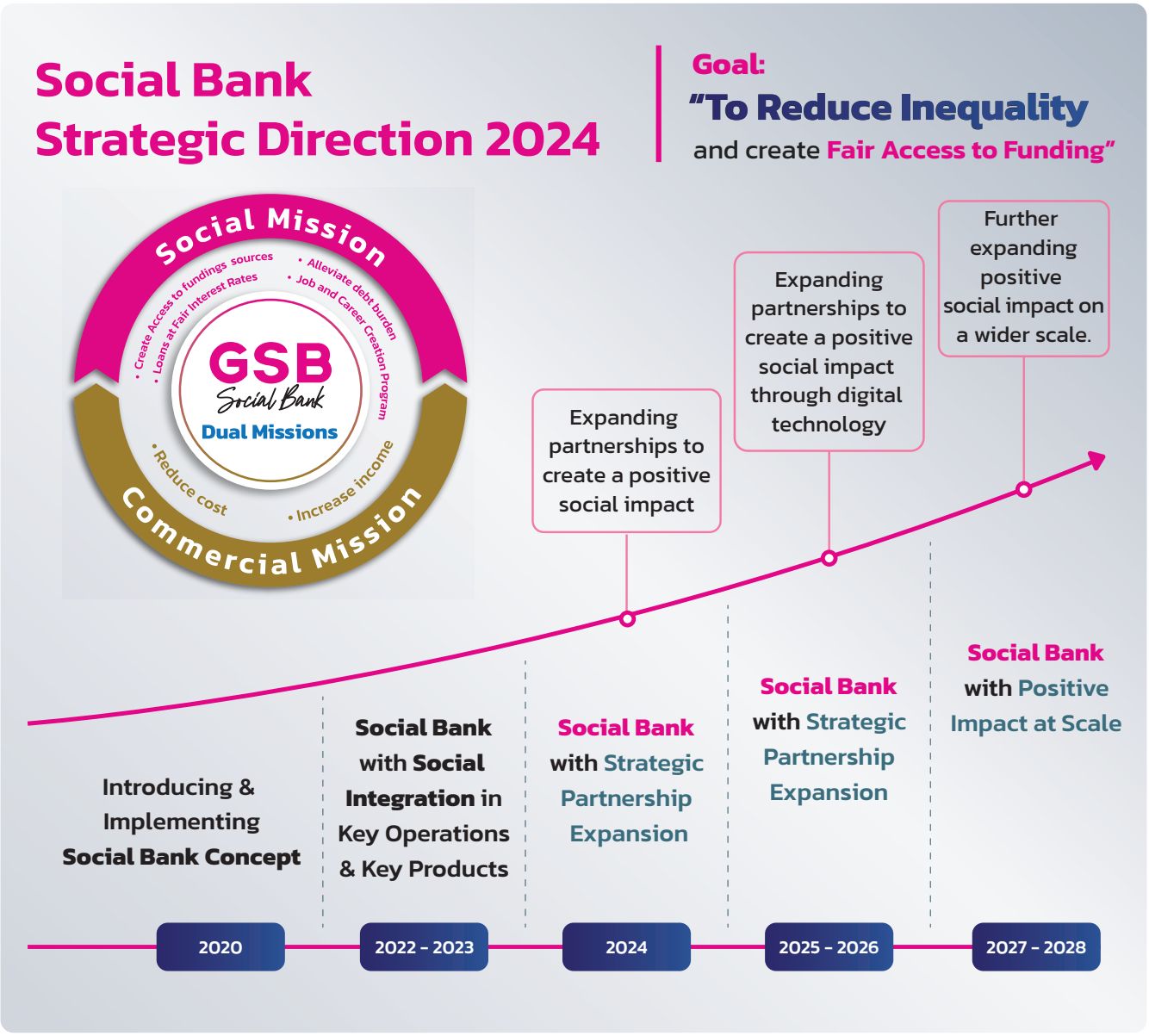
4. Strategic Objective 4: Enhance Innovation and Digital Capabilities

The Bank aims to enhance its services and organizational management through modern technologies to strengthen its innovation and digital capabilities, support the implementation of its missions, and respond to changing conditions. It also seeks to promote data use in decision-making (Data-Driven Organization) and tangibly develop the organization into an innovation-driven organization.

5. Strategic Objective 5: Advance toward Becoming a High-Performance Organization (Enabler Driven)

The Bank aims to enhance its infrastructure capabilities and internal management efficiency to accommodate change and support the Bank's missions through human resource development, future skills, and organizational culture. It also seeks to strengthen its capabilities in digital technology, data management, and security, improve work processes, and enhance governance, risk management, and internal controls to sustainably support future business operations.

Strategic Positioning of GSB for 2025–2029



The Bank aims to become a Social Bank with social impact at scale by continuing to integrate its social mission into all key products and key organizational processes (Social Bank with Social Integration in Key Operations & Key Products), an initiative that began during the 2022–2023 Enterprise Plan period, with the aim of embedding the social mission in all of the Bank's operations.

In 2024, the Bank expanded its social impact by expanding collaboration with partners under the Social Bank with Strategic Partnership Expansion approach. This was carried out through business group management under GSB Group model, comprising Mee Tee Mee Ngern Co., Ltd., which provides land-backed loans and sale-with-right-of-redemption financing; Ari Asset Management Co., Ltd. (Ari AMC), which engages in NPL and NPA management; Money DD Co., Ltd., which provides personal loans to grassroots customers; and GSB IT Management Co., Ltd., which supports digital technology development to enhance the Bank's digital capabilities and strengthen its long-term competitiveness.

For 2025–2029, the Bank will continue to expand collaboration with partners to create positive social impacts by adopting modern technologies and/or Artificial Intelligence (AI) to enhance customer service and internal organizational management.

Strategic Plan Management and Translation into Action

The Bank has established a strategic planning process that integrates strategic planning with risk management by translating the strategic plan into action plans, establishing indicators and targets, and systematically monitoring and evaluating progress. The process comprises the following steps:



1. Review of the Strategic Planning Process

From January to February of each year, the Policy and Strategy Function, together with the groups/functions responsible for preparing business plans and master plans, holds joint discussions. The parties consider performance results and recommendations, best practices, relevant rules and regulations, observations from regulatory agencies, and the planning framework provided by the State Enterprise Policy Office (SEPO) to analyze problems and obstacles, in integration with risk management. The parties jointly review approaches to resolve issues and improve the strategic planning process, which are then used to establish the strategic planning calendar and the policy for preparing action plans and budgets.

2. Strategic Planning

From January to October of each year, the Bank carries out its strategic planning process, from collecting and analyzing the operating environment through to submitting GSB Enterprise Plan to the Ministry of Finance for consideration and approval. The plan serves as the framework for the Bank's operational direction over a five-year period and is reviewed annually, or whenever changes in internal or external environmental factors significantly affect the Bank's operations.

3. Strategy Deployment

In strategic deployment, the Bank links its strategic objectives to the Strategy Map through corporate-level indicators and puts them into practice by preparing annual action plans and budgets. Indicators are cascaded from the organizational unit level to the individual level, aligned with corporate-level indicators, to ensure the targets set out in the strategic plan are achieved in accordance with the objectives. At the same time, risk factors and Key Risk Indicators (KRIs) are established in accordance with the Risk Map.

4. Performance Monitoring and Evaluation

To ensure that relevant parties are informed of progress, problems, obstacles, and impacts, and to enable those responsible to use such information as a tool for improving planning, identifying ways to improve operations, and efficiently managing plans/projects, the Bank has developed a monitoring, evaluation, and reporting system capable of effectively measuring performance using success indicators across multiple dimensions and levels. The Bank monitors progress and evaluates achievements, including impacts based on each strategy's indicators monthly.

5. Reporting

The Bank conducts an annual evaluation of its strategies to compare actual performance against established criteria or success indicators. The evaluation examines effectiveness, efficiency, and impacts, and compares them with peers. The Bank also monitors progress and identifies deviations between actual performance and established targets, reviews key issues to identify problems and obstacles in strategy implementation, and uses the evaluation results to improve and develop plans for the following year.



Monitoring, Evaluation, and Review of the Sustainable Development Policy

The Bank requires relevant units to systematically collect and manage sustainability performance data and analyze it to evaluate performance against established targets and indicators. The Bank presents progress to senior executives monthly. In addition, the Bank prepares a Sustainability Report aligned with international standards, such as the Global Reporting Initiative (GRI), and a Self-Assessment Report under the UNEP FI Principles for Responsible Banking (PRB), to disclose its sustainability performance to the public and stakeholders annually.

Memberships and Collaborations [2-28]

1 **United Nations Environment Programme Finance Initiative (UNEP FI): GSB has signed the "Principles for Responsible Banking" (PRB)** to elevate its operations to be in line with international standards in the social, environmental, and governance areas.

2 **Ordinary Member of the Government Financial Institutions Association:** To collaborate with the government on economic and social development by efficiently sharing resources among members in accordance with the law. This membership also serves to promote personnel training and development and to exchange knowledge and best practices with each other.

3 **Fair Finance Thailand:** To collaborate to advance the Thai banking sector towards the concept and practices of "sustainable banking" through the adoption of the Fair Finance Guide International standards.

4 **Member of the Thai Bond Market Association (ThaiBMA):** To ensure that bond trading transactions are conducted transparently and fairly.

5 **Sustainability Disclosure Community (SDC):** To promote and enhance the disclosure of sustainability information.

Sustainability Governance Structure [2-13][2-14][2-16]

Management and Governance Structure



GSB Board of Directors

The Board considers and approves the governance policies, operational plans, and support mechanisms for the Bank's sustainable development. This scope includes maters related to and impacting climate change and human rights.



The Good Corporate Governanceand Sustainability Commitee

This commitee is responsible for reviewing and determining the strategies, goals, guidelines, and master plan for the Bank's good corporate governance and sustainability. This scope includes the areas of climate change and human rights. Additionally, the commitee monitors the progress of work plans to ensure they align with the established goals.



Risk Oversight Commitee

This commitee establishesa comprehensive risk management policy. It assesses, monitors, and manages risks to maintain them at an appropriate level. The commitee also reviews policies and strategies to ensure that the Bank operates within its acceptable risk appetite.



Executive Commitee

This commitee reviews and recommends policies, strategies, and business plans to ensure they align with the Bank's goals. It also oversees the strategic plans, budgets, and the Bank's annual performance evaluation prior to their submission to GSB Board of Directors.



Management Commitee

This commitee reviews, scrutinizes, and supervises various operations to ensure they align with the policies, strategies, goals, and work plans that have been approved by GSB Board of Directors. This scope includes maters concerning GSB's sustainable development,as well as those related to and impacting climate change and human rights.



Sustainable Development Committee

Makes decisions and provides recommendations to GSB President and CEO on matters related to the Bank's sustainable development, as well as climate- and human rights-related matters.



Eco-Efficiency Performance Measurement and Evaluation Working Group

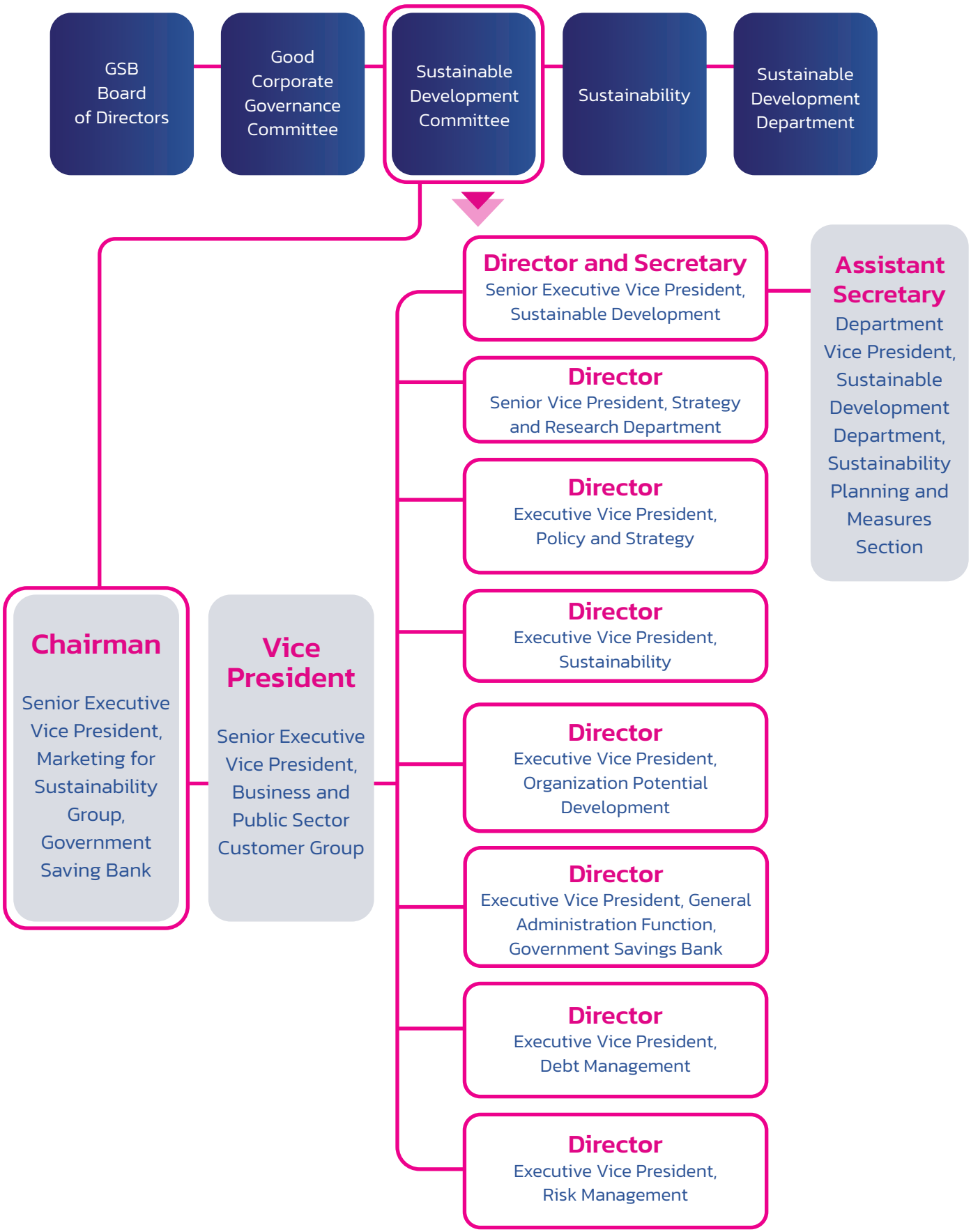
Establishes policies for eco-efficient operations in accordance with ISO 14045, implements and monitors practices for efficient resource utilization, and reports performance results quarterly to GSB Board of Directors.



Human Rights Working Group

Establishes policies and plans for the Bank's human rights operations and drives, monitors, and evaluates implementation of the Human Rights Due Diligence process. The Working Group reports results to the Sustainable Development Committee quarterly.

Sustainability Management Structure [2-12][2-13][2-14]



Roles, Duties, and Responsibilities [2-12]

The Bank requires GSB Board of Directors, senior executives, and officers to jointly drive sustainable development, in line with the respective functions and responsibilities of the Bank's organizational units as specified in GSB Enterprise Plan and Sustainable Development Policy. The Bank has also strengthened its sustainability management structure by revising the composition, roles, duties, and responsibilities related to sustainability operations to ensure they are appropriate and aligned with the Bank's current organizational structure and allocation of responsibilities, thereby improving the efficiency of its sustainability operations.

To ensure that the Bank has concrete oversight of sustainable development in accordance with corporate governance principles that create sustainable value for the Bank, GSB Board of Directors has assigned the Good Corporate Governance and Sustainability Committee to oversee the Bank's operations in accordance with the Sustainable Development Policy, promote sustainable business operations in line with its role as a Social Bank, and foster a culture of good corporate governance, regulatory compliance, and stakeholder management. In addition, the Sustainable Development Committee has been appointed to consider, make decisions, resolve issues, and provide directions to drive the Bank's operations in accordance with the Sustainable Development Goals and international sustainability frameworks, such as the Principles for Responsible Banking (PRB) of the United Nations Environment Programme Finance Initiative (UNEP FI); environmentally and socially responsible business operations in accordance with good governance principles (Environmental, Social and Governance: ESG); as well as operations aligned with national and international human rights standards and guiding principles, such as the National Action Plan on Business and Human Rights and the United Nations Guiding Principles on Business and Human Rights (UNGPs)

To support business operations that respect stakeholders' human rights and prevent human rights violations in the Bank's business operations, GSB Board of Directors has established a Human Rights Working Group. Its roles and responsibilities include establishing and reviewing policies and plans related to the Bank's human rights operations; reviewing grievance and remediation mechanisms; and driving, monitoring, and evaluating the implementation of the Human Rights Due Diligence (HRDD) process to identify and assess risks and impacts, as well as manage human rights risks. The Working Group also reviews and continuously improves the process to enhance its effectiveness.

Sustainability Disclosure [2-14]

Performance Monitoring and Evaluation System

The Bank has established a systematic mechanism to monitor and evaluate sustainability performance by assigning relevant units to monitor, record, collect, and summarize performance data, and to analyze and evaluate results against established targets and indicators. The Bank reports performance results to senior executives monthly and presents them to GSB Board of Directors quarterly to support organization-level oversight and monitoring.

Sustainability Performance Reporting

The Bank continuously prepares and discloses sustainability reports through the preparation of its Sustainability Report, as well as the Self-Assessment Report under the Principles for Responsible Banking (PRB) framework of the UNEP Finance Initiative (UNEP FI) and GSB Climate Report, in order to communicate its sustainability performance to the public and stakeholders transparently and consistently on an annual basis.

Application of Sustainability Principles and Operational Frameworks [2-23]

Implementation of the Principles for Responsible Banking (PRB)

GSB remains committed to implementing the Principles for Responsible Banking (PRB) under the United Nations Environment Programme Finance Initiative (UNEP FI), which the Bank became a signatory to in December 2020. This reflects the Bank's commitment to conducting its business in alignment with the PRB framework and guidelines, covering all six key principles as follows:



Alignment

Adjusting the organization's strategy to align with the Sustainable Development Goals (SDGs) or other relevant frameworks.



Impact & Target Setting

Setting targets to enhance positive impacts and reduce the negative impacts on people and the environment resulting from the Bank's products, services, and operations.



Client & Customers

Providing services to clients and customers responsibly to drive the adoption of sustainable practices.



Stakeholders

Responsibly consulting, building relationships, and partnering with relevant stakeholders for collaborative action.



Governance & Culture

Implementing effective governance and cultivating a culture of responsible banking.



Transparency & Accountability

Continuously monitoring compliance with the "Principles for Responsible Banking" with transparency and accountability.

The Bank also regularly prepares and discloses its Self-Assessment Report through the Bank's website.



Implementation of the Sustainable Finance Framework

The Bank has developed a Sustainable Finance Framework, building upon the Social Finance Framework established by the Bank in 2022, to serve as a guideline and mechanism for fundraising and providing credit support to projects that promote sustainable development through the Sustainable Bond Program, Sustainable Lending Program, and sustainable deposit products (ESG Deposits), such as savings lotteries and savings deposits. The framework aims to promote access to funding for people at the grassroots level and low-income groups in order to improve their quality of life and reduce their debt burden, while also supporting projects that help mitigate climate impacts. The framework covers five key components as follows:

1. Use of Proceeds

Proceeds raised from sustainable financial instruments (such as sustainable bonds, deposits, or savings lotteries) are allocated to finance/refinance projects, assets, or activities that meet the eligibility criteria for green projects.

For green or sustainability projects, the Bank has integrated the Thailand Taxonomy and the ASEAN Taxonomy for Sustainable Finance into its operational framework to determine project eligibility for funding. This is based on alignment with the Taxonomy criteria or the Bank's internal criteria, together with ESG assessments, to ensure that funded projects are appropriate and provide tangible support for sustainability operations.

2. Process for Project Evaluation and Selection

The Bank adopts a Portfolio Approach and has established the Sustainable Bond Working Group (SBWG), chaired by a senior executive and comprising representatives from relevant units, such as finance, corporate strategy, investment, governance, compliance, capital markets, and units responsible for social and environmental products. The SBWG oversees the process and reviews, screens, and evaluates projects in accordance with the eligibility criteria specified in the framework.

The SBWG, together with the units responsible for the products, evaluates existing loan portfolios and new social and green projects, continuously assessing their alignment with the Sustainable Finance Framework criteria throughout the period in which the Bank's sustainable financial instruments remain outstanding. The Bank submits selected projects to the Asset and Liability Committee (ALCO) for approval before presenting them to GSB Board of Directors for acknowledgment of fund allocations under the framework. In addition, the SBWG monitors the allocation of funds and outstanding sustainable financial instruments until maturity.

3. Management of Proceeds

The Bank tracks the proceeds raised within its General Pool of Funds and allocates them only to selected green and social projects. The treasury management team regularly monitors proceeds through the Bank's internal information system to ensure the proceeds received do not exceed the value of the approved project portfolio. Any unallocated proceeds are managed in the form of cash or cash equivalents in accordance with the Bank's liquidity management policy.

4. Reporting

The Bank is committed to transparency by requiring the preparation and disclosure of Annual Updates throughout the life of its sustainable financial instruments via the Bank's website or Sustainability Report. These updates cover key information such as the value of financial instruments issued or outstanding during the year; Allocation Reporting, which shows the proportion of proceeds allocated to various projects; and Impact Reporting, covering both qualitative and quantitative impacts of project implementation using appropriate indicators, such as greenhouse gas emission reductions (tCO2e) or the number of households and grassroots customers benefiting from access to financial services.

5. External Review

GSB has engaged an independent external party to review this framework through a Second Party Opinion (SPO), which has confirmed that the Bank's Sustainable Finance Framework is fully aligned with the international principles and standards of ICMA, the ASEAN Capital Markets Forum (ACMF), and LMA/LSTA/APLMA. The Bank has publicly disclosed the results of this assessment through its website.

Scan the QR Code
to read the details of GSB Social Finance Framework Second Party Opinion.



Material Sustainability Topics

Determination of Material Topics [3-1]

GSB systematically identifies and prioritizes material sustainability factors to ensure alignment with the Bank's operating context as a social financial institution, international sustainability frameworks and standards, stakeholder expectations, and the organization's strategic direction. The process comprises four key steps: identification of material topics, prioritization, validation of sustainability factors, and review of sustainability factors. In 2025, the Bank conducted an assessment of sustainability factors, with the following key processes for determining report content in accordance with the GRI 2021 Standards:

GSB Sustainability Factors

The Bank has established sustainability factors to guide its sustainability operations across the environmental, social, and governance (ESG) dimensions, with reference to the Global Reporting Initiative (GRI) 2021 Sustainability Reporting Standards. An overview of the key processes is summarized as follows:

1) Identification of Material Topics [3-1]

The Bank reviews sustainability-related information from both external and internal factors to support the preliminary identification of material topics. The review of external factors covers sustainability trends, industry trends at the national and international levels, sustainability frameworks and requirements aligned with international standards, and sustainability issues prioritized by peer banks.

For internal factors, the Bank considers its operational direction framework, value chain, and GSB Enterprise Plan to ensure that the identified topics are aligned with its business context, its role as a Social Bank, and the organization's strategic objectives. The findings from both external and internal information are then consolidated to determine preliminary material topics, which serve as input for the subsequent prioritization process.

2) Prioritization [3-1][2-29]

The Bank conducts surveys to gather the opinions of key stakeholders on the preliminary material topics through various channels, such as in-depth interviews, focus group discussions, and questionnaires, to understand their perspectives, impacts, needs, expectations, and recommendations.

The Bank's key stakeholders comprise six groups: 1) regulatory and government agencies, 2) partners and suppliers, 3) key societies and communities, 4) customers, 5) the media, and 6) the Board of Directors, executives, officers, and employees. The stakeholder engagement channels are summarized as follows:

Stakeholders		Stakeholder Engagement Channels
Internal Stakeholders	Executives	Interviews
	Officers and employees	Online questionnaires
External Stakeholders	Regulatory and government agencies	Interviews
	Business customers and grassroots customers	Interviews
	Society and communities	Interviews
	Media	Interviews
	Partners and suppliers	Interviews and online questionnaires

Following the stakeholder survey, the Bank uses the results to assess and prioritize material topics based on the Double Materiality principle, which considers two dimensions: Financial Materiality, which reflects the effects of sustainability factors on value creation for the organization, and Impact Materiality, which reflects the impacts of the organization's operations on the economy, society, the environment, and human rights.

The assessment is reviewed by relevant functions, such as the Policy and Strategy Function, Governance and Control Function, Risk Management Function, and Sustainable Development Department, to finalize GSB's sustainability factors and submit them to senior executives for validation.

3) Validation of the Bank's Sustainability Factors [2-14][3-1]

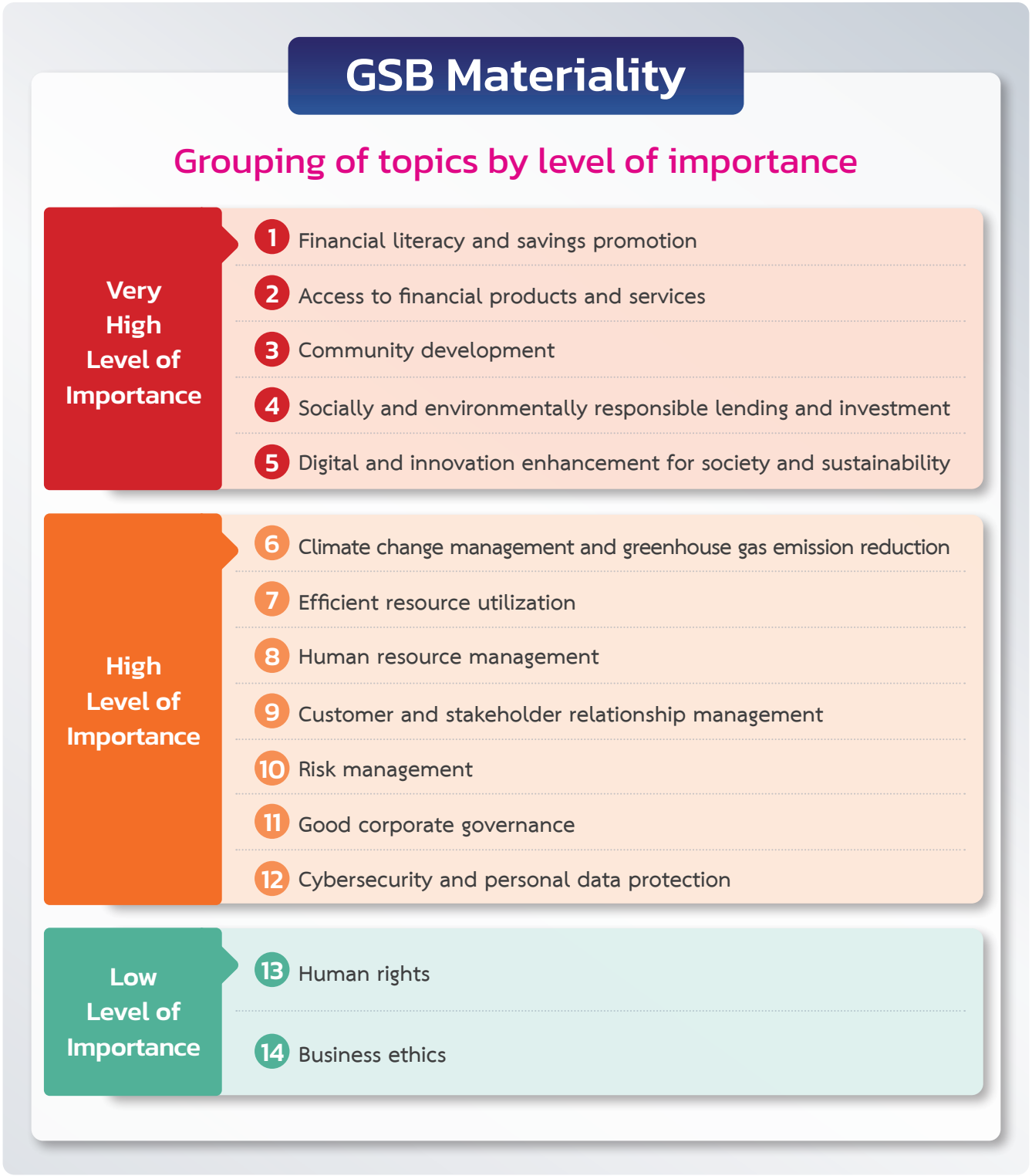
The Bank's senior executives review and validate the completeness and appropriateness of the sustainability factors to ensure they comprehensively reflect issues important to the Bank and its stakeholders and align with the organization's operational direction. Opinions from experts in the banking and sustainability sectors are also sought to support the validation of their appropriateness.

Following the validation, the Bank presents the sustainability factors to GSB Board of Directors for consideration and approval of the Sustainable Development Policy. The sustainability factors are then cascaded and communicated to executives, officers, and employees across all units to be used as input for preparing GSB Enterprise Plan and each unit's annual action plans.

In 2025, GSB identified 14 sustainability factors, together with a comparison of changes from the previous year's factors, as follows:

	GSB Material Sustainability Topics for 2024	Changes	GSB Material Sustainability Topics for 2025
Environmental	1. Climate change management and greenhouse gas emission reduction	Unchanged	1. Climate change management and greenhouse gas emission reduction
	2. Efficient resource utilization to reduce environmental impacts in accordance with the circular economy approach	Renamed	2. Efficient resource utilization
Social	3. Human resource development and retention	Renamed	3. Human resource management
	4. Fair treatment of officers and employees and respect for human rights	Renamed	4. Human rights
	5. Creating opportunities for access to financial products	Renamed	5. Access to financial products and services
	6. Financial literacy and savings promotion	Unchanged	6. Financial literacy and savings promotion
	7. Promotion and development of the potential of communities, society, and the environment	Renamed	7. Community development
	8. Customer satisfaction and positive customer experience	Merged	8. Customer and stakeholder relationship management
	9. Stakeholder management in the supply chain*		
Governance	10. Socially and environmentally responsible lending and investment	Unchanged	9. Socially and environmentally responsible lending and investment
	11. Risk management	Unchanged	10. Risk management
	12. Good corporate governance	Unchanged	11. Good corporate governance
	13. Cybersecurity risk management and data security	Renamed	12. Cybersecurity and personal data protection
	14. Use of digital innovation to develop the Bank's products, services, and operations	Renamed	13. Digital and innovation enhancement for society and sustainability
	15. Business ethics and anti-corruption	Renamed	14. Business ethics

The results of the prioritization of the 14 sustainability factors can be summarized as follows:



4) Review of Sustainability Factors [3-1][3-2]

The Bank requires its sustainability factors to be reviewed at least once a year to ensure they remain appropriate and aligned with current circumstances, evolving sustainability standards, and potential ESG impacts, risks, and opportunities.

If there are no changes, or if changes in internal and external factors are not significant, the Bank will summarize relevant information and facts as supporting evidence to confirm that the existing sustainability factors remain appropriate and can continue to be used as a reference.

If significant changes occur, the Bank will conduct a full review of its sustainability factors by repeating the processes of material topic identification, prioritization, and validation. Examples of circumstances that may lead to a full review include changes in the organizational structure or operations, such as a major merger or acquisition, the opening or closure of a major business line, changes in key organizational policies or directions, as well as changes in external circumstances or global events, such as pandemics, international conflicts, or environmental crises.

In addition, the Bank considers social changes, new scientific evidence, issues of particular interest to stakeholders, as well as changes in the supply chain, such as changes in key suppliers that may give rise to ESG risks, to ensure that the management of the Bank's sustainability factors remains up to date, comprehensive, and responsive to the continuously changing context.

GSB continuously reviews the process for preparing and disclosing information in its Sustainability Report by providing stakeholders with opportunities to express their opinions and feedback through electronic channels, including the reader feedback survey at the end of the report, to gather views on the Bank's sustainability practices and disclosures. The Bank uses the comments and recommendations received to improve the content, format, and completeness of sustainability performance disclosures in this report, making them more appropriate and responsive to stakeholder expectations.

Report Publication Channel

GSB website, under "Sustainable Development" > "Reports" > "Sustainability Report"

Scan the QR Code to read the Sustainability Report.

Contact for Inquiries and Recommendations [2-3]

Sustainable Development Department

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Awards and Honors for 2025

GSB made history by receiving 33 awards, reflecting its excellence and outstanding achievements across various areas. These awards underscore the Bank's commitment to development and its success in sustainably fulfilling its mission as a Social Bank. Of all the awards received, those related to sustainability are as follows:



State-Owned Enterprise Awards (SOE Awards) 2025

The Bank received eight awards, comprising:

- Best State-Owned Enterprise Award
- Outstanding State Enterprise Board Award
- Honorary Award for Outstanding Organizational Management
- Outstanding Organizational Leadership Award
- Outstanding Organizational Leadership Award, Digital State Enterprise Development Award
- Sustainable State Enterprise Development Award
- Outstanding Social and Environmental Responsibility Award (for the "Libong Sukjai Aomsin Pattana" Project)
- Outstanding Creativity and Innovation Award (for the "Gen AI Branch Assistant" Project)



"Sustainability Award" and "Creativity Awards" 2025

Presented by the Securities and Exchange Commission (SEC) in recognition of the Bank's efforts to drive projects that promote financial and investment literacy among the public and its continuous development of innovations in financial education.

Anti-Corruption Awards 2025

Presented by the Association of Anti-Corruption Journalists (Thailand) in recognition of the Bank as a role model organization for conducting business in accordance with good governance principles, with a commitment to good corporate governance, transparency, honesty, integrity, and anti-corruption.









Prime Minister Awards: Thailand Cybersecurity Excellence Awards 2025

Presented by the National Cyber Security Agency in recognition of the Bank's advancement in cybersecurity, having met the criteria at the excellence level and been recognized for its continuous cybersecurity operations for the third consecutive year.





"Phet Phatsadu" honorary pin and certificate as an "Organization with Outstanding Contributions to Government Procurement Management" 2025

Presented by the Commodity Management Association of Thailand in recognition of the Bank's accurate and efficient procurement management and its role as a good example for colleagues within the organization and the general public.





King Prajadhipok's Award for Civic Consciousness, Good Level, 2025

Presented by King Prajadhipok's Institute in recognition of the Bank's contributions to communities, society, and the nation, reflecting its success in advancing its role as a Social Bank focused on improving quality of life, reducing financial inequality, and creating equitable access to funding.









Outstanding Organization Award

Presented by the King Prajadhipok's Institute Society in recognition of the Bank's operations as a Social Bank that have generated tangible positive social impacts, alongside responsible business operations that take environmental, social, and governance (ESG) considerations into account.

Plaque of Honor for Forest Resource Restoration and Development

Presented by the Ministry of Natural Resources and Environment in recognition of the Bank's support for the Royal Forest Department's mission in 2025.





Money & Banking Awards 2025

- Best Retail Bank of the Year 2025
  Best Bank for Personal Loans
- Best Bank for Deposits
- Best Bank for Personal Loans
- Outstanding Bank for Environmental, Social and Governance (ESG)



Presented by Money & Banking Magazine in recognition of the Bank's success in developing financial products that meet the needs of retail customers, alongside comprehensive operations in accordance with ESG principles, while reinforcing its role as a Social Bank in creating positive impacts on a broad scale.







Asia Responsible Enterprise Awards (AREA) 2025 and Silver Emblem of Sustainability



Presented by Enterprise Asia, a leading non-governmental organization that promotes responsible entrepreneurship in Asia, in recognition of the development of MyMo Secure Plus, a mobile banking security innovation that helps reduce customers' exposure to cybersecurity risks, as well as the Bank's outstanding commitment to sustainability across all dimensions, having received the AREA awards for five consecutive years.





Thailand's Most Admired Company 2024–2025 and 2025 Thailand's Most Admired Brand

Presented by BrandAge Magazine and BrandAge Online, recognizing the Bank as the most credible and trusted bank among consumers in the state-owned bank category for the 11th consecutive year.

he Asset Triple A Sustainable Finance Awards 2025

- Best Sustainability Bond – Transport
- Best Blue Bond

Presented by The Asset, a leading Asian financial magazine, in recognition of the Bank's success as an underwriter of the Sustainability Bond issued by BEM, an expressway and MRT operator, and the Blue Bond issued by EXIM BANK for the conservation of the environment and marine resources.







WSBI-ESBG SDG Awards 2025

- Consumer Education
- Climate Finance
- Consumer Protection
- Digital Transformation and Technological Innovation
- Economic Growth and Empowerment
- Inclusive Banking and Social Impact

Presented by the World Savings and Retail Banking Institute and the European Savings and Retail Banking Group (WSBI-ESBG) in recognition of the Bank's integrated implementation of ESG principles and development of financial innovations that create sustainable social impact.





Outstanding Human Rights Model Organization Award 2025

Presented by the Ministry of Justice in recognition of the Bank's business operations that prioritize respect for and promotion of human rights in all dimensions, as well as its efforts to advance its mission as a Social Bank by creating equal opportunities for access to financial services, promoting savings, and improving the quality of life of people across society.





Sustainability Disclosure Award 2025

Presented by the Thaipat Institute in recognition of the Bank's commitment to transparent sustainability disclosure covering economic, social, environmental, and governance issues. The Bank has received this award for four consecutive years.

Scan the QR Code
to read details of the awards
and honors.

Chapter 2

Environmental Sustainability

(Planet)

Environmental Management toward Sustainability

Government Savings Bank places importance on environmental sustainability because business growth must go hand in hand with environmental management, including climate change management and greenhouse gas emissions reduction. The Bank has adapted its business operations to enhance climate resilience, set greenhouse gas emissions reduction targets in line with international standards, assessed and managed risks while identifying opportunities, and used resources efficiently to maximize benefits. This covers energy, water, and waste management to reduce environmental impacts, enhance efficiency, and maximize benefits to the economy and society. The Bank also promotes a low-carbon economy, provides loans to assist disaster victims, and drives the Green IT action plan by integrating it into the Digital Technology Master Plan to promote the efficient use of technology alongside environmental responsibility, creating positive impacts on society and the economy while sustainably creating environmental value.



Environmental
Key Performance Indicators for 2025

Sustainability factors	Definition
Environmental	
1 Climate change management and greenhouse gas emission reduction	Adapting the Bank's business operations to enhance resilience to climate change by setting greenhouse gas emission reduction targets covering Scopes 1–3 in accordance with international standards, assessing and managing climate-related risks, and identifying opportunities arising from climate change.
2 Efficient resource utilization	Using and managing resources to maximize their benefits, including energy, water, and waste management, to reduce environmental impacts, improve efficiency, and maximize benefits to the economy and society.



Environmental Stewardship

"Promoting a low-carbon economy"

Net Zero target announcement

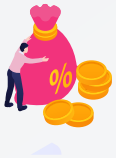
2030 Reduce greenhouse gas emissions by **> 50%**

GSB NET ZERO 2050

Starting Phase → Transitioning Phase → Low Carbon Emission

Green & Transition Products

GREEN Product
Target: Loan disbursements of **2,500 Billion Baht**



Total loan disbursements:
7,950.14 Million Baht
(cumulative from 2023–2025)

- GSB Green Home Loan
- Top-up GSB Green Home Loan
- GSB Go Green Loan

BCG Economy / ESG Loans
Target: Approved and contracted loans of **12,000 Billion Baht**



Approved and contracted loans:
71,615.54 Million Baht

- BCG Economy: 33,115.54 Million Baht
- ESG: 38,500 Million Baht

Responsible Investment

Distribution: ESG Bond

- Green Bond
- Social Bond
- Sustainability Bond



In 2025, investments and distributions totaled
20,768 Million Baht



ESG Score for Investment Performance:
Total investments of
286,914 Million Baht

GSB as a Transition Partner

(Positive Engagement)

Large Corporate Customer Group



Power plants **100%**



Real estate **46.57%**

ESG Program for 30 SMEs

SME Customer Group

- SME Gear Up Activity: Empowering Businesses with ESG Supporting SMEs with ESG toward sustainable success

Environmental & Sustainability Policy

Clean Energy

Use



Solar Rooftop at the Head Office and branches

100 branches

Increasing Forest Areas



2023 -------> 2033

Cumulative forest area throughout the project: **50,000** rai

Reforestation: **4,130** rai

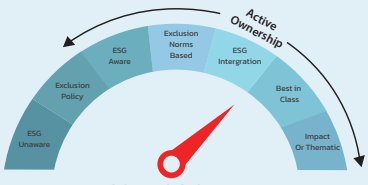
Forest conservation: **10,000** rai

2026

Solar rooftop at 267 branches

Reforestation and forest conservation: 7,500 rai in total

ESG Score for Lending used in the consideration of business loan approvals



Avoid lending

Supporting lending Providing benefits, such as:
- Reduced interest rates
- Increased credit limits

GSB ESG Score

LOW (ESG Soore < 2)	MEDIUM (2 ≤ S ESG Score < 8)	HIGH (ESG Score > 8)
Negative List	Standard Terms and Conditions	Positive List

Positive Engagement
Enhancing Sustainability Performance

ESG Score for Lending Performance

- Credit limits of 500 Million Baht or more: 93 customers
  Cumulative credit limits: **302,360** Million Baht
  Credit limits receiving rewards:
  15,000 Million Baht in total

- Credit limits of 250 – 499 Million Baht: 29 customers
  Cumulative credit limits: **10,180** Million Baht

Providing sources of funding for those affected by natural disasters

to enable businesses and individuals to quickly recover, resume business operations, and return to their normal lives

Loans to Assist Disaster-Affected People



Earthquakes

- Emergency Loans for Disaster-Affected People
- Home Rehabilitation Loans for Disaster-Affected People



Floods

- SME Loans for Disaster-Affected Businesses
- Retail Rehabilitation Loans for Disaster-Affected People



Border Areas (Thailand–Cambodia)

19,000 customers
235 Million Baht

Measures to Assist Debtors

Easing debt burdens, reducing interest burdens, and helping debtors avoid adverse impacts on their credit records

Natural Disaster **Assistance** Measure:
Approved for **16,595 debtors, totaling 4,901 Million Baht**

Earthquake Disaster **Assistance** Measure:
Registration from 1 April–31 May 2025
(measure ended) Approved for **741 debtors, totaling 1,621 Million Baht**

Southern Thailand Flood **Assistance** Measure:
Suspension of principal and interest payments **New**

Government Measure
- 0% interest for 12 months
- Total debt obligations across all accounts not exceeding THB 1 Million per debtor

Approved for 17,407 debtors, totaling 3,790 Million Baht

Government Savings Bank Measure
- 0% interest for 3 months

Approved for 136,795 debtors, totaling 61,501 Million Baht

Relief for Disaster-Affected People

Emergency Relief – Recovery – Rebuilding





More than 800,000 beneficiaries

- Distribution of relief bags and blankets
- Urgent support with generators, uninterruptible power supplies, and backup batteries
- Setting up community kitchens and providing boxed meals and essential supplies
- Common medicines
- Cleaning equipment
- Drinking water





All-Purpose Repair Clinic

Repairing tools, occupational equipment, electrical appliances, motorcycles, and other items to restore them to normal working condition, with repairs carried out by school and university students and volunteers.
Providing relief to disaster-affected people nationwideFloods, storms, earthquakes, fires, droughts, cold weather

Development of Tools / Processes in Accordance with the Net Zero Roadmap

Supporting and Promoting the Use of Digital Technology in Operations through Green IT

The Green IT operational framework, in accordance with international standards, covers four components:

1. Equipment lifecycle
- Procurement
- Recycling / Reuse
- Disposal

2. End-user IT
- Personal computers
- Computers in individual organizational units
- Printing and consumables

3. Enterprise computing
- ICT equipment in data centers
- Data center environment
- Network and communication systems
- Outsourcing and cloud services
- Software architecture

4. Use of ICT to reduce carbon emissions
- Governance and regulatory requirements
- Remote working / Collaboration
- Business process management
- Carbon emissions management

Driving Green IT through Plans/Activities across Four Components

The Green IT Plan has been incorporated into the Digital Technology Master Plan.
The implementation of the guidelines has produced tangible results through various plans/activities:



- Green Procurement (establishing standard wording for inclusion in the Terms of Reference (TOR)) — **100%**
- Computers for Society — Cumulative deliveries from 2023–2025: **7,255 computers**
- Energy-Efficient Computers — Covering **24,203 computers**
- Computer Center Energy Management (energy-saving measures) — **Go live in December 2025**
- Paperless (ECO – PAPER System)

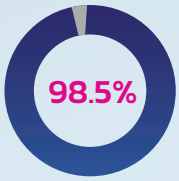
Security
- Security Policy Architecture
- Security Domain Model
- Trust Framework
- Risk Assessment
- Business Risk Model / Risk Register
- Applicable Law and Regulatory Register
- Applicable ControlFramework Register
- Security Service Catalog
- Security Classification
- Data Quality Security Technology

Satisfaction of Organizations Receiving Donated Computers under the Computers for Society Project

Overall Average Satisfaction (Top - 2 - Box)

New

In 2025, overall average satisfaction was



Achieving the target of at least **80%**

Based on 143 respondents.

Example Demonstrating Success

Kanchanaburi Industrial and Community Education College produced a video showing how the donated computers have been used in practice to develop teaching and learning, enhance vocational skills (such as programming robots), and further develop innovations. The video shows how computers can create opportunities and shape the future.



Demonstrating tangible outcomes from practical use to create value for service recipients.

Branch Work Inspection System (ECO - PAPER)

"Transforming Paper-Based Reports into a Digital Platform" to foster a paperless work culture

Enhanced the digital skills of more than **3,000** users through the course "ECO-PAPER System Usage and Operating Principles"
(3–4 representatives per branch / 3 officers from the Branch Administration Department (Admin) / 10 officers from the Inspection Department)

Transformed work processes into digital processes.

Developed the ECO-PAPER system to manage branches' daily reports.

Target:
Reduce paper consumption by 10,260 reams per month Result: Target achieved

Reduced paper consumption by 34.66 Million sheets,
quivalent to 69,320 reams, averaging 13,864 reams per month, through use of the system by all 1,024 branches nationwide.

Reduced costs by 5.79 Million Baht
through savings in resources used for document printing.

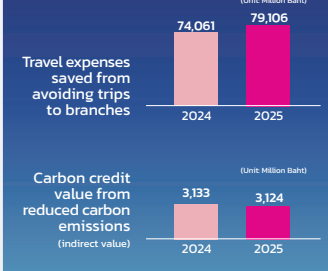
Reduced greenhouse gas emissions by 364,276 kilograms of carbon dioxide equivalent ($kgCO_2e$)
by transforming the reporting process from paper-based reports to a digital system.

Supporting Online Transactions to Help Reduce Travel to Branches

3 New Products / Services
- Eco-Friendly Debit Card
- Job and Career Creation Loan
- Credit-Building, Opportunity-Creating Loan

Value Received by Customers from the Online Transaction Channel (MyMo)

The overall value received by customers was assessed based on the total number of transactions conducted through MyMo.



Assessment of the value received by customers from new products provided through MyMo in 2025

New Products	Value Received by Customers
Eco-Friendly Debit Card 5,435 cards	256,089 Baht average of 47.67 Baht per card
Credit-Building, Opportunity-Creating Loan 193,460 customers	793.17 Million Baht average of 4,099.92 Baht per customer
Job and Career Creation Loan 370,079 customers	2,662.98 Million Baht average of 7,195.71 Baht per customer

Creating digital impact for society and the economy, alongside environmental value

Climate Change Management

Background

GSB recognizes the importance of reducing climate change impacts arising from its business operations. The Bank has set a target to achieve net-zero greenhouse gas emissions by 2050 under the Science Based Targets initiative (SBTi) framework. This target covers Scope 1 and Scope 2 greenhouse gas emissions from the Bank's direct operations and energy use, as well as Scope 3 emissions related to its supply chain, the use of the Bank's products, and its lending and investment activities.

The Bank has also systematically identified and assessed climate-related risks and conducted Scenario Analysis in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) framework to support the development of effective approaches and measures for risk management.

Impacts, Opportunities, and Risks to the Economy, Environment, Society, and Human Rights [102-2][103-1]

The Bank recognizes that climate change poses risks with wide-ranging impacts on both society and the business sector, particularly the continuing rise in global temperatures and increasingly frequent and severe weather fluctuations. These may affect people's health and well-being and their access to basic resources, as well as the continuity of economic activities and supply chains.

These impacts are also linked to human rights issues, particularly for vulnerable groups that may be disproportionately affected by disasters, loss of income, or reduced access to financial services.

As a Social Bank, GSB is committed to promoting environmentally friendly business operations and supporting the adaptation of customers and stakeholders in order to strengthen economic and social stability, reduce inequality, and drive sustainable long-term growth.

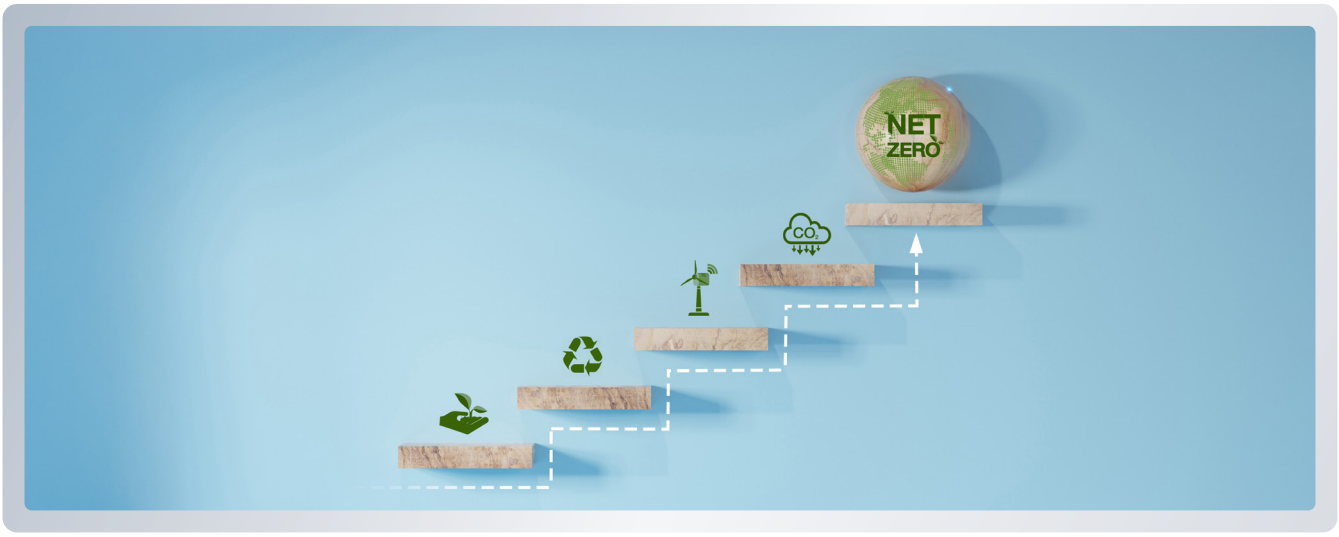
Economic 	• **Opportunities:** Climate change creates opportunities for the Bank to develop financial products and services that support the transition to a low-carbon economy, such as Green Loans and financial support for businesses adapting to environmental changes. This can create new revenue sources and enhance businesses' long-term competitiveness. • **Risks:** Natural disasters and policy changes may affect customers' debt repayment capacity, particularly among vulnerable groups. In addition, collateral value may decline due to physical damage, affecting the Bank's asset quality and financial stability.
Environmental 	• **Opportunities:** The Bank plays an important role in supporting greenhouse gas emission reductions and environmentally friendly or non-environmentally harmful projects by allocating funding to clean energy, energy efficiency, and environmentally friendly internal operations. These efforts help reduce environmental impacts and support the Net Zero target. • **Risks:** The Bank's operations and financial activities are linked to Scope 3 greenhouse gas emissions across the Value Chain, as well as risks arising from extreme weather events that may affect infrastructure and the continuity of service delivery.

Social	• **Opportunities :** The Bank can strengthen communities by supporting access to funding and knowledge to adapt to climate change, particularly among retail customers and small-scale entrepreneurs. This helps reduce vulnerability and improve quality of life. • **Risks :** Climate change impacts may exacerbate social inequality, particularly among low-income groups or those living in areas at risk of natural disasters. This may limit their access to financial services and increase the Bank's credit risk.
Human rights	• **Opportunities :** The Bank can promote respect for human rights through responsible business operations, such as considering impacts on communities and the environment in lending decisions, supporting businesses with good human rights practices, and reducing the impacts of climate change on vulnerable groups. • **Risks :** Without appropriate human rights management, climate change may indirectly lead to human rights violations, such as loss of housing, reduced access to water and food, or restricted economic opportunities for vulnerable groups. These impacts may affect the Bank's reputation and stakeholder confidence.

Targets [102-1][103-1]

GSB has established climate change targets under its Net Zero Roadmap to support the global goals of the Paris Agreement to limit the increase in global temperature to well below 2°C and pursue efforts to limit it to 1.5°C. The Bank aims to achieve net-zero greenhouse gas emissions by 2050. To this end, the Bank has established a phased approach, progressing from the Starting Phase to the Transitioning Phase and ultimately to the Low Carbon Emission phase.

To achieve these targets, the Bank aims to drive actions across multiple dimensions, while continuously monitoring progress and reviewing its targets. These include aligning its loan portfolio with the Net Zero target and reducing Scope 3 greenhouse gas emissions; engaging with key customers, such as power generation and real estate businesses, to support the transition to a low-carbon economy; integrating ESG factors into the loan approval process; reducing Scope 1 and Scope 2 greenhouse gas emissions through the use of clean energy and improved energy efficiency within the organization; and increasing carbon removals through reforestation and forest conservation.



Target	2025 Performance
Achieve net-zero greenhouse gas emissions across the Value Chain by 2050	In 2025, the Bank's greenhouse gas emissions totaled 2,829,389.56 tonnes of carbon dioxide equivalent (tCO_2e).
Driving climate change action	Positive Engagement is an initiative through which the Bank engages in discussions with customers. The initiative was launched in 2024, with the following results in 2025: Large Corporate Customer Group: Engagement covered 100% of loan customers in the power generation sector (against the target of 100% by 2025) and 46.57% of loan customers in the commercial real estate sector (against the target of 20% by 2025). SME Customer Group: The Bank organized the "SME Gear Up: Empowering Businesses with ESG" activity to support SMEs in applying ESG principles toward sustainable success. In addition, the Bank plans to conduct Positive Engagement with SME customers by 2026.
Clean energy use and energy conservation	**Solar Rooftop**  2024: 100 branches 2025: 200 branches 2026: 271 branches • Branch offices: Installed at 100 branches (with 200 additional branches currently being installed) • Head Office: Installed on 9 buildings **Replacing Internal Combustion Engine Vehicles with Electric Vehicles (EVs)** • Cumulative total as of 2025: 58 vehicles • 5 EV Wall Box charging stations 
Reforestation / Forest conservation for carbon sequestration	**Reforestation and Forest Conservation** **Forest Conservation** In collaboration with theMae Fah Luang Foundation, the Bank carried out forest conservation covering 10,000 rai during 2023–2025) across six provinces: Chiang Rai, Chiang Mai, Amnat Charoen, Yasothon, Lampang, and Nan. **Mangrove Reforestation** • Trang Province: 29 rai **Terrestrial reforestation** • Loei Province: 4,100 rai 

Governance [102-1]

The Bank emphasizes systematic governance of climate change matters by clearly defining the roles and responsibilities of the Board of Directors and senior executives in setting direction and monitoring implementation. This ensures effective management of climate-related risks and opportunities throughout the Value Chain. The Bank also defines the roles and responsibilities of relevant organizational units and operational-level personnel to ensure that climate change considerations are concretely integrated into operational processes at all levels of the organization.

GSB Board of Directors

Considers and approves the Bank's policies, governance, and action plans, and supports the Bank's sustainable development initiatives, including matters related to climate change.

Good Corporate Governance and Sustainability Committee

Considers and establishes strategies, targets, guidelines, and master plans for good corporate governance and sustainability; oversees the Bank's strategies, policies, targets, and projects; and monitors progress on climate change.

Risk Oversight Committee

Establishes risk management policies covering the identification, assessment, monitoring, control, and continuous reporting of risks in order to maintain an appropriate level of risk. Reviews policies and strategies to ensure that the Bank operates within an acceptable level of risk.

Executive Committee

Considers and recommends policies, strategies, and business plans aligned with the Bank's targets, and oversees the Bank's strategic plans, budget, and annual performance evaluation before submitting them to GSB Board of Directors for consideration.

Management Committee

Reviews and oversees operations to ensure compliance with the policies, strategies, targets, and action plans approved by GSB Board of Directors, including matters related to the Bank's sustainable development that are relevant to and impact climate change.

Sustainable Development Committee

Responsible for making decisions and providing recommendations to GSB President and CEO on matters related to the Bank's sustainable development and climate-related matters.

Working Group on Eco-Efficiency Measurement and Evaluation

Establishes policies and implements eco-efficient operations in accordance with ISO 14045, implements and monitors guidelines for efficient resource utilization, and reports quarterly performance results to the Executive Committee.

Organizational Units

Sustainable Development Department

Supports other organizational units in achieving sustainability targets and monitors and reports on the Bank's sustainability performance, including climate action.

Other organizational units

Establish action plans in alignment with the business plan and integrate the sustainable development strategy, including action plans to achieve net-zero greenhouse gas emissions.

Strategy and Management of Risks and Opportunities (Including Management Policies)

Climate Change Strategy

The Bank recognizes that climate change impacts are likely to become increasingly severe and frequent. It has therefore set a goal of achieving Net Zero by 2050 as one of its strategic objectives and adopted a Sustainable Development Policy as a framework for its business operations. The policy supports clean energy, reduces environmental impacts, and strengthens the Bank's capacity to address climate-related risks. The Bank also supports customers and the business sector in transitioning to a low-carbon economy through financial products and services that address sustainability needs. It implements a policy to support businesses on the Positive List to promote sound, environmentally friendly businesses, while avoiding lending to or investing in businesses on the Negative List. At the same time, the Bank seeks collaboration with stakeholders across all sectors to drive the low-carbon economy and build a sustainable society, enabling the organization to achieve sustainable long-term growth in accordance with international standards.



Climate Change Risk Management [102-1]

The Bank recognizes the importance of effectively identifying and managing climate-related risks. The Bank has analyzed and developed risk management approaches by adopting a risk management framework that covers risk identification, assessment, monitoring, control, and reporting, and by integrating climate change issues into the Bank's overall risk management process. The Bank reviews this process annually. In addition, the Bank has arranged Industrial All Risks Insurance, loan protection insurance required of debtors, and collateral risk assessments before entering into loan agreements. These measures protect the assets of the Head Office, regional offices, area offices, branches, and other offices nationwide.

1. Building and office equipment insurance policy: Covers risks to buildings and office equipment owned by the Bank at GSB Head Office, regional offices, area offices, branches, and other offices nationwide.
2. Third-party liability insurance policy: Covers legal liability for accidents resulting in bodily injury, loss of life, and damage to third-party property.
3. Computer equipment and accessories insurance policy: Covers risks to computers, servers, and communication network equipment installed at the Head Office Computer Center, Backup Computer Center, Regional Computer Centers, as well as computers used at the Head Office, regional offices, area offices, branches, and other offices nationwide that are owned by the Bank.

At the same time, the Bank integrates climate-related risks throughout its enterprise risk management process, with management categories classified as follows:

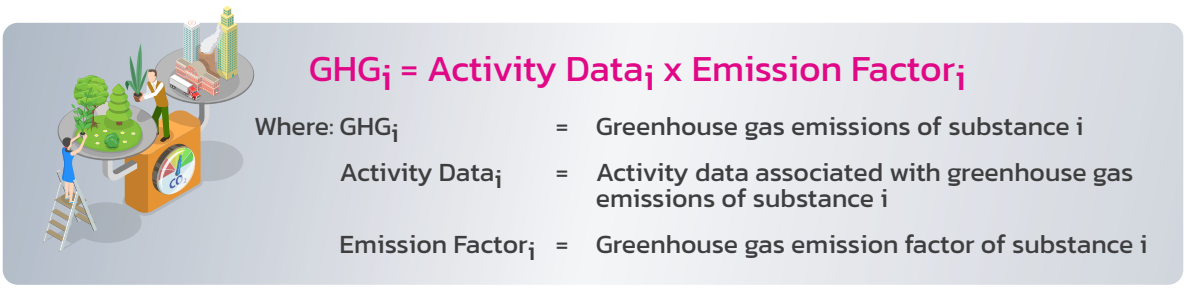
Enterprise Risk Management Department (Risk Map)	**Integration of climate-related risks at the enterprise level** The Bank integrates climate change risks into its enterprise risk management process. Key approaches include: • Identifying natural disaster risk as one of the risks in the Risk Universe under strategic and operational risks. • Assessing risks across all organizational units at least once a year or when significant events occur. • Considering both internal and external risk factors that may affect the Bank's organizational objectives. • Establishing 44 risk factors in the Risk Universe in 2025. • Monitoring and reporting climate-related risks monthly through the BorSorOr.01 Report to the Enterprise Risk Management Department and the Risk Management Committee.
Credit Risk Management Department (Credit Assessment)	**Integration of location risk into the credit assessment process** The Bank integrates climate-related risks into the credit assessment process through the following key approaches: • Assessing the risk associated with the location of business premises to determine whether they are situated in areas at risk of natural disasters. • Using the assessment results as one of the criteria for determining the risk rating of business customers. • Regularly reviewing and updating credit scores on an annual basis to reflect changing risks.

Corporate Customer Business Department (RM)	**Location risk assessment and collateral risk management** The Bank assesses and manages climate-related risks of large corporate customers through the Credit Rating (CRR) model, with the following key approaches: • Assessing the risk of business locations (high/medium/low), which may affect collateral risk. • Considering risks from natural disasters, such as floods, droughts, and severe storms. • Requiring customers to obtain Business Interruption Insurance to cover potential losses. • Considering financial assistance measures, such as principal payment suspension in cases of severe impacts.
Corporate Credit and Investment Risk Analysis Department	The Bank conducts an in-depth analysis of the credit rating assessment results to identify significant risks, with the following key approaches: • Analyzing information from the Corporate Customer Business Department (RM) to assess portfolio-level risks. • Considering additional climate-related risk issues when clear information or risk signals are identified. • Prioritizing risks to support the consideration of the Credit Committee.
Operational Risk Management and Fraud Prevention Department (Business Continuity Management Section)	The Bank manages climate-related risks in its operations through its Business Continuity Plan (BCP), with the following key approaches: • Managing physical damage to branches through insurance claims and repairs by ForBorRorKor. (in the case of centrally managed equipment) and ForBorNgorSor (in the case of branch repairs). • Managing service disruptions to enable services to resume as quickly as possible.



Greenhouse Gas Emissions Inventory [102-5][102-6][102-7]

The Bank has prepared a greenhouse gas emissions inventory with reference to ISO 14064-1:2018 and the Requirements for Carbon Footprint Calculation and Reporting for Organizations issued by the Thailand Greenhouse Gas Management Organization (Public Organization) (8th Edition, 6th Revision, July 2022). The Bank reports its greenhouse gas emissions using the Operational Control Approach and converts the data into greenhouse gas emission quantities using the following equation.



$$GHG_i = Activity\ Data_i \times Emission\ Factor_i$$

Where: GHG_i = Greenhouse gas emissions of substance i

$Activity\ Data_i$ = Activity data associated with greenhouse gas emissions of substance i

$Emission\ Factor_i$ = Greenhouse gas emission factor of substance i

The Bank refers to greenhouse gas emission factors from recognized standards and sources, including the Intergovernmental Panel on Climate Change (IPCC), Thai National LCI Database, TIISMTEC-NSTDA, and AR5 (with TGO Electricity 2016–2018). The reporting covers carbon dioxide, methane, and nitrous oxide, which are calculated and reported in carbon dioxide equivalent (CO2e) based on the Global Warming Potential (GWP) values established by the IPCC.

The Bank has designated 2021 as the base year for monitoring greenhouse gas emissions. In that year, greenhouse gas emissions totaled 1.72 million tonnes of carbon dioxide equivalent, comprising Scope 1 emissions of 15,308 tonnes of carbon dioxide equivalent, Scope 2 emissions of 32,194 tonnes of carbon dioxide equivalent, and Scope 3 emissions of 1.68 million tonnes of carbon dioxide equivalent. The Bank selected 2021 because it was the first year it prepared a greenhouse gas emissions inventory under Phase 1 of GSB's Eco-Efficiency Measurement and Evaluation Guidelines, in accordance with the memorandum of agreement between the State Enterprise Policy Office (SEPO) and GSB.

In 2025, the Bank's total greenhouse gas emissions amounted to 2,829,389.56 tonnes of carbon dioxide equivalent, comprising emissions across the following scopes: direct greenhouse gas emissions (Scope 1) of 16,087.83 tonnes of carbon dioxide equivalent; Scope 2 greenhouse gas emissions on a location-based basis of 33,685.88 tonnes of carbon dioxide equivalent; and indirect greenhouse gas emissions (Scope 3) of 2,779,615.86 tonnes of carbon dioxide equivalent

Action Plan to Reduce Greenhouse Gas Emissions

The Bank has developed a Net Zero strategy aligned with the SBTi framework, focusing on reducing greenhouse gas emissions across all processes and promoting investment in clean energy and environmentally friendly technologies, with the aim of becoming a sustainable bank ready to serve the public.

Currently, the Bank's Net Zero target covers Scope 1 and Scope 2 greenhouse gas emissions (location-based method) and Scope 3, Category 15, comprising: (1) business loans (listed companies only); (2) investments in equity securities (listed companies only); (3) investments in debt securities (debt securities issued by listed companies only); (4) project finance loans specifically for the power generation sector; and (5) loans to the real estate sector.

The Bank is considering reviewing the scope of its target setting in the near future, as SBTi published a new Net Zero target-setting standard in July 2025 to align with international principles.

Action Plan to Reduce Greenhouse Gas Emissions [102-4]



Related Projects [102-4]

1. Positive Engagement Project

Following the Bank's announcement of its target to achieve Net Zero Emissions by 2050 and the development of an action plan toward this target under the Net Zero Roadmap in 2023, the Bank prepared its organizational greenhouse gas emissions inventory to assess the sources of greenhouse gas emissions from its business operations across all scopes.

The assessment found that most of the Bank's greenhouse gas emissions were Scope 3 emissions, arising from the Bank's lending and investment activities, or financed emissions, accounting for 97.24% of the Bank's total greenhouse gas emissions. This highlights the importance of managing loan and investment portfolios to support greenhouse gas emission reductions. The Bank has therefore established operational approaches to promote greenhouse gas emission reductions through its business processes, focusing on avoiding lending to and investing in business activities that generate high levels of greenhouse gas emissions, while providing financial support for environmentally friendly projects or activities to support the transition to a low-carbon economy.

In addition, the Bank recognizes that customer engagement is an important mechanism for driving greenhouse gas emission reductions across the economy. The Bank therefore initiated the Positive Engagement Project to engage its key loan customers on climate change. The project focuses on working with two main groups of loan customers: large corporate loan customers and SME loan customers, to raise awareness and promote reductions in Scope 1–3 greenhouse gas emissions throughout the Value Chain, while supporting the business sector in adapting toward more environmentally friendly operations.

1.1 Positive Engagement Project for Large Corporate Customers

Since 2024, the Bank has implemented the Positive Engagement Project in collaboration with sustainability experts, starting with large corporate customers that account for a high proportion of greenhouse gas emissions. The aim is to build understanding of the importance of reducing greenhouse gas emissions and jointly establish appropriate emission-reduction approaches for each business context, while listening to customers' constraints and needs. The Bank also provides technical knowledge, such as greenhouse gas inventory preparation, analysis of major greenhouse gas emission sources, and information on technologies that can be applied to effectively reduce greenhouse gas emissions from operational processes. The Bank is ready to provide both financial support through loan products and support through knowledge-sharing activities and technical consultation.

To date, the Bank has received strong cooperation from large corporate customers, obtaining information on their greenhouse gas reduction projects and helping some groups of customers consider setting Net Zero targets in alignment with the Bank. Although the outcomes of the project may require time for continuous monitoring and evaluation, the role of GSB as a Social Bank and an important source of funding for the business sector will help encourage customers to recognize the need to adapt to climate change, particularly in a context where future access to funding may be linked to businesses' environmental performance. The Bank's approach is supportive and constructive, focusing on strengthening customers' capacity to develop plans and take concrete actions to reduce greenhouse gas emissions and mitigate the negative impacts of climate change.

As of the end of 2025, the Bank had completed Positive Engagement with 100% of loan customers in the power generation sector, an increase from 51.08% at the end of 2024, in line with the plan to complete Positive Engagement with 100% of loan customers in the power generation sector by 2025. For loan customers in the real estate sector, as of the end of 2025, the Bank had completed Positive Engagement with 46.57%, an increase from 30.57% at the end of 2024, in line with the plan to complete Positive Engagement with at least 20% of loan customers in the real estate sector by 2025 and 100% by 2030.

1.2 Positive Engagement Project for SME Loan Customers

In addition to supporting large corporate customers, under the Positive Engagement Project, the Bank implements the SME Gear Up: Empowering Businesses with ESG project to strengthen SME entrepreneurs' capabilities to adapt concretely to environmental, social, and governance challenges. The project focuses on enhancing their knowledge and understanding of ESG and applying ESG principles to their business operations. This will help enhance their competitiveness and improve SMEs' access to funding, with the aim of achieving tangible results and effectively reducing impacts. In particular, from an environmental perspective, as regulations and requirements become increasingly stringent, SMEs need to continuously adapt. Providing technical knowledge and in-depth information is therefore important. The Bank has designed the project to include activities covering both knowledge development and practical implementation, such as:

- **Training and capacity building (SME Onboarding):** Provide knowledge on ESG, relevant standards, and approaches to applying ESG in the business sector, together with learning from case studies of leading entrepreneurs (Learn from the Lead). Participants also receive privileges for conducting transactions/applying for loans with the Bank, certificates, qualification badges, and various other privileges.
- **Workshop:** Support entrepreneurs in concretely integrating ESG into their business plans, with close consultation from experts.
- **Business Pitching:** Provide participants with opportunities to present their ideas and business plans to a panel of experts to receive feedback and further develop the plans for practical implementation.
- **Promotion and incentives:** Provide awards with a total value of 660,000 Baht, together with benefits for SMEs whose business plans demonstrate potential and are selected, such as opportunities to access funding, qualification certification, and privileges from the Bank.

The SME Gear Up: Empowering Businesses with ESG activity is open to SME entrepreneurs whose operations are aligned with ESG principles or who have the potential to develop their businesses based on ESG principles. For the Bank's SME business loan customers, eligible participants have credit limits ranging from 50–250 Million Baht, while general SME entrepreneurs have total annual revenues of 100–500 Million Baht. More than 30 SME companies participated in the activity. The Bank plans to continue organizing the activity in 2026 to prepare SME entrepreneurs to address economic, social, and environmental risks and changes through business operations based on ESG principles.

The Positive Engagement Project is an important mechanism supporting the Bank's long-term Net Zero Emissions target and is part of efforts to drive Thailand toward Net Zero greenhouse gas emissions by 2050.

2. Integration of ESG into the credit assessment process (ESG Score)

The Bank has integrated Environmental, Social and Governance (ESG) criteria into its credit assessment process to support responsible business operations and promote customers' sustainable growth. The Bank has developed the ESG Score to assess the sustainability performance of large corporate loan customers with credit limits of THB 250 million or more. The Bank developed the assessment criteria with reference to internationally and nationally recognized sustainability practices and standards, including MSCI, S&P Global, and relevant guidelines of the Stock Exchange of Thailand.

The Bank uses ESG Score assessment results as part of the credit assessment process for large corporate loans, with a maximum score of 10 points, and encourages customers with strong results by providing appropriate financial terms to support sustainable development across their business supply chains. At the same time, the Bank avoids lending to customers with assessment scores below 2 points and conducts Positive Engagement to encourage customers to continuously improve their ESG performance. In 2025, the Bank also expanded the use of the ESG Score to its investment process.

3. Development of Loan Products That Promote Sustainability

GSB develops specialized loan products, focusing on providing loans to businesses and individuals engaged in activities that contribute to environmental conservation, including:

 **BCG Economy Loan**	For entrepreneurs operating businesses in accordance with the Bio-Circular-Green Economy approach
 **GSB Green Home Loan**	A housing loan that promotes the installation of solar energy systems (solar cells) in residential properties
 **GSB Go Green**	A loan for alternative-energy vehicles, such as electric vehicles (EVs)
 **Top up GSB Green Home Loan**	An additional loan that supports home improvements to increase energy efficiency, reduce resource consumption, and minimize environmental impacts

4. Forest Carbon Credit Management Project for Sustainable Development (in collaboration with the Mae Fah Luang Foundation under Royal Patronage)

The Bank is committed to reducing greenhouse gas emissions by more than 50% by 2030 and achieving Net Zero by 2050. Under the “Plant for the Planet” project, GSB aims to reforest and conserve 50,000 rai over

10 years to sequester carbon dioxide, reduce greenhouse gas emissions, and generate sustainable income for local communities across all dimensions. This includes enhancing the ecological value of forest areas, creating jobs and increasing income for people in local communities, raising awareness of the importance of forests, and building networks for sustainable forest conservation and protection.

GSB has jointly implemented a forest carbon credit project with the Mae Fah Luang Foundation, covering six provinces: Chiang Rai, Chiang Mai, Amnat Charoen, Yasothon, Lampang, and Nan. Cooperation agreements covering a total of 10,000 rai have been entered into as follows:

- **Agreement 1:** 5,000 rai for a period of 3 years (2023–2025), covering four provinces: Chiang Rai, Chiang Mai, Amnat Charoen, and Yasothon.
- **Agreement 2:** 5,000 rai for a period of 3 years (2024–2026), covering four provinces: Chiang Rai, Chiang Mai, Lampang, and Nan.

At the same time, the Bank developed a forest conservation plan in collaboration with the Mae Fah Luang Foundation, targeting a total area of 30,000 rai, with an additional 5,000 rai brought under conservation each year from 2023 to 2030.

5. Environmental Conservation Project through the Reduction and Phase-out of Ozone-depleting Substances

GSB has participated in Thailand's ozone layer protection project since 7 October 2003, serving as the administrator of grant funding through the Ozone Projects Trust Fund (OTF) to support entrepreneurs in phasing out ozone-depleting substances, while also raising public awareness of the importance of the ozone layer.

Phase 1: GSB administered financial assistance to help entrepreneurs replace equipment and phase out CFCs in automotive air-conditioning systems, refrigerators, and electronic equipment. The project was subsequently expanded to cover the phase-out of Methyl Bromide in the agricultural sector. The Bank was later appointed as the Financial Agent for Phase 1 of the HCFC Phase-out Project, with total funding of USD 16.85 Million (2013–2018).

Phase 2: GSB continued to administer financial assistance to support entrepreneurs in replacing equipment and phasing out the use of HCFCs, with total funding of USD 5.08 Million (2019–2026), covering two industrial sectors:

- Commercial refrigeration: One entrepreneur replaced the refrigerant HFC-134a with Propane (R-290), reducing greenhouse gas emissions in terms of Global Warming Potential (GWP) by 7,444.58 tonnes of carbon dioxide equivalent.
- Spray foam: Five individual entrepreneurs and 38 small-scale entrepreneurs replaced HCFC-141b with HFO or water-based formulations, resulting in a total GWP reduction of more than 119,650 tonnes of carbon dioxide equivalent and a reduction in ozone depletion of more than 18.54 ODP tonnes.

Phase 3 (preparation): In 2025, the World Bank approved USD 200,000 to prepare Phase 3 of the HCFC Phase-out Project and Phase 1 of the HFC Phase-down Project, covering the air-conditioning and commercial refrigeration sectors. Implementation is scheduled for 2026–2035.

Performance of the Ozone-depleting Substances Reduction and Phase-out Project

Project phase	Implementation period	Management funding (USD)	Number of participating entrepreneurs	Reduction in Global Warming Potential (GWP)	Reduction in Ozone Depletion Potential (ODP) (tonnes)
Phase 1	2013-2018	16.85 Million	NA	28,393.58	HCFC consumption reduced to 588 ODP tonnes (from a baseline of 927 ODP tonnes)
Phase 2	2019-2026	1.92 Million	46	127,094.58	18.02
Phase 3	2024-2025	0.2 Million	Under evaluation		

Note:

- GWP = Global Warming Potential (tCO2eq)
- ODP = Ozone Depletion Potential (ODP tonnes)
- The GWP and ODP reduction figures shown are cumulative results from entrepreneurs participating in Phase 2.
- Phase 3 is currently in the preparation stage for conducting a survey and preparing the Terms of Reference (TOR) under the Thailand HPMP III and HFC Phase-down Plan.

Quantitative Performance

Energy Consumption within the Organization [103-2] [103-5]

Indicator	2023	2024	2025
Total energy consumption (MWh) - Total electricity and fuel consumption	123,797.79	124,592.73	120,579.65
Energy consumption from non-renewable sources (MWh)	123,652.53	123,692.92	118,751.31
Fuel consumption (MWh)*	55,264.94	54,454.56	51,366.19
Electricity consumption (MWh)	68,387.59	69,238.36	67,385.12
Heat consumption (MWh)	NA	NA	NA
Steam consumption (MWh)	NA	NA	NA
Cooling consumption (MWh)	NA	NA	NA
Total energy consumption from renewable sources (MWh)	145.26	899.80	1,828,345
Solar panels (MWh)	145.26	899.80	1,828,345

Note:

- The database on energy consumption within the organization has been updated to include more data from branches. As a result, the Bank has revised the historical data for 2023, 2024, and 2025.
- The organization's only source of renewable energy is solar photovoltaic energy. In 2023, solar panels began to be installed on some buildings at the Head Office, and in 2024, installation was expanded to branches. In addition, the Bank does not consume heat, steam, or cooling energy.
- Energy consumption from fuel is calculated by multiplying the amount of fuel consumed (liters) by the heating value of each type of fuel, based on the Thailand Energy Statistics 2021 published by the Energy Policy and Planning Office, Ministry of Energy.

Energy Consumption Intensity per Bank Personnel [103-4]

Indicator	2023	2024	2025
Energy consumption intensity per Bank personnel (MWh per person)*	5.81	5.82	5.57

Note:
* For energy consumption intensity, the Bank has collected more complete and comprehensive data and expanded the reporting scope for energy consumption within the organization to cover all branch offices. Energy consumption intensity is calculated based on electricity consumption per total number of personnel across the organization. In 2024, the Bank had 21,407 personnel, and in 2025, it had 21,652 personnel.

Organizational Greenhouse Gas Emissions* [102-5] [102-6] [102-7]

Indicator (tonnes of carbon dioxide equivalent)	2023	2024	2025
Direct greenhouse gas emissions (Scope 1)	16,049.56	16,257.66	16,087.83
Indirect greenhouse gas emissions (Scope 2) – Market-based	34,657.97	34,612.26	33,685.88
Indirect greenhouse gas emissions (Scope 2) – Location-based	34,657.97	34,612.26	33,685.88
Indirect greenhouse gas emissions (Scope 3), Category 15	2,112,185.43	2,592,349.55	2,779,615.86
Total	**2,162,892.96**	**2,643,219.47****	**2,829,389.56****

Note:
* Greenhouse gas emissions reporting covers carbon dioxide, methane, and nitrous oxide, which are calculated and reported in carbon dioxide equivalent (CO_2e) based on Global Warming Potential (GWP) values. Greenhouse gas emissions within the scope of the Net Zero Roadmap target come from lending and long-term investments across listed equities, listed corporate bonds, business loans to listed companies, loans to power generation projects, and loans to commercial real estate businesses.
** The Bank established its Net Zero Roadmap in August 2023 and began implementing measures to reduce greenhouse gas emissions in line with its targets from that time. Before establishing the roadmap, the Bank provided loans to industry groups to support their growth, and some business customers increased their greenhouse gas emissions compared with 2023, resulting in higher indirect greenhouse gas emissions.

The increase in greenhouse gas emissions under Scope 3, Category 15 was primarily attributable to business loan customers in the power generation sector. Compared with the base year, some business customers in the power generation sector increased their loan drawdowns, while others expanded their power generation capacity, resulting in higher greenhouse gas emissions from their operations and a corresponding increase in the Bank's Scope 3, Category 15 greenhouse gas emissions.

However, since 2024, the Bank has implemented the Positive Engagement Project to engage its key loan customers on climate change. The project focuses on two main groups: large corporate loan customers and SME loan customers, aiming to raise awareness and jointly reduce Scope 1–3 greenhouse gas emissions to achieve the Bank's Net Zero Emissions target and help drive Thailand toward Net Zero greenhouse gas emissions by 2050. The Bank believes that this project plays an important role in creating an ecosystem for greenhouse gas emission reduction in Thailand and in jointly reducing Scope 1–3 greenhouse gas emissions to achieve Net Zero Emissions.

In addition, as of December 2025, the Bank had avoided 54,660.50 tonnes of carbon dioxide equivalent through loans provided to clean energy power generation projects.

Greenhouse Gas Emissions Intensity [102-8]

Indicator	2023	2024	2025
Greenhouse gas emissions intensity*	97.64	123.47	130.67

Note:

* Calculated based on total direct (Scope 1 and Scope 2) and indirect (Scope 3) greenhouse gas emissions per Bank personnel, covering both the Head Office and branches nationwide in each year. Total personnel in 2023, 2024, and 2025 were 22,151, 21,407, and 21,652, respectively. The Bank uses the market-based method for Scope 2.

Emissions of Ozone-depleting Substances

Indicator (tonnes of carbon dioxide equivalent)	2023	2024	2025
R-22*	1,129	252	1,760
R-32	-	-	677

Note:

* The Bank releases ozone-depleting substances, including R-22 from air-conditioning systems, for which the greenhouse gas emission factor used to calculate greenhouse gas emissions is based on IPCC 2021, AR6, and R-32 from air-conditioning systems, for which the emission factor is based on IPCC 2013, AR5.



Proportion of Loans under the Net Zero Target

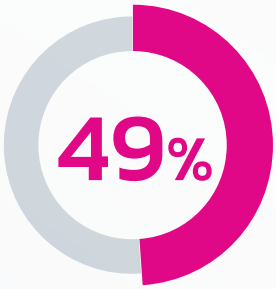
(Loan data as of 31 December 2025)



Total loan portfolio 1.01 Trillion Baht

The Bank's total loan portfolio

Loans to listed companies (aligned with Net Zero)



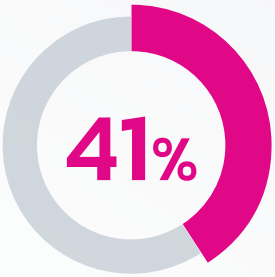
of the portfolio has already set Net Zero targets

40%
to have set Net Zero targets by 2030

Loans for which targets have already been set: 39,577.04 Million Baht



Loans to power generation projects (clean energy)



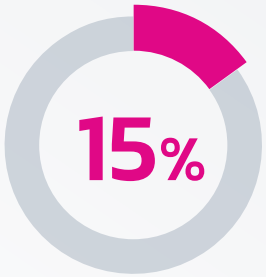
of project loans are for clean energy power plants

35%
to be clean energy by 2030

Current value of clean energy loans: 10,691.72 Million Baht



Loans to real estate projects (Green Building)



have received Green Building certification

100%
to be Green Buildings by 2050

Value of certified projects: 1,310.25 Million Baht



Efficient Resource Utilization to Reduce Environmental Impacts in accordance with Circular Economy Principles

Background

GSB recognizes the impacts of its business operations on the use of natural resources and the environment, as well as the important role of the financial sector in driving a low-carbon economy and supporting sustainable development. The Bank therefore focuses on resource efficiency while reducing environmental impacts throughout the Value Chain.

The Bank has adopted the concepts of the Circular Economy and Eco-efficiency as frameworks for resource management, with reference to international standards such as ISO 14045:2012 on Eco-efficiency, to improve energy and resource efficiency, reduce waste generation, and promote efficient resource use. This contributes to Value Creation while reducing environmental impacts over the long term.

This approach is aligned with the Sustainable Development Goals (SDGs) and the ESG direction of the financial sector. The Bank aims to integrate efficient resource utilization into its business strategy.

Impacts, Opportunities, and Risks to the Economy, Environment, Society, and Human Rights [3-3]

GSB places importance on efficient resource use to reduce the environmental impacts arising from the Bank's activities. The Bank considers this issue in terms of both opportunities to create positive impacts and risks arising from potential negative impacts, covering the economic, environmental, social, and human rights dimensions, as follows:

Economic 	• **Opportunities :** The Bank can improve operational efficiency and reduce costs by using energy, water, paper, and office equipment efficiently, while adopting digital technologies to reduce resource consumption in service delivery processes. In addition, the Bank can further develop its role as a social financial institution by supporting loans and financial products that promote businesses that use resources efficiently, are environmentally friendly, and align with a low-carbon economy. • **Risks :** If the Bank cannot manage its internal resources efficiently, operating costs may increase, particularly energy costs associated with office buildings, branches, information technology systems, and digital service channels. This may also affect the Bank's competitiveness, sustainability image, and stakeholder confidence.

Environmental 	• **Opportunities :** The Bank can reduce the direct environmental impacts of its operations by reducing paper consumption, promoting e-Statements and digital transactions, improving energy efficiency in buildings and branches, managing waste appropriately, and responsibly managing end-of-life electronic equipment. These approaches help support greenhouse gas emission reductions and resource utilization in accordance with circular economy principles. • **Risks :** Expanding the Bank's digital services, information technology systems, and data infrastructure may increase energy consumption if not properly managed. In addition, improper management of waste from electronic equipment may adversely affect the environment and the health of those involved in disposal or recycling processes.
Social 	• **Opportunities :** Efficient resource utilization helps foster an organizational culture that values environmental awareness and social responsibility. The Bank can engage officers, customers, suppliers, and communities through campaigns to reduce resource consumption, promote digital transactions, and educate on efficient resource use. The Bank can also support customers and entrepreneurs in transitioning toward more efficient and sustainable business operations. • **Risks :** The transition to digital services to reduce resource consumption, if implemented without considering the readiness of all customer groups, may result in unequal access to financial services among vulnerable groups, older persons, low-income people, or people living in remote areas. This may affect the Bank's mission to reduce inequality and promote equitable access to funding.
Human rights 	• **Opportunities :** The Bank can leverage its role as a financial institution and purchaser to encourage suppliers, contractors, and business customers to manage resources responsibly, respect labor rights and community rights, and reduce environmental impacts throughout the Value Chain, particularly in the procurement of technology equipment, the management of electronic waste, and the support of businesses that adopt sustainable resource utilization practices. • **Risks :** The procurement of office equipment and technology equipment, or the provision of loans to resource-intensive businesses, may be associated with human rights risks, such as inappropriate working conditions in the supply chain, unsafe waste management, impacts on communities arising from the use of natural resources, and risks of labor rights violations, if comprehensive oversight and monitoring are not in place.

Target [3-3][301-1]

Target	2025 performance
 Procure 100% environmentally friendly goods and services of all types, such as A4 paper and printer cartridges	**100%** • A4 paper: **617,056 reams** • Printer cartridges: **4,005 cartridges**
 Increase Green IT plans/projects to contribute to achieving the Net Zero greenhouse gas emissions target by 2050	**100% achievement of the plan**
 Use clean energy and conserve electricity in the Data Center (Computer Center Building)	• Installed systems/equipment for electricity management. • Continuously implemented energy-saving measures for the Computer Center Building, resulting in total electricity cost savings of **4.5 Million Baht** (18%) compared with the period before the measures were implemented. • PUE was within the efficient range (1.56).
 Promote paper consumption reduction by developing systems and services aligned with digital working practices	**Branch Report Inspection System (Eco-Paper):** • Launched nationwide on **1 August 2025** • Reduced paper consumption by **34.66 million sheets** (69,320 reams) • Reduced costs by **5.79 Million Baht**
 Promote services through the MyMo application by assessing the value received by customers from the Bank's online transaction channel (MyMo)	The Bank's new products in 2025 comprised: **1) Eco-Friendly Debit Card (applications through MyMo)** • Number of cards: **5,435** • Value received by customers: **0.25 Million Baht** • Average: **47.67 Baht/card** **2) Credit-Building, Opportunity-Creating Loan (applications through MyMo)** • Number of customers: **0.19 million** • Value received by customers: **793.17 Million Baht** • Average: **4,099.92 Baht/customer** **3) Job and Career Creation Loan on MyMo** • Number of customers: **0.37 million** • Value received by customers: **2,662.98 Million Baht** • Average: **7,195.71 Baht/customer**

Governance [102-1]

The Bank has established a governance structure for efficient resource utilization, with GSB Board of Directors and its subcommittees, senior executives, and officers at all levels jointly overseeing and systematically driving implementation. This covers policy setting, strategic direction, and performance monitoring to ensure alignment with the Bank's sustainability targets. The Bank also integrates Green IT and Eco-efficiency approaches to enhance the efficient use of energy and resources, reduce Environmental Impact, and support Value Creation alongside sustainable long-term growth. The details are as follows:

GSB Board of Directors				
Good Corporate Governance and Sustainability Committee Oversees the Bank's operations to ensure compliance with the Sustainable Development Policy.	**Information Technology Operations** Oversees the management of environmentally friendly technology (Green IT).	**Energy Management Working Group** Implements the Bank's energy management in accordance with the Government Savings Bank's energy conservation policy and energy management procedures.	**Energy Management Audit Team** Audits and assesses energy management procedures to ensure compliance with the guidelines established by the Department of Alternative Energy Development and Efficiency.	**Working Group on Eco-Efficiency Measurement and Evaluation and Policy Setting for Operational Management** Establishes policies for managing operations to enhance eco-efficiency in accordance with ISO 14045 and in alignment with the Bank's operational direction.

GSB has established an Energy Management Working Group to oversee and improve energy efficiency within the organization and coordinate with relevant organizational units to foster cooperation in systematically implementing the Bank's energy management policies and guidelines. The Bank also promotes energy conservation awareness among its personnel through training, activities, and internal communications to encourage officers to use energy efficiently. The Working Group's composition is clearly defined and includes executives from relevant organizational units responsible for branch administration, strategy and research, central administration, corporate communications, planning and budgeting, human resource development, accounting, sustainability, and energy management. They work together to drive, control, monitor, and support the Bank's energy management activities in a consistent direction. The Bank has also appointed an Energy Management Audit Team to audit and assess operations to ensure alignment with the Department of Alternative Energy Development and Efficiency guidelines.

In addition, the Bank has established a Working Group on Eco-Efficiency Measurement and Evaluation, along with operational management policies aligned with ISO 14045, covering energy use, waste management, and water management, and aligned with the Bank's operational direction.

Scan the QR Code to view the Sustainable Development Policy.

Scan the QR Code to view Green IT Management.

Scan the QR Code to view Eco-Efficiency.



Strategy and Management of Risks and Opportunities (Including Management Policies) [3-3]

The Bank has established an Energy Conservation Policy and reviews the policy annually to ensure alignment with its business direction and sustainability approach. The policy provides a framework for effective energy management and promotes participation by personnel at all levels in energy management activities to ensure efficient and optimal energy use. The Bank has established guidelines and formally announced the energy policy, with details as follows:

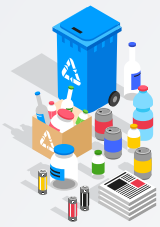
1. The Bank shall implement and develop an appropriate energy management system in compliance with applicable laws and other requirements, with energy conservation incorporated into the operations of organizational units and implemented by the Energy Management Working Group.
2. The Bank shall continuously improve the efficiency of its energy resource utilization, as appropriate to its operations, technologies used, and good operating practices.
3. The Bank shall establish annual energy conservation plans and targets and communicate them to all officers and employees to ensure that they understand and implement them correctly.
4. The Bank considers energy conservation to be the responsibility of executives at all levels, officers, and employees, all of whom are required to cooperate in implementing the prescribed measures.
5. The Bank shall provide necessary support, including human resources, budget, working time, training, and opportunities to participate by providing comments and suggestions, to improve its energy management activities.
6. Executives and the Energy Management Working Group shall review and revise the energy policies, targets, and action plans annually.

Waste Management [3-3][306-1][306-2][306-3][306-4]

The Bank's Waste Management

The Bank's Activities

Sources of Waste Generated by the Bank



Most waste generated from the Bank's operations consists of single-use packaging waste from officers, such as food containers, plastic cups, drinking cups, and food packaging bags.

Other waste consists of office waste, such as paper, printer cartridges, and office packaging. (306-1 a.i, aii)

GSB

Disposal by Third Parties

- The Bank engages relevant external agencies, such as the Bangkok Metropolitan Administration and local administrative organizations (municipalities) in respective areas, for waste disposal. Waste is transported and disposed of in accordance with the systems prescribed by government agencies. The Bank also promotes preliminary waste separation within its offices before sending waste for disposal.
- Service providers and/or successful bidders for decommissioned computers and equipment must meet specified criteria, such as being registered in Thailand, holding a Factory Operation Type 106 registration, having ISO certification, and being authorized to destroy data in accordance with a Certificate of Destruction, among other requirements. (306-2 b, c)



The Bank's Measures



- Promote environmental conservation awareness among officers.
- Encourage waste management in accordance with the 3Rs principles: Reduce, Reuse, and Recycle.
- Related projects include the Waste Separation Project at the Head Office, the project to produce giveaway items from officers' old uniforms, the Green IT Project, and the Piggy Bank from Coastal Plastic Waste Project. (306-2 a)

Note Data collection on waste from upstream and downstream activities is limited; therefore, we cannot yet disclose it.

GSB's operations generate waste primarily from officers' consumption of food and beverages. Most of this consists of single-use packaging waste, such as food containers, plastic containers, drinking cups, and food packaging bags. These materials take a long time to decompose and may have environmental impacts if not properly managed.

The Bank therefore encourages officers to separate waste at the source and take it to designated collection points provided by the Bank. The Bank then transfers the waste to specialized external service providers for proper disposal and management, depending on the waste type.

For management, the Bank has a process for selecting reliable waste disposal service providers that comply with applicable legal and regulatory requirements. The Bank also records and reports waste management data to monitor performance and support the continuous improvement of waste management within the organization.

In its operations, the Bank applies the 3Rs approach to waste management: Reduce, Reuse, and Recycle. This helps reduce the amount of waste requiring disposal, minimize the environmental impacts of the Bank's operations, and promote efficient resource utilization.

At the same time, the Bank manages waste in accordance with the Zero Waste concept by encouraging personnel to separate recyclable waste at the source to reduce the amount of waste requiring disposal and support the appropriate reuse of resources. This is carried out through the "GSB Zero Waste: Separate, Exchange, Win" activity, which clearly specifies the types of recyclable waste accepted, including clear plastic bottles, translucent white or colored plastic bottles, glass bottles, and aluminum cans. The Bank has also established waste collection points at the Head Office for officers' convenience.

The Bank also emphasizes communication and understanding by sharing waste separation guidelines through internal channels such as email, internal public relations materials, and GSB Community. The Bank has also improved its communication guidelines to clarify which types of waste are accepted and not accepted, to promote participation and continuously enhance waste management within the organization.

To ensure efficient, traceable waste management, the Bank collaborates with its contracted company to collect and weigh waste, record data, and send recyclable waste for appropriate processing based on its type. The Bank also uses a points accumulation and prize-draw system as an incentive to encourage proper and consistent waste separation practices.

Water Resource Management [303-1][303-2][303-4]

The Bank prioritizes efficient water management in its daily operations, including activities that support general operations, such as cleaning, maintaining hygiene within buildings, and maintaining green areas. The Bank has established guidelines to control water use and manage wastewater appropriately, ensuring its operations continuously comply with environmental standards and relevant legal requirements.

GSB Head Office is classified as a pollution source and must control wastewater discharge into public areas or the environment in accordance with the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992). With a total usable area of 105,304.635 square meters, the Head Office is classified as a Type A building under the Notification of the Ministry of Natural Resources and Environment (Clause 4(5)), as it is a state enterprise building with a usable area of 55,000 square meters or more. The Bank must therefore control wastewater discharge in accordance with the prescribed standards.

The Bank's Wastewater Treatment System Management

1. Anaerobic Wastewater Treatment
   Buildings using the system: Buildings 3, 5, 6, 9, 11, 12, 13, 14, 16, and 17
   Operating principle: This system uses anaerobic microorganisms to decompose organic matter in wastewater without oxygen.

2. Aerobic Wastewater Treatment
   Buildings using the system: Buildings 1, 2, 4, 10, 15, 18, and the Aomsin Pipat Building
   Operating principle: This system uses aerobic microorganisms to decompose organic matter in wastewater under oxygen-rich conditions. Air may need to be supplied using aerators to control environmental conditions and increase the microorganism population for maximum treatment efficiency.

GSB Head Office prepares a monthly summary report on the operation of its wastewater treatment systems and submits it to the Phaya Thai District Director in accordance with the Ministerial Regulation on the Criteria, Procedures, and Forms for Collecting Statistics and Data, Keeping Detailed Records, and Preparing Summary Reports on the Operation of Wastewater Treatment Systems, B.E. 2555 (2012), Clause 3, Paragraph 2, which requires owners or possessors of pollution sources to summarize the operating results of relevant machinery and equipment.

However, monitoring and summarizing operational results can be carried out only for the aerobic wastewater treatment systems in Buildings 1, 2, 4, 10, 15, 18, and the Aomsin Pipat Building, as the associated equipment, such as aerators and water pumps, can be inspected. The anaerobic wastewater treatment systems, on the other hand, are underground tank systems, and their equipment therefore cannot be inspected.

Inspections found that the wastewater treatment systems and equipment in Buildings 1, 2, 4, 10, 15, 18, and the Aomsin Pipat Building were operating normally and complied with relevant legal requirements.

Management of Environmentally Friendly Technology Selection (Green IT)

The Bank recognizes that technology use in its operations not only improves operational efficiency and enhances service delivery, but can also have environmental impacts throughout the equipment life cycle, from procurement and use to end-of-life management. The Bank therefore prioritizes responsible information technology management to reduce environmental impacts and use resources efficiently.

Under the Green IT concept, the Bank focuses on selecting environmentally friendly technologies and electronic equipment, promoting energy efficiency, ensuring user safety, and enabling appropriate end-of-life management. The Bank has therefore established the following qualifications for purchasers of electronic equipment:

Qualifications of Purchasers of Electronic Equipment	Qualifications of Electronic Equipment
Must be a legal entity registered in Thailand and engaged in the provision of IT asset destruction and electronic waste disposal services.	The proposed computers and printers (if any) must be products certified with an energy-efficiency label or environmental standards, such as Energy Star, RoHS, WEEE, EPEAT, or equivalent or higher standards, with certificates or documentation demonstrating compliance with such standards.
Must hold a Factory Operation License, Type 106, for electronic waste recycling, as well as a license to operate a business involving modification, repair, data erasure, and data destruction for computer data storage devices, covering factory types 69, 71, and 72, issued by the Department of Industrial Works.	The manufacturers of the proposed computers and printers (if any) must be certified to the ISO 9000 Family and ISO 14001 quality management standards.
Must be certified to ISO 9001, ISO 9002, or ISO 9001:2000, as well as ISO 14001 and ISO 27001, or equivalent or higher standards.	Printers must be capable of printing on recycled paper.
Equipment used for electronic data destruction must be certified to NIST (U.S.) or NSA standards.	Toner cartridges used with printers must meet the following criteria: 4.1 They must be certified with an environmental label from the country of manufacture or Thailand's Green Label. 4.2 They must not contain hazardous substances, including mercury, lead, cadmium, and hexavalent chromium, and must not contain chemicals hazardous to health or carcinogenic substances prohibited under EU Commission Directive 93/72/EEC and as specified in the recommendations of the International Agency for Research on Cancer (IARC). An exception applies to Carbon Black that cannot be recycled and is necessary for use. 4.3 In the case of toner cartridges, they must not contain mixtures of toner powder.

Must have processes and methods for destroying data stored in information technology equipment using only recycling, crushing/shredding, degaussing, or software-based methods.	-
Must confirm that the results will be publicly disclosed outside the premises.	-
Must allow the Bank to conduct an on-site inspection of the data destruction process for information technology equipment at the location where the data destruction system is installed.	-
Must provide a Certificate of Destruction certifying the destruction of data contained in each individual item of information technology equipment.	-

Scan the QR Code

For more information, please refer to the Guidelines for Managing the Selection of Environmentally Friendly Technology.

Implementation under the End-to-End Green IT framework

Targets / Indicators	2025 Performance
Equipment Lifecycle	
Procurement of computers and equipment certified with energy-efficiency labels and environmental standards (TOR requirements)	100%
Computers for Society Project – Successful preparation of computers for delivery in accordance with the specified criteria and timeframe	100%
Number of devices donated or repaired for continued use instead of being discarded as waste (E-Waste Avoided)	Successfully delivered: 933 computers
End-user IT	
Energy-Efficient Computers – Successful implementation of computer settings (Sleep Mode)	100% Current total: 24,203 computers Desktop 13,676 computers Laptop 10,527 computers Cost savings of approximately 1.54 Million Baht

Targets / Indicators	2025 Performance
Enterprise Computing	
Clean energy use and electricity conservation in the Data Center (Computer Center Building, Building 18)	• nstalled systems/equipment for electricity management. • Continuously implemented energy-saving measures for the Computer Center Building, Building 18, resulting in total electricity cost savings of 4.5 Million Baht (18%) compared with the period before the measures were implemented. • PUE was within the efficient range (1.56).
Use of ICT to Reduce Resource Consumption and Carbon Emissions	
Promote paper consumption reduction by developing systems and services aligned with digital working practices	**Branch Report Inspection System (Eco-Paper):** Reduced paper consumption by transforming the branch reporting process into a digital system. • Reduced paper consumption by 34.66 million sheets. • Reduced costs through lower paper consumption by 5.79 Million Baht. • Reduced greenhouse gas emissions by 364,276 kgCO_2e.
Promote services through the MyMo application by assessing the value received by customers from the Bank's online transaction channel (MyMo)	The Bank's new products in 2025 comprised: 1) Eco-Friendly Debit Card (applications through MyMo) • Number of cards: 5,435 • Value received by customers: 0.25 Million Baht • Average: 47.67 Baht / card 2) Credit-Building, Opportunity-Creating Loan (applications through MyMo) • Number of customers: 0.19 million • Value received by customers: 793.17 Million Baht • Average: 4,099.92 Baht / customer 3) Job and Career Creation Loan on MyMo • Number of customers: 0.37 million • Value received by customers: 2,662.98 Million Baht • Average: 7,195.71 Baht / customer
Support online transactions through MyMo	Reduced customer travel to branches through the use of digital services • Reduced customer travel expenses to branches by 79,106 Million Baht. • Carbon credit value from reduced carbon emissions resulting from fewer trips to branches: 3,124 Million Baht (not used to reduce the Bank's greenhouse gas emissions).
Computers for Society Project	
Satisfaction of organizations receiving donated computers	• Satisfaction: 98.5% • Achieved the target of at least 80%

GSB's Green IT initiatives in 2025 reflect its performance in reducing energy consumption, greenhouse gas emissions, and costs through key measures, as follows:

Performance Indicators	2025 Performance
Energy and Environment	
Reduction in electricity consumption from Green IT operations	Reduced electricity consumption by **1.53 million kilowatt-hours,** comprising: • Data Center: **1.14 million kilowatt-hours** • End-user equipment: **0.39 million kilowatt-hours**
Reduction in greenhouse gas emissions	Reduced greenhouse gas emissions by **1,128.80 tCO_2e,** comprising: • Data Center: **572 tCO_2e** • End-user equipment: **192.52 tCO_2e** • Paperless: **364.28 tCO_2e** This exceeded the target of **1,000 tCO_2e**
Cost	
Reduction in costs and expenses from Green IT operations	Reduced costs and expenses by **11.83 Million Baht**, comprising: • Data Center: **4.5 Million Baht** • End-user equipment: **1.54 Million Baht** • Paperless: **5.79 Million Baht**

Related Projects [305-5]

1. Use of Clean Energy and Maximization of Resource Utilization

- **Clean electricity use plan:** Expansion of Solar Rooftop installations at 571 branches nationwide. As part of preparations and data analysis prior to installing Solar Rooftop systems, the Bank undertakes the following:
  - Survey GSB branch buildings owned by the Bank to assess the suitability of physical factors, such as the size and characteristics of the site/building and the availability of sufficient sunlight for installation.
  - Analyze electricity consumption at GSB branches to calculate the cost-effectiveness of installation and the electricity costs that can be saved at each branch.
  - Set a target for electricity consumption (Electric Consumption) from clean energy, with a 20% reduction in energy consumption through the continuous implementation of energy conservation measures.
  - Conduct procurement in strict accordance with the criteria prescribed under the laws governing public procurement and supplies administration, in compliance with the Public Procurement and Supplies Administration Act B.E. 2560 (2017).

- Head Office: The Bank has completed the installation of Solar Rooftop systems on a total of 9 buildings, namely Buildings 3, 4, 9, 10, 13, 14, 15, 16, and 17.
- Branch offices: The Bank has progressively expanded the installation of Solar Rooftop systems in accordance with the established plan. In 2023, the Bank completed installations at 100 locations. In 2025, the Bank conducted site surveys and completed procurement for the supply and installation of systems as planned for 200 locations, where installation is currently underway. In 2026, the Bank plans to install the systems at an additional 271 locations, which are currently undergoing site surveys and the relevant procurement procedures.
- In the 2025 reporting year, the Bank generated a total of 1,828,345 kilowatt-hours (kWh) of electricity from solar panels for internal use. [302-1][302-4]
- Electricity consumption at branch offices was reduced by a total of 16.66%, equivalent to savings of 4,150,391 Baht (based on an average electricity rate of approximately 4.60 Baht/unit).

Implementation Progress



Head Office:

Completed the installation of Solar Rooftopsystems on a total of 9 buildings, 3, 4, 9, 10, 13, 14, 15, 16, and 17.

Branch offices:

2023 (100 locations) : Completed installations at 100 locations. **100 locations.**

2025 (200 locations) : Conducted site surveys and completed procurement for the supply and installation of systems as planned. Installation is currently underway.

2026 (271 locations) : Engaged a contractor for site surveys and system installation as planned. Site surveys and the relevant procurement procedures are currently underway.

Indicator	unit	Reporting Year
		2025
Energy Consumption within the Organization		
Electricity Generated from solar panels	kWh	1,828,345

- **Green IT plan:** Reduce energy consumption in the Bank's Data Center through the management of cooling equipment (chillers) and assess the suitability of installing systems/equipment for electricity management in the Computer Center Building.
- **Modification of lighting systems to reduce energy consumption**: Replaced conventional light bulbs with energy-efficient LED lighting within the Bank's Head Office and branches.
- **Application of digital technology to work processes**
- **Promotion of services through the MyMo application** and **e-Services**

- **Promotion of reduced paper and resource consumption** by developing systems and services aligned with modern working practices, such as:
  - E-Signature system for electronic document signing
  - E-Contract system for paperless contract management
  - GSB Telemedicine service for remote medical consultations
  - Electronic account statement (E-Statement) service

2. Activity to Produce Giveaway Items from Closed Loop Fabric for Financial Expo Booths in 2025



Following the Government Savings Bank's "Donate Officers' Old Uniforms" activity in 2024, which aimed to reduce waste, resource consumption, and carbon dioxide emissions, in 2025 the Bank used old uniforms donated by officers from branches nationwide to produce pink yarn fibers, which were then woven into fabric without bleaching or dyeing. The fabric underwent disinfection and quality control at every stage to ensure that it could be hygienically reused and recycled again, thereby reducing environmental impacts throughout the process.

- Closed Loop tablet bag
- Closed Loop canvas bag
- Closed Loop laser-cut bag
- Closed Loop apron
- Closed Loop cloth bag

Key Outcomes of the Activity

Reduced water consumption by more than
42,021 liters

Equivalent to clean water consumption for
22,118 days

Energy savings of
23,649 kilowatt-hours

Equivalent to lighting for
1,819.179 hours

Reduced carbon dioxide emissions by
3,336 kilograms

Equivalent to carbon dioxide emissions from driving up to
12,833 kilometers

3. Bank Booths and Activities Organized with Environmental Responsibility in Mind

Throughout 2025, all GSB booths and activities focused on environmental responsibility. The Bank reduced carbon impacts by reusing existing materials, selecting recycled materials, using environmentally friendly paints, and presenting content through digital media.

Financial expos
12 events

Policy-related events, such as concerts
5 events

Sustainability Expo
1 event

Environmental measures implemented

- Reused existing main structural materials, reducing the need to produce new structures.
- Used recycled materials for booth construction.
- Used environmentally friendly paints for decoration.
- Used only LED lighting for booth decoration.
- Used transport vehicles that reduce environmental impacts.
- Presented content through multimedia and QR Codes to reduce paper consumption.
- Booth giveaway items were made from closed-loop fabric produced from uniforms donated by officers nationwide.
- Minimized the production of physical materials and printed media.

4. Production of the "Save Money, Save Sea Life" Whale-shaped Piggy Bank Made from Coastal Plastic Waste

A 2021 study found that Thailand ranked among the top 10 countries in Asia for plastic waste entering the sea, with the amount reaching 22.8 billion tons and continuing to increase. At the same time, various agencies and organizations have begun developing innovations to manage marine plastic waste by collecting it and sending it for recycling so that it can be reused.

GSB therefore initiated a project to produce "Piggy Banks from Ocean Bound Plastic (OBP)" as giveaway items for National Children's Day 2026. Designed in the shape of a whale to symbolize the abundance of Thailand's seas, the piggy bank conveys the concept "Save Money, Save Sea Life," reflecting how saving small amounts of money can help build a financial future while also generating income for communities in areas where waste is collected and delivered to waste storage facilities. The project promotes community participation in protecting marine ecosystems and reduces the amount of plastic waste that could flow into the sea across seven southern provinces.





Key Outcomes of the Activity

Reduced marine plastic waste by **18 tons**

Saved clean water equivalent to **112,500 days**

Saved energy of **81,000 kilowatt-hours** equivalent to LED lighting for **8.1 million hours**

Reduced carbon dioxide emissions by **25,200 kilograms** equivalent to carbon dioxide emissions from driving **210,000 kilometers**

Proposed Piggy Bank Design for National Children's Day 2026

Production quantity: 300,000 units (budget: 10 Million Baht)

The Wealth Whales Piggy Bank (Made from OBP)

by Banyan Tree

A whale-shaped piggy bank designed to convey the conservation of Thailand's seas. It is made from Ocean Bound Plastic, consisting of marine or coastal plastic waste. The piggy bank helps encourage society to protect the environment sustainably.

Design and size:
8.9 × 16 cm Price: 35 Baht



Material:
Ocean Bound Plastic



One piggy bank weighs 30 grams, equivalent to **57 bottle caps**.

Production of 300,000 piggy banks is equivalent to **17.1 million bottle caps**.

Collection of Ocean Bound Plastic (OBP)
Amount of Plastic Waste in Thailand's Seas Per Year

Collected by one waste collection facility, covering seven provinces: Krabi, Surat Thani, Songkhla, Phuket, Ranong, Phang Nga, and Trang.

Waste Type	Amount of Waste per Year
General plastic waste (Other), such as ABS, PE, HDPE, PC, vinyl, opaque plastic bottles, bottle caps, etc.	58 tons (equivalent to 110,200,000 bottle caps)
Clear plastic bottles	1,300 tons
Fishing net floats	481 tons
Ropes and fishing nets	1,635 kilograms

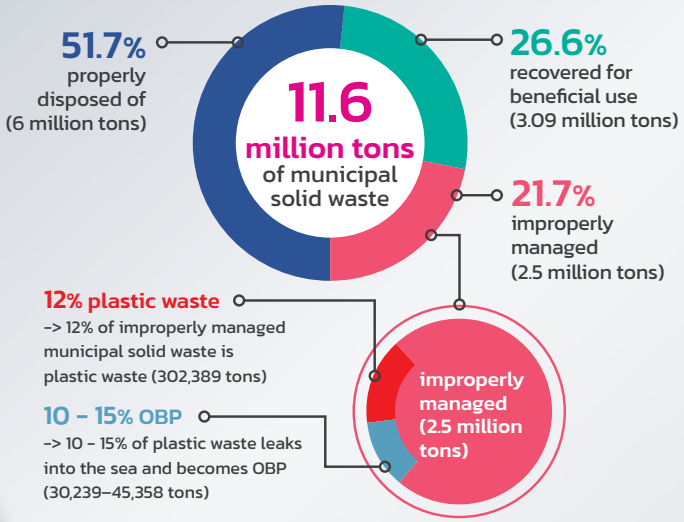
Based on 2023 data, Thailand ranked 10th in ASEAN for the amount of plastic waste released into the sea.

A 2021 study found that ASEAN released the largest amount of plastic waste into the sea worldwide. Research published in the journal Science Advances indicated that six ASEAN countries ranked among the world's top 10 countries for plastic waste released into the sea:

Philippines	1st	(356.4 billion tons)
Malaysia	3rd	(73 billion tons)
Indonesia	5th	(56.3 billion tons)
Myanmar	6th	(40 billion tons)
Vietnam	8th	(28.3 billion tons)
Thailand	**10th**	**(22.8 billion tons)**



Coastal waste situation in 23 provinces



Ocean Bound Plastic process

1. Collaborate with marine organizations in four provinces: Krabi, Surat Thani, Songkhla, and Phuket.
2. Purchase waste from local people at especially high prices, helping generate income for communities.
3. Sort the waste by type and quality.
4. Add value to and process the waste.

In addition, communities establish waste management systems, along with training and education to raise awareness of waste separation among local people.



What is OBP Certified?

A certification system for Ocean Bound Plastic (OBP) collected before it enters the sea, with the aim of reducing marine pollution.

Total municipal solid waste: 11.6 million tons

- **26.6%** recovered for beneficial use (3.09 million tons)
- **51.7%** properly disposed of (6 million tons)
- **21.7%** จimproperly managed (2.5 million tons)

Plastic waste -> Marine waste

12% of improperly managed municipal solid waste = 302,389 tons of plastic waste

10 – 15% ของขยะพลาสติก (30,239 - 45,358 ตัน) รั่วไหลสู่ทะเลผ่าน :

- Wind / water currents
- Rivers / canals

Coastal waste situation in Thailand's 23 provinces

Plastic waste -> Marine waste

Year	Total municipal solid waste (million tons)	Improperly disposed waste (million tons)	12% accounted for by plastic waste (tons)	10–15% potentially becoming marine plastic waste (tons)
2022	11.60	2.50	302,389	30,239 - 45,358
2021	10.89	2.66	319,211	31,921 - 47,882
2020	10.97	2.86	343,183	34,318 - 51,477
2019	12.19	2.24	268,800	26,800 - 40,200
2018	11.47	1.81	217,200	21,700 - 32,600

- Generate income for communities in areas where waste is collected and delivered to waste storage facilities.
- Promote community participation in protecting marine ecosystems.
- Reduce the amount of plastic waste that could flow into the sea across seven southern provinces.

5. Waste Separation Project at Head Office – GSB Zero Waste: Separate, Exchange, Win

The "GSB Zero Waste: Separate, Exchange, Win" project aims to encourage personnel to properly separate recyclable waste at source under the Zero Waste concept, with the objective of reducing the amount of waste requiring disposal and supporting the appropriate return of resources to the reuse process.

The Bank accepts four types of recyclable waste: clear plastic bottles, translucent white or colored plastic bottles, glass bottles, and aluminum cans. It has also established two recyclable waste collection points at the Head Office and collaborates with Trash Lucky Co., Ltd. to collect and weigh the waste, record data, and send it for appropriate processing by type. In addition, the Bank uses a points accumulation system, prize-draw opportunities, and internal communication channels to continuously encourage officers' participation.

Key Outcomes of the Activity



Recyclable waste type	Quantity (Unit: kilograms)	Proportion (Unit: percent)
Type 1 clear plastic bottles	800	67
Type 2 translucent white/colored plastic bottles	64	5
Glass bottles	274	23
Aluminum cans	60	5
Total	**1,197**	**100**

Quantitative Performance Results

Quantity of Materials used in the Bank's Operations [301-1][301-2]

Indicators	2023	2024	2025
Document paper (tons)	327.50	1,076.75	1,542.64
Percentage of recycled materials used relative to total materials used	Products containing recycled pulp at no less than 50% of the total pulp weight.	Products containing recycled pulp at no less than 70% of the total pulp weight.	Products containing recycled pulp at no less than 70% of the total pulp weight.
Printer cartridges (cartridges)	7,800	3,540	4,005
Percentage of recycled materials used relative to total materials used	Cannot be calculated because each organizational unit has different management practices.		

Amount of Waste Generated within the Organization* [306-3][306-4]

Indicators		2023	2024	2025
Total amount of waste generated within the organization		1.90	0.64	1,493
Non-hazardous Waste (metric tons)				
Total amount of non-hazardous waste generated		0.68	0.08	1.20
Total amount of non-hazardous waste diverted from disposal outside the organization	Reuse	0.34	-	-
	Recycling	0.34	0.08	1.20
	Others	-	-	-
Hazardous Waste (metric tons)				
Total amount of hazardous waste generated		1.22	0.56	0.63
Total amount of hazardous waste diverted from disposal outside the organization	Reuse	-	-	-
	Recycling (printer cartridges)	1.22	0.56	0.63
	Others	-	-	-

Note:

* Data collection on the amount of waste generated within the organization began in 2023. In 2023, 2024, and 2025, hazardous waste reporting covered only printer cartridges, as printer cartridges are a material item of equipment significant to the Bank's operations.

Water Consumption at the Head Office and Branches [303-3][303-4][303-5]

Indicators (megaliters)		2023	2024	2025
Total water consumption within the organization		759.38	134.82	257.79***
Total water withdrawal		1,349.29	189.87	257.79
Water withdrawal from areas with no water stress – Freshwater ≤1,000 mg/L TDS	Water supply	1,349.29	189.87	257.79
Total water discharge		4.34*	55.05**	97.6****
Water discharge to areas with no water stress – Freshwater ≤1,000 mg/L TDS	Water supply	4.34	55.05*	97.6****

หมายเหตุ :

* In 2023, the data on total water discharge are based on the volume of water entering the Bank's wastewater treatment system in December 2023.

** In 2024, the data on total water discharge are based on the volume of water entering the Bank's wastewater treatment system throughout 2024 (12 months), covering the Head Office only.

*** In 2025, the data on total water consumption are based on water consumption data for the Head Office and branches throughout 2025 (12 months).

**** In 2025, the data on total water discharge are based on the volume of water entering the Bank's wastewater treatment system throughout 2025 (12 months), covering only Head Office buildings and branch buildings that are subject to wastewater treatment requirements under the Ministerial Regulation and the Building Control Act.

The Bank has assessed that changes in water storage are not material to the organization's operations and Value Chain. Therefore, no information is disclosed on this topic.

Chapter 3

Sustainability

(People)

Sustainable Care for Communities, Society, and Stakeholders

Government Savings Bank focuses on promoting savings and providing individuals and businesses with accurate financial knowledge so that they can effectively apply various financial skills. The Bank aims to ensure that all groups of people have broad access to modern financial products and services under appropriate conditions and at fair interest rates, enabling them to properly plan and make financial decisions or resolve debt problems. The Bank systematically manages human resources to enhance the skills and competencies of both existing officers and new personnel joining the organization. It also establishes relevant policies and measures in alignment with business operating standards that respect human rights. The Bank manages relationships with customers and stakeholders by understanding and appropriately responding to their needs and expectations, and by creating positive experiences when using the Bank's products and services. In addition, the Bank develops, promotes, and enhances the quality of life in communities and builds strong, sustainable societies through processes that enable genuine community participation.



Social
Key Performance Indicators for 2025

Sustainability Factor	Definition
Environmental	
3 Human Resource Management	The systematic management of human resources to attract, select, develop, and retain officers, with a focus on recruiting suitable personnel and developing the skills and competencies of both existing officers and new personnel through training and the promotion of an organizational culture that supports diversity, equality in the workplace, and officer engagement at all levels.
4 Human Rights	The conduct of business with respect for human rights, which are the fundamental rights of stakeholders throughout the Value Chain, through the establishment of relevant policies and measures that are aligned with standards for conducting business with respect for human rights.
5 Access to Financial Products and Services	The promotion and creation of opportunities for all groups of people to appropriately and comprehensively access financial products and services, particularly those with limited access to formal sources of funding or limited financial opportunities, through the development of financial products with appropriate terms and fair interest rates. This also includes providing assistance and alleviating debt problems to prevent adverse financial records and help debtors overcome non-performing debt, which is an important part of reducing poverty and improving people's quality of life.
6 Financial Literacy and Promotion of Savings	Providing individuals and businesses with the knowledge to effectively apply various financial skills, such as financial management, income and expense accounting, saving, and investment, as well as an understanding of financial products and services, enabling them to effectively plan and make financial decisions or resolve debt problems.

Sustainability Factor	Definition
Environmental	
7 Community Development	Applying the Bank's potential and capabilities to promote and improve the quality of life of communities in order to build strong and sustainable societies through genuine community participation. This includes providing assistance to socially disadvantaged people, as well as providing support and assistance during crises to alleviate hardship and strengthen the long-term resilience of communities.
8 Customer and Stakeholder Relationship Management	Managing relationships with customers and stakeholders with a focus on understanding their changing needs, expectations, and behaviors, and taking appropriate actions to respond to those needs and expectations, such as developing products and services to enhance satisfaction and creating positive experiences in using the Bank's products and services.



Financial Inclusion

Creating opportunities for fair access to funding with "interest costs lower than market rates"

2025

Supporting people with low credit scores / no credit history
Loans with relaxed eligibility criteria

- Credit-Building, Opportunity-Creating Loan
- Job and Career Creation Loan
- Job and Career Creation Plus Loan

6.4 customers
8,901 Million Baht

Supporting people with high-interest debt
Informal debt resolution loans

- Back-to-School Loan
- People's Bank Loan for Informal Debt Resolution

160,00 customers
2,545 Million Baht

Supporting SMEs in gaining fair access to funding
Low-interest loans

- Ignite Thailand Low-Interest Loan
- GSB Boost Up Plus

15,200 Million Baht
6,103 customers

Supporting SMEs with high-interest debt
Refinancing loans



GSB ReBiz Max Loan
113 Million Baht
7 customers

Assistance for disaster-affected people



Earthquake



Flood



Border (Thailand–Cambodia)

- Emergency Loan for Disaster-Affected People
- Home Rehabilitation Loan for Disaster-Affected People
- SME Loan for Disaster-Affected Businesses
- Rehabilitation Loan for Individuals Affected by Disasters

19,000 customers, 235 Million Baht

2026

NEW



Loans to provide relief for people affected
by flooding in Southern Thailand
Up to 100,000 Baht/customer, with no interest payments for 1 year

- Retail loans
- Loans for SME entrepreneurs
- Personal loans
- Welfare loans for government personnel

21,000 customers, 1,740 Million Baht

Loans for the rehabilitation of people affected
by flooding in Southern Thailand
Up to 1 Million Baht/customer, with no interest payments for 1 year

- Loans for self-employed micro-entrepreneurs
- Home repair loans
- Loans for SME entrepreneurs

36 accounts, 13 Million Baht

Emergency loans
for disaster-affected people (Southern Thailand)
4,442 customers, 86 Million Baht

Access for the grassroots segment

Money DD Co., Ltd.

Unsecured personal loans:
31,000 customers

- P - Loan
- Nano Finance

2026
> 45,000 customers
Digital P - Loan next

Money DD x TCG

Loan guarantees via the app
Providing funding for "micro-borrowers",
with fees waived for 3 years and credit lines starting from 10,000 Baht. Service launched on 15 July 2025.



Expanding access for the SME segment

Mee Tee Mee Ngern Co., Ltd.

Land-backed loans and sale with right of redemption
Registered mortgages:
2,721 Million Baht

2026
4,000 Million Baht



Low-interest funding support (Soft Loan)
for economic development



2025

Supporting micro SMEs

Soft Loan Program:

GSB BOOST UP Plus

53,165.25 Million Baht*,
8,652 customers

Supporting the real estate sector

GSB D-HOME Business Loan

GSB D-HOME Loan: Building Homes for Thai People:

2,447.37 Million Baht*,
21 customers

Supporting vulnerable debtors of non-banks

Soft Loan Program for non-bank operators:

10,000 Million Baht,
2 customers

2026

Pursuant to the Cabinet resolution dated 24 June 2025,

the Soft Loan Program for the Three Southern Border Provinces, Phase 2

Extended until 30 December 2027

8,699 Million Baht,
2,008 customers

Pursuant to the Cabinet resolution dated 19 August 2025,

the Fisheries Liquidity Enhancement Loan Program, Phase 3

260 Million Baht,
66 customers

NEW

Pursuant to the Cabinet resolution dated 2 December 2025, the Soft Loan Program,

GSB Revitalizing Thai Businesses

with a total program credit line of
100,000
Million Baht



Liquidity enhancement (Mitigation)	Creating new momentum for the future of the Thai economy (Reinvent Thailand)	Business adaptation to enhance business potential (Transformation)	Enhancing the potential of tourism businesses (Tourism)
1,937 Million Baht, 245 customers		Financial institutions: 1,787 Million Baht, 244 customers	Government Savings Bank: 150 Million Baht, 1 customers

*Approved and contracted amounts

Debt resolution

Providing assistance to debtors across all groups to prevent adverse financial records

2025

Total assistance provided > 1 million debtors

Helping debtors avoid adverse credit records
Debt restructuring
for debtors across all groups and all statuses
- Non - NPLs / NPLs / Write off
- Government personnel debtors

250,000 debtors, 167 Billion Baht

Helping debtors overcome NPL status
NPL debt relief for retail debtors
Government loan programs
- COVID Loan, Code 21
- COVID-19 Relief Loan
- Account closure and bad debt write-off, Code 33

350,000 debtors, 4,046 Million Baht

Helping alleviate debt burdens
Interest rate reduction
to assist SMEs
by up to 3% per year

4 customers, 262 Million Baht

Assistance for disaster-affected people

Earthquake	Flood	Border (Thailand–Cambodia)

150,000 customers, 42,000 Million Baht

Assistance for vulnerable debtors under the policies of the Ministry of Finance and the Bank of Thailand, **By GSB Group**

"You Fight, We Help" Program

"You Fight, We Help" Program, Phase 2

293,000 debtor accounts entered into agreements

Value of debt under the agreements: **115 Billion Baht**

Pay on Time, Keep Your Assets:
207,000 accounts | 132 Billion Baht

Pay and Settle:
95,700 accounts | 440 Million Baht

Pay to Reduce Principal:
22,100 accounts | 543 Million Baht

Assistance for non-performing debtors

AriAMC
ARI Asset Management Co., Ltd.

Tranche 1

Debts transferred from GSB > **130,000 accounts, 11 Billion Baht**

Assistance provided to **40%** or 75,661 accounts, of January 2026

2026

NEW

Measures to assist debtors affected by flooding in Southern Thailand

Principal payment suspension with no interest charged

Government measures
0% interest for 12 months
Total debt obligations across all accounts not exceeding 1 Million Baht/debtor
37,857 debtors, 8,109 Million Baht

Government Savings Bank measures
0% interest for 3 months
Total debt obligations across all accounts exceeding 1 Million/debtor
12,361 debtors, 15,128 Million Baht

Measures to resolve debts below 100,000 Baht

Close Debt Fast, Move Forward *Program*

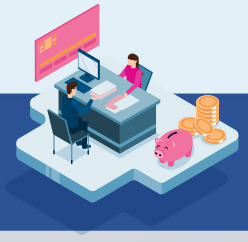
Assistance for retail debtors with non-performing debt of no more than 100,000 Baht, helping them overcome NPL status and improve their credit history.

Target group for debt sale and transfer, as of September 2025: **168,236 accounts, principal of 2,865 Million Baht**

2026

Q 1 - 2
- Prepare debtor files (by May)
- Sell and transfer debts
- Deliver Data Tape

October
- Deliver asset documents





Promotion of savings

Building financial and savings discipline

2025

Helping 330,000 people build savings

Providing financial literacy to 280,000 people

Helping 6,000 people with financial and savings planning

Savings promotion products:

330,000 customers | 7,618 Million Baht



Children and youth group
Smart Junior
170,000 customers, 633 Million Baht



Grassroots group
Protect Life Double Plus
150,000 customers, 2,664 Million Baht



Elderly group
10-Year Retirement Savings
5,000 customers, 4,321 Million Baht

2026

NEW

Savings promotion products



More than 300,000 accounts
New customers
> 90,000 accounts

OOmTanG Online Financial Literacy
> 150,000 participants

Coach AOM
> 5,500 participants





Digital School Bank
100 additional schools opened

mo Junior

Promoting savings discipline through an application for children aged 7 – 15 years for "spending within schools"

Promoting savings and building financial discipline

OOmTanG Online Financial Literacy
e-Learning Platform
72 courses
280,000 participants; cumulative total of 760,000 participants

Coach AOM
Saving Plan Stimulation
6,000 participants; cumulative total of 39,000 participants



Financial literacy courses



GSB Digital School Bank
Approved the establishment of 100 Digital School Banks

Professional Financial Coach "Certified Money by GSB" or "CMC by GSB," Batch 1

Developing financial planning experts across all 18 regions nationwide, with a total of 44 professional financial coaches ready to provide accurate, easy-to-understand financial knowledge accessible to all groups of people, **further advancing the mission of promoting savings nationwide.**

CMC BY GSB

People's Financial Institutions

Upgrading community financial organizations to People's Financial Institutions
2020 – 2025: cumulative total of 23 institutions

Social and community development

Career development to generate income



In collaboration with partners **2025**

Career development for **90,000 people**

Development and enhancement of **830 communities**

Career development
to create
56,399
community entrepreneurs

In collaboration with 54 technical colleges
Providing vocational training in
21 technical skills

ออมสินอาชีวะ
สร้างอาชีพ สู่ชุมชน

In collaboration with the Thailand Professional Qualification Institute and the Department of Skill Development Providing 202 development courses to enhance micro-entrepreneurs' capabilities to meet standards.

In collaboration with 88 polytechnic colleges
Providing vocational training in 180 courses

ออมสินสารพัดช่างอาชีพ

In collaboration with Penguin X Co., Ltd.
Enhancing restaurant businesses
through digital tools.

Developing capabilities
to create
34,898
SMEs & Startups

Creating startups from
the university level

Providing training and enhancing
SME capabilities
GSB STEP & BOOST UP

Enhancing standards for
franchise business operators
GSB FRANCHISE STANDARD

Creating innovations to
further develop businesses
STEP IN INNOVATOR NETWORK

Developing
830
strong communities

In collaboration with
67 higher education
institutions
Enhancing community
products and services
ออมสิน ยุวพัฒน์ รักษ์ถิ่น

Developing and
enhancing
homestays and
community-based
tourism
GSB HAPPY HOMESTAY

Enhancing the
Soft Power of
Thai communities
through the creation
of food menus
หลากหลาย ชวนชิม by ออมสิน

Holistic area-based development:

ออมสินห่วงใย ฮักอุ่นน่าน
Chaloem Phra Kiat District, Nan Province

เกาะลิบง
Ko Libong, Trang Province

ตลาดออมสินรวมใจ Holistic Project #2

2026

Career and community development
> 62,600 people and 100 communities

Highlight

Developing
new communities in
collaboration with partners:
ออมสิน x CENTRALTHAM

Enhancing GSB
Ruam Jai Markets
ตลาดออมสินรวมใจ Holistic Project #2
Expanded to 99 locations
(205 locations cumulatively)

Holistic area-based development
(Holistic Area-Based Development)

Continued development of Ko Libong, Trang Province

Target: 3,000 beneficiaries → **Actual:** 3,336 beneficiaries

E (Economic)

Tourism
- Developed tourism packages through 2 travel agents
- 1 homestay is currently being renovated
- Developed a tourism guide and QR Code-based information on tourist attractions, which have been delivered to the community

Career promotion and income generation
- The Ko Libong Upcycling Products Community Enterprise and Rajamangala University of Technology Srivijaya developed products and redesigned the packaging for 3 products
- Provided technical vocational training in engine repair and solar panel installation to 50 people
- Completed improvements to the seafood processing facility

Promotion of financial literacy
- In collaboration with okmd opened a community financial learning center
- Provided the Savings Leader training course to 90 community members
- Completed the provision of financial learning materials

Savings
- Established school banks and opened 2 Digital School Banks, with total savings and contributions of 555,757 Baht
- Conducted a savings activity for the ferry boat group, with 50 participants

Funding sources and debt problems
- Cumulative loan approvals for 48 customers, totaling 4.3 Million Baht
- Cumulative debt restructuring for 22 customers

Funding support
- Introduced the Shophouse Business Loan, a loan product for self-employed individuals

S (Social)

Healthcare
- The "GSB Cheep Rak" emergency rescue boat has provided assistance to a cumulative total of 332 patients
- Provided health check-ups for 200 community members
- Trained 7 volunteer emergency responders
- An emergency rescue learning center is currently under construction

Education and learning
- Donated 55 computers to schools
- In collaboration with unicef, recruited 35 applicants for the Ko Libong volunteer leader program
- Supported the employment of 1 English teacher
- KT Talent has continued its activities, such as teaching basic coding, touch-typing programs, and the use of Canva

Religion
- Supported equipment for 5 mosques; the budget has been approved, and improvements are currently underway

Quality of life
- Improved public restrooms at 3 locations
- Organized an activity to build resilience against drug-related problems for 50 participants
- A contractor is currently constructing the community health shop

EN (Environmental)

Environment
- Piloted seagrass planting under the Oasis Model in 5 plots, totaling 1,400 plants
- Designated an area of 1,000 rai and selected plant species in collaboration with the Non-Hunting Area
- Installed 120 solar-powered lights
- Carbon Footprint assessment: Mahidol University is currently conducting fieldwork to collect baseline-year data
- Organized the "Good Waste, More Savings" activity at Ban Ko Libong School, with 60 members. A total of 948.90 kilograms of waste was collected and sorted, generating 2,694 Baht from the sale of waste

Water management
- Completed groundwater well drilling and installation of community water supply systems in 4 villages
- Installed a desalination system at schools
- Improvements to 2 community water storage facilities are currently underway

Developing and expanding 1 community



Expanding and further developing Ko Libong community from 7 areas to 12 areas. Fieldwork for community development is currently underway.

Holistic Market Project

ตลาดออมสินรวมใจ Holistic Project #2

Debt resolution | Financial literacy | Access to funding | Career development

Target: Expand to a total of 100 markets (35 markets were launched in 2023 - 2024)



106 markets have been selected, and on-site activities are currently underway.



- **Debt resolution:** 7,575 vendors received financial counseling
- **Financial literacy:** 6,136 people received financial knowledge through FL in Process
- **Savings promotion:** 7,319 people used the GSB Maha Heng QR
- **Access to funding:** 12,075 depositors / 2,139 loan customers
- **Career development and expansion of sales channels:** 1,150 participants received training

GSB Maha Heng shops

ออมสินมหาเฮง

Promoting QR Code payments among vendors to help them build a financial history.
- 176,559 shops used the service (99.10% of registered shops)
- Organized Lucky Draw activities, with prize drawings and prize presentations completed, as well as giveaways to promote app usage.

Driving progress toward becoming a model organization for human rights

Implementing human rights principles comprehensively across all dimensions, in accordance with the National Action Plan on Business and Human Rights (NAP) and the criteria for model organizations.

Implementation under the plan



Analyzing input factors to establish the implementation framework



Issuing policies and practical guidelines and communicating them to raise awareness both internally and externally



Conducting training and seminars to **build knowledge, understanding, and awareness**



Conducting a Human Rights Due Diligence (HRDD) risk assessment

	2025	2024	Head Office	Branches	Operational level	Management level
Human rights implementation	4.80	4.74	4.77	4.81	4.78	4.83
• The right to work in a safe and healthy working environment	4.80	4.75	4.77	4.81	4.78	4.84
• The right to non-discrimination	4.79	4.72	4.76	4.81	4.78	4.83

NAP implementation plan in 3 areas

1 Labor

- Treating workers fairly in accordance with Thai labor laws
- Providing welfare and benefits, setting working hours in compliance with the law, ensuring no forced overtime, ensuring fair transfers, and preventing unfair dismissal
- Providing channels for receiving feedback and relevant complaints

2 Community, land, natural resources, and environment

- Implementing projects and activities related to communities with due regard for the public's "right to participation"
- Developing and applying an ESG Score to assess investments and lending
- Incorporating an "Exclusion List" into the Bank's procurement process, specifying activities that the Bank will not support, such as businesses that encroach on forest areas or cause severe impacts on natural resources

3 Human rights defenders

- Supporting the operations of labor unions
- Establishing the GSB State Enterprise Workers' Union





Thailand Labour Management Excellence Award



The Bank received **the Outstanding Human Rights Model Organization Award** in the State Enterprise Organization category for 2025.

Enhancing human resource management

Personnel development **Target:** ≥ 40,000 training participants[1/] **Actual: 148,556 training participants**



Offline

30,699 training participants (data as of November 2025)

Online

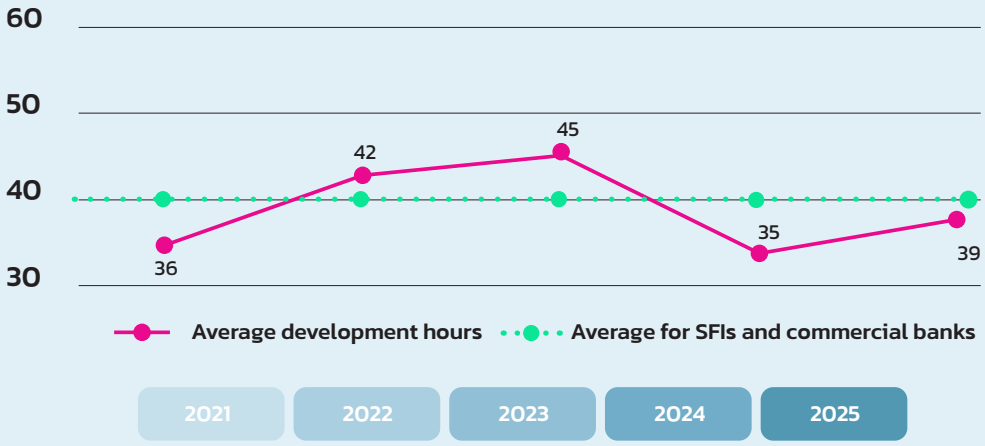
GSB WISDOM Target: ≥ 19,000 GSB Wisdom users
≥ 10 courses developed

Actual: 21,265 GSB Wisdom users / 117,857 training participants

[1/] Includes repeated participation in training.

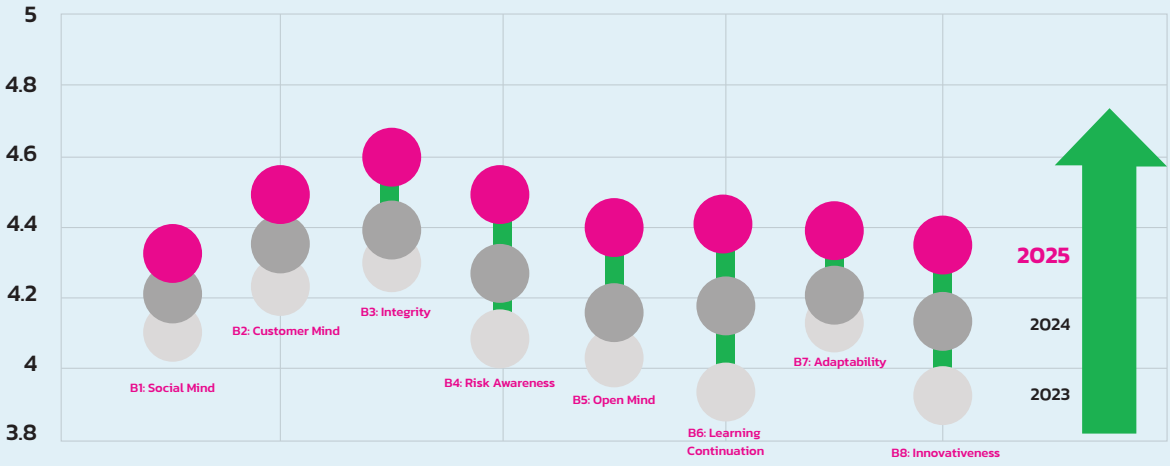
Personnel learning and development system

Average number of development hours



Level of value internalization: All behaviors increased compared with 2024 (Target: > 2024)

Table showing the level of value internalization in behaviors from 2023–2025



Level of awareness and understanding of organizational values: 95.24% (Target: > 80%)

Level of behavioral application: 94.78% (Target: > 80%)

Safety and working environment (SSHE)

bsi ISO 45001 Occupational Health and Safety Management CERTIFIED



The Bank is certified to he Occupational Health and Safety Management System standard (ISO 45001:2018) and uses it as a framework for its safety operations. The certification was obtained on 12 April 2024.

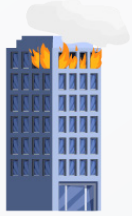
Number of occupational accidents resulting in more than 3 days of lost work
Head Office: 2 cases/Branch Operations: 1 case



Work-related fatalities:
0 cases



Fire drills and evacuation drills conducted:
100%



Number of buildings affected by fire
(with damage exceeding the insurance coverage limit):
0 buildings



Number of branches affected by robbery / theft:
0 branches



Workplace lighting environment assessments conducted:
100%



Customer and stakeholder relationship management

Expanding collaboration and creating shared value with stakeholders: 100%

Collaborating with partner organizations to develop products and services that enhance access to funding and debt resolution: 100%

Collaborating with partners on holistic community development: 100%

Collaborating with partner organizations to enhance occupational skills, sales channels, and marketing: 100%

Collaborating with partners to drive climate change initiatives: 100%

Developing financial innovations to continuously promote savings across all age groups: 100%

Providing knowledge and promoting officer engagement in Sustainable Practices: 100%

Using Machine Learning to screen customers for lending by the Bank and its companies: 100%

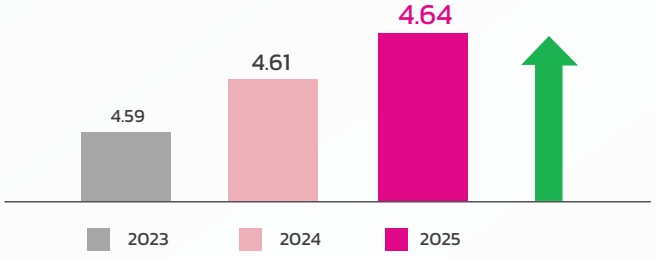
Enhancing stakeholder relationships and satisfaction: 100%

Establishing plans and developing stakeholder communication channels: 100%

Enhancing the satisfaction of key stakeholders: 100%

Promoting the engagement of the Bank's key stakeholders and improving relevant processes: 100%

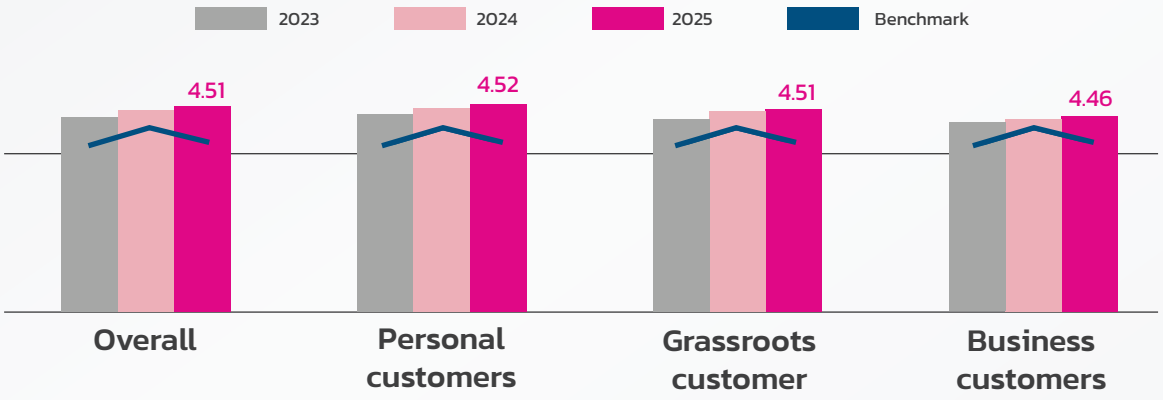
Results of the 2025 stakeholder satisfaction survey with Government Savings Bank





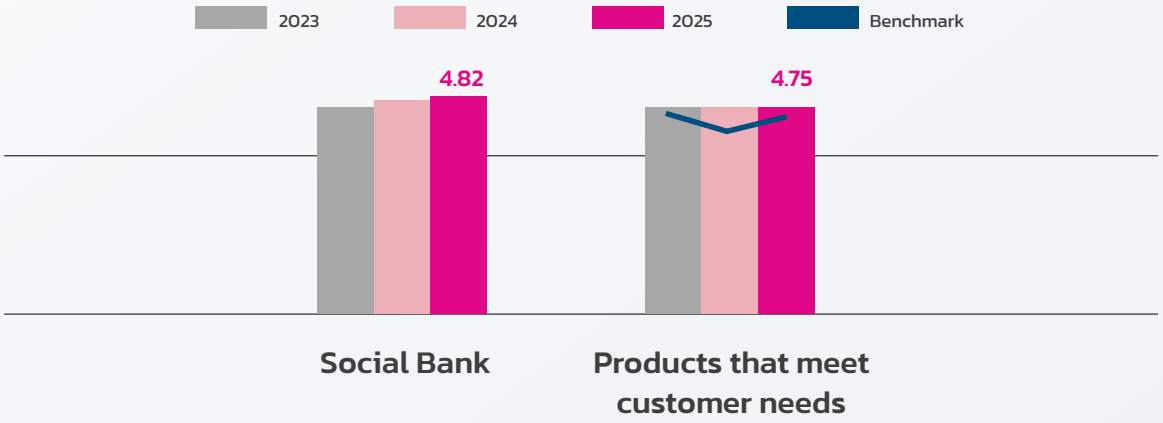
Customer and stakeholder relationship management

GSB customer satisfaction, 2023 - 2025



Indicator	Target	2022	2023	2024	2025
Overall customer satisfaction assessment score	≥4.21	4.45	4.46	4.50	4.51
Continued growth in the number of customers (Million customers)	Increase from the previous year	23.38	23.94	24.24	24.52
Access to funding in accordance with the Bank's social mission (Million customers)	85,342	-	-	77,528	87,372

Image as a Social Bank



Customer relationship management

Applying technology to work processes and operations

SharePoint: Customer Data Integration



AI Copilot



Expanded use of Risk Map and Heat Map



Using AI Copilot to identify risk factors from the Risk Map / Heat Map and retrieve input data from Customer Data Integration

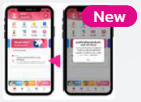
AI Chatbot for Branches to support branch officers in responding to customer inquiries



Using Behavior Score as an additional factor in customer selection



Enhancing convenience through digital channels (online loans)



Relationship management to continuously create positive customer experiences for both existing and new customers



Applying the existing customer retention model together with the Behavior Score to continuously plan customer retention approaches by offering personalized privileges

Building relationships with new customers by offering products that are appropriate for each customer through Loan Product Matching





Developing a Borrower Segmentation Model for debt monitoring to help customers maintain their credit history and reduce the risk of adverse credit records, thereby enabling them to continue accessing funding through the formal financial system

Designing services and relationship-building activities to increase customers' use of products and services



Credit-Building, Opportunity-Creating Loan for customers with a credit history



Send Dee Mee Term Plus Loan, available at branches and on MyMo



Segment-based / personalized communications via GSB NOW



GSB Maha Heng Shop application



Smart Junior, promoting savings among school and university students



Protect Life Double Plus, with additional motorcycle coverage



GSB Re-Start Business Loan

Customer assistance in accordance with the Bank's Social Bank mission



upporting customers' access to financial services through the "Credit-Building, Opportunity-Creating Loan" on MyMo



Providing assistance to customers who are brave military personnel serving along the border



Helping customers access fair funding through the formal financial system via Good Money



Providing ongoing assistance to customers affected by flooding through loans, debt repayment suspension measures, and other forms of assistance



Providing assistance to customers affected by the earthquake, including debt-relief measures and emergency loans

Enhancing the effectiveness of customer complaint management





Developing corrective improvement plans



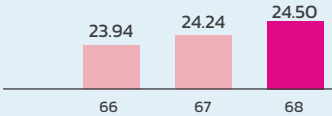
toward improved customer service



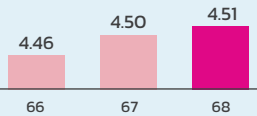
Enhancing the efficiency of the complaint management process to reduce recurring complaints and shorten the time required to resolve customer complaints.This is achieved by continuously improving the management and prevention of complaints received through various channels, such as branches, social media, and external agencies, as well as complaints arising from fraud and scams.

Key customer relationship management outcomes

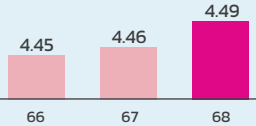
Number of customers (Million customers)
Target: Increase from the previous year



Customer satisfaction score
Target > 4.21



Customer loyalty score
Target > 4.21



Customer engagement score
Target > 4.21

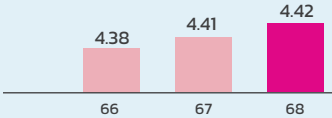
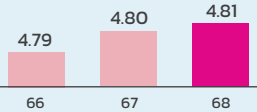
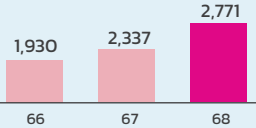


Image score
Target > 4.21



Number of digital transactions (Million transactions)
Target: Increase from the previous year



Human Resource Management

Background

GSB's personnel are a key stakeholder group that plays an important role in the Bank's operational capabilities and achievement of its strategic objectives. The Bank therefore recognizes human resource management and development as a material sustainability issue, focusing on supporting personnel in developing appropriate capabilities, adapting to change, and working together to drive the organization forward.

The Bank's human resource management approach encompasses the continuous development of personnel's skills, knowledge, and capabilities in line with changes in the business environment, technology, and economic competition. At the same time, the Bank promotes career advancement opportunities to enable personnel to perform to their full potential and support the organization's long-term operations.

In addition, the Bank manages its human resources on the basis of fairness and equality, covering personnel management, capability development, officer engagement at all levels, as well as the provision of appropriate compensation, welfare, and benefits. These efforts aim to strengthen personnel engagement and enable personnel to work together to drive the Bank toward achieving its operational goals and stable, sustainable growth.

Impacts, Opportunities, and Risks to the Economy, Society, and Human Rights [3-3]

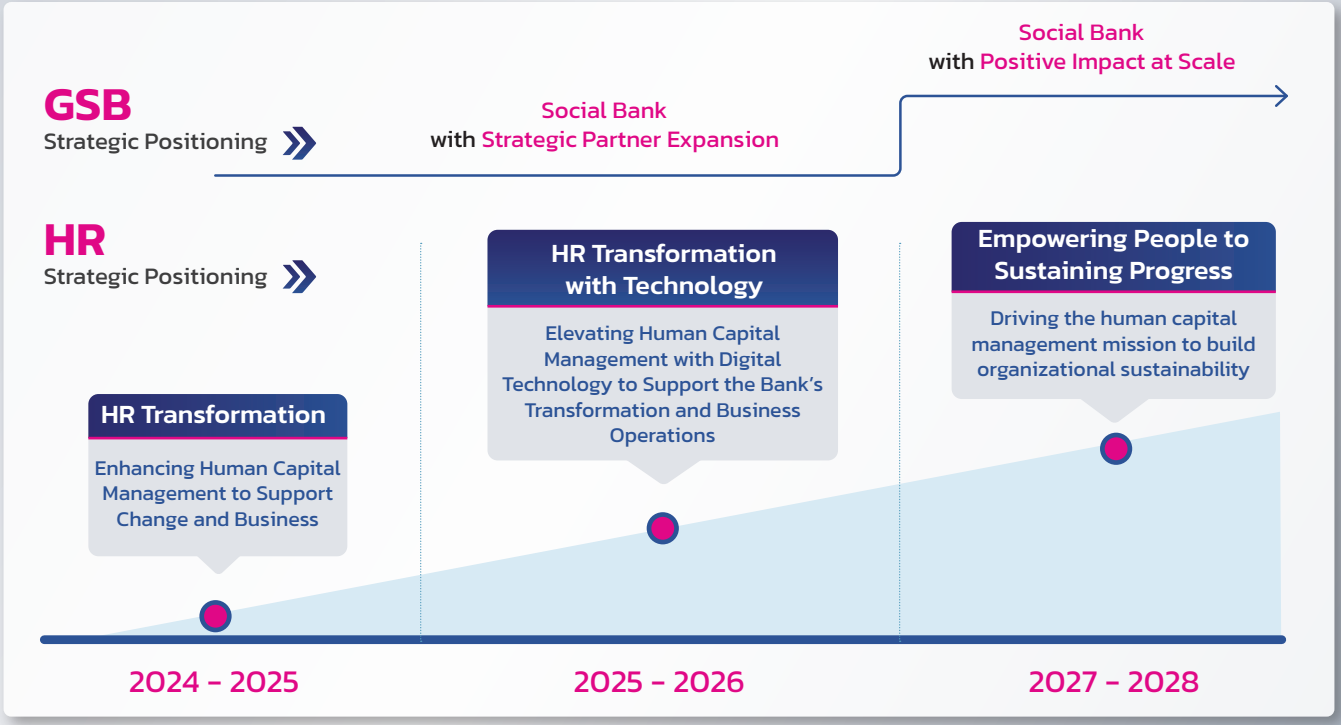
To ensure the highest effectiveness of the Bank's human resource management, the Bank has considered the impacts, opportunities, and risks arising from its human resource management activities as follows:

Economic	• **Opportunity:** Succession management, together with the development and application of digital technologies and artificial intelligence (AI) in human resource management processes, can strengthen the Bank's ability to control operating costs over the long term, particularly costs related to recruitment, training, and personnel replacement. Continuous personnel retention and development can reduce turnover, enhance operational continuity, and enable the Bank to use its human resources cost-effectively, contributing to economic efficiency and business stability. In addition, personnel who understand the Bank's role as a Social Bank can add value in service delivery and enhance the Bank's corporate image, thereby supporting stakeholder confidence and sustainable long-term growth. • **Risk:** In the context of economic volatility and constantly evolving technology, if human resource management cannot adapt to these changes or neglects personnel development, personnel costs may increase without a corresponding increase in productivity, potentially affecting the organization's economic efficiency. In addition, an imbalance between workloads, skills, and personnel motivation may reduce work effectiveness and increase hidden costs from organizational adjustments or the long-term resolution of personnel-related issues.

Social	• **Opportunity:** Driving an organizational culture based on the value of "For Society", together with adherence to the principle of "With Governance", and integrating these principles into operations at all levels creates a working environment conducive to collaboration and engagement. This fosters positive relationships within the organization and builds confidence among customers and relevant stakeholders. • **Risk:** If human resource management cannot respond to physical and mental health needs, work-related stress may increase and affect personnel well-being over the long term, leading to burnout, reduced engagement, and lower confidence in the organization. This may affect the working environment and the Bank's image as a socially responsible organization.
Human rights	• **Opportunity:** Human resource management that respects human rights in the workplace, such as the right to express opinions safely, the right to be treated with dignity, and equal access to development opportunities, creates an open working environment that respects differences and helps foster a positive organizational culture. In addition to strengthening personnel confidence in the organization, this also reflects the Bank's commitment to human rights as an organization that plays a role in society. • **Risk:** If human resource management does not comprehensively take human rights dimensions into account, particularly in relation to complaint management, the protection of officers' personal data, or the treatment of personnel during organizational change, this may give rise to risks of rights violations, unfair treatment in the workplace, and internal conflicts. These may, in turn, affect personnel confidence, the Bank's reputation, and the trust of the Bank's stakeholders.

Note: Human resource management has a limited impact on environmental issues and is therefore not included in the table.

Goals



Targets [3-3]

Targets	2025 performance
100% achievement of the Human Capital Management (HCM) Plan	The Bank achieved **100%** implementation of the Human Capital Management (HCM) Plan.
≥ 40,000 personnel receiving training in accordance with the prescribed courses	A total of **148,556 training participants** received skills development training (including repeated participation in training). • **30,699 participants** completed offline training. • **117,857 participants** completed online training through GSB Wisdom.
Personnel development through e-Learning by producing and developing learning materials for ≥ 10 courses	**9 courses** have been completed: • Cybersecurity • Prevention of conflicts of interest • Personal data protection for Head Office / branches • Basic first aid • Prevention and suppression of corruption • Enterprise architecture • Procedures for handling deposit accounts associated with criminal activities (mule accounts) • Awareness of social engineering threats • Information technology risk management 3 courses are currently under development.
19,000 GSB Wisdom users	A total of **21,265 people** used GSB Wisdom (117,857 training participants in total).
Developing a learning map and an expert map for the Bank's critical knowledge areas	• Implemented a knowledge transfer project for retiring personnel (at the Department Director level and above) • Identified experts in critical knowledge areas within Branch Operations. The dissemination of this knowledge is currently underway.
Driving the Change Agent initiative: Assessment scores for all 8 behaviors > 2024	Assessment scores for all 8 behaviors > 2024.

Targets	2025 performance
Application of artificial intelligence (AI) technology in human resource management processes: ≥ 2 work areas/processes	Two tools have been launched, and one tool is currently under development, as follows: 1. AI-based knowledge extraction system and test bank development 2. AI ChatBot and Voice of Customer system, through participation in the Bank's ChatBot project and the incorporation of human resource regulations and directives into the system 3. Recruitment process, covering internal/external recruitment and the Talent recruitment system
100% promotion and development of personnel in the use of AI within the organization in accordance with the plan	**100%** of the selected personnel received development in accordance with the plan.
Development of personnel capabilities in Data Analytics across all business lines	Data Champions have been appointed across all business lines.
Enhancing the capabilities of high-potential personnel in data utilization (Data Talent)	At least **80%** of personnel with potential in data utilization received development.
≥ 80% level of awareness and understanding of behaviors in accordance with the organizational values	The level of awareness and understanding of behaviors in accordance with the organizational values (GSB Way of Work) was **98.05%.**

Governance

GSB places importance on ensuring that human resource governance is transparent, fair, and aligned with good governance principles. The Bank has established **the Human Resource Strategy Committee** to formulate policies and directions and to consider and approve the Human Resource Master Plan before submitting it to the Bank's Board of Directors. The Committee also provides support and recommendations on related operations and regularly monitors human resource performance under the Master Plan, as well as other related material issues, on a quarterly basis.

The Bank has established a clear framework of regulations and criteria for human resource management, covering recruitment, appointment, transfer, and promotion, with emphasis on knowledge, capabilities, and performance to ensure fairness and transparency throughout all processes. In addition, the Bank works with various specialized committees to oversee related key issues, including the Audit Committee for the training of new officers, the Risk Oversight Committee for officers' compliance with PDPA requirements and fair customer service criteria, and the Good Corporate Governance and Sustainability Committee for the development of personnel in the area of credit.

GSB manages its human resources with an emphasis on fair and equal employment, as well as respect for labor rights and human rights. The Bank has established clear policies and practices to prevent and mitigate risks arising from discrimination, inappropriate labor practices, and violations of officers' rights, while promoting a working environment free from harassment, intimidation, or abuse in all forms. In addition, the Bank has established complaint mechanisms and independent, transparent, and fair investigation processes that protect complainants and appropriately address cases that arise. The Bank also establishes measures and guidelines to remedy issues and prevent their recurrence, thereby contributing to the development of an organizational culture that respects rights, equality, and fairness over the long term.

To promote equality and opportunities for advancement, the Bank has established human resource management policies that support personnel at all levels in developing and advancing their careers appropriately. At the same time, the Bank implements recruitment policies that promote local employment to support economic development in the areas where the Bank operates and community-level employment. The Bank has also appointed the Labor Relations Committee to negotiate and bargain openly and carefully in response to demands made by the Bank's labor union.

Human Resource Strategy Committee

Duties and Responsibilities

1. Establish policies and strategies, and consider and approve the Human Resource Master Plan for submission to GSB Board of Directors.
2. Support human resource operations, provide recommendations, and participate in related activities.
3. Monitor performance under the Human Resource Master Plan and report to GSB Board of Directors at least once per quarter.
4. Appoint working groups as necessary and perform other duties as assigned.

trategy and Management of Risks and Opportunities [3-3] (Including Management Policies)

GSB considers "human resources" a strategic factor in driving the organization toward sustainable growth. The Bank focuses on developing personnel capabilities in line with changing business directions, including digital technology, service delivery models, and increasingly intense competition in the financial industry. The Bank therefore prioritizes developing future skills, managing personnel effectively, and creating a work environment that promotes officer participation and engagement, while managing human resource risks, such as attracting and retaining high-potential personnel and adapting to changes in the labor market. The Bank has established the Human Resource Master Plan 2025–2029, together with related policies and practices, to enhance organizational capabilities and support long-term operations, as well as to systematically manage human resource impacts and risks, as follows:

Vision	Human capital management focused on enhancing organizational capabilities and quality of life to drive the Bank's strategy under the principles of good governance and digital technology.			
	Strategy 01	Strategy 02	Strategy 03	Strategy 04
Human Resource Master Plan	Talent management to create competitive advantage	Enhancing personnel capabilities to support change	Enhancing human capital management	Building employee engagement and organizational culture
Action plans for 2025–2029	• Develop future leaders (Successors) at the director and senior executive levels. • Develop a high-potential personnel management system to design and establish development approaches for high-potential personnel.	• Develop training courses to enhance personnel capabilities in response to change for relevant work areas, including credit, Data Analytics, and Digital & AI, covering all personnel groups, from executives and officers to interested employees.	• Develop replacement technology for the Performance Management System (PMS) process. • Apply artificial intelligence (AI) technology to the recruitment process, AI Chatbot, and knowledge management system. • Improve business processes and key processes.	• Manage organizational culture transformation through GSB Way Point system and build awareness and understanding of ESG in the personnel dimension. • Enhance positive Employee Experience through satisfaction surveys and workshops.

Talent Management to Create Competitive Advantage

GSB recognizes succession management as a key mechanism for maintaining the continuity and stability of the Bank's operations. The Bank focuses on preparing for changes in key positions and developing high-potential personnel to advance into future leadership roles.

An assessment of the Bank's personnel structure during 2023–2026 found that 27 director-level executives, or 58.70%, are expected to retire. The Bank has therefore developed a Succession Plan to support this transition by establishing a systematic approach to selecting and developing high-potential personnel, covering both executive positions and positions critical to business operations.

To ensure management continuity and strengthen the Bank's competitiveness, the Bank has implemented the Future Leader Development Project (Successor), covering both the director and senior executive levels. In addition, the Bank implemented a High-Potential Officer Development Project, engaging an external consultant to support the design of a high-potential personnel management system to establish a systematic development approach aligned with the Bank's direction. Overall, implementation in 2025 proceeded in accordance with the established plan to ensure that the Bank has personnel equipped with the knowledge, capabilities, and leadership qualities needed to sustain the Bank's long-term success.

Enhancing Personnel Capabilities to Support Change

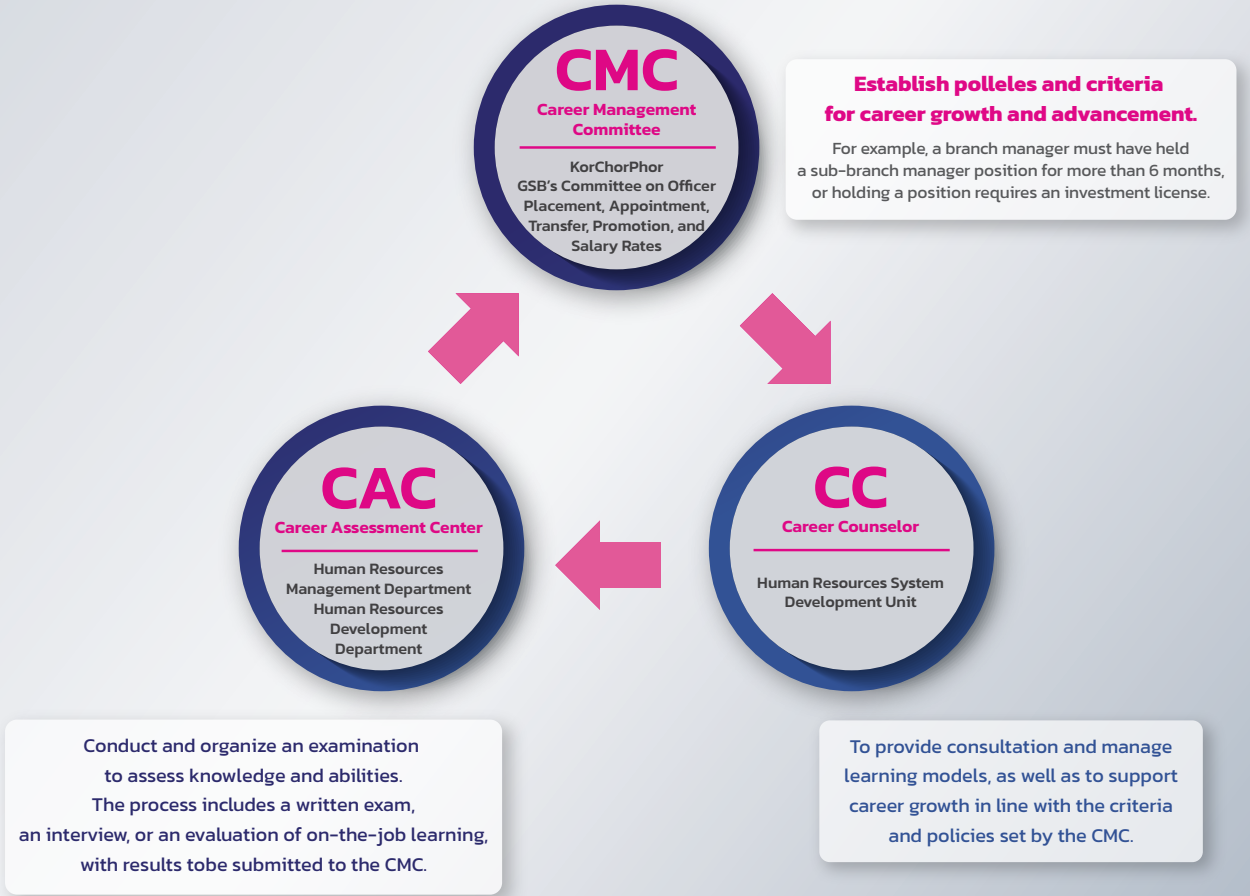
The Bank focuses on developing personnel capabilities in line with changes in technology and business models, emphasizing skills in Data Analytics, Digital & AI, and credit-related knowledge, through training courses designed for personnel at all levels.

In 2025, the Bank trained 148,556 participants, comprising 30,699 in offline training and 117,857 in e-Learning. Key courses included training on using the overdue debt monitoring and management system and the debt restructuring system to support debt management and enhance the Bank's operational efficiency.

Career Advancement of Personnel

Career management is an important mechanism for human resource development and enhancing organizational competitiveness. When officers have a clear view of their career paths, they are more likely to develop engagement with the organization, work toward clear goals with continuity, reduce their tendency to resign, and systematically enhance their capabilities. This helps foster motivation and engagement and enables the Bank to sustainably retain talented personnel. The Bank has established mechanisms and approaches to continuously and appropriately support career advancement management,

Mechanisms to support career advancement management



In 2025, the Bank conducted job competency assessments and prepared Individual Development Plans (IDPs) for all positions to promote systematic personnel development and ensure readiness to assume roles with greater responsibilities. In addition, the Bank conducted assessments to evaluate and prepare personnel before they assumed new positions. The Bank also improved its consultation center service processes by introducing a technology-based appointment booking system and adding online consultation channels to enhance convenience and improve access to services.

Personnel Learning and Development [404-2]

GSB focuses on systematically developing personnel capabilities to support business and technology changes. The Bank emphasizes both job-related and future skills and has established a development process aligned with its strategic direction, covering needs analysis, development planning, implementation, and evaluation. This aims to enhance personnel capabilities and support the Bank's sustainable growth.

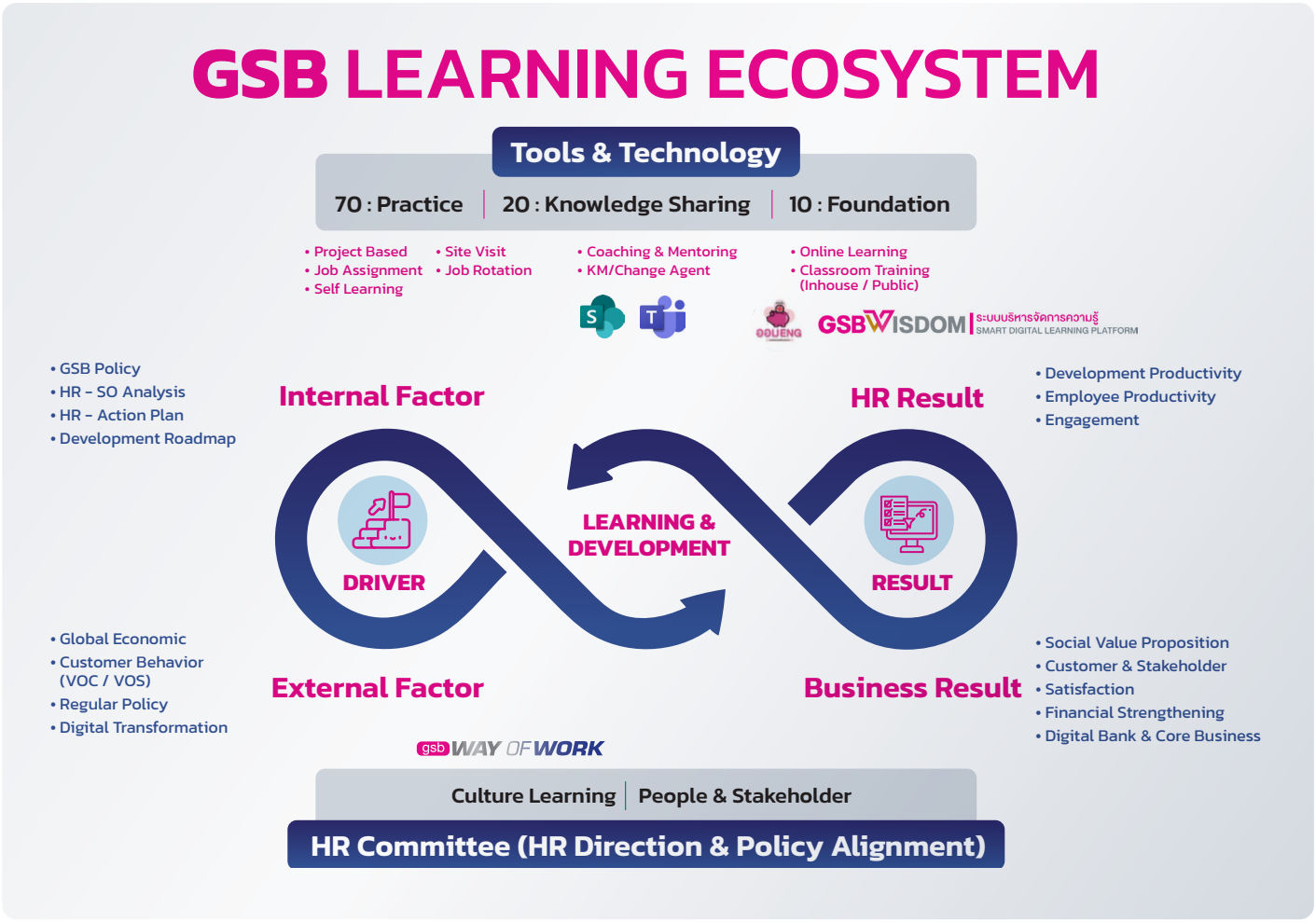


The Bank has established a systematic process for developing personnel and leaders, together with long-term development plans linked to key strategies and action plans. This includes analyzing strategic positions, establishing indicators aligned with organizational goals, and developing personnel based on Functional Competency standards and Competency Gap assessment results from the Performance Management System (PMS).

The Bank promotes equal development opportunities for personnel at all levels, covering Future Skills, behavioral and collaboration skills (Power Skills), and skills required by regulatory authorities, such as Anti-Money Laundering (AML), Personal Data Protection Act (PDPA), and Market Conduct. This is carried out alongside promoting creativity and innovation, developing new officers, reducing operational errors, and preparing for future succession.

In addition, the Bank has developed personnel capabilities through projects and training courses aligned with its strategy of becoming a "Social Bank", integrated with the Bank's key master plans and systems. This is carried out under the 70:20:10 learning framework to balance classroom and non-classroom Training.





In 2025, the Bank developed an additional 9 online learning courses through GSB Wisdom platform, with 3 more courses under development, in line with the established target. A total of 21,265 personnel used the platform, while 117,857 training participants1 completed the training. This reflects the Bank's commitment to continuously enhancing personnel capabilities.



[1] The number of training participants includes some individuals who are also counted among the users of online learning courses through GSB Wisdom platform.

Officer Training Programs for Skills Development [404-2]

In-house Training

Program	Objectives	Number of program participants
Future Skills Development	Develop executives to ensure they have the knowledge and Future Skills required to drive the Bank's business and prepare them for future positions.	38 participants
Manager School	Enhance service, work management, and other essential skills required to support the Bank's business operations.	136 participants
Debt Management	Enhance the skills of personnel in units responsible for debt management, including approaches to skills development and the use of debt management systems.	5,305 participants
Credit Skills Development	Enhance personnel capabilities based on credit knowledge assessment results and develop the skills required for credit operations.	4,859 participants
Data Analytics Skills Development (Data Champions for Each Unit, 2025)	Develop skills in using data and presenting projects to enhance operational performance through assignments on key issues identified by executives across all business lines.	72 participants
Digital / AI / Awareness & Cybersecurity Skills Development	Develop digital literacy and AI skills and their application to increase productivity, including awareness and safe use.	4,166 participants
Development of First-Line Managers / Newly Promoted Managers	Develop skills in team management, communication, and inspiring officers.	318 participants
Promoting a Learning Culture	Encourage personnel to pursue continuous self-development, promote knowledge transfer and beneficial innovations, and provide skills development courses covering both technical and soft skills.	4,899 participants
Governance / Risk / Compliance (GRC) Skills Development	Develop skills and knowledge related to laws, operational guidelines, regulatory requirements, and internal audit requirements.	6,206 participants
Operational Support	Develop knowledge and skills aligned with each unit's functions (Functional Competency), including briefings on the Bank's policies and direction, as well as skills to reduce operational errors.	6,414 participants

External Training

Program	Objectives	Number of program participants
Management, finance, and governance skills group	Develop skills in organizational leadership, finance and banking, and corporate governance for senior executives, such as programs offered by the Advanced Senior Executive Program and the Capital Market Academy (CMA), among others.	32 participants
Other skills group	Develop skills to support specific functions.	90 participants

Pre-Retirement Planning Course for Personnel Approaching Retirement [404-2]

Program	Objectives	Number of program participants
Preparation before and after retirement	To provide knowledge and preparation for retirement regarding the provident fund and retirement funds, financial management, preparation for life in society, various expenses, and the management of various types of GSB loans.	382 participants



The 2025 Employee Journey survey on learning found a learning satisfaction score of 89%, indicating a high level of personnel satisfaction with skills development and learning pathways within the organization. This reflects the alignment of personnel development programs with officers' needs. The Bank has analyzed the survey results to improve its training courses, learning formats, and development approaches to better meet personnel needs.



Enhancing Human Capital Management

The Bank has developed and applied digital technology and artificial intelligence (AI) to human resource management processes to enhance efficiency and agility and support Agile ways of working. In 2025, the Bank developed the Performance Management System (PMS) to establish a common standard across the organization and effectively link organizational-level indicators to individual-level indicators. In 2025, personnel satisfaction with the system was 94.64%, an increase from the previous year (89.50%).

In addition, the Bank began applying AI to human resource management processes, including a recruitment system capable of analyzing and selecting applicants who are suitable for specific positions, an AI Chatbot for providing human resource information and responding to inquiries, and a knowledge management system that uses AI to extract and transfer knowledge in an easily accessible format. In 2025, two systems were launched, while one system was under development, in line with the established plan.

The Bank reviewed and improved work processes, organizational structures, and staffing levels in key functions to align with its strategic direction and enhance operational efficiency. This covered business credit processes, branch management, and internal human resource processes, as well as establishing Service Level Agreements (SLAs) to support efficient operations.

Strengthening Organizational Culture and Personnel Engagement

The Bank drives its organizational culture through "GSB WAY of WORK" framework by defining behaviors based on the Bank's organizational values and integrating them into operations at all levels through GSB Way Point system and various activities that support the cultivation of desired behaviors.

GSB WAY of WORK

GSB aims to strengthen its organizational culture based on the value of "For Society," while adhering to the principle of "With Governance" and using digital technology in its operations (Through Digitalization). These principles are integrated with the eight behaviors, based on the Bank's organizational values, to support efficient operations, achieve strategic objectives, and advance sustainable ways of working under "GSB Way of Work" approach.



For Society

Develop leaders to serve as financial coaches, providing financial knowledge to communities.



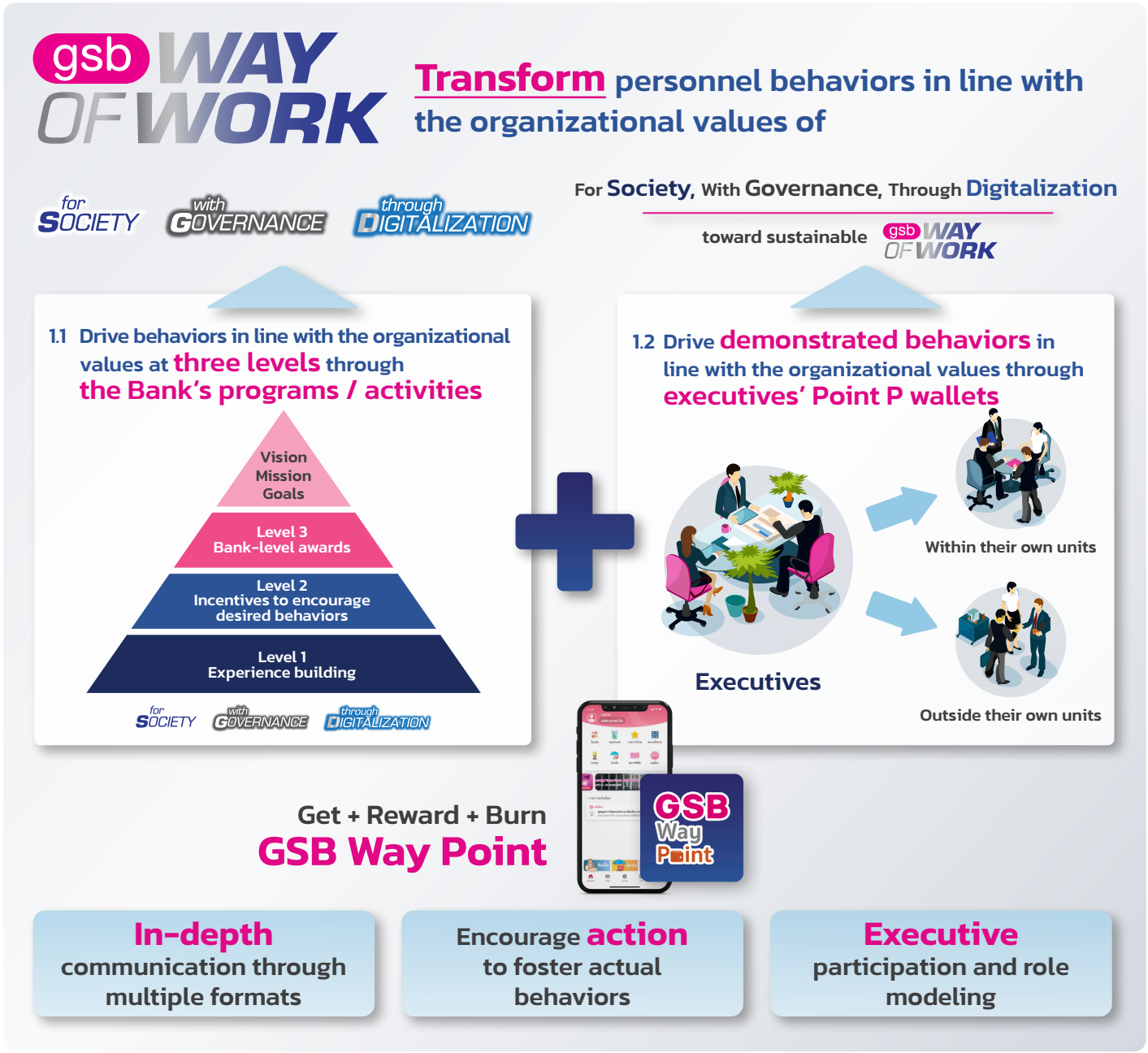
With Governance

Recognize and honor personnel through risk-related awards (Market Conduct) and ethics programs.



Through Digitalization

Develop personnel skills through the Data Analytics Bootcamp to enhance data-driven work efficiency.

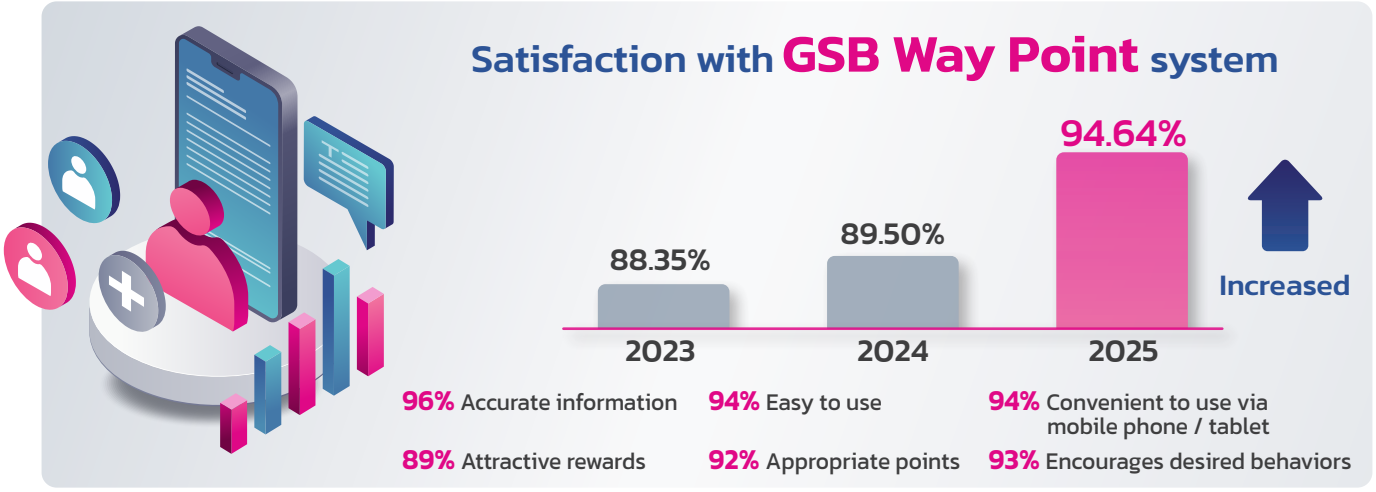


The organizational culture initiative is implemented under the change management and communication strategies, aiming to build awareness and understanding of organizational values among personnel at all levels through continuous communication. This includes activities that encourage and support personnel in demonstrating behaviors that concretely align with the values of "For Society, With Governance, Through Digitalization."

In addition, the Bank has established Change Agent groups in each unit as a key mechanism for systematically driving change, while also developing personnel capabilities to help them adapt and prepare for change. The Bank also designs and plans positive experiences for personnel throughout their working lives to strengthen organizational engagement and support sustainable growth.

GSB Way Point

GSB Way Point is a system developed by the Bank to encourage personnel to demonstrate behaviors that concretely align with the organizational values through a point accumulation and redemption system on the MEMO (Mobile HR) application. A total of 388,000 points have been awarded to personnel nationwide.



Overall, in 2025, GSB personnel reported a satisfaction score of 94.64% for GSB Way Point system. Compared with 2023 and 2024, overall satisfaction with GSB Way Point system continued to increase.

Internalization of GSB's Eight Organizational Values

In 2025, the level of internalization of behaviors associated with all eight organizational values increased compared with the previous year, covering the following key dimensions:



The overall score for behaviors aligned with the organizational values was 4.739, or 94.78%, reflecting the continuous development of the Bank's organizational culture.

In addition, the Bank emphasizes designing personnel experiences throughout their working lives by conducting personnel engagement and satisfaction surveys and using the results to analyze and continuously develop approaches to enhance the employee experience. In 2025, the Bank held a workshop with external experts to develop guidelines for designing the Employee Experience across all stages of the employee lifecycle, aiming to maintain high levels of employee engagement and support effective performance.

Officer/Employee Welfare [401-2][401-3]

The Bank supports the well-being of its personnel by providing comprehensive welfare benefits that address the needs of officers, including officers with disabilities, whether in terms of health, well-being, or skills development. These factors help the Bank attract and retain quality personnel over the long term. Examples include:

- Financial support for children's education and an annual review of child assistance benefits to ensure alignment with economic and social conditions
- Life and health insurance
- Provident fund for retirement
- Adjustment of officers' salary structure
- Adjustment of temporary cost-of-living allowances for Bank employees
- Increase in medical expense allowances for clinic visits
- Implementation of sustainable debt resolution programs for Bank officers and employees, including:
  - Revising the criteria for salary deductions for debt repayment to reduce the amount deducted.
  - Reducing interest rates on loans for officers.
  - Extending repayment periods and reducing installment payments for officer loans, housing loans, welfare loans, and housing welfare loans.

Improvements to welfare benefits aimed at enhancing the quality of life of the Bank's personnel are considered by the Labor Relations Committee, which takes into account proposals from the Bank's labor union, such as requests to adjust the salary structure for personnel, as well as feedback from the Bank's personnel through various channels, for further consideration and action.

Performance in compensation and benefits reflects the organization's continued commitment to enhancing personnel quality of life. The compensation and welfare structure has been improved based on officer feedback and benchmarking against external standards. More than 12,000 personnel received adjustments to their initial salary rates, along with improved health and quality-of-life benefits, such as proactive health checkups and telemedicine services. In 2025, more than 1,500 personnel exercised their entitlement to annual health checkups. As a result, personnel satisfaction and engagement improved significantly, supporting the organization's long-term operational efficiency.

Officer Participation through the Labor Union and Collective Bargaining Agreements [2-30]

GSB respects officers' rights to freedom of association and collective bargaining. GSB State Enterprise Workers' Union and the Labor Relations Committee serve as key mechanisms for promoting officers' and employees' participation in discussions with management on welfare, compensation, and employment conditions.

The Bank has an agreement on employment conditions with the labor union that applies to all officers and employees. As a result, 100% of personnel are covered by collective bargaining agreements. The labor union and the Labor Relations Committee monitor, provide recommendations, and promote improvements in welfare, quality of life, and the working environment to support positive relations between the organization and its personnel, as well as to promote fair and sustainable working practices.

In addition, the Bank has implemented a Stress Management in Organization program to support the Mental Health of personnel through the following measures:

1. Psychiatric consultation services are provided four days per month, with 291 officers using the service. The Bank assesses stress levels before and after psychiatric consultations and found that officers' stress levels decreased after consultation. The main causes of stress were workload, health, and family-related issues.
2. Telemedicine services for mental health are provided, with consultation services expanded to cover all cases, together with Health Talk Online activities on stress, to provide personnel with knowledge and enable them to manage stress correctly and appropriately.

3. Empathy training for communication and stress management is provided for executives at various levels, who play an important role in the working environment and personnel engagement within the organization. More than 6,000 participants attended the training, which aims to help executives learn to communicate and manage with empathy and apply these principles effectively within their teams.
4. GSB Healthy Society exercise promotion activities and recreational activities are organized to provide officers with opportunities to relieve stress, such as regional sports days, sports clubs, state enterprise sports competitions, friendly basketball tournaments, New Year parties, music in the park, relaxation massage, and health education talks.
5. Sustainable personnel debt resolution project, including the preparation of individual quality-of-life development plans to sustainably enhance personnel quality of life.

Employees Who Are Members of the Government Savings Bank Labor Union

Indicator	2022	2023	2024	2025
Percentage of employees who are members of the Government Savings Bank Labor Union	56.96	60.12	63.87	65.10

Health Performance under Safety and Working Environment (SSHE)

How were mental health care and promotion initiatives implemented across the organization in 2025, including assessments of the efficiency and effectiveness of these initiatives, and how did the results improve compared with 2024?

Review of Feedback

Mental Health

- The 2025 mental health assessment by the Department of Mental Health found that Thai people faced increased mental health risks, particularly those aged 20 – 29, who were at greater risk of depression, high stress, and suicide. The latest data for the period from 2020 to February 2025 showed that 9.14% were at risk of depression, 7.87% had high stress levels, and 5.18% were at risk of suicide.
- In 2024, officers / employees received mental health treatment and counseling services on 263 occasions.
- Statistics on patients receiving treatment for non-communicable diseases (NCDs) in Thailand in 2025 showed a continuing upward trend, particularly for obesity (27.4 million people), hypertension (17.5 million people), and diabetes (6.1 million people).
- Statistics on officers / employees receiving annual health checkups in 2024: Head Office 84.49%; Branch Operations 33.35%.

Causes of Stress

2024

- Financial issues: 4% → **Debt resolution measures**
- Supervisors: 5% → **GSB CONNECT**
- Colleagues: 9%
- Family: 21%
- Health: 20%
- Workload: 41%

2025

- Financial issues: 2%
- Supervisors: 3%
- Colleagues: 11%
- Family: 29%
- Health: 59%
- Workload: 72%

Monitoring Symptoms

- Recommended hospital treatment for 1 person
- Counseling via TeleMed / medication provided

Stress Level Assessment

- Before consultation with a physician: 4.47
- After consultation with a physician: 4.38

Development / Improvement / Outcomes

Mental Health Counseling

stress level assessment provided 4 days per month

Stress Level	2025
Before consultation with a physician	4.47
After consultation with a physician	4.38

Status
- Employees: 8%
- Officers: 92%

Work location
- Head Office: 29%
- Branch Operations: 71%

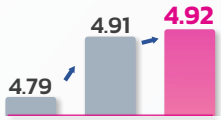
Gender • Male: 18% • Female: 82% | **GEN** • Gen X: 23% • Gen Y: 69% • Gen Z: 8%

The number of Telemedicine consultation rooms was **increased** from 2 to 3.

Satisfaction score: 4.78

Officers / employees who do not work at GSB Head Office are allowed one day per year to undergo a health checkup without the day being counted as leave.

Satisfaction Score (Mental Health)



1,500 officers/employees
exercised their entitlement to health checkups, increasing the number of personnel receiving health checkups.

Health checkups	2024	2025
Head Office	84.48%	91.18%
Branch Operations	33.35%	37.84%

Well Being Program

1. Sports and recreational activities

- Regional sports days • State enterprise sports competitions
- Music in the Park, 6 times • Sports clubs • Regional / Head Office New Year parties
- **Friendly basketball tournaments, 11 times**

2. Health promotion

- Provision of face masks and ATK test kits
- Relaxation massage activities for 1,854 participants, **with a satisfaction score of 4.77**
- Annual health checkups
- Safety training (CPR & AED)
- Health education talks (Online / Offline), 2 sessions:
  1. Heart Disease... A Threat Close to Home – 257 participants
  2. A Balanced Life: Healthy Body, Healthy Mind – 116 participants

Benefits Provided to Officers upon Termination of Employment

GSB places importance on supporting officers throughout the employment lifecycle, including upon termination of employment. The Bank has systematically established relevant benefits and financial assistance covering retirement, resignation, death, termination or dismissal, and dismissal by the Bank. These include retirement benefits, provident fund benefits, statutory severance pay, funeral expenses, financial assistance provided by the Bank as a funeral host, and rewards for meritorious service. The benefits vary according to employment status, officer category, and conditions specified by the Bank, aiming to promote financial security and provide appropriate support to officers upon the end of their employment.

Safety and Working Environment

GSB places importance on safety and working environment management, which are key factors affecting work efficiency and personnel quality of life. The Bank aims to create a safe working environment conducive to both physical and mental well-being to support effective work performance and the organization's sustainable growth.

The Bank has continuously implemented various programs and activities to promote personnel well-being, such as regularly providing mental health counseling services to officers and employees. In addition, the Bank promotes health and well-being activities, such as regional sports competitions, establishing sports clubs, providing equipment to improve the quality of the working environment, and conducting annual health checkups and disease screening for personnel.

Alongside health promotion, the Bank also organizes educational and relaxation activities to help reduce work-related stress and promote work-life balance. These initiatives help reduce occupational health and safety risks while strengthening personnel morale and confidence, which are important foundations for driving the organization toward the stable and sustainable achievement of its goals.

The Bank's health initiatives reflect its commitment to systematically and comprehensively supporting personnel well-being, with emphasis on both physical and mental health. This includes developing health promotion programs, providing mental health counseling services, and increasing the number of Telemedicine consultation rooms to improve access to healthcare services, along with continuous health risk monitoring and assessment. As a result, personnel satisfaction with both physical and mental health improved in 2025, supporting work efficiency and a sustainable quality of life over the long term.



Quantitative Performance

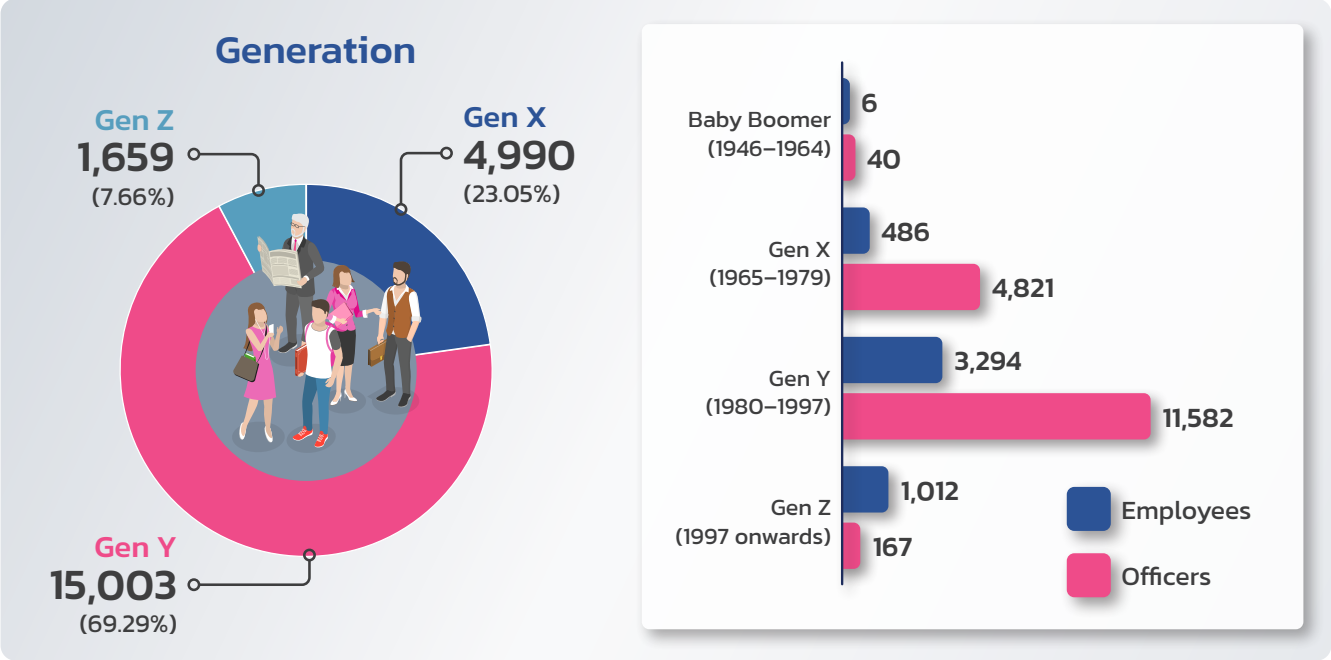
Officer Data [2-7][2-8]

Indicators	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Officer data						
Total number of officers and employees	7,030	14,265	7,018	14,389	7,024	14,628
Total number of officers	4,807	11,670	4,793	11,817	4,806	11,911
Total number of employees[2]	2,223	2,595	2,225	2,572	2,218	2,717
Number of officers with non-guaranteed working hours	-	-	-	-	-	-
Number of full-time officers	4,807	11,670	4,793	11,817	4,806	11,911
Number of part-time officers	-	-	-	-	-	-

Note: The number of officers in this table is presented as a headcount as of the end of the reporting period, reflecting the number of officers at a specific point in time and excluding fluctuations during the reporting period.

[2] Workers refer to individuals who have agreed to perform work for the Bank in return for remuneration, excluding the Bank's employees. Examples include electronics technicians, drivers, food and beverage service personnel, physicians, dentists, legal officers, and architects.

Number of Personnel by Age Group



Number of Personnel by Length of Service

Length of service	0–3 years	4 – 5 years	6 – 10 years	11 – 15 years	16 – 20 years	21 – 25 years	> 25 years	Total
Officers	2,388	602	3,777	5,236	1,478	799	2,437	**16,717**
%	14.28%	3.60%	22.59%	31.32%	8.84%	4.78%	14.58%	**100.00%**
Employees	2,956	241	882	638	100	77	41	**4,935**
%	59.90%	4.88%	17.87%	12.93%	2.03%	1.56%	0.83%	**100.00%**
Total	**5,344**	**843**	**4,659**	**5,874**	**1,578**	**846**	**2,478**	**21,652**
%	**24.68%**	**3.89%**	**21.52%**	**27.13%**	**7.29%**	**3.91%**	**11.45%**	**100.00%**

Number of Personnel by Region [2-7][2-8]

Officer details	Officers (persons)		Employees (persons)	Total (persons)
	Permanent officers	Temporary officers		
By operating location				
Head Office	4,922		585	5,507
GSB Regional Office 1	627		156	783
GSB Regional Office 2	633		256	889
GSB Regional Office 3	561		194	755
GSB Regional Office 4	501		164	665
GSB Regional Office 5	666		229	895
GSB Regional Office 6	711		202	913
GSB Regional Office 7	622		250	872
GSB Regional Office 8	598		186	784
GSB Regional Office 9	651		220	871
GSB Regional Office 10	762		287	1,049
GSB Regional Office 11	808		320	1,128
GSB Regional Office 12	679		302	981
GSB Regional Office 13	588		211	799
GSB Regional Office 14	711		228	939
GSB Regional Office 15	919		357	1,276
GSB Regional Office 16	665		278	943
GSB Regional Office 17	589		187	776
GSB Regional Office 18	533		149	682

New Hires [[401-1]

Number of officers newly hired during the reporting period, by gender

New Employee Hires during the Reporting Year	Annual data (persons)		
	2023	2024	2025
New hires and officer turnover			
New hires during the reporting period			
By gender			
Female	489	518	1,275
Male	161	518	486
Other (gender as specified by officers)	0	0	0
Gender not specified	0	0	0
Age not specified			
Under 30 years	278	170	1,098
30 - 50 years	372	530	666
Over 50 years	0	0	0

Note : In 2025, the figures can be broken down into officers and employees. Females comprised 363 officers and 912 employees, while males comprised 146 officers and 343 employees.
In 2025, the figures can be broken down by age group for officers and employees. The under-30 age group comprised 204 officers and 894 employees, while the 30 - 50 age group comprised 305 officers and 361 employees.

Turnover [401-1]

	Annual data (persons)		
	2023	2024	2025
Age group			
Under 30 years	25	21	342
30 - 50 years	175	137	522
Over 50 years	439	144	19

Note : In 2025, the figures can be broken down by age group into officers and employees. The under-30 age group comprised 7 officers and 335 employees; the 30 - 50 age group comprised 68 officers and 454 employees; and the over-50 age group comprised 16 officers and 3 employees.

Parental Leave [401-3]

In 2025, the Bank's officers who took parental leave were as follows:

Type of parental leave Number of officers entitled to parental leave	Number of officers (persons)	
	Male Officers / Employees	Female Officers / Employees
Number of officers who took parental leave	Officers: 2,009 / Employees: 450	Officers: 11,911 / Employees: 2,717
Number of officers who took parental leave and returned to work	Officers: 50 / Employees: 32	Officers: 5 / Employees: –
Number of officers who returned to work after the end of their parental leave	Officers: 50 / Employees: 32	Officers: 5 / Employees: –
Percentage of officers who returned to work and remained employed after the end of their parental leave	Officers: 50 / Employees: 32	Officers: 5 / Employees: –
Type of parental leave	100.00	100.00

Personnel Development [404-1] [404-3]

Indicator	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Percentage of officers who received performance evaluations [404-3]	100	100	100	100	100	100
By officer category						
Management level	100		100		100	
Operational level	100		100		100	

Training and education [404-1]	Annual data (hours / person)		
	2023	2024	2025
Average hours of training received by the organization's officers during the reporting period			
Average training hours per officer	45	43	39
Officer training hours by gender			
Average training hours per female officer	29	29	27
Average training hours per male officer	16	14	12
Officer training hours by officer level			
Average training hours per management-level officer	30	33	10
Average training hours per operational-level officer	15	10	28

Ratio of the Annual Total Compensation of the Highest-paid Individual to the Median Annual Total Compensation of Officers [2-21]

Indicator	2022	2023	2024	2025
Ratio of the annual total compensation of the highest-paid individual to the median annual total compensation of officers	26.48	26.95	27.88	14.52
Ratio of the percentage increase in annual total compensation of the highest-paid individual to the median percentage increase in annual total compensation of officers		-3.72	1.36	-1.80

Note : The annual total compensation ratio is calculated in accordance with GRI 2 - 21 by comparing the annual total compensation of the company's highest-paid individual with the median annual total compensation of all officers (excluding the highest-paid individual). Annual total compensation includes salary, variable compensation, bonuses, and other relevant benefits in accordance with the company's compensation policy.

Transparency in Human Resource Management

Based on monitoring complaints from officers and employees, in 2025, out of a total of 21,652 officers and employees, 8 complaints were received concerning human resource management, representing 0.04%.



The Bank conducted fact-finding investigations through impartial and transparent processes and established appropriate corrective actions for each case, such as improving work processes, communicating with relevant parties to promote understanding, considering disciplinary measures in accordance with applicable regulations, and providing appropriate remedies to affected persons. In addition, the Bank systematically analyzed complaint issues to identify root causes and developed measures to prevent recurrence, such as improving policies and practices, enhancing officers' knowledge and understanding of their rights and responsibilities, and developing internal communication channels. These actions aim to manage negative impacts while continuously and sustainably enhancing personnel confidence and engagement, as well as the organization's operational efficiency.

Human Rights

Background

GSB conducts its business in accordance with the principles of respect for human rights and places importance on treating all stakeholder groups fairly, equally, and without discrimination, including officers, customers, business partners, communities, and society. The Bank respects human dignity and conducts its operations transparently and ethically, in compliance with laws and relevant national and international standards.

The Bank has integrated human rights principles into its policies, guidelines, and operational processes to support the management of potential human rights impacts arising from its business operations and Value Chain, as well as to promote the creation of sustainable positive impacts for stakeholders.

The Bank refers to relevant international guidelines and standards, including the United Nations Guiding Principles on Business and Human Rights (UNGPs), the International Labour Organization (ILO) international labour standards, the International Bill of Human Rights, and the National Action Plan on Business and Human Rights (NAP).

In terms of governance, the Bank has established relevant human rights policies and guidelines and has appointed the Sustainable Development Committee and a Human Rights Working Group to oversee, monitor, and drive human rights initiatives. The Bank also conducts the Human Rights Due Diligence (HRDD) process to continuously identify, assess, and manage risks or impacts that may arise from its business operations.

Impacts, Opportunities, and Risks to the Economy, Environment, Society, and Human Rights [3-3]

To ensure that the treatment of officers and employees, as well as the Bank's human rights practices, is fair, equitable, and aligned with human rights principles, the Bank prioritizes preventing human rights violations throughout all business processes. The Bank considers opportunities and risks that may arise from various factors, as follows:

Economic	• **Opportunity:** Fair treatment of officers, employees, and business partners, including fair employment and compensation, improves work efficiency and enhances customer service quality to better meet customer needs. This increases the Bank's competitiveness and its ability to generate higher revenue over the long term. It also helps build stakeholder confidence and supports the organization's sustainable growth. • **Risk:** Unfair employment and compensation practices may reduce satisfaction, work efficiency, and customer service quality. In addition, failure to treat business partners equally and fairly may lead to lawsuits, damages, and litigation costs. Human rights violations by borrowers may also affect debt repayment, while such issues may adversely affect the Bank's reputation and the confidence of customers and stakeholders over the long term.

Environmental 	• **Opportunity:** Promoting human rights throughout the Bank's Value Chain can support environmentally sustainable operations and help attract partners or stakeholders who value both environmental and human rights issues, leading to sustainable business collaboration and positive impacts on society and the environment. • **Risk:** Human rights violations in the Value Chain may have negative environmental impacts, such as supporting projects or activities that do not comply with human rights and environmental standards. This may lead to complaints, public criticism, and adverse impacts on the Bank's sustainability image.
Social 	• **Opportunity:** Offering products and services in accordance with Market Conduct principles and measures for Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT), including the management of mule accounts and raising customer awareness of financial threats, helps strengthen trust, positive relationships, and engagement with officers, customers, communities, and society. This contributes to creating Shared Value and supports sustainable social development. • **Risk:** Offering products and services in a manner that does not comply with fair Market Conduct principles, such as offering complex loans or insurance products to customers who lack sufficient knowledge or have no need for such products, or neglecting Anti-Money Laundering and Countering the Financing of Terrorism (AML / CFT) measures, including the management of mule accounts, may adversely affect the Bank's image, credibility, and stakeholder confidence. This may, in turn, affect the Bank's ability to conduct business and its relationships with communities over the long term.
Human rights 	• **Opportunity:** Safeguarding and protecting customers' personal data, as well as valuing the human rights of officers and business partners, helps build stakeholder confidence. This contributes to customer retention and helps attract and retain high-potential personnel within the organization, while also strengthening business standards that are aligned with international human rights principles. • **Risk:** Failure to comply with human rights principles or labor laws may lead to legal disputes, damage to the organization's reputation, and loss of trust among customers, communities, and stakeholders. This may affect the Bank's financial position, competitiveness, and long-term business continuity.

Targets [3-3]

Setting targets helps GSB conduct its business in accordance with the principles of respect for human rights and emphasizes treating all stakeholder groups fairly, equitably, and without discrimination. The Bank also aims to prevent human rights violations throughout its business operations and Value Chain. The Bank places importance on promoting a good quality of life for officers and employees, providing a safe and appropriate working environment, and promoting inclusive and equitable access to financial services, particularly for vulnerable groups, disadvantaged people, and persons with disabilities, through the promotion of employment and equitable improvement of quality of life.

In addition, the Bank aims to enhance its Human Rights Due Diligence (HRDD) process to assess, prevent, and mitigate risks or impacts that may arise from its business operations. The Bank also provides transparent, fair, and accessible grievance and remediation mechanisms for all stakeholder groups and continuously promotes human rights knowledge, understanding, and organizational culture to support sustainable and socially responsible business operations over the long term.

Indicator	Target
Number of cases of discrimination and human rights violations in the Bank's operations	0 cases
Labor dispute	0 cases

Overall, the Bank's human rights initiatives are aligned with GSB Operational Plan and Budget for 2025, under the strategic objective of becoming a high-performance organization (Enabler Driven), and the Good Corporate Governance and Sustainable Development Master Plan 2025 - 2029, to drive the organization toward sustainable growth while comprehensively addressing all dimensions of human rights.

Governance

GSB has established the Sustainable Development Committee to oversee and drive the Bank's sustainability and human rights initiatives in alignment with international standards, and to consider policies, strategies, operational approaches, and risk issues related to human rights and stakeholders throughout the Value Chain.

In 2024, the Bank appointed a dedicated Human Rights Working Group, comprising representatives from key units responsible for risk management, corporate governance, business operations, human resource management, and sustainable development. The Working Group drives, monitors, and evaluates the implementation of the Human Rights Due Diligence (HRDD) process to identify, assess, and manage human rights risks or impacts that may arise from the Bank's business operations. It also supports the continuous improvement of operational processes to enhance governance effectiveness and sustainably strengthen stakeholder confidence.

Responsible Parties	Roles / Duties / Responsibilities
Good Corporate Governance and Sustainability Committee	- onsider and approve the establishment or review of the human rights policy before submission to GSB Board of Directors. - Regularly monitor human rights performance. - Recommend necessary measures or approaches to promote concrete human rights practices.
Sustainable Development Committee	- Consider, make decisions, resolve issues, and provide direction to drive human rights initiatives in alignment with international and national human rights standards, such as the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the National Action Plan on Business and Human Rights (NAP).
Human Rights Working Group	- Establish / review policies or plans related to the Bank's human rights initiatives, including reviewing grievance and remediation mechanisms. - Drive, monitor, and evaluate implementation of the Human Rights Due Diligence (HRDD) process to identify and assess risks and impacts, manage human rights risks, and review / improve the process to continuously enhance its effectiveness. - Monitor and report performance results to the Sustainable Development Committee on a quarterly basis or when there is significant progress.
Human Resource Strategy Department and Sustainable Development Department	- Develop, review, and improve the Bank's human rights policy. - Promote and support compliance with the human rights policy by the Bank's units and officers. - Prepare the Bank's business plan in alignment with its human rights initiatives. - Report on human rights performance.



Strategy and Management of Risks and Opportunities (Including Management Policies) [3-3][408-1]

1. Human Rights Policy Announcement

GSB recognizes that all individuals have rights, freedoms, and equality and should be treated appropriately and equally, without discrimination on the grounds of race, sex, nationality, ethnicity, language, religion, or any other status. Accordingly, in 2024, the Bank established Government Savings Bank Regulation No. 825 on the Human Rights Policy, which came into effect on 13 January 2025, to establish operational guidelines that respect the human rights and dignity of all stakeholder groups, including officers, customers, business partners, communities, regulatory authorities, and the media. The policy aims to promote fair, equal, and non-discriminatory treatment; fair employment free from child labor and forced labor; the protection of personal data and workplace safety; and responsible business practices with business partners in accordance with human rights principles and applicable laws. In addition, the Bank provides channels for officers and stakeholders to submit complaints and report human rights violations, supporting the systematic and transparent governance and management of human rights risks. The policy was approved by the Chairman of GSB Bank Board of Directors and was developed in accordance with guidelines aligned with international and national standards and principles, including the UNGPs, ILO Declaration, International Bill of Human Rights, and National Action Plan on Business and Human Rights (NAP). It covers the Bank's Board of Directors, executives, officers, employees, and stakeholders throughout the Bank's Value Chain.

In addition, the Bank has established internal policies and criteria related to human rights to support the respectful treatment of both internal and external stakeholders, such as:

- Safety, welfare, occupational health, and working environment policy
- Anti-fraud and corruption policy
- Stakeholder treatment policy
- Government Savings Bank Regulation on the Code of Ethics and Code of Conduct
- Fair customer service management policy
- Customer complaint management policy
- Personal data protection policy

etc.

Scan the QR Code to read the Government Savings Bank Human Rights Manual 2026.

Human Rights Policy

Government Savings Bank Regulation No. 835
on the Human Rights Policy, effective as of 13 January 2025

Scan QR CODE
for Regulation No. 835

Objective

To provide guidelines for the Bank's business operations, raise awareness,
and establish practices that respect human rights for GSB Board of Directors, executives, officers, and employees.

Guidelines for the treatment of stakeholders

Officers / employees

- Promote equality, equal treatment, and non-discrimination.
- Ensure fair employment and no illegal labor practices.
- Provide a safe working environment.
- Respect rights and freedoms.
- Comply with the Personal Data Protection Policy

Customers

- The Bank is committed to providing fair and non-discriminatory services to customers.
- Promote inclusive, appropriate, and fair access to financial services for customers.
- Comply with the Fair Customer Service Management Policy.

Partners / business partners

- Promote the following practices among partners and business partners: Comply with labor laws and laws related to occupational health and safety.
- Refrain from all forms of forced labor and ensure fair employment practices.
- Respect human rights and comply with the United Nations Guiding Principles on Business and Human Rights (UNGPs).

Society and communities

- Implement social and community development projects with respect for human rights and without creating negative impacts on communities.
- Develop capabilities, enhance income generation, provide financial literacy, and promote savings discipline.
- Create opportunities for access to financial services at fair interest rates.

Regulatory authorities / government agencies

- The Bank conducts its business with an emphasis on respect for human rights by complying with relevant laws, rules, and regulations.

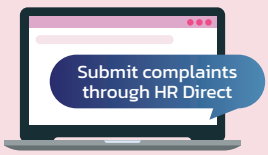
Media

- The Bank places importance on disclosing information to the public accurately, promptly, fairly, and transparently.
- The Bank takes care to ensure that its communications do not violate individuals' privacy and dignity.

Channels for complaints regarding human rights violations

1. For officers

Intranet system



GSB CONNECT
LINE Line: GSB Connect

2. For other stakeholder groups

- **GSB Contact Center 1115**
- **Website | Web Chat** www.gsb.or.th
- **QR Voice** Submit feedback via mobile phone
- **Mail:** Written complaint
- **E-Mail** voice@gsb.or.th
- **GSB branches:** Service units or service points
- **Social media:** GSB Society, Line GSB NOW
  External agencies, such as the Office of the Permanent Secretary, Prime Minister's Office (GCC 1111), Ministry of Finance, Damrongdhama Center, and the Bank of Thailand

2. Study and consideration of human rights issues in operations and the Value Chain [3-3] [407-1]

The Bank studies and considers human rights issues with reference to key principles, regulations, and guidelines at both the international and national levels that are continuously updated, including the United Nations Guiding Principles on Business and Human Rights (UNGPs), the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the National Action Plan on Business and Human Rights (NAP). At the same time, the Bank monitors human rights risk trends in the financial industry (Peers) to comprehensively analyze the potential risks and impacts of the Bank's business operations on stakeholders. This serves as the basis for identifying material risk issues and determining appropriate management approaches, which are reviewed by the Sustainable Development Committee.

In 2025, the Bank conducted the Human Rights Due Diligence (HRDD) process alongside engagement with stakeholders to gather their opinions, expectations, and concerns. Through this process, the Bank identified 19 key human rights risk issues, covering key stakeholders, including officers, customers, business and project finance customers, as well as partners and business partners, to review the establishment of appropriate measures to prevent, mitigate, and manage human rights impacts, both present and future, as follows:

Rights holders	Officers	Customers	Business and project finance customers	Partners and business partners
Issues	1. Discrimination in the workplace 2. Health, safety, and well-being of officers 3. Freedom of association and the right to collective bargaining 4. Security and protection of officers' personal data 5. Fair employment and compensation 6. Violence, intimidation, and harassment in all forms in the workplace	1. Security and protection of customers' personal data 2. Offering products and services in accordance with the principles of fair customer service (Market Conduct) 3. Fair treatment of customers 4. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT), including the management of mule accounts 5. Use of aggressive behavior, intimidation, or harassment in debt collection from customers 6. Ethical use of AI in financial processes (AI Ethics), including governance to prevent discrimination or unfair decision-making	1. Security and protection of customer data 2. Labor rights and compliance with labor, occupational health, and safety laws 3. Rights to the use of land and public water resources, and community land ownership 4. Impacts on ways of life, livelihoods, migration, the health of local people, and compensation for communities	1. Labor rights and compliance with labor, occupational health, and safety laws 2. Compliance with personal data protection laws, including subordinate legislation issued under the Personal Data Protection Act B.E. 2562 (2019) 3. Equal and fair treatment of business partners

In addition to assessing the 19 key human rights risk issues, the Bank has expanded its consideration to issues related to other stakeholder groups to ensure coverage throughout the entire Value Chain, while also identifying the Bank's measures and practices, as follows:

Upstream of the Value Chain

Stakeholders	Relevant issues	Bank measures and practices
Regulatory authorities and government agencies	Oversight and monitoring to ensure compliance with human rights standards	GSB establishes policies in strict compliance with relevant laws, rules, and regulations. The Bank also regularly reports on its human rights performance through various Bank channels. Relevant policies include: • Good Corporate Governance Policy • Sustainable Development Policy • Human Rights Policy • Stakeholder Treatment Policy
Partners and business partners	• Labor rights and compliance with labor, occupational health, and safety laws • Compliance with personal data protection laws • Equal and fair treatment of business partners	GSB has established regulations to provide opportunities for fair competition, ensure equal treatment of all business operators, and comprehensively address all relevant issues. Relevant policies and regulations include: • Good Corporate Governance Policy • Sustainable Development Policy • Human Rights Policy • Policy on the Governance of Government Savings Bank Subsidiaries • Stakeholder Treatment Policy • Anti-Fraud and Corruption Policy • Regulation on Procurement and Supplies Management Directly Related to Commercial Activities GSB has established fair, transparent, and prudent procurement criteria and developed standard forms to ensure that bidders acknowledge and comply with the Bank's conditions before submitting their bids. These criteria cover compliance with laws relating to labor protection, human rights, the environment, safety, occupational health, skills development, and personal data protection, as well as measures to prevent drug-related offenses on Bank premises. They also require acknowledgment of and compliance with laws and internal control measures against the giving or receiving of bribes and procurement fraud, as well as the signing of Integrity Pacts or related documents in accordance with established criteria, particularly for projects or procurement involving high-value contracts, in order to promote responsible operations in accordance with the Bank's ethical

Stakeholders	Relevant issues	Bank measures and practices
Business competitors	• Unfair competition • Intellectual property infringement	GSB conducts its business in compliance with applicable laws and the principles of fair and transparent competition, without taking unfair advantage of competitors. The Bank recognizes intellectual property rights and avoids seeking information or taking any actions that may inappropriately affect competitors' credibility. It also appropriately promotes good relationships and mutual understanding within the business sector. Relevant policies include: • Good Corporate Governance Policy • Guidelines for Fair Competition • Stakeholder Treatment Policy • Anti-Fraud and Corruption Policy

The Bank's operations

Stakeholders	Relevant issues	Bank measures and practices
GSB Board of Directors, executives, officers, and employees	• Discrimination in the workplace • Health, safety, and well-being of officers • Freedom of association and the right to collective bargaining • Security and protection of officers' personal data • Fair employment and compensation • Violence, intimidation, and harassment in all forms in the workplace	GSB focuses on developing personnel capabilities while enhancing quality of life, engagement, and an appropriate working environment, with due regard for human rights, equality, and equal treatment. The Bank also provides opportunities for stakeholders to participate and express their opinions, while promoting the development of personnel's knowledge, skills, and attitudes in alignment with sustainable business operations across the economic, social, and environmental dimensions. Relevant policies and regulations include: • Human Rights Policy • Safety, Welfare, Occupational Health, and Working Environment Policy • Personal Data Protection Policy • Good Corporate Governance Policy • Anti-Fraud and Corruption Policy • Stakeholder Treatment Policy • Government Savings Bank Regulation on the Code of Ethics and Code of Conduct • Government Savings Bank Regulation on Officer Discipline • Government Savings Bank Regulation on Position Classification, Recruitment, Appointment, Transfer and Rotation, Promotion, and Officer Salary Rates • Government Savings Bank Regulation on the Appointment and Termination of Officers

Downstream of the Value Chain

Stakeholders	Relevant issues	Bank measures and practices
Key social and community groups	• Creating impacts on society and communities • Developing capabilities and enhancing income generation, while providing financial literacy and promoting savings discipline among people in communities • Creating opportunities for access to financial services at fair interest rates	GSB establishes policies in strict compliance with laws, rules, and regulations related to human rights issues concerning social and community groups. Relevant policies include: • Fair Customer Service Management Policy • Good Corporate Governance Policy • Sustainable Development Policy • Human Rights Policy • Stakeholder Treatment Policy
Customer group	• Security and protection of customers' personal data • Offering products and services in accordance with the principles of fair customer service (Market Conduct) • Fair treatment of customers • Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT), including the management of mule accounts • Use of aggressive behavior, intimidation, or harassment in debt collection from customers • Ethical use of AI in financial processes (AI Ethics), including governance to prevent discrimination or unfair decision-making	GSB is committed to providing financial services fairly and transparently, without taking advantage of customers in terms of conditions or pricing, while also promoting financial literacy. The Bank conducts its business in accordance with the principles of human rights, equality, and equal treatment, and provides appropriate channels for stakeholders to express opinions and provide feedback on the Bank's operations. Relevant policies include: • Fair Customer Service Management Policy • Customer Complaint Management Policy • Personal Data Protection Policy • Stakeholder Treatment Policy • Human Rights Policy
Media group	Violation of personal data protection requirements	GSB places importance on the fair and transparent disclosure of information to the public through its Human Rights Policy, while also protecting the privacy and dignity of the media in the appropriate communication and dissemination of the Bank's information.



3. Human Rights Risk Assessment

The Bank assessed all 19 issues through a comprehensive human rights risk assessment to analyze and prioritize issues that may affect stakeholders. The assessment criteria are divided into two main dimensions: Severity and Likelihood, as detailed below.

1) Severity

Three key components are analyzed to gain an in-depth understanding of the potential impacts:

- **Scale:** The severity of the impact, such as impacts affecting individuals or target groups on a broad scale.
- **Scope:** The extent of the impact, such as the number of people affected or the areas involved.
- **Remediability:** An assessment of the ability to correct, restore, or remedy the impact and return conditions to their original state.

The Bank has established severity levels on a scale of 1 to 5, where Level 1 represents the lowest level of impact and Level 5 represents the highest level of impact. Scores are assigned based on clearly defined criteria. For example, impacts that cannot be remedied or require more than 10 years to restore are classified at the highest severity level.

2) Likelihood

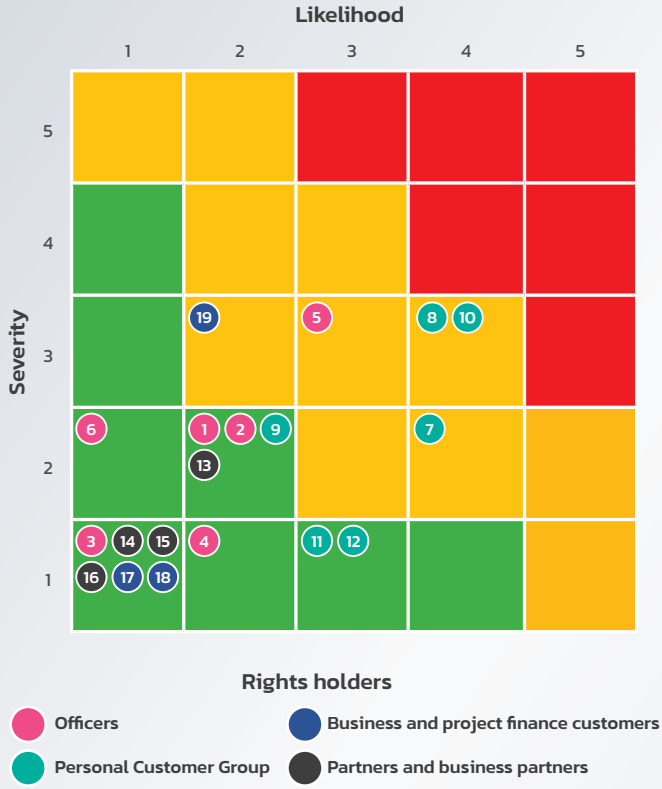
The likelihood that an event will occur is assessed on a scale of 1 (very low likelihood) to 5 (very high likelihood). The Bank applies its risk assessment approach and prioritizes the results to identify high-risk issues.

- **Score 1:** Very low likelihood (<20%) and may not have occurred in the past 5 years.
- **Score 5:** Very high likelihood (≥80%) and may occur frequently, more than once per year.

The Bank's human rights assessment found no remaining high-level human rights risk issues, as a result of the continuous integration of human rights risk management into relevant policies, regulations, and control measures. However, five human rights risk issues remained at a moderate level: (1) offering products and services in accordance with the principles of fair customer service (Market Conduct); (2) Anti-Money Laundering and Countering the Financing of Terrorism (AML / CFT), including the management of mule accounts; (3) security and protection of customers' personal data; (4) fair employment and compensation; and (5) equal and fair treatment of business partners.

Risk and Impact Assessment

Results of Human Rights Risk Assessment



1. Discrimination in the workplace
2. Health, safety, and well-being of officers
3. Security and protection of officers' personal data
4. Freedom of association and the right to collective bargaining
5. Unfair employment and compensation
6. Violence, intimidation, and harassment in all forms in the workplace
7. Security and protection of customers' personal data
8. Offering products and services in accordance with the principles of fair customer service (Market Conduct)
9. Unfair treatment of customers
10. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT), including the management of mule accounts
11. Violence, intimidation, and harassment in all forms against customers
12. Ethical use of AI in financial services (AI Ethics), including governance to prevent discrimination or unfair decision-making
13. Security and protection of customer data
14. Labor rights and compliance with labor, occupational health, and safety laws
15. Rights to the use of land and public water resources, and community land ownership
16. Impacts on ways of life, livelihoods, migration, the health of local people, and compensation for communities
17. Labor rights and compliance with labor, occupational health, and safety laws
18. Compliance with the Personal Data Protection Act
19. Equal and fair treatment of business partners

4. Control Measures and Mitigation of Five Moderate Human Rights Risk Issues [406-1] [408-1] [409-1]

Issues	Rights holders	Control / risk mitigation measures
1. Offering products and services in accordance with the principles of fair customer service (Market Conduct)	Personal Customer Group	The Bank has established Market Conduct policies and guidelines covering the offering of appropriate products and the protection of personal data in accordance with the PDPA, together with oversight mechanisms such as Mystery Shopping and the Three Lines of Defense, as well as officer training. In the event of errors, warning measures are taken, and the remediation committee takes corrective action, including prompt communication and clarification to prevent impacts on customers' rights and the Bank's corporate image.

Issues	Rights holders	Control / risk mitigation measures
2. Anti-Money Laundering and Countering the Financing of Terrorism (AML / CFT), including the management of mule accounts	Personal Customer Group	The Bank implements AML/CFT policies and guidelines by conducting thorough customer due diligence before opening accounts, screening against lists of prohibited persons, and verifying the source of funds for high-risk transactions. The Bank uses systems to monitor unusual transactions and reports suspicious transactions to regulatory authorities. The Bank implements appropriate measures to prevent and manage mule accounts, including account-freezing procedures that protect the rights of innocent parties. The Bank communicates promptly and takes corrective action when incidents occur, along with officer training.
3. Security and protection of customers' personal data	Personal Customer Group	The Bank implements its Personal Data Protection Policy and Data Governance to ensure that the collection, use, and disclosure of customer data comply with the PDPA. The Bank also implements information system security measures, such as access controls, data encryption, and usage monitoring. Officers receive training on PDPA compliance and data security measures. The Bank also provides secure complaint channels and takes prompt corrective action when incidents occur.
4. Unfair employment and compensation	Officers	The Bank has established clear human resource management policies covering fair employment and compensation based on a transparent salary structure and criteria, together with a multi-level approval process to reduce the risk of discrimination. Secure complaint channels are provided, and a remediation committee considers cases when disputes arise, with prompt corrective action taken.
5. Equal and fair treatment of business partners [414-2]	Partners / business partners	The Bank implements transparent procurement and business partner management policies in compliance with the Public Procurement and Supplies Administration Act and its fair competition policy. The Bank applies clear, fair selection criteria and establishes contractual terms in accordance with laws and ethical standards. The Bank complies with contractual obligations and makes payments in accordance with agreed terms. The Bank provides complaint channels for business partners, along with mechanisms to consider disputes and take prompt corrective action to prevent impacts on business partners' rights.

The assessment found no significant labor rights risks. No discrimination in recruitment and employment was identified, nor were any cases of child labor or forced labor found in the Bank's operations. In addition, no risks were identified that could affect officers' and employees' rights and freedoms of association and collective bargaining.

Projects Related to Human Rights Issue Management

The Bank implements human rights-related projects, including awareness-raising, training, grievance and remediation mechanisms, and the protection of complainants and confidentiality, to mitigate risks and enhance human rights standards within the Bank and throughout its Value Chain.

Communication to Raise Human Rights Awareness and Disclose Performance to Stakeholders

GSB places importance on communicating and promoting human rights awareness among both internal and external stakeholders to support the continuous implementation of human rights initiatives in accordance with the Bank's guidelines. The Bank communicates its policies, operational guidelines, and performance through various channels, including the Bank's website, Sustainability Report, intranet, and internal communications.

The Bank welcomes stakeholder opinions, recommendations, and concerns to help review and improve its human rights practices. The Bank also uses such input to assess risk issues and impacts related to its business operations and Value Chain, as appropriate.

The Bank regularly monitors and communicates its human rights performance to stakeholders to promote confidence, transparency, and socially responsible business operations across all stakeholder groups.

Training and Awareness Building on Human Rights

GSB recognizes that policies and mechanisms alone are not sufficient if personnel lack proper knowledge and understanding of human rights. The Bank therefore emphasizes continuous training, communication, and awareness-building to enable officers to apply human rights principles appropriately in their work. The Bank does not tolerate discrimination in any form, such as discrimination based on age, sex, race, or skin color, among others, nor does it tolerate harassment, intimidation, sexual harassment, or violence in the workplace. All officers are treated equally.

In 2025, the Bank organized human rights training activities, including training on Human Rights and Work Practices, for 120 executives at the Assistant Department Director level under the Human Resources Group, the Sustainable Development Department, and relevant units. The training was conducted by a speaker from the Rights and Liberties Protection Department, Ministry of Justice. In addition, the Bank communicated its Human Rights Policy and guidelines on respect for human rights to officers and employees through the Government Savings Bank Human Rights page on SharePoint.

In the future, the Bank plans to further promote comprehensive human rights knowledge among its personnel, including awareness of their duties and rights, respect for others' rights, and refraining from violating others' rights, to foster an organizational culture founded on respect for human dignity.

Rights

Rights are inherent in every human being
by nature from birth and cannot be violated by anyone.
Everyone is born with the right to survive and to live
with the honor and dignity befitting a human being.
These natural rights exist even when they are not yet
recognized by law.



Freedom

Freedom is the ability to do anything
within the bounds of good morals,
provided it does not harm society or infringe
on the rights of other individuals or the public.



Human Rights

**Human rights refer to the dignity, rights, freedoms,
and equality of individuals
recognized or protected under the Constitution
of the Kingdom of Thailand, Thai laws,
or treaties to which Thailand is obligated to comply.**

**"All human beings are born free
and equal in dignity and rights."**



Human dignity is a fundamental principle of human
rights that recognizes rights inherent from birth,
which cannot be violated or transferred to others.
These rights include the right to life and security of life.
Every person born into this world possesses human dignity.
Therefore, people in society must treat one another
with respect for their humanity.
Physical harm, cruel torture,
or any act that constitutes degradation
of human dignity is prohibited.

Human Dignity



A criterion for determining whether a society violates or
respects human rights is whether that society
respects human dignity. An indicator of respect for
human dignity is equality,
or the equal treatment of all people.

Equality and Discrimination

Source: Rights and Liberties Protection Department, Ministry of Justice

Five Categories of Human Rights

Source: Rights and Liberties Protection Department, Ministry of Justice



01 Civil Rights

The rights to life and bodily integrity, liberty, and security of person; freedom from torture, physical abuse, or killing; the right to due process of law; the right to protection from unlawful arrest or detention; the right to a fair trial before an independent judge; the right to a nationality; and freedom of religion, including the freedom to hold and practice religious beliefs.

02 Political Rights

The right to choose one's own way of life in political, economic, social, and cultural matters, including the management of natural resources; freedom of opinion and expression; the right to participate with the state in activities for the public benefit; freedom of peaceful assembly; freedom of association; and the right to free elections.

03 Economic Rights

The right to work, to freely choose one's employment, and to receive fair wages; the right to own property; and the right to an adequate standard of living.

04 Social Rights

The right to education; the right to health security; the right of mothers and children to special care; the right to the full development of one's personality; the right to social security; and the freedom to choose a spouse and establish a family.

05 Cultural Rights

The freedom to use one's own language or communicate in one's local language; the freedom to dress in accordance with one's culture; the freedom to observe local cultural practices and traditions; the freedom to practice one's religious beliefs; and the freedom to engage in recreation, artistic performances, cultural activities, and entertainment without coercion.

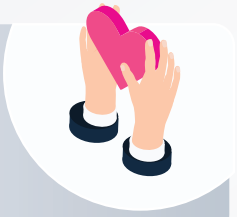
Six Fundamental

Principles of Human Rights

01

Human Dignity

Every person has human dignity, a natural right inherent from birth.



02

Equality and non - Discrimination

Everyone is equal, and discrimination is prohibited



03

Universality

Human rights belong to everyone, regardless of race, religion, sex, age, occupation, economic or social status, health, or political opinion.



04

Indivisibility & Interdependently

Human rights are indivisible and interconnected; they cannot be separated into individual parts.



05

Participation & Inclusion

Participation and inclusion in the enjoyment of rights mean that individuals, groups of people, or civil society are entitled to actively participate in, access, and benefit from civil and political rights, as well as economic, social, and cultural rights.



06

Accountability & The Rule of Law

Accountability and adherence to the rule of law.



International Human Rights Treaties



1. International Covenant on Civil and Political Rights (ICCPR)
2. International Covenant on Economic, Social and Cultural Rights (ICESCR)
3. Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
4. Convention on the Rights of the Child (CRC)
5. Convention on the Elimination of All Forms of Racial Discrimination (CERD)
6. Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT)
7. Convention on the Rights of Persons with Disabilities (CRPD)
8. International Convention for the Protection of All Persons from Enforced Disappearance (ICPPED)
9. Convention on the Protection of the Rights of Migrant Workers and Members of Their Families (CMW)

Thailand is a party to eight of these international human rights treaties, except the CMW.

Source: Department of International Organizations, Ministry of Foreign Affairs

National Action Plan on Business and Human Rights (NAP)

The National Action Plan on Business and Human Rights (NAP) is an action plan developed through a participatory process involving all sectors. Its objectives are to protect people and communities from human rights violations arising from business operations; prevent, mitigate, and address problems or negative impacts resulting from business operations; and promote responsible business practices that respect human rights throughout the Supply Chain, with the aim of achieving sustainable economic growth.

Target

Businesses and state enterprises are aware of and conduct their business responsibly and with respect for human rights.

Based on the UN Guiding Principles on Business and Human Rights (UNGPs)

Protect | Respect | Remedy

Four KEY PRIORITY AREAS

Labor

- Promote knowledge among officers and ensure compliance with relevant laws.
- Establish measures to ensure labor rights and welfare.
- Establish policies / measures to eliminate discrimination and gender-based violence in the workplace.
- Provide accessible complaint channels / grievance mechanisms within the organization and enable follow-up on complaints.

Human Rights Defenders

- Comply with relevant laws, measures, and human rights principles.
- Build knowledge and understanding of the roles and duties of human rights defenders.
- Cooperate with civil society in preventing, mitigating, and remedying human rights impacts.
- Establish mechanisms for dialogue with human rights defenders.

Community, Land, Natural Resources, and Environment

- Comply with relevant laws, standards, and human rights principles, including across subsidiaries and the supply chain.
- Provide opportunities for affected people and communities to participate by providing information and opinions on project implementation.
- Conduct comprehensive human rights risk and impact assessments, and provide complaint channels, negotiation mechanisms, and remediation measures for affected individuals and communities.

International Investment and Multinational Corporations

- Promote awareness among relevant units and officers of international human rights principles / standards and responsible business conduct.
- Monitor subsidiaries and the supply chain to ensure compliance with laws and avoid human rights violations.
- Conduct comprehensive human rights risk assessments and monitoring, and provide channels for communicating information on potential impacts arising from projects to the public to ensure transparency.
- Place importance on resolving disputes with communities through consultation with affected communities and providing appropriate remediation to affected individuals and communities.

Actions That State Enterprises and Businesses Should Take to Implement the NAP

1. Establish clear organizational policies or guidelines for business operations that respect human rights principles, and communicate such policies to officers.
2. Establish a Human Rights Due Diligence process to systematically and effectively prevent, manage, and address potential negative human rights impacts.
3. Promote respect for and compliance with the NAP throughout the supply chain.

The Bank's Implementation of the National Action Plan on Business and Human Rights (NAP)



Announcement of the Bank's Human Rights Policy

- The Bank has established a Human Rights Policy as a **key guideline for conducting its business with respect for human rights,** while raising awareness and providing operational guidelines for GSB Board of Directors, executives, officers, and employees.
- **The Bank has established guidelines for the treatment of six stakeholder** groups with respect to human rights.



Officers and Employees

- Promote equality, equal treatment, and non-discrimination.
- Ensure fair employment.
- Provide a safe working environment.
- Respect rights and freedoms.
- Comply with the Personal Data Protection Policy.

Customers

- The Bank is committed to providing fair and non-discriminatory services to customers.
- Promote inclusive, appropriate, and fair access to financial services for customers.
- Comply with the Fair Customer Service Management Policy.

Media

- The Bank places importance on disclosing information to the public accurately, promptly, fairly, and transparently.
- The Bank takes care to ensure that its communications do not violate individuals' privacy and dignity.

Partners and Business Partners

- Comply with labor laws and laws related to occupational health and safety.
- Refrain from all forms of forced labor and ensure fair employment.
- Respect human rights and comply with the United Nations Guiding Principles on Business and Human Rights (UNGPs).

Society and Communities

- Implement social and community development projects with respect for human rights.
- Develop capabilities, enhance income generation, provide financial literacy, and promote savings discipline.
- Create opportunities for access to financial services at fair interest rates.

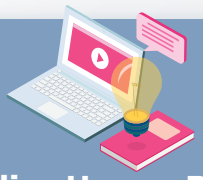
Regulatory Authorities and Government Agencies

- The Bank conducts its business with an emphasis on respect for human rights by complying with relevant laws, rules, and regulations.The Bank conducts its business with an emphasis on respect for human rights by complying with relevant laws, rules, and regulations.



Human Rights Risk Assessment

- The Bank conducts **Human Rights Due Diligence (HRDD)** to comprehensively review and monitor potential risks arising from business activities throughout the Bank's Value Chain, including tracking changes in risks.
- **Assess situations** that may have human rights impacts.
- **Review operations** to control and mitigate risks.
- **Establish appropriate approaches to prevent and manage human rights impacts** to ensure that the Bank's operations are aligned with internationally recognized human rights practices under the United Nations Guiding Principles on Business and Human Rights (UNGPs).



Building Human Rights Awareness and Understanding

- **Communicate** the Human Rights Policy.
- **Provide human rights training conducted** by a team of trainers from the Rights and Liberties Protection Department, Ministry of Justice.
- **Develop communication materials** to build awareness and understanding of human rights and disseminate them through various Bank channels, such as GSB WISDOM and E-Mail ALL Users.



Grievance and Remediation Mechanisms

The Bank provides appropriate measures to remedy potential negative impacts on officers who have been unfairly treated by their supervisors. It also provides mechanisms and channels for receiving grievances, as well as approaches to resolving and mitigating potential negative impacts, in accordance with Bank Regulation No. 372 on Grievances, announced on 30 May 2001. Information is kept confidential, and grievances may be submitted through multiple channels, either directly to the supervisor who is the cause of the grievance or to the Chairperson of the Grievance Review Committee. These channels are convenient and easy to access, and the status of grievances can be followed up. The grievance regulation is intended to ensure fairness in human resource management. The Grievance Review Committee considers grievances impartially and hears both sides to ensure fairness, prevent malicious accusations, and resolve grievances arising from unfair treatment.

GSB provides appropriate measures to remedy potential negative impacts on stakeholders. The Bank recognizes that its business activities may have both direct and indirect impacts on personnel, customers, business partners, and other stakeholders. Therefore, clear mechanisms are necessary to receive complaints, investigate facts, resolve issues, and provide fair remediation to those affected.

The Bank has established comprehensive complaint and grievance systems for both internal personnel and external stakeholders, emphasizing ease of access, promptness, impartiality, and confidentiality of information, key elements of an effective remediation mechanism.

Remediation and Complaints and Grievances

For officers	For other stakeholders
The Bank provides appropriate measures to remedy potential negative impacts on officers and employees. It also provides channels for receiving complaints, fair complaint review processes, and approaches to resolving and mitigating potential negative impacts arising from the Bank's operations, in accordance with Government Savings Bank Regulation No. 353 on Discipline of GSB Officers and Government Savings Bank Regulation No. 372 on Grievances.	The Bank provides complaint channels for customers and stakeholders, and keeps information confidential. Multiple complaint channels are available, are convenient and prompt to access, and allow follow-up on complaint status. In addition, the Bank has established timeframes for handling complaints, as prescribed in Government Savings Bank Regulation No. 826 on the Customer Complaint Management Policy and Government Savings Bank Order No. 41/2024 on Listening to the Voice of Customers and Complaint Management. The Bank has also established a Service Review and Resolution Committee to consider service-related issues and provide compensation for damages to customers and users of Government Savings Bank services, in accordance with Government Savings Bank Specific Order No. 2-28/2024.

Complaint channels and grievance mechanisms for internal and external stakeholders			
Internal stakeholders (officers)		External stakeholders	
Complaint channels	Grievance mechanisms	Complaint channels	Grievance mechanisms
- GSB Connect - Government Savings Bank State Enterprise Workers' Union - Intranet system (HR Direct)	- Labor Relations Committee - Grievance Review Committee	- GSB Contact Center: 1115 - QR Voice - E-mail: voice@gbs.or.th - Mail or written complaints - Website: www.gsb.or.th and Web Chat - Social media, such as GSB Society and Line GSB NOW - Government Savings Bank branches, Phahonyothin Office, Ratchadamnoen Office, service units, or service points - External agencies, such as the Office of the Permanent Secretary, Prime Minister's Office (GCC 1111), Ministry of Finance, Damrongdhama Center, Bank of Thailand, Securities and Exchange Commission, and Office of Insurance Commission - Other channels designated by the Bank	- Voice of Customer management process - VOCC Committee

When a human rights violation occurs, the Bank has remediation approaches that cover both physical and psychological impacts, with a focus on ensuring genuine fairness for those affected. These approaches include receiving complaints, investigating the facts, remedying the impacts, and taking serious disciplinary action against those responsible.

For officers, the Bank has measures to remedy negative impacts arising from unfair management by supervisors, along with mechanisms for impartial investigation and grievance consideration, to prevent the inappropriate exercise of authority or violations of rights in the workplace.

For external stakeholders, the Bank has a complaint management system that tracks complaints through to resolution and has established appropriate approaches to providing remediation to those who have suffered harm, depending on the nature of the incident. This reflects the Bank's commitment to seriously resolving problems rather than merely receiving complaints.

Measures to Protect Complainants and Maintain Confidentiality

GSB places importance on protecting complainants, whistleblowers, and persons who provide information in good faith. The Bank has established strict measures to maintain confidentiality and protect complainants' rights, ensuring that complaints or information provided are considered fairly and transparently and do not result in negative consequences for complainants.

1. The name, address, or any information that could identify a complainant or whistleblower shall be concealed, and information concerning complainants or whistleblowers shall be kept confidential. Access to such information shall be restricted solely to persons responsible for investigating the complaint. Persons who obtain information in the course of performing duties related to a complaint are required to keep the complaint information and supporting documents of complainants and whistleblowers confidential and shall not disclose such information to any person who has no relevant duties, except where disclosure is required by law.
2. The Bank shall take appropriate measures to protect complainants or persons providing information who are GSB officers or employees from harm or unfair treatment, including changes in job position, job duties, or workplace, suspension from work, intimidation, interference with the performance of duties, or termination of employment.
3. The Bank may consider granting special recognition to complainants or persons providing information who are GSB officers or employees and who provide information or report fraud that is beneficial to the Bank.
4. The Bank may exercise its discretion to treat complainants or persons providing information who are GSB officers or employees and who participated in the wrongdoing as witnesses, or to reduce their penalties as appropriate based on the circumstances and reasons of the case.

The Bank has a fair process for reviewing and investigating facts and has established measures to protect complainants or persons providing information who are Bank officers and employees from adverse impacts or unfair treatment resulting from making a complaint or providing information, such as intimidation, harassment, changes in job position, job duties, or workplace, suspension from work, or unfair termination of employment.

In addition, where information or tips received are useful for investigating fraud or help prevent damage to the organization, the Bank may consider granting special recognition to complainants or persons providing information. The Bank may also exercise its discretion to treat persons involved in the wrongdoing as witnesses or consider reducing their penalties as appropriate to the circumstances of each case.

The Bank has guidelines for providing remediation to persons who have suffered harm as a result of human rights violations, with an emphasis on ensuring fairness and addressing problems arising from human rights violations, covering both physical and psychological harm. The Bank also takes strict disciplinary action against those responsible for such violations. In this regard, GSB has established Government Savings Bank Regulation No. 353 on Discipline of Government Savings Bank Officers, announced on 5 January 2000.

The Bank's Human Rights Performance [405-1] [405-2]

The Bank has managed human rights issues relating to business partners throughout the Value Chain through the Government Savings Bank Regulation on Procurement and Supplies Management Directly Related to Commercial Activities. Business partners are required to undergo assessments of human rights issues, together with other social and environmental issues. The related performance results are as follows:

Indicators for 2025		Performance results
Business partners that signed acknowledgment of social criteria	Percentage of the Bank's new business partners that signed acknowledgment of and complied with sustainability issues using social criteria [414-1]	100%
	Number of business partners that signed acknowledgment of and complied with social criteria [414-2]	545 business partners
	Percentage of business partners identified as having significant actual and potential negative social impacts with which the Bank terminated or discontinued its business relationships as a result of the assessment [414-2]	0%
Business partners that signed acknowledgment of environmental criteria	Percentage of the Bank's new business partners that signed acknowledgment of and complied with sustainability issues using environmental criteria [308-1]	100%
	Number of business partners that signed acknowledgment of and complied with environmental criteria [308-2]	545 cases
	Percentage of business partners identified as having significant actual and potential negative environmental impacts with which the Bank terminated or discontinued its business relationships as a result of the assessment [308-2]	0%
Sustainable procurement guidelines	Percentage of procurement contracts implemented in accordance with relevant procurement criteria	100%
	Cases of conflicts of interest between personal interests and the Bank's interests	0 cases
	Number of complaints from business partners or suppliers regarding unfair procurement	0 cases

In 2025, the number of complaints and cases of human rights violations in the Bank's operations and the number of labor disputes were both 0 cases.

Indicators	2023	2024	2025
Number of cases of human rights violations occurring within the Bank and its supply chain	0	0	0
Labor disputes	0	0	0

GSB has continuously promoted and provided opportunities for persons with disabilities to work with the Bank in order to promote equality, with the number increasing each year. Persons with disabilities accounted for 0.26% of all officers and employees. The details are as follows:

Indicator	2022	2023	2024	2025
Number of officers and employees with disabilities	43 persons	58 persons	65 persons	58 persons

In 2025, GSB supported persons with disabilities by reporting the provision of entitlements to the Bangkok Employment Office and approving a budget to support and assist persons with disabilities from January to December 2025, benefiting a total of 500 persons.

The Bank also provided assistance to promote and improve the quality of life of persons with disabilities by providing vocational training and engaging persons with disabilities under service contracts to work at other government agencies, such as massage workers, cleaners, nursing assistants, gardeners, grocery sellers, and garment workers, among others, at the Career Promotion Center for Persons with Disabilities, Thai Autism Vocational Center, Srithanya Hospital, and Somdet Chaopraya Institute of Psychiatry, totaling 100 persons.

In addition, the Bank employs older persons and retired executives with knowledge, expertise, and experience to serve as advisors to the Bank, in accordance with Government Savings Bank Order No. 84/2021 on the Engagement of Advisory Speakers, which establishes procedures for engaging external experts or former officers (officers who retired from positions at the Department Director level or equivalent and above) as advisory speakers to the Bank.

In terms of workforce diversity, the Bank prioritizes equality and non-discrimination. The Bank monitors and discloses data on the diversity of officers and employees, classified by officer category and gender, to reflect inclusive and fair human resource management. The Bank does not employ migrant workers, in accordance with the Standard Qualifications for Directors and Employees of State Enterprises Act B.E. 2518 (1975).

Officer Diversity

Officer group category	Item	2022	2023	2024	2025
Executive group	Female	52.27	52.08	58.33	57.14
	Male	47.73	47.92	41.67	42.86
	Age group				
	Under 30 years old	-	-	-	-
	30–50 years old	2.27	4.17	12.50	16.33
	Over 50 years old	97.73	95.83	87.50	83.67
Senior management group	Female	56.52	55.83	66.95	72.27
	Male	43.48	44.17	33.05	27.73

Officer group category	Item	2022	2023	2024	2025
	Age group				
	Under 30 years old	-	-	-	-
	30–50 years old	26.96	27.50	29.66	32.77
	Over 50 years old	73.04	72.50	70.34	67.23
Middle management group	Female	66.74	68.15	65.48	65.33
	Male	33.26	31.85	34.52	34.67
	Age group				
	Under 30 years old	-	-	-	-
	30–50 years old	40.96	41.78	44.18	44.38
	Over 50 years old	59.04	58.22	55.82	55.62
First-line management group	Female	69.70	70.14	70.00	69.97
	Male	30.30	29.86	30.00	30.03
	Age group				
	Under 30 years old	-	-	-	-
	30–50 years old	70.51	70.69	72.05	70.86
	Over 50 years old	29.49	29.31	27.95	29.14
Operational level	Female	70.75	71.23	72.00	72.20
	Male	29.25	28.77	28.00	27.80
	Age group				
	Under 30 years old	8.97	8.27	6.84	5.99
	30–50 years old	82.84	84.19	86.92	87.98
	Over 50 years old	8.19	7.54	6.24	6.03

The Bank analyzed data on the average basic salary and remuneration of personnel at both the Head Office and branches nationwide, classified by gender, and calculated the percentage ratio of basic salary and remuneration between female and male personnel to reflect fair remuneration management practices that are aligned with the principle of gender equality.

Category	2022	2023	2024	2025
Executive group (Female : Male)	0.92	0.97	1.02	1.02
Senior management (Female : Male)	0.95	0.98	0.95	0.96
Middle management (Female : Male)	1.03	1.01	0.99	0.99
First-line management (Female : Male)	0.98	0.97	0.97	0.97
Other officers (Female : Male)	0.93	0.93	0.92	0.94

Awards and Achievements in Human Rights

GSB received the Outstanding Human Rights Model Organization Award in the State Enterprise Organization category for 2025 from Police Colonel Tawee Sodsong, Minister of Justice, at the 2025 Human Rights Model Organization Awards ceremony organized by the Rights and Liberties Protection Department, Ministry of Justice. The award recognizes organizations with outstanding operations that consider human rights principles and serve as models for other organizations to apply in achieving quality and sustainable organizational development.

The award reflects GSB's commitment to conducting business responsibly and transparently, while placing importance on respecting and promoting human rights in all dimensions. This is carried out alongside its role as a "Social Bank", which aims to create equal opportunities for access to financial services, promote savings, and improve people's quality of life inclusively, as well as manage human resources fairly and transparently while respecting the rights of officers and all stakeholder groups.

The Bank also continuously implements projects and activities that support the promotion of human rights and social development, such as the announcement of its Human Rights Policy, holistic community development projects in Nan and Trang provinces, and the Learn for Better Change project, which aims to promote financial literacy among organizations and the general public. As a result, customer and stakeholder surveys indicate that the Bank places a high level of importance on human rights and its implementation of human rights practices.

In addition, the Bank has received recognition at both national and international levels through several major awards, including the Asia Responsible Enterprise Awards (AREA) 2025 in the Social Empowerment category for the MyMo Secure Plus project, which helps reduce cybersecurity risks and raise awareness of financial security; the Thailand Labour Management Excellence Award; and an award for supporting the employment of persons with disabilities through GSB Disabilities Massage project. These awards reflect the Bank's commitment to conducting business while creating sustainable social value.

Customer and Stakeholder Opinion Survey

Human rights performance	2025	2024
A bank that values all customers equally and does not discriminate (GSB customer group)	4.79	4.78
A bank that values all customers equally and does not discriminate (General public group)	4.72	4.72

- GSB continues to have its strongest image as a stable bank, reflecting its sound and effective governance system. In addition, its "Social Bank" policy helps strengthen its image as a good bank that values all customers equally and does not discriminate.
- In addition, the assessment score for the conduct of GSB officers remained at a very good level, similar to the previous year. This was particularly evident in branch officers' helpfulness, attentiveness, care, and willingness to provide customers with the best possible service, as well as in providing information and offering financial products in a straightforward manner without attempting to influence or pressure customers, in accordance with Market Conduct principles. Customers recognized these standards in the performance of GSB officers.

Access to Financial Products and Services

Background

The Bank recognizes its important role in enhancing access to financial products and services (Financial Inclusion) to support inclusive economic development and reduce disparities among different groups of people in the economy. Expanding opportunities for people to access appropriate and fair financial products and services not only strengthens their financial management and income-generating capabilities, but also improves quality of life and reduces economic vulnerability over the long term.

In the context of economic and technological changes, the Bank aims to apply financial technology to develop service channels and delivery models that increase convenience and speed and reach a wider range of customer groups, particularly people who face limitations in accessing formal financial services. This approach helps support a resilient economic system and facilitates sustainable growth at both the individual and national levels.

In addition, the Bank prioritizes reducing structural barriers to access to funding by developing lending approaches and financial services appropriate to each customer group's risk profile. The Bank also expands opportunities for Unserved and Underserved groups, including those with no credit history, by designing products that address each group's specific needs and promoting fair, more inclusive access to funding.

This approach generates indirect economic impacts in various dimensions, such as increasing income-generating opportunities for individuals, supporting the growth of small-scale entrepreneurs, and reducing reliance on informal sources of funding. At the same time, the Bank considers potential risks, such as customers' debt burdens, and implements appropriate risk management measures.

Impacts, Opportunities, and Risks to the Economy, Environment, Society, and Human Rights [3-3]

To ensure inclusive access to financial products, the Bank must consider the opportunities and risks that may arise from various factors in its operations. To support inclusive and fair access to financial services and products, the Bank needs to consider both the opportunities and risks that may arise from its operations, as follows:

Economic	• **Opportunity:** Expanding access to financial products and services to a broad range of people, particularly economically vulnerable groups (such as those with no or limited financial history), may expose the Bank to risks from providing services to customers with limited debt repayment capacity, which differs from that of general customers, if appropriate policies, governance mechanisms, and risk management processes are not in place. This situation may increase non-performing loans, affect the Bank's financial stability, and result in long-term credit risk management costs. • **Risk:** Creating opportunities for access to appropriate financial services and products enables the Bank to expand its customer base and increase opportunities to generate revenue and profits from financial services over the long term. It also supports people's occupations, investment, and economic activities, thereby enhancing competitiveness and strengthening the Bank's image and role as a financial institution that contributes to sustainable economic and social development.

Social 	• **Opportunity:** Developing and expanding access to financial services in a manner appropriate to each customer group's context will help reduce barriers to access to funding, support income generation and the growth of small-scale entrepreneurs, and strengthen the grassroots economy. At the same time, it will provide opportunities for the Bank to expand its customer base to new groups, build long-term customer relationships, and enhance its role as a key mechanism for driving inclusive growth. • **Risk:** Expanding access to financial services in ways that are not aligned with the context of target groups, particularly in areas or among population groups with limited digital access or financial literacy, may lead to inappropriate use of services, misunderstandings of financial terms and conditions, and increased credit quality risk. It may also affect the effectiveness of the Bank's efforts to reduce inequality in line with its targets.
Human rights 	• **Opportunity:** Developing financial products and services based on the principles of human rights and equality will enable all customer groups to access services fairly, transparently, and appropriately for their circumstances, particularly vulnerable groups. This will help reduce barriers to accessing information and financial services, strengthen customer confidence, and enhance the Bank's image as an organization that respects human rights and conducts business responsibly. • **Risk:** Expanding access to financial services without considering equality and the appropriateness of services for each customer group may lead to discrimination or unfair access to services, particularly among vulnerable groups such as low-income individuals, older persons, or those with limited digital access and financial literacy. This may result in customers being unable to access sufficient information to make informed decisions, using services that are inappropriate for their debt repayment capacity, and adverse impacts on service users' rights, as well as reputational risks to the Bank.

Targets [3-3]

The Bank conducts business with a focus on assisting low-income individuals, small-scale entrepreneurs, and SME entrepreneurs in order to reduce disparities in access to credit and financial services and provide liquidity to people and entrepreneurs in need through loans with fair interest costs. This is achieved through the development and improvement of financial products that support access to funding within the formal financial system, in line with the Product and Service Development Strategy for Enhancing Access to Funding and Resolving Debt Problems, under Strategy 1: Strengthening and Developing the Potential of People at the Grassroots Level (Grassroots Empowerment). The Bank has established the following targets related to creating opportunities for and access to financial products:

Indicator	2025 target	2026–2027 target	2028–2029 target
Number of customers with access to funding within the formal financial system	500,000 customers	1,500,000 customers	2,500,000 customers
Amount of loans approved for small-scale entrepreneurs to access funding	34,000 Million Baht	68,000 Million Baht	68,000 Million Baht

Governance

The Bank has established clear governance mechanisms for creating opportunities for access to financial products. GSB Board of Directors approves and endorses key operational policies and strategies and considers and approves significant matters with broad impacts on the Bank's social mission, ensuring that the direction and implementation of financial inclusion align with the Bank's organizational goals.

In translating strategy into action (Strategic Deployment), the Bank links its strategic objectives to the Strategy Map through corporate-level indicators and translates them into implementation by preparing operational plans and budgets. Indicators and targets are established in alignment with corporate-level indicators and to support all strategies, with responsible units designated to ensure that the established strategies successfully achieve their objectives.

In monitoring performance, the Bank conducts strategic evaluations to compare actual strategic performance in terms of effectiveness, efficiency, and impacts against established criteria or success indicators, as well as against benchmarks. The Bank also reports performance under the Enterprise Plan annually (Annual Review), monitors progress under each strategy to identify deviations between actual performance and established targets, and reviews key issues under each strategy to identify problems and obstacles to driving the Bank's strategies. Feedback from relevant stakeholders is also obtained and considered in the design, development, and improvement of projects. The results are then used as guidelines to improve and develop the Bank's planning and its translation into implementation in the following year.



Strategy and Management of Risks and Opportunities (Including Management Policies) [3-3]

Access to Financial Products and Services

Based on its experience providing credit services and insights from relevant stakeholders, the Bank continues to find that individuals face difficulties accessing funding within the formal financial system. This is because most individuals are self-employed and have high household debt burdens, resulting in high-risk credit scores and failure to meet loan application criteria. The Bank has established an approach to help individuals with no credit history and/or high-risk credit scores access formal financial services. The Bank plans to develop loan products with relatively low credit limits and use Alternative Credit Scoring tools, such as bank account transaction data (Bank Statements) and spending behavior data, to assess and approve loans.

The Bank has established its operational direction under Strategy 1: Strengthening and Developing the Potential of People at the Grassroots Level (Grassroots Empowerment), with a focus on expanding opportunities for access to financial products and services for people at the grassroots level, small-scale entrepreneurs, and SMEs in a manner appropriate to the context of each customer group, while enhancing their financial capabilities and occupational potential over the long term.

The key strategies include:

- **Accessible & Inclusive Products:** The Bank designs flexible loan products, such as small-value loans, unsecured loans, and loans offered through digital channels. It also uses Alternative Data for credit assessment to expand opportunities for customers with no credit history to access funding within the formal financial system.
- **Financial Literacy & Capability Building:** The Bank develops learning tools and platforms, such as Coach AOM and Aom Tang, as well as financial advisors at branches and Coach AOM trainers. These initiatives aim to enhance customers' financial knowledge and understanding and help them plan their finances appropriately, supporting fair and sustainable access to financial services.
- **Partnership-driven Model:** The Bank expands collaboration with partners and Specialized Financial Institutions (SFIs) to increase channels for accessing financial services and systematically support the grassroots economy.
- **Debt Resolution & Liquidity Support:** The Bank implements measures to assist debtors, such as debt restructuring, refinancing, and social loan programs, to reduce debt burdens and reliance on informal debt.

The Bank conducts its operations in accordance with the Retail Credit Policy and the Market Conduct Policy, as well as the Bank of Thailand's draft notification on Responsible Lending, to ensure that financial products and services are provided in a socially responsible manner. The Bank provides services to customers without discrimination on the grounds of age, sex, sexual orientation, race, nationality, religion, or belief, and adheres to the principles of equality and equal treatment. The Bank also operates in accordance with the People's Financial Institution Act B.E. 2562 (2019) to support community financial organizations in registering as people's financial institutions. This supports the operations of people's financial institutions in enhancing the efficiency of financial services provided to members and the public through standardized and secure information technology systems, access to GSB Corporate Internet Banking with exemptions from certain fees to promote electronic transactions and a cashless society, support for the costs of annual audits by certified public accountants, and the provision

of tools and equipment necessary for operations, thereby enhancing their capabilities and readiness to provide financial services efficiently and sustainably.

In 2025, the Bank continued to focus on developing financial products to expand financial access and provide greater assistance to debtors through products offered directly by the Bank (By GSB) and through expanded collaboration with business partners (By GSB Group). These efforts included expanding access to retail credit through social assistance products, expanding access to business credit, and assisting retail debtors. The Bank prioritizes addressing social issues while generating profits at an appropriate level (Responsible Profit) to create positive social impacts. The Bank also aims to reduce reliance on informal debt to strengthen people's long-term financial security. To this end, the Bank has developed products and service channels that increase access to financial services, including loan products with relaxed eligibility criteria and lending through non-bank entities that are subsidiaries of the Bank.

The Bank places importance on managing risks arising from the expansion of access to financial services, particularly risks related to credit quality and customers incurring debt beyond their repayment capacity. The Bank has established prudent loan assessment guidelines by assessing total debt obligations and Residual Income to ensure customers can repay their debts and maintain an appropriate standard of living after borrowing. At the same time, the Bank develops risk assessment tools, such as Alternative Credit Scoring and Machine Learning technology, to enhance the accuracy of credit analysis. In addition, the Bank allocates provisions to accommodate risks arising from social loan programs and continuously monitors credit quality through customer assessment systems. The information obtained is used to improve processes and enhance the effectiveness of risk management over the long term.

The Bank's operations emphasize engagement with relevant stakeholders, including operating in alignment with government policies to appropriately support access to funding for people at the grassroots level; collaborating across organizations to expand opportunities and build understanding among public- and private-sector organizations in order to publicize and provide assistance to people in accessing loan products that meet the needs of individuals; and conducting surveys and developing products with the voice of the people at the center. The Bank also reports its performance transparently to build confidence and ensure transparency by continuously submitting performance reports to relevant agencies.

Based on its operations to date, the Bank has identified several challenges in creating opportunities for equitable access to products, as follows:

- **Unclear or insufficient income:** Many customer groups still cannot demonstrate stable or sufficient income to repay debt, so they cannot meet the criteria for assessing repayment capacity.
- **History of overdue debt:** Some customer groups have a history of late repayments or have been unable to repay their debts by the due date, making it difficult for them to access formal credit.
- **Credit risk:** Some customers have continuously increasing credit obligations or rising household debt burdens, resulting in high-risk credit scores and making loan approval difficult.

The Bank uses these observations to improve its operational processes, emphasizing mechanisms that support income generation by linking loan programs to occupational skills development or supplementary income generation to enhance customers' financial capacity. This includes designing more flexible products; promoting financial discipline through financial literacy training programs to build understanding of debt management and help customers repay their debts in a disciplined manner; adopting more comprehensive and flexible risk management that takes into account each customer's financial circumstances on a case-by-case basis; and promoting financial technology by developing online service channels and data storage systems that enable more accurate and faster credit analysis.

Related Projects

1. Loan products to support opportunities for fair access to funding (Financial Inclusion)

GSB aims to become a Social Bank that drives and scales up Social Impact by helping people and society, in line with its mission to reduce financial inequality, expand access to funding at fair interest rates, and resolve debt problems. The Bank integrates social factors into the design of its financial products. To date, the Bank has offered financial products that provide individuals with opportunities to access funding within the formal financial system, including:

1.1) Loan product projects to support grassroots and retail customers, including personal customers

Job and Career Creation Loan by GSB	It is a financial product under government policy designed to provide start-up capital or additional liquidity for earning a livelihood to those starting a career, small-scale entrepreneurs, skilled workers, and public transport drivers. The maximum loan amount is 300,000 Baht per debtor, with special terms allowing a grace period on principal and interest payments for the first six installments. The loan is provided through an application, with a mechanism under the Thai Credit Guarantee Corporation (TCG) that guarantees the full loan amount, supporting debtors without collateral.	
Job and Career Creation Plus Loan on MyMo	It is a financial product designed to support government policies aimed at addressing the slow economic recovery and high household debt, particularly high-interest debt, as well as the Khon La Khrueng Plus scheme, by providing working capital to small-scale entrepreneurs, self-employed individuals, salaried earners, employees, vendors, service providers, and merchants participating in the Khon La Khrueng Plus scheme to support their occupations and continuously alleviate debt arising from their livelihoods, with a maximum loan amount of THB 50,000 per debtor at a fixed interest rate of 0.75% per month; the product is an unsecured personal digital loan designed to enable debtors to enter into loan agreements and receive funds quickly.	
Credit-Building, Opportunity Creating Loan on MyMo	It is a proactive measure aimed at bringing individuals with no credit history or who have never used credit services from financial institutions, small-scale entrepreneurs, vendors, and salaried earners into the formal financial system, providing them with an opportunity to build a credit history, repay informal debt, or enhance liquidity for their daily living. The maximum loan amount is 20,000 Baht per debtor, with a grace period on principal payments for the first three installments and a fixed interest rate of 0.60% per month. This product is an unsecured personal digital loan designed to enable debtors to enter into loan agreements and receive funds quickly.	

1.2) Loan product projects to provide funding support for the business sector

GSB Re-Start Loan	This product is designed to assist SME entrepreneurs affected by the economic crisis in restarting or resuming their business operations. The maximum loan amount is 10 Million Baht per debtor, with a grace period on principal payments for the first two years and a special preferential interest rate. Flexible guarantee conditions allow debtors to choose a full guarantee from the Thai Credit Guarantee Corporation (TCG) for a loan amount of up to 10 Million Baht or to use collateral in combination with the guarantee, as appropriate.	
GSB Tem Suk Tem Roi Loan	This product is designed to support businesses and SME entrepreneurs seeking working capital or funding for investment in fixed assets to enhance liquidity. The maximum loan amount is 10 Million Baht per debtor, with a grace period on principal payments of up to 1 - 2 years. A key feature is flexible collateral requirements, under which debtors may choose a full guarantee from the Thai Credit Guarantee Corporation (TCG) for up to 3 Million Baht or use collateral for part of the loan amount, with a TCG guarantee for the remaining amount.	
GSB ReBiz Max Loan	This product is designed to refinance business loans from existing financial institutions, helping reduce financing costs through a special interest rate up to 2.00% lower than the rate under the existing loan agreement. The maximum loan amount is 100 Million Baht, with the transferred collateral used as the primary security. Debtors may also obtain an additional guarantee from the Thai Credit Guarantee Corporation (TCG) for any additional working-capital loan amount requested, such as an overdraft (O/D) or promissory note (P/N) facility.	
GSB for SCG Loan for Authorized Dealers	This loan is provided in the form of Supply Chain Financing under a collaboration with the SCG Group to provide working capital to business partners that are Authorized Dealers. Special interest rates and repayment terms are offered, with the commercial agreement with SCG used as the primary security. A TCG guarantee may also be considered on a case-by-case basis to help entrepreneurs obtain a credit facility that fully reflects their business potential.	

1.3) Unsecured Personal Loan Product Project

GSB established Money DD Co., Ltd. in 2024 to provide a social digital lending platform under the "GOOD MONEY" application. The objective is to expand opportunities for retail loan customers and grassroots-level individuals considered high-risk, including those without collateral, to gain fair, secure, and inclusive access to funding within the formal financial system under the supervision of the Bank of Thailand. This initiative aims to reduce inequality and help sustainably address reliance on informal debt. The project offers the following unsecured digital loan product:

Personal Loan (P-Loan)	This is a digital loan for personal consumption or to enhance liquidity for daily living, intended for salaried employees or individuals with regular income who can provide clear proof of income. The combined interest rate and fees are capped at 25% per annum. As an unsecured personal loan, it does not require collateral, a personal guarantor, or a guarantee mechanism from the Thai Credit Guarantee Corporation (TCG), enabling convenient and rapid loan applications and credit approvals through the application.	

Nano Finance Loan	This loan provides working capital for occupational activities or business expansion for self-employed individuals, vendors, and small-scale entrepreneurs without salary slips. The maximum loan amount is 100,000 Baht per debtor, with combined interest and fees capped at 33% per annum. Loan approval is assessed through a Credit Risk Model using Alternative Data. Applications are submitted through the application, together with a guarantee mechanism provided by the Thai Credit Guarantee Corporation (TCG) under the Micro Entrepreneur Funding Support Project, which provides a guarantee for the full loan amount, with the special benefit of a TCG fee waiver for up to three years	

In addition, in 2025, Money DD Co., Ltd. was developing and seeking approval to operate a Digital P-Loan business, aimed at meeting the needs of younger people and freelancers who do not have salary slips for general personal loans or a physical storefront for Nano Finance loans. Unlike traditional online loans, applicants are not required to submit income documentation; instead, Alternative Data from the digital environment is used for assessment, enabling convenient, rapid approval of credit for consumption through a 100% digital process.

1.4) Loan Product Project to Assist Disaster Victims

Emergency Loan for Disaster Victims:	This financial product provides urgent relief for the living expenses of people affected by various disasters, such as floods, windstorms, earthquakes, or unrest along the Thai-Cambodian border. The maximum loan amount is 20,000 Baht per debtor, with a maximum repayment period of two years. Special terms include a grace period on principal and interest payments for the first three installments, along with a preferential interest rate below the normal rate. The loan focuses on a rapid approval process to provide relief to those affected and requires no collateral, as it is intended to assist retail customers affected by disasters.	
Retail Rehabilitation Loan for Disaster Victims	This loan is designed to assist small-scale entrepreneurs, vendors, and self-employed individuals whose business premises or occupational equipment have been damaged by disasters. The maximum loan amount is 300,000 Baht per debtor and may be used as working capital to rehabilitate businesses or shops, or to purchase new raw materials so that businesses can resume operations. A special preferential interest rate is offered, and small-scale entrepreneurs may use a guarantee from the Thai Credit Guarantee Corporation (TCG) in place of collateral.	
SME Loan for Disaster Victims	This financial product is designed for small and medium-sized enterprises (SMEs) whose businesses or factories have suffered severe damage from natural disasters. The loan may be used as working capital to repair machinery or buildings, or to enhance liquidity so that businesses can continue operating. The maximum loan amount is 5,000,000 Baht per debtor, with a special preferential interest rate. Entrepreneurs may use a TCG guarantee for the full loan amount or combine it with collateral to facilitate access to funding as quickly as possible.	

1.5) Land-backed Loan and Sale with Right of Redemption Product Project

The Bank provides loans to assist individuals and small-scale entrepreneurs who are unable to access financial services through a joint venture, Mee Tee Mee Ngern Co., Ltd., among GSB, Dhipaya Exponential Co., Ltd., and Bangchak Corporation Public Company Limited. The company began providing services in 2023 and offers land-backed loans and sale-with-right-of-redemption services to both individuals and juristic persons. Vacant land, land with buildings, or condominium units may be used as collateral to obtain funding for business investment and expansion, enhance liquidity, redeem mortgages, or refinance existing loans, with interest rates lower than market rates and fair fees.

2. Loan Products Providing Soft-Loan Funding to Support Economic Development

GSB Boost Up Loan	This project provides funding support in accordance with government policy, with a total project credit facility of 100 Billion Baht, to provide low-interest funding to commercial banks and Specialized Financial Institutions for on-lending to entrepreneurs based on their needs and repayment capacity. The maximum aggregate loan amount across all financial institutions is 40 Million Baht per debtor. The project focuses on two main target groups: general SME entrepreneurs, who may use the loans to invest in fixed assets or enhance liquidity for business operations, excluding refinancing; and SME entrepreneurs, retail customers, or self-employed individuals affected by floods, who may use the loans to alleviate hardship and enhance liquidity for business rehabilitation. 
GSB D-Home Loan	This project provides funding support for the real estate sector, with a total credit facility of 10 Billion Baht, for property developers to use as investment in projects for sale, such as land acquisition costs, construction costs, or working capital. The project comprises two main products: (1) GSB D-Home Loan: Building Homes for Thai People, for residential projects priced at no more than 1.5 Million Baht per unit; and (2) GSB D-Home Loan: Economic Stimulus, for general residential projects with no limit on the loan amount. 
Soft Loan for Non-Banks	This low-interest loan program provides liquidity to non-bank financial service providers for onward support or to offer more flexible terms to retail debtors within their networks. The loan offers a specially reduced interest rate, with the repayment period subject to the Bank's criteria. As this is a corporate-level loan for large organizations, collateral or the company's capital is required as a direct guarantee, without the use of the Thai Credit Guarantee Corporation (TCG) guarantee mechanism.

In addition, GSB is developing the "GSB Plik Fuen Thurakit Thai Loan", a new product designed to provide assistance and relief to entrepreneurs and businesses affected by tax measures, enabling them to obtain working capital to adapt and continue their business operations. The Cabinet approved the launch of this product on 2 December 2025.

3. Loan Products for Debt Resolutio

GSB has continuously implemented measures to assist debtors and alleviate hardship among those affected by economic conditions. One key initiative is the “You Fight, We Help” program, a collaborative initiative under the policies of the Ministry of Finance and the Bank of Thailand (BOT). The program stems from the BOT and the Ministry of Finance's commitment to address household debt and sustainably improve quality of life. It aims to ease debt burdens, reduce interest burdens, and help prevent debtors' credit histories from being adversely affected, enabling them to resume their lives and restore their businesses on a stronger footing.

3.1) “You Fight, We Help” Program

The assistance framework under this measure is divided into two main target groups, as follows:



1. Retail Debtors and SMEs

Assistance measures for individual debtors and small-scale entrepreneurs whose total credit facilities fall within the specified criteria focus on debt restructuring through three approaches, as appropriate to the debtor’s circumstances.

- **Pay on Time, Keep Your Assets measure:** This measure aims to help debtors retain assets used as collateral, such as residences, vehicles, or business premises. Minimum installment payments are reduced on a step-up basis over a three-year period. All installment payments made by debtors are applied entirely toward principal, while interest is suspended and will be fully waived once all program conditions are met.

- **Pay and Settle measure:** This measure is designed to assist retail debtors with non-performing loans (NPLs) whose outstanding balances in each account are relatively low. Debtors are eligible for debt restructuring under special relaxed terms. If they make a payment to close the account based on the specified proportion or minimum lump-sum amount, they will receive a discount or haircut on the remaining debt, allowing the account to be closed quickly.

- **Pay to Reduce Principal measure:** This additional measure expands assistance to debtors with non-performing loans (NPLs) under unsecured credit products, such as credit cards or personal loans, with an outstanding balance of no more than 50,000 Baht per account. The debt is restructured with a minimum installment payment of only 2% of the outstanding principal before the measure takes effect. All installment payments are applied directly to reduce the principal, while interest is suspended and will be waived if the debtor complies with the agreement's terms.



2. Non-Bank Debtors

This expands the program from commercial banks to non-bank financial service providers. The main implementation mechanism involves soft-loan funding provided by GSB, enabling these non-bank operators to use the funds to provide liquidity, restructure debt, suspend or reduce interest burdens, and offer discounts for debt settlement to their retail debtors in accordance with the specified conditions.

3.2) Other Assistance Measures

In 2025, GSB implemented measures in accordance with government directions and budgets to provide support, alleviate hardship, and address debt problems for individuals, entrepreneurs, and debtors affected by various situations, such as:

- **SME interest rate reduction measure:** This measure is designed to assist small and medium-sized enterprises (SMEs) in mitigating the impacts of economic volatility and constraints arising from trade policies by reducing interest rates to help lower financing costs and enhance liquidity, enabling businesses to continue their operations.



- **Retail NPL resolution measure:** This measure is designed to address non-performing loans (NPLs) of retail debtors under small-value government loan programs. It comprises debt forgiveness for debtors under the COVID-19 Relief Loan and debt restructuring for overdue debts not subject to debt collection (Code 33), giving debtors an opportunity to restore their financial standing. The measure covers debtors whose combined outstanding principal and interest do not exceed 100,000 Baht per debtor.

- **Natural disaster assistance measure:** This relief measure is designed to support debtors and members of the general public experiencing hardship due to natural disasters, helping to ease their financial burdens and support the restoration of their livelihoods and daily lives to normal conditions.



- **Assistance measure for the Thai-Cambodian border situation:** This measure provides assistance and relief to individuals or entrepreneurs in areas along the Thai-Cambodian border who are affected by unrest or tensions along the border, with the aim of easing financial pressures and helping to strengthen stability in the affected areas.

- **Assistance measure for earthquake victims:** This measure provides assistance and rehabilitation for those affected by earthquakes. A registration system is available for affected persons in designated areas to apply for assistance and relief in accordance with the specified criteria. Eligible persons are granted a full suspension of principal payments and a 0% interest rate for three months.



- **Assistance measure for flood victims in Southern Thailand - suspension of principal and interest payments:** This is an urgent relief measure for flood victims in Southern Thailand, providing temporary suspension of principal and interest payments. The assistance is divided into two main categories. Under the government measure, eligible debtors receive a 0% interest rate for 12 months, provided their total outstanding debt across all accounts does not exceed 1 Million Baht per debtor. Under GSB relief measure, eligible debtors receive a 0% interest rate for three months to help reduce financial burdens and accelerate the restoration of financial liquidity for those affected.

Performance on Access to Financial Products and Services

In 2025, the Bank undertook initiatives to enhance access to financial products and services, including ongoing operations, the development of new Bank products resulting from strategy implementation, the expansion of new business opportunities, and the implementation of government policies to enhance access to financial services. The performance results were as follows:

Indicator	2025 target	Performance
Number of customers with access to funding within the formal financial system	500,000 customers	818,136 customers
Amount of loans approved for small-scale entrepreneurs to access funding	34,000 Million Baht	38,528 Million Baht

Based on the implementation of its strategic plan, the Bank successfully achieved 100% of its target for creating opportunities to access financial products for retail credit and developing savings products. This achievement resulted from implementing key projects and measures aimed at creating positive impacts and removing financial barriers for the public. The performance results by project are summarized as follows:

People's Financial Institutions Project

In 2025, the Bank continued to support community financial organizations in upgrading to People's Financial Institutions, with three additional institutions established, bringing the total to 23 institutions. This has enabled people in remote areas to gain access to financial services. Details of the People's Financial Institutions are as follows:

2020	Supported the registration and establishment of three People's Financial Institutions, as follows: • Ban Pao Sub-district People's Financial Institution, Phutthaisong District, Buriram Province • Nam Khao Sub-district People's Financial Institution, Chana District, Songkhla Province • Ban Than Pho People's Financial Institution, Chawang District, Nakhon Si Thammarat Province
2021	Supported the registration and establishment of two People's Financial Institutions, as follows: • Mae Khao Tom Sub-district People's Financial Institution, Mueang Chiang Rai District, Chiang Rai Province • Ban Wang Sappharot People's Financial Institution, Khlung District, Chanthaburi Province
2022	Supported the registration and establishment of five People's Financial Institutions, as follows: • Champa Lo Sub-district People's Financial Institution, Mueang Ang Thong District, Ang Thong Province • Kanthararom Sub-district Municipality Fresh Market People's Financial Institution, Kanthararom District, Si Sa Ket Province • Thoet Thai Sub-district People's Financial Institution, Mae Fa Luang District, Chiang Rai Province • Pa Bon Sub-district People's Financial Institution, Pa Bon District, Phatthalung Province • Na Si Nuan Sub-district People's Financial Institution, Phayakkhaphum Phisai District, Maha Sarakham Province

2023	Supported the registration and establishment of five People's Financial Institutions, as follows: • Phawong Sub-district People's Financial Institution, Mueang Songkhla District, Songkhla Province • Ban Ao Kung People's Financial Institution, Thalang District, Phuket Province • Pang Mot Daeng People's Financial Institution, Chiang Kham District, Phayao Province • Ban Bang Rong People's Financial Institution, Thalang District, Phuket Province • Ban Suem People's Financial Institution, Phimai District, Nakhon Ratchasima Province
2024	Supported the registration and establishment of five People's Financial Institutions, as follows: • Ban Na Prang People's Financial Institution, Na Thawi District, Songkhla Province • Tha Chang Sub-district People's Financial Institution, Bang Klam District, Songkhla Province • Khao Phang Krai Sub-district People's Financial Institution, Hua Sai District, Nakhon Si Thammarat Province • Ban Choeng Pha People's Financial Institution, Thung Saliam District, Sukhothai Province • Koeng Sub-district People's Financial Institution, Mueang Maha Sarakham District, Maha Sarakham Province
2025	Supported the registration and establishment of three People's Financial Institutions, as follows: • Thung Phla Sub-district People's Financial Institution, Khok Pho District, Pattani Province • Ban Khlong Mai People's Financial Institution, Kanchanadit District, Surat Thani Province • Bang Nam Phueng People's Financial Institution, Phra Pradaeng District, Samut Prakan Province

The People's Financial Institutions Project has significantly increased access to financial services for people in remote areas, covering both deposit and credit services, as detailed below.

(Data from the People's Financial Institutions System as of 31 December 2025)

People's Financial Institution	2022	2023	2024	2025
Number of service users	10,201	11,541	17,626	22,760
Number of accounts accessed (Deposit services)	9,013	10,443	15,997	18,330
Value of deposits (Million Baht)	184.98	209.36	337.75	396.51
Number of accounts accessed (Credit services)	905	1,416	2,976	4,364
Value of loans (Million Baht)	108.32	154.81	251.33	395.28

In addition, the Bank supports community financial organizations in raising awareness and understanding and preparing themselves in accordance with the Act, with the aim of upgrading community financial organizations and registering them as People's Financial Institutions, through collaboration with the Social and Community Development Units in all 18 regions.

Participating communities	2022	2023	2024	2025
Number of service users	251	246	241	Activity canceled

Measures and Financial Product Projects to Reduce Inequality and Expand Opportunities for Financial Access [203-1]

In 2025, the Bank implemented government policies to address household debt problems and carried out its Enterprise Plan to scale up its role as a Social Bank, focusing on enhancing positive social impacts, particularly by expanding access to financial products and services. The performance results by loan type were as follows:

Loan type	Number of accounts	Amount (Million Baht)
1. Job and Career Creation Loan By GSB	333,434	4,996
2. Job and Career Creation Plus Loan on MyMo	81,379	1,505
3. Credit-Building, Opportunity-Creating Loan on MyMo	229,146	2,400
4. GSB Re-Start Loan	265	665
5. GSB Tem Suk Tem Roi Loan	367	2,387
6. GSB ReBiz Max Loan	7	113
7. GSB for SCG Loan for Authorized Dealers	1	20
8. Personal Loan (P-Loan)	28,284	530.59
9. Nano Finance Loan	3,561	67.90
10. Emergency Loan for Disaster Victims	15,347	167
11. Home Rehabilitation Loan for Disaster Victims	5	0.79
12. Retail Rehabilitation Loan for Disaster Victims	101	19.66
13. SME Loan for Disaster Victims	247	993
14. Land-Backed Loan and Sale with Right of Redemption	498	2,721.17
15. GSB Boost Up Loan	8,652	53,165.25
16. GSB D-Home Loan	21	2,447.37
17. Soft Loan for Non-Banks	2	10,000
18. “You Fight, We Help” Program	325,071	133,388
19. SME Interest Rate Reduction Measure	4	462
20. Retail NPL Resolution Measure	350,881	4,041
21. Natural Disaster Assistance Measure	16,595	4,901
22. Assistance Measure for the Thai-Cambodian Border Situation	20,586	6,128
23. Assistance Measure for Earthquake Victims	741	1,621
24. Assistance Measure for Flood Victims in Southern Thailand – Suspension of Principal and Interest Payments	154,202	65,291
Total	**1,569,397.00**	**298,035.73**

Financial Literacy and Savings Promotion

Background

GSB is committed to promoting financial literacy and savings among the public, including children, youth, people at the grassroots level, and older persons, to enable individuals and businesses to use financial skills effectively in financial management, income and expense planning, savings, investment, as well as in developing an understanding of financial products and services. This helps people plan, make financial decisions, and manage their debt obligations appropriately.

In 2025, the Bank continued to promote financial discipline and savings, advance its social mission, and implement government policies. The Bank organized training activities and developed knowledge on personal financial planning and retirement preparation, and presented financial options appropriate to each customer group to support savings decisions, reduce financial risks, and strengthen long-term financial security.

In addition, the Bank prioritizes developing digital tools and channels to support financial planning and expand access to financial knowledge for the wider public. The Bank aims to use technology to deliver knowledge in a variety of formats to promote inclusive and equitable financial understanding.

Impacts, Opportunities, and Risks to the Economy, Environment, Society, and Human Rights [3-3]

The Bank has considered the impacts, opportunities, and risks across various dimensions to ensure that financial literacy and savings promotion programs are managed effectively and aligned with the Bank's objectives.

Economic 	• **Opportunity:** Providing financial education helps people manage their finances effectively, contributing to the country's overall economic stability. At the same time, promoting savings helps increase deposit volumes in the financial system, supporting continued business investment and lending. • **Risk:** Financial education that is not sufficiently comprehensive or aligned with the context of target groups may lead people to choose financial products that are inappropriate for their income and debt repayment capacity, resulting in financial burdens and insufficient long-term savings, particularly among people at the grassroots level.
Social 	• **Opportunity:** Promoting savings and financial literacy helps reduce inequality by expanding opportunities for people to develop financial skills that enable them to manage their finances effectively, improve their quality of life, and strengthen household financial security, particularly among low-income and disadvantaged groups. It also supports economic and social participation, reduces reliance on informal funding sources, and strengthens people's capacity to achieve sustainable financial security. • **Risk:** None.

Human rights	• **Opportunity:** Promoting equal access to financial services and financial knowledge for all groups, including disadvantaged groups, supports greater access to fundamental economic and social rights. It also helps raise financial awareness, enabling people to assess the risks of using informal credit services or unreliable funding sources. This contributes to access to a financial system that is safe, fair, and conducive to opportunities for sustainable improvement in quality of life. • **Risk:** Financial education that is not sufficiently comprehensive or aligned with the needs of certain groups, such as disadvantaged persons, older persons, or those with limited access to information, may prevent these groups from appropriately accessing the Bank's financial knowledge and services. This may lead to the risk of financial exclusion and affect their rights to access information and financial services necessary for a secure livelihood.

Note: Financial literacy and savings promotion have low relevance to environmental issues and are therefore not reported in the table.

Targets [3-3]

Targets	2025 performance
Provide financial education through the Mobile Application and Web Application under the name "Aom Tang" to 200,000 people	A total of **287,272 users** (755,737 cumulative users)
Provide financial education through the Coach AOM application, field activities, and roadshows at educational institutions to 20,000 people	A total of **47,321 people participated** in the project
Launch the MyMo Junior savings and spending promotion application	Pilot services were launched for: • 5 Digital School Banks • Children of Head Office officers (aged 12 - 15 years)
Develop 36 "Coach AOM" trainers	A total of **44 people passed** the Coach AOM trainer test, representing **81%** of all participants.

Governance

GSB's direction for promoting financial literacy and savings for the period 2025–2029 is established through a strategic planning process that systematically involves multiple parties. This process integrates the roles of GSB Board of Directors, executives, and units at both the Head Office and regional levels, as well as relevant regulatory agencies, in jointly determining the strategic framework, business targets, financial assumptions, and operational plans in alignment with the operating environment. In addition, the Bank emphasizes monitoring and evaluation, as well as the annual review and improvement of its strategic plan, to ensure the plan remains up to date and responds appropriately to changes. At the same time, the Bank obtains feedback from relevant stakeholders to inform project design and development, and monitors and evaluates performance to support continuous improvement of its operations.

Strategy and Management of Risks and Opportunities [3-3] (Including Management Policies)

Financial Literacy and Savings Promotion

The Bank is committed to becoming a Social Bank, in accordance with GSB's operational strategy for 2025 - 2029. One key mission relevant to this topic is to promote savings and foster financial discipline to create lifelong financial security. This mission also supports two key United Nations Sustainable Development Goals (SDGs): Goal 1: No Poverty and Goal 10: Reduced Inequalities. These commitments will drive Social Banking across key processes, leading toward becoming a fully responsible bank (Responsible Banking) in the future. Financial literacy and savings promotion are aligned with the Bank's Strategy 1: Strengthening and Developing the Potential of People at the Grassroots Level. The Bank has developed tools, products, projects, and knowledge related to financial skills and savings discipline to build financial security and provide life security.

Financial Literacy and Savings Promotion for Various Stakeholder Groups

In 2025, the Bank continued to implement projects and activities to provide financial and savings education to key stakeholder groups, focusing on enhancing their understanding of financial planning and promoting appropriate savings behavior. Details of the activities are as follows

1. School Bank Project

The School Bank Project is one of GSB's commitments to advancing its vision as a leader in promoting savings, fostering financial discipline, and demonstrating social responsibility. Launched in 1998, the project aims to cultivate financial literacy and foster positive discipline among young people, enabling them to become quality human resources for the nation.

Under this project, the Bank has set up simulated bank branches within educational institutions, allowing teachers and students to develop skills through actual operations. The Bank provides comprehensive technical infrastructure support, including computers, operating software systems, technological equipment, and office supplies. Experienced personnel from Bank branches also serve as advisors, providing guidance and support. In addition to operational support, the Bank provides scholarships and annual savings promotion prizes, organizes training for teachers, students, and personnel, and provides financial support for annual savings promotion activities for students and schools participating as members of the School Bank Project.

To align with the Bank of Thailand's digital finance policy and the behavior of modern consumers, during 2019 - 2024, the Bank fully advanced its transition to online services (digital banking) by developing innovative products and easily accessible digital service channels to enhance financial capabilities and promote a sustainable quality of life among young customers. In addition, the Bank continuously integrated savings promotion activities and financial literacy training to ensure that member schools received up-to-date knowledge and tools for effective financial management.

In 2025, the Bank offered the project in both the traditional Physical School Bank format and approved the establishment of 100 Digital School Banks, aiming to align financial discipline more closely with the Digital-Native behavior of today's youth. This not only represents adaptation to technological advancements, but also builds a strong foundation within schools to prepare Thai youth to confidently conduct financial transactions in the future.





Project performance	• Total number of School Banks: **1,250** • Number of student members in the project: **2 million** • Total savings: **896 Million Baht**
Value to the Bank	Build and expand the Bank's youth customer base while strengthening customer relationships from school age, with a view to encouraging the long-term use of financial products and services.
Value to society	Serve as an institution for cultivating financial literacy and positive discipline to prepare young people to become quality human resources who understand the value of saving.

2. Financial Literacy Enhancement Project through the "Aom Tang" Application

GSB focuses on fostering financial discipline and reducing social inequality by providing financial knowledge to people at the grassroots level and small-scale entrepreneurs, enabling them to manage their personal finances, plan their savings, and achieve sustainable self-reliance. This also helps alleviate poverty and address informal debt in a tangible manner.

Therefore, to enhance financial literacy promotion and make financial knowledge more convenient and widely accessible, the Bank has developed online learning channels through a Mobile Application and Web Application under the name "Aom Tang." The platform provides self-learning content through multimedia materials and online classrooms covering savings, financial fraud prevention, debt management, retirement planning, and occupational courses that provide comprehensive details on costs.

These online services not only increase opportunities for people to access the Bank's funding more easily, but also promote an understanding of how to use financial products effectively and make appropriate investments. They also help reduce the risks of loan default, misuse of loan proceeds, and a return to reliance on informal debt in the future.

Project performance	• Number of users of the financial literacy courses provided through the Mobile Application and Web Application under the name "Aom Tang": **287,227 users** • Of these, **268,936 registered users** completed the financial literacy courses, and **245,934 passed** the financial literacy assessment, representing **91.45%** of all participants.

3. Savings Promotion and Financial Literacy Project through the "Coach AOM" Application

In 2025, the Bank continued to enhance its savings promotion efforts to drive Thai society toward long-term financial security, with a focus on encouraging younger generations and the working-age population to recognize the importance of retirement planning from an early age under the concept that "saving does not mean deprivation, but rather allocating income appropriately and in moderation." The aim is to ensure sufficient savings for living expenses in old age (Sufficient Retirement Saving), while fostering goal-oriented financial discipline, whether saving for emergencies, paying off debt, or retirement. Such purposeful planning serves as an effective safeguard against incurring debt and helps reduce structural risks in society. The Bank encourages people to use tools to assess their risk levels and financial knowledge and to simulate savings plans through the "Coach AOM" application, enabling them to clearly determine how much to save and for how long to achieve their goals. The Bank systematically monitors and evaluates performance through three processes:

1) Conducting pre- and post-activity knowledge assessment tests.
2) Assessing the quality of questions used in the pre- and post-activity knowledge assessment tests.
3) Evaluating participants in financial literacy lecture activities.

Coach AOM	**Project performance**
	• Number of application users: **6,834** • Number of participants in financial literacy training: **47,321** • Number of participants who passed the Coach AOM trainer test: **44**, representing **81%** of all participants

4. Certified Money Coach by GSB (CMC by GSB)

The Bank focuses on enhancing the capabilities of GSB personnel to become financial planning experts by developing financial trainers from "Coach AOM" to "Certified Money Coach by GSB (CMC by GSB)." The initiative aims to equip the Bank's personnel with comprehensive financial planning knowledge and skills, together with Coaching Skills, which serve as an important mechanism for advancing the Bank's mission to promote savings and financial discipline among the public.

Under this approach, the Bank continuously upskills/reskills its officers by developing specialized courses in collaboration with leading financial experts in Thailand. The courses cover savings, investment, debt management, taxation, and retirement planning, along with intensive training and assessment processes to ensure personnel are prepared to serve professionally as financial trainers and advisors.

Certified officers will serve as "Money Coaches," sharing knowledge and providing advice to customers, communities, and a broad range of stakeholders. This helps expand financial literacy promotion through a network-based approach and supports changes in people's financial behavior toward greater discipline and financial security.

In 2025, the Bank developed 44 Certified Money Coaches (CMCs), providing an important foundation for expanding financial literacy at the community and societal levels, while enabling them to serve as professional financial advisors.

These efforts represent another driving force in the Bank's contribution to enhancing society's financial capabilities by helping reduce economic vulnerability and promoting inclusive access to financial services (Financial Inclusion) over the long term.





5. Holistic Area-based Development Project

The Bank has continuously implemented savings promotion and financial literacy activities in remote areas as part of the Holistic Area-Based Development Project, which focuses on developing community potential across all dimensions economic, social, and environmental to build strength from within and achieve long-term sustainability.

Through proactive efforts to instill financial discipline in the northern region, the Bank achieved significant success in establishing a tangible savings culture. Results from the project at Ban Huai Fong School and Ban Piang So School, Chaloem Phra Kiat District, Nan Province, showed that more than 90% of students at both schools opened accounts and accumulated total savings deposits of 1,255,933 Baht. This reflects the cultivation of a deeply rooted savings culture, which was the project's objective in 2024.

In 2025, the Bank continued to expand this success to the southern region through the "Libong Sukjai Omsin Pattana" Project on Ko Libong, Kantang District, Trang Province. As one of the Bank's holistic area-based development projects, the initiative fosters financial discipline and promotes a savings culture among young people in remote areas in an inclusive manner. It focuses on integrating financial knowledge into the community's way of life to achieve sustainable development. Key activities are as follows:

1. Established two special-format GSB Digital School Banks at Ban Batu Puteh School and Ban Ko Libong School, and organized activities to encourage savings under the following participation conditions:
   - 1.1 Deposits are voluntary, with no minimum amount required.
   - 1.2 Deposits must be made regularly at least once a month throughout the two-year project period.
   - 1.3 Participants who make deposits in accordance with the conditions every month will receive matching contributions, special contributions, and souvenirs in accordance with the specified conditions. (A matching contribution equal to the accumulated savings will be provided, up to a maximum of 1,000 Baht per person, with a total budget not exceeding 550,000 Baht, for students who comply with the specified savings criteria.)
   - 1.4 If a participant fails to make a deposit in any month, the participant will no longer be eligible to participate in the project and will not receive any remaining matching contributions or special contributions.

1.5 Withdrawals are not permitted throughout the two-year project period.

1.6 If a withdrawal is made before the end of the activity period, the participant will not receive the matching contributions or special contributions, but will still receive interest at the rate specified by the Bank.

Performance

Unit : Baht

	Amount of savings Round 1: Nov. 2024 – Feb. 2025 Round 2: May 2025 – Sep. 2025	Amount of contributions Round 1: Nov. 2024 – Feb. 2025 Round 2: May 2025 – Sep. 2025	Total
Ban Batu Puteh School 337 students from Ban Batu Puteh School participated in the activity, of whom 165 saved continuously. *Data as of September 2025	3,479,334.78	73,974.02	**3,553,308.80**
Ban Ko Libong School 128 students from Ban Ko Libong School participated in the activity, of whom 122 saved continuously. *Data as of September 2025	439,730.20	65,101.90	**504,832.10**

In addition, the financial skills of students who participated in the "Savings Leaders" Training Program on Ko Libong improved, with their financial knowledge increasing by 20.5%.

2. In 2025, the Bank implemented a savings promotion activity for one savings group, namely the Ferry Boat Savings Group, and expanded the activity to two additional groups in 2026, namely the Saleng Vehicle Savings Group and the Fishing Savings Group, under the following conditions:

2.1 The group opens a savings deposit account with GSB.

2.2 Group members make deposits once a month, with a minimum of 100 Baht and a maximum of 500 Baht per month.

2.3 At least 90% of all members of the savings group must make deposits.

2.4 The Bank provides a contribution of 1,000 Baht per month to the savings group and pays a Step-up bonus over a period of 12 months.

Performance

Unit : Baht

	Accumulated savings Round 1 (Oct. – Dec.)	Contributions Round 1 (Oct. – Dec.)	Total
Ko Libong Community Savings Group • Ferry Boat Savings Group: 50 participants, of whom 48 saved continuously *Data as of December 2025	29,000	9,000	**38,000**

Development of Savings Promotion Products and Services

The Bank continues to advance its core mission of promoting savings and strengthening the financial security of all target groups, from children and young people to the general public, reaffirming its role as a Social Bank committed to creating financial security in people's lives. The Bank focuses on fostering financial discipline and effective income management. In addition, it aims to provide inclusive access to formal financial services while developing products that offer worthwhile returns and benefits that meet people's needs, laying an important foundation for sustainable financial security for the public.

In 2025, the Bank further strengthened its efforts to foster financial discipline by organizing training activities to provide knowledge on savings and retirement planning for target groups across all age groups, from young people to government officials and the general public. At the same time, the Bank applied digital technology to savings products to increase convenience and offer attractive returns, helping to raise awareness of the importance of saving for emergencies and preparing for the future.

In addition, the Bank expanded protection by incorporating insurance benefits into savings products to provide greater financial protection and security in people's lives. These efforts not only make financial tools more accessible and help improve people's savings behavior, but also safeguard against financial risks and help drive the country's economy toward sustainable stability. Examples include:

1. Children and Youth Group

Smart Junior Savings Deposit	
Product terms and conditions	• Individuals aged 7–23 years • Deposit acceptance period: 1 April 2025 - 24 June 2025
Interest rate	Starting at **0.50%** per annum, up to 2.10% per annum when the deposit conditions are met.
Conditions for receiving the special interest rate and bonus	**Special interest rate (Months 1 - 24)** - The interest rate increases by 0.10% every two months, up to a maximum of 1.60%, when deposits are made every month, and the month-end balance increases from the previous month. **Bonus interest rate (Months 25 - 30)** - The interest rate increases by 0.50% for six months when deposits are made every month, and the month-end bal ance increases from the previous month throughout Months 1 - 24.
Product highlights	This product is designed to encourage children and young people to enjoy saving more.



2. Retail and Grassroots Customer Group

Protect Life Double Plus Savings Deposit	
Product terms and conditions	• Thai individuals aged 15 - 69 years as of the account opening date • Deposit acceptance period: 18 August - 26 September 2025
Interest rate	0.25% per annum
Coverage	• Accident coverage: The sum insured is equal to 20 times the account balance as of one day before the accident, up to a maximum of 10 Million Baht per person. • Accident coverage while driving or riding as a passenger on a motorcycle: The sum insured is equal to 20 times the account balance as of one day before the accident, up to a maximum of 2 Million Baht per person.
Product highlights	A savings deposit that provides accident insurance coverage benefits.



3. Older Persons and Pre-retirement Group

10-Year Special Savings Deposit for Retirement	
Product terms and conditions	• Individuals aged 40 years or older • Deposit acceptance period: 5 June - 31 August 2025 • Depositors must reserve their deposit entitlement through the Bank's registration system. • The deposit entitlement must be exercised within 15 days from the date of registration, but no later than 31 August 2025.
Interest rate	Average interest rate of 2.20% per annum
Product highlights	Promotes retirement savings by offering a high interest rate.





Performance

Performance on Financial Literacy and Savings Promotion

Projects and activities	Performance
 Providing financial education to teachers, educational personnel, and military officers	**12,110** training participants
 Financial literacy training through the Coach AOM application	**6,834** training participants
 Enhancing the efficiency and security of the Coach AOM Mobile Application	The "Income and Expense Account" tool on the Aom Tang Application was developed to guide customers in maintaining income and expense records and to provide information for monitoring and assessing customer potential.
 Launch of the MyMo Junior savings and spending promotion application	**10,000 users participated** during the pilot phase.
 Development of Coach AOM trainers	**36** training participants
 Development of Certified Money Coaches (CMCs)	**44 participants** completed the training
 Providing financial education in collaboration with public- and private-sector partner organizations through online and offline channels	**268,936 customers** received online training through "Aom Tang."
 Digital School Bank	**100 digital school banks** were established, with students making **758,885 savings transactions** through the School Bank Project.

Community Development

Background

Strong communities are the foundation of a sustainable society. The Bank therefore views its role as extending beyond that of a financial service provider to being a true development partner, bringing together the Bank's capabilities, expertise, and resources to directly address community needs through the concept of Creating Shared Value (CSV), which aims to achieve business outcomes alongside solutions to social issues. In the Bank's context, community development therefore means promoting and improving the quality of life in communities through meaningful engagement, including assistance for disadvantaged groups, support during times of crisis, environmental conservation, and strengthening long-term community security. These efforts are not merely social activities, but also continuously build trust, sustainable relationships, and shared value with all stakeholder groups.

Impacts, Opportunities, and Risks to the Economy, Environment, Society, and Human Rights [3-3]

The Bank places importance on assessing both the opportunities and risks that may arise for communities from its operations and at each stage of the Value Chain. The Bank therefore considers both positive impacts that can be further developed to create value and improve the quality of life of communities, alongside negative impacts that may affect community well-being, resources, and relationships, as follows:

Economic 	• **Opportunity:** Economic changes and income inequality provide an opportunity for the Bank to promote access to financial services and support vulnerable groups, low-income individuals, and grassroots communities through financial products, financial literacy, and capacity-building projects that improve quality of life and create long-term economic security. • **Risk:** Economic volatility, rising living costs, and income uncertainty may lead the Bank to consider delaying community development projects, which could affect communities' ability to sustain their livelihoods and retail customers' debt repayment capacity.
Environmental 	• **Opportunity:** Climate change and environmental issues provide an opportunity for the Bank to strengthen its role in supporting communities in preparing for environmental impacts through natural resource conservation projects, forest and green area restoration, the promotion of environmentally friendly occupations, and raising environmental awareness at the community level. • **Risk:** If community development projects lack comprehensive environmental impact assessments, communities may have insufficient awareness of environmental impacts and climate change, which may lead to natural disasters, pollution, and resource degradation, particularly in communities located near forests or natural areas.

Social	• **Opportunity:** Social changes, income and knowledge disparities, and diverse community needs provide opportunities for the Bank to develop projects that appropriately address the needs of target groups in areas such as education, occupations, quality of life, access to services, and inequality reduction. This helps strengthen positive relationships and trust between the Bank and communities. • **Risk:** If community development projects lack social impact assessments, they may exacerbate inequality and limited access to resources. In addition, changing community expectations may lead to dissatisfaction or reduced participation, which may result in unsustainable project outcomes.
Human rights	• **Opportunity:** Respect for human rights and community engagement provide an opportunity for the Bank to enhance its standards of socially responsible operations by taking into account equality, non-discrimination, stakeholder views, and the protection of vulnerable groups. This helps build trust and foster sustainable relationships with communities. • **Risk:** If the Bank's operations or projects fail to consider the rights of communities, vulnerable groups, or affected stakeholders, this may create risks related to trust, complaints, or conflicts in the local area.

Targets [3-3]

Targets	2025 performance
Develop occupations and create more than 50,000 community entrepreneurs	56,399 persons
Develop capabilities and create more than 25,000 SMEs and SME Startups	42,539 persons
Support the development of more than 800 homestay operators/community tourism destinations in collaboration with partner organizations to meet established standards	830 locations
Percentage of operations with environmental impact assessment and monitoring	100
Percentage of operations involving local community development projects that address the needs of local communities	100

Targets	2025 performance
Percentage of operations implemented in accordance with the stakeholder engagement plan	100
Operations for which environmental and social impact assessment results are publicly disclosed	100

Governance

The sustainable improvement of community quality of life begins with a vision that is deeply embedded at every level of the organization. The Bank therefore incorporates goals of creating positive social impacts and improving community quality of life into its core strategy, with senior executives overseeing and translating this concept into concrete actions across all departments. Every officer in the organization participates in this mission, not only those in directly responsible units. The Bank promotes an organizational culture in which everyone recognizes the connection between their work and the outcomes experienced by communities by fostering a mindset of social responsibility and creativity for the common good, thereby advancing sustainable development objectives while maximizing benefits for society and communities.

In addition, GSB places importance on systematically studying, analyzing, and designing social and environmental projects based on actual data and community needs, both before project implementation and after project completion.

All of the Bank's social projects undergo social and environmental impact assessments. Project design also involves participation at all levels, from policy to operations, including GSB Board of Directors, executives, and officers at both the Head Office and branch operations. In addition, the Bank conducts in-depth field surveys, interviews target groups, and organizes community forums to understand community problems, needs, and necessities. Details are as follows:

- **Board / Good Corporate Governance and Sustainability Subcommittee level:** Responsible for establishing policies, considering and approving them, and providing recommendations on sustainability development policies, particularly the 2025 - 2029 Enterprise Plan, the 2025 - 2029 Stakeholder Management (SM) Master Plan, and the 2025 Action Plan and Budget. In addition, the Board monitors progress, evaluates project performance quarterly, and conducts field visits to directly monitor and assess projects.
- **Senior executive level:** Serves as the project director and considers various project details, such as community selection, appropriate development approaches, and the use of resources in alignment with the Bank's policies. Senior executives also monitor and evaluate performance monthly and conduct field visits to assess projects. In addition, they assess project success during and after implementation and advise executives and officers.
- **Head Office executive / officer level:** Responsible for assessing community problems and needs by working with the Regional Social and Community Development Units to analyze and determine development approaches, coordinate with partner organizations, and prepare project plans for submission to senior executives. They also design community development models, establish targets, outputs/outcomes, and positive impacts on the Bank (Impact), and analyze resource utilization to ensure alignment with the Bank's plans and policies. Head Office executives and officers also conduct field visits to continuously

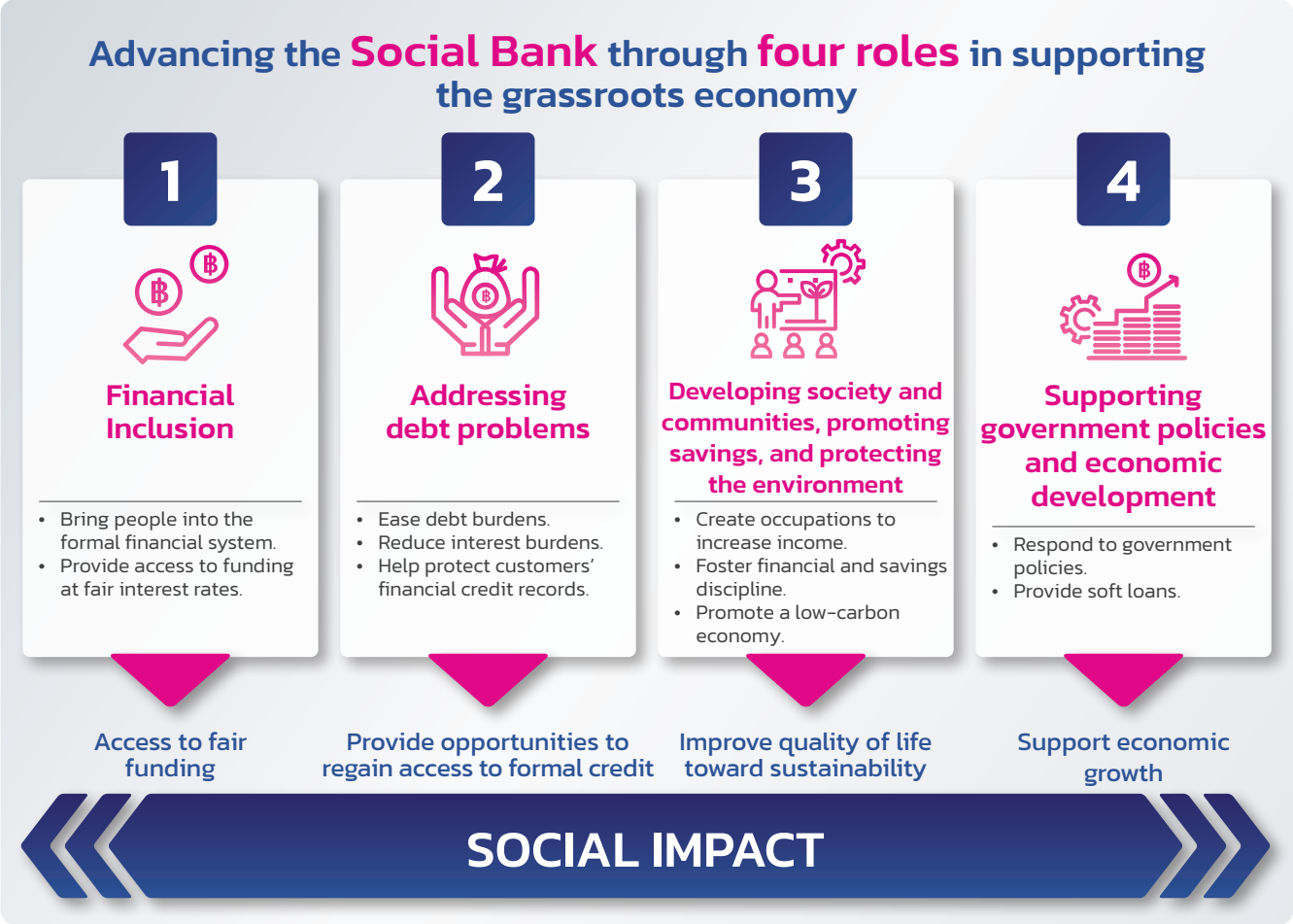
monitor and evaluate projects and report results to senior executives within the specified timeframes.

- **Regional executive/officer level:** Responsible for conducting field surveys to assess the context and living conditions of communities, and for organizing community forums to understand communities' problems, needs, and necessities, including those of vulnerable groups. They analyze and determine development approaches and work with Head Office units to prepare project plans for submission to senior executives. They then design community development models, establish targets, outputs / outcomes, and positive impacts on the Bank (Impact), while analyzing appropriate resource utilization. They are also responsible for implementing projects in accordance with established targets; training to promote savings, financial discipline, and household accounting; providing advice; resolving problems that arise; and adjusting operational approaches, where necessary, to ensure alignment with community needs and maximize benefits to communities. They also continuously report performance results to executives and Head Office units.

Planning / Pre-project implementation	Before project implementation • Identify the areas and target groups for project implementation. • Survey data, problems, and needs of the areas. Preparation of plans / projects • Conduct field visits and organize community forums to understand community problems and needs, as well as to build an understanding of the Bank's approach to community development. • Summarize the problems and needs that communities wish to address and determine approaches for project implementation. • Coordinate with partner organizations, relevant public / private sector agencies responsible for the areas, entrepreneurs, and communities to jointly undertake development in accordance with the established approaches. • Prepare details of plans / projects, products, assistance measures, and implementation periods. • Specify the resources required for implementation, outputs / outcomes, and positive impacts. • Organize community forums with community leaders, target groups, and young people to reflect community perspectives on urgent problems and expectations. • Define the roles, duties, and responsibilities of each unit. • Submit the plans / projects and the plans for each community for approval.
Project implementation	• Implement development activities in accordance with the established approaches. • Conduct field visits with partner organizations to monitor progress and address problems and obstacles during project implementation. • Assess compliance with low-carbon community standards and apply for certification as a Low Carbon Island.
Monitoring and evaluation	Monitor and evaluate performance in accordance with the plans / projects, and report the results to executives and the Board monthly and quarterly.

Strategy and Management of Risks and Opportunities (Including Management Policies) [3-3]

GSB has designated community development as a key role in advancing its Social Bank mission, rather than merely a social activity.



GSB's community development is carried out under the concept of Creating Shared Value (CSV), which integrates the creation of Social Value with Business Value. It emphasizes People - Planet - Profit, aiming to create Social Impact alongside Responsible Profit, based on the principle of not focusing on maximizing profit, but rather on achieving sustainable, long-term growth.

Under this strategy, the Bank undertakes community development through Holistic Area-Based Development to strengthen communities' capacity to become self-reliant. This approach integrates economic, social, cultural, and environmental dimensions through creating occupations and income, promoting financial discipline and savings, developing community products and services, and supporting an environmentally friendly economy. These efforts provide an important foundation for improving quality of life and achieving long-term community sustainability.

In terms of opportunities, community development under this approach creates shared value for both communities and the Bank. Communities can enhance their economic potential, strengthen their local identity, and improve their capacity for self-reliance, while the Bank can expand its customer base, strengthen long-term relationships with communities, and support inclusive growth of the financial system. This is consistent with the Bank's role in supporting the country's grassroots economy.

At the same time, the Bank recognizes risks that may arise from community development, such as continuity risks, dependence on external support, or limited community management capacity. The Bank therefore designs its operational approaches with an emphasis on community participation, knowledge transfer, and the development of collaborative networks, enabling communities to manage and further advance their own development over the long term.

These issues are managed under the enterprise risk management framework, with performance regularly monitored to ensure that social impact is created effectively while maintaining the Bank's financial stability and long-term organizational sustainability.

Related Projects

1. Strengthening and Developing the Potential of People at the Grassroots Level

Micro-entrepreneur Career Development Project

In 2025, 51,268 people participated in training under the Micro-entrepreneur Career Development Project, reflecting the demand among people and micro-entrepreneurs to develop skills to generate income and advance their occupations. GSB therefore collaborated with the Thailand Professional Qualification Institute to provide occupational skills training covering basic vocational skills, upskilling existing skills, and courses aligned with future labor market changes. The aim is to enhance occupational capabilities and provide target groups with opportunities to further develop their skills and generate sustainable income. Details of each project are as follows:

GSB Polytechnic: Creating Careers for Communities Project

People are given opportunities to learn practical occupational skills through theoretical and practical training across 177 courses, in collaboration with 84 polytechnic colleges and educational institutions under the Office of the Vocational Education Commission (OVEC). The project supports participants in applying the knowledge gained to pursue self-employment, generate additional income, or enhance their competitiveness in the labor market. The Bank also connects those who complete the training with appropriate loan products and financial services to expand their opportunities to start and develop their careers toward becoming entrepreneurs.

Workforce Competency Enhancement Project for Job and Career Creation and Lifelong Learning through the Professional Qualification System

Developing skills aligned with the digital economy is an important factor in enhancing the capabilities of workers and micro-entrepreneurs. Therefore, GSB collaborates with the Thailand Professional Qualification Institute (Public Organization) to promote new skill development, enhance existing skills (upskilling), and develop new skills (reskilling) through the professional qualification system. This enables people to adapt to changes in the labor market and build on their skills to pursue stable careers. In 2025, 11,947 people participated in occupational training.

GSB–Department of Skill Development: Turning Skills into Income Project

To support micro-entrepreneurs and self-employed individuals in enhancing their occupational skills to generate income, GSB, in collaboration with the Department of Skill Development (DSD), provides training to strengthen the knowledge, practical skills, and professional standards necessary for their occupations. This helps target groups improve the quality of their products and services, expand economic opportunities, and strengthen their capacity to pursue their occupations over the long term. In 2025, 7,914 people participated in occupational training.

GSB Vocational Education: Creating Careers for Communities Project

In 2025, the project expanded career development to 162 communities through collaboration with 54 educational institutions, with a total of 3,847 people participating in skills development training. In collaboration with educational institutions under the Office of the Vocational Education Commission (OVEC), the Bank provided occupational training and preparation for communities, focusing on strengthening the knowledge, skills, and readiness needed to pursue occupations, particularly in small and micro businesses. The project aims to strengthen the potential of community economies and support their continued growth, while enabling people to access practical occupational skills that can be further developed to generate sustainable income.

Electric Vehicle Repair Entrepreneur Development Project

A total of 46 people participated in occupational training in electric vehicle repair, laying the foundation for new skills among automotive entrepreneurs as the industry transitions toward electric vehicle technology. GSB therefore collaborated with the Department of Skill Development (DSD) to enhance entrepreneurs' capabilities by providing them with knowledge of technology and professional standards for electric vehicle repair and maintenance. This helps them prepare for a rapidly growing market, create new business opportunities, and enhance their future career and income security.

New Skilled Trades Entrepreneur Development Project

The Bank supported the creation of 219 new skilled trades entrepreneurs from among participants who completed relevant occupational development training programs. This reflects the tangible outcome of linking occupational skills development with start-up funding support. GSB therefore implemented activities to support micro-entrepreneurs pursuing an occupation by providing start-up funding to those who completed training under GSB Vocational Education: Creating Careers for Communities Project and the Electric Vehicle Repair Entrepreneur Development Project. This enables skilled individuals to start their careers, generate income, and develop into entrepreneurs with long-term stability.

Project	Target group	Performance results
Occupational training for micro-entrepreneurs	Micro-entrepreneurs	**51,268 people**
GSB Vocational Education: Creating Careers for Communities	Communities	**3,847 people**
Enhancing the capabilities of food entrepreneurs in food sanitation	Food entrepreneurs	**1,019 people**
Developing new skilled tradespeople	Skilled tradespeople	**219 people**
Developing electric vehicle repair technicians	Automotive technicians	**46 people**
Total beneficiaries		**56,399 people (12.8% above target)**

2. SME & Startup Capability Development Project

In 2025, the SME & Startup Capability Development Project had 34,898 participants, exceeding the target and reflecting continued high demand for business knowledge among new entrepreneurs and SMEs. GSB therefore designed a development ecosystem covering every stage of the entrepreneurial journey, from inspiring ideas among younger generations who have never operated a business to enhancing management skills and supporting business expansion through franchising for entrepreneurs already in the market. The Bank collaborates with both public- and private-sector partners to ensure that the knowledge provided is up to date and aligned with actual market needs. Details of each project are as follows:

GSB Smart Start Idea (Eco-Friendly) and GSB Smart Startup Company Project

For university students and recent graduates, the Bank organized GSB Smart Start Idea competition on environmentally friendly business operations to harness the creativity of younger generations in addressing real business challenges. A total of 528 entries were submitted, and 40 were selected at the national level, giving students the opportunity to present their businesses. From these, 25 businesses were selected to receive start-up funding. In addition, 10 entries from participating students were selected for further prototype development.

At the same time, the Bank approved the establishment of 30 GSB Smart Startup Company teams, providing promising student startup entrepreneurs with opportunities to test their business models in real-world environments.

Business Knowledge Training Project for Students and the General Public

For growing SMEs and Startups, as well as school students, university students, and members of the general public interested in starting a business, the Bank collaborated with the National Innovation Agency (NIA) to provide business knowledge training for students and the general public through the Entrepreneurship and Green Business Design course, with 32,698 participants.

GSB Step & Boost Up Program

For entrepreneurs ready to advance to the next level, GSB Step & Boost Up Program, in collaboration with King Mongkut's University of Technology Thonburi, selected 250 high-potential entrepreneurs to participate in intensive workshops and organized Biz Clinic activities to provide one-on-one business diagnostic consultations to 80 entrepreneurs.

GSB Smart Franchise Project

For those interested in expanding their businesses through franchising, GSB Smart Franchise provides a clear pathway through two courses: Jump Start Franchise for beginners and Franchise Standard for those seeking higher standards. A total of 981 participants completed the training.

GSB Digital Restaurant 2025 Project

This year, the Bank also introduced the new GSB Digital Restaurant 2025 project in collaboration with PenguinX Co., Ltd. to enhance restaurants through digital tools, as restaurant entrepreneurs who are unable to adapt to digital technologies often lose marketing opportunities without realizing it. A total of 1,016 participants attended the training.

Summary of the 2025 SME and Startup Capability Development Project Performance

Project	Target group	Performance results
GSB Smart Start Idea (Eco-Friendly)	University students and recent graduates	• **528 entries submitted** • **40 entries selected** • **10 prototypes**
GSB Smart Startup Company	SMEs / Startups / University students / General public	**30 business teams established**
Business knowledge training for students and the general public	SMEs / Startups	**32,698 participants**
GSB Step & Boost Up Program	High-potential SMEs	**Workshop: 250 participants / Biz Clinic: 80 participants**
GSB Smart Franchise	Franchise entrepreneurs	**981 participants**
GSB Digital Restaurant 2025	Restaurant entrepreneurs	**1,016 participants**

3. Community Development and Building Strong Communities

Holistic Area-Based Development Project

The Bank undertakes community development using Holistic Area-Based Development as the main framework for working with communities in target areas. The approach aims to integrate development across multiple dimensions, including the economy, society, environment, education, public health, and resource management, in order to strengthen communities' capacity for long-term self-reliance.[203-1]

These efforts include support for social infrastructure and services necessary to improve people's quality of life in the areas, such as occupational skills development, grassroots economic development, and access to funding and knowledge. In addition, the Bank assesses both the positive and negative impacts of its projects on the communities concerned. To date, no negative impacts from Holistic Area-Based Development projects have been identified. This is because the Bank works with network partners and relevant agencies in the areas to ensure development is genuinely aligned with each community's context and needs.[203-1]

The Bank provides this support in kind, bearing implementation costs and imposing no charges on communities. This reflects the Bank's role in supporting community development and social infrastructure without seeking commercial returns [203-1]

Holistic Area-Based Development Project, Nan Province

Highland communities in Nan Province have potential and limitations that differ clearly from those of lowland communities, particularly in access to funding, educational opportunities, and market connectivity. GSB has therefore continuously worked with communities in Nan Province under the Holistic Area-Based Development approach, aiming to develop all dimensions simultaneously, from income, savings, education, and quality of life to environmental management. In 2025, while implementing the project in Ko Libong Community, Ko Libong Subdistrict, Kantang District, Trang Province (Holistic Area-Based Development Project #3), the Bank concurrently implemented the Project Exit Plan for the Holistic Area-Based Development Project, Nan Province (Holistic Area-Based Development Project #1) to ensure that the project outcomes could continue after the project ended, while strengthening the community's capacity to continue its activities and achieve sustainable self-reliance over the long term.

The results in improving community income were achieved in accordance with the Project Exit Plan, as follows:

1. Community Income

Topic	Before project implementation	Project Exit Plan	Performance results	Percentage of achievement
1. Income from coffee farming	Farmers sold 200 kg of coffee cherries per rai.	Farmers increased their coffee cherry sales by 10%.	Farmers sold 382 kg of coffee cherries per rai in the 2024 / 2025 season, representing an increase of 91%.	100%
2. Income from homestay business development	37 homestay operators participated in the project.	20% of homestay operators participating in the project increased their income.	48.65% of operators increased their income.	100%

*Note:
1. Coffee cherry production increased because farmers gained knowledge of coffee tree care in accordance with the guidelines established by Mae Fah Luang University (MFU), with MFU volunteers conducting field visits to survey the areas and address problems.
2. Homestay operators' income before and after development was compared during the tourist season in November–December 2021 and 2024.

2. Results of Savings Promotion and Financial Literacy
Performance was in accordance with the Project Exit Plan, as follows:

2.1 Savings Promotion and Financial Literacy for Ban Huai Fong School and Ban Piang So School

Project Exit Plan	Performance results	Percentage of achievement
1. The number of students making deposits is at least 80% of the total number of students.	Students held 326 savings accounts, representing 90.06% of all students.	100%
2. The school's accumulated deposits amount to at least 20,000 Baht.	The accumulated deposits of the two schools totaled 1,255,933.11 Baht (as of November 2025).	100%
3. The average number of deposits per month is at least 10% of the total number of deposits.	The average number of deposits per month accounted for 18.37% of the total number of deposits.	100%
4. 50% of students save money continuously through the School Bank.	Students saved continuously over 4 rounds, with an overall average of 85.05%.	100%

2.2 Savings Promotion and Financial Literacy for the Ban Huai Fong Community Savings Group and Community Welfare Shop Enterprise

Project Exit Plan	Performance results	Percentage of achievement
1. At least 80% of all members save continuously.	76 members saved continuously out of a total of 87 members, representing 87.36%.	100%
2. The group has total savings of at least 100,000 Baht.	The group's accumulated savings totaled 1,086,430 Baht (as of November 2025).	100%
3. The group has a system in place and officers ready to provide loans to members.	A system is in place, with 3 officers responsible for providing loans. Loans were provided to 12 group members. Agricultural product loans were provided to 31 members.	100%

3. Results in Improving Well-being and Quality of Life
Performance was in accordance with the Project Exit Plan, as follows:

3.1 Achievement in Enhancing Educational Opportunities

Topic	Project Exit Plan	Performance results	Percentage of achievement
1. Scholarship support	100% of scholarship recipients can continue their education.	100% of scholarship recipients continued their education, as follows: <u>Ban Huai Fong School</u> - 3 students continued to Grade 7 at Ban Huai Fong School. - 3 students continued to Grade 10 at Matthayom Phraratchathan Chaloem Phrakiat School. <u>Ban Piang So School</u> - 2 students continued to Grade 7 at Ban Piang So School. - 2 students continued to Grade 10 at Matthayom Phraratchathan Chaloem Phrakiat School.	100%
2. ICT support in collaboration with the ConnextED Foundation, including the employment of 1 ICT Talent officer	80% of students have computer skills after capacity development.	Students' computer skills after capacity development: - 2023: 53% - 2024: 96% - 2025: 99% Three-year average: 82%	100%
3. Support for buildings and other equipment for 2 schools	Buildings and other equipment are in good condition and ready for use.	Buildings and other equipment are in good condition and ready for use.	100%

3.2 Access to Water Sources for Domestic Use and Consumption

Topic	Project Exit Plan	Performance results	Percentage of achievement
The community has access to hygienic water for domestic use and consumption.	- Young people have access to clean water for consumption. - Schools and communities have access to clean water for consumption and sufficient water storage facilities for domestic use.	Young people, schools, and communities have access to clean water for consumption and sufficient water storage facilities for domestic use as a result of the following support: - Renovation of a drinking water production facility and installation of a drinking water production system - Installation of drinking water dispensers - Repair of water storage tanks and water pipes in schools - Installation of water storage tanks - Repair of water storage tanks - Provision of a 5-km water pipeline - Improvement of drinking water service areas and installation of community drinking water dispensers	100%

3.3 Achievement in Supporting Community Waste Management

Topic	Project Exit Plan	Performance results	Percentage of achievement
Community waste management	- The community waste disposal point was constructed. - Residents are informed to dispose of waste at the designated point.	The area around the waste disposal point in Ban Piang So was improved, and residents were informed to dispose of waste at the designated point. The work was completed with support from the Bank as follows: - 50 smokeless waste incinerators - 9 sets of waste separation bins - 500 household food waste bins - Training on basic waste management for students and local residents - Waste incinerators for use by schools and communities	100%

4. Monitoring and Reporting

Performance was in accordance with the Project Exit Plan, as follows:

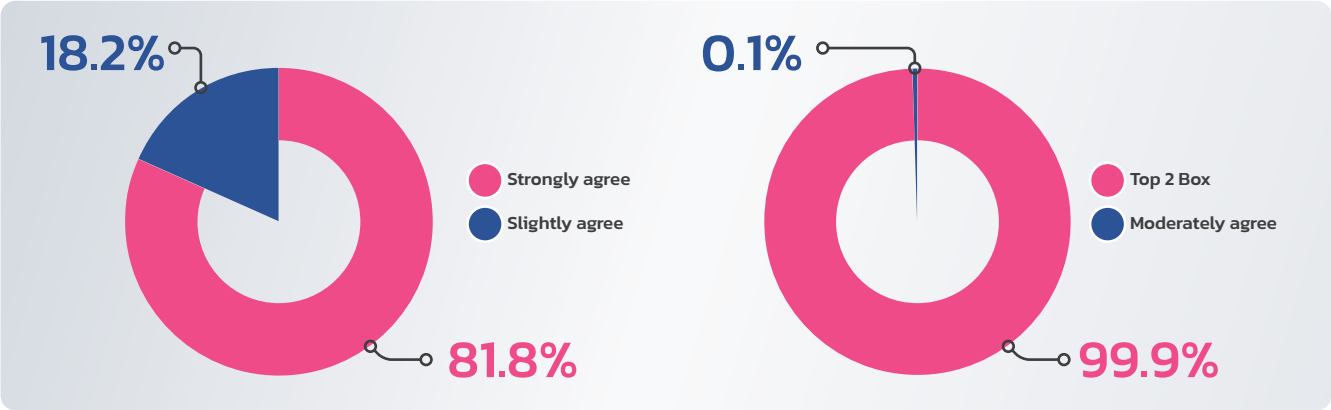
Topic	Project Exit Plan	Performance results	Percentage of achievement
Monitoring and reporting	The community and schools continuously prepared progress reports for at least 12 months.	Progress was continuously reported from May 2024 to December 2025.	100%

5. Opinions on the Holistic Area-Based Development Project, Nan Province

Project Exit Plan: At least 80%

Target group: 390 people, comprising residents from 5 villages and members of the coffee plantation development project

- 319 respondents strongly agreed, representing 81.8%.
- 71 respondents moderately agreed, representing 18.2%.
- No respondents reported a low level of agreement.
- Based on the Top 2 Box calculation, 99.9% of respondents agreed with the project.



Ko Libong Community Development Project, Trang Province

To further expand the Holistic Area-Based Development approach, the Savings Promotion, Social and Environmental Development Department, in collaboration with the Social and Community Development Units, surveyed areas nationwide to identify target areas. Ko Libong Community was selected, covering more than 22,000 rai and comprising 4 villages, 1,071 households, and a population of 3,340. GSB, Kantang Branch, has continuously conducted field operations and provided financial services to local residents in this area. It is also the only bank on the island with 2 ATMs, enabling residents to access financial services more broadly. Field surveys found that Ko Libong, Kantang District, Trang Province, is a large island community of cultural, historical, and local economic significance. However, the community is currently economically vulnerable, and tourism has slowed. Its main challenges include access to basic public utilities, particularly an insufficient supply of fresh water for domestic use and consumption due to inadequate water management and substandard water quality; an emergency healthcare system that is not yet able to provide timely assistance; and large volumes of community and marine waste amounting to more than 2 tons per day.

The Bank conducted in-depth field surveys, interviewed target groups, and organized community forums to understand the community's problems, needs, and necessities. It found that the community faced a shortage of fresh water for domestic use and consumption because, during the dry season, the weirs retain only a limited amount of water, while during the rainy season, rainwater flows rapidly into the sea, making it impossible to store water for later use. In addition, water quality was substandard, with limestone and iron rust contamination, affecting agriculture and domestic water use and consumption in the community. Other challenges included managing community and marine waste; medical and public health services on the island, which cannot handle severe emergency cases; and delays and insufficient capacity to transfer patients from the island to the main hospital, limiting their opportunities to receive timely treatment. The community also faced problems related to deteriorating tourist attractions and limited opportunities for alternative occupations. At the same time, however, the area has ecotourism potential, supported by the community's strength, which continues to maintain its traditional way of life rooted in local wisdom, as well as its diverse and abundant natural resources. These assets can be developed into attractions that draw quality tourists from across Thailand and abroad.



Based on the analysis of the community's problems and the survey of its residents' needs, the Bank developed a development plan covering 3 dimensions and 12 key areas, while integrating the "Low Carbon Island" concept into the community development plan to promote a good quality of life, a livable environment, and economic growth. The plan focuses on driving develo pment across the following 3 dimensions:



GSB Ruam Jai Holistic Market Development Project (Holistic Market Project)

The Bank believes that community markets are at the heart of the grassroots economy, providing a space where hundreds of thousands of vendors earn income to support their families in their daily lives. At the same time, however, these vendors are among the groups that face the greatest difficulty in accessing financial services and occupational development opportunities. GSB therefore developed GSB Ruam Jai Market Project in the form of a Holistic Market Project to comprehensively enhance community markets across 6 areas simultaneously, as follows:

Area 1 **Debt resolution** Provide knowledge and advice on debt management, recommend appropriate loan products, and develop debt restructuring plans to reduce debt burdens and create new opportunities.

Area 2: **Development to increase income** Provide Upskilling and Reskilling training, and expand both online and offline marketing channels to help vendors broaden their customer base and increase sales.

Area 3: **Savings promotion** Encourage regular deposits through branches and promote deposit products for stable savings.

Area 4: **Financial literacy** Provide financial knowledge and financial planning through the Aom Tang application and easily accessible digital channels.

Area 5: **Access to funding** Connect vendors with appropriate loans at fair interest rates to increase working capital for their businesses.

Area 6: **Quality of life development** Enhance stability in people's lives, improve the environment of shops and markets, and rebrand markets to make them more attractive.



In 2025, the project expanded its coverage from 36 markets (2023 - 2024) to 106 markets nationwide, with 12,781 vendors participating, of whom 12,075 were GSB customers.



Performance Results of GSB Ruam Jai Holistic Market Development Project (Holistic Market Project)

Indicator	Unit	Reporting year		
		2023	2024	2025
Market data				
Total number of markets	Markets	18	36	106
Number of stalls	Stalls	5,763	11,355	21,331
Number of vendors	Vendors	3,011	6,203	12,781
Number of beneficiaries (Bank customers)	Persons	2,371	4,958	12,075
Activities under GSB Ruam Jai Market Project				
1. Debt resolution				
Activity target (received debt counseling)	Percentage	No target	30	40
Number of participating vendors	Persons	983	1,304	7,589
Percentage of total vendors	Percentage	32.65	40.85	59.38
2. Development to increase income (occupational training)				
Activity target (occupational training)	Percentage	Target: 360 persons	20	10% (for 2025 markets only)

Indicator	Unit	Reporting year		
		2023	2024	2025
Number of participating vendors	Persons	503	852	1,150 persons (out of 7,146 vendors)
Percentage of total vendors	Percentage	16.71	26.69	16.09
3. Savings promotion				
3.1 Market Share (Bank customers)				
Market Share target	Percentage	30	40	20
Number of participating vendors	Persons	2,371	4,957	12,075
Percentage of total vendors	Percentage	78.47	79.93	94.48
3.2 Accumulated deposits during the year				
Accumulated deposits during the year	Million Baht	1,398.62	2,911.47	7,823.25
3.3 GSB Maha Heng Shop QR Code / MyMo Pay				
Number of GSB Maha Heng Shop QR Code / MyMo Pay	Million Baht	490	1,648	7,319
4. Financial literacy				
Activity target (Aom Tang App / Financial Literacy)	Percentage	No target	20% (for 2024 markets only)	20
Activities under GSB Ruam Jai Market Project				
Number of participating vendors	Persons	1,371	1,119 persons (out of 3,192 vendors)	6,144
Percentage of total vendors	Percentage	45.54	35.06	48.07
5. Access to funding				
Loans under the Retail Customer Business Group approved during the year	Accounts	121	376	2,139
	Million Baht	13	19	137
Other loans approved during the year	Accounts	218	304	620
	Million Baht	50	143	177
Product Holding (Target: holding 3 or more products)	-	No target	No target	3.61

GSB Maha Heng Shop

Accepting payments through digital channels enhances convenience for vendors in community markets and creates financial transaction records that can support future access to credit. GSB Maha Heng Shop therefore aims to encourage vendors to accept payments via QR Code, while continuously organizing activities to promote usage and support retail vendors in transitioning to the digital financial system. In 2025, 176,559 shops provided the service, accounting for 99.10% of all registered shops.

GSB Yuwaphat Rakthin Project

GSB collaborates with higher education institutions to select community groups with potential and assigns university students to conduct fieldwork, study and survey problems, and listen closely to community needs. Modern knowledge is then applied to further develop local wisdom, enhance capabilities, and add value to community products or services, enabling them to better meet market needs.

The project emphasizes a collaborative learning process among university students, communities, and GSB officers, covering all dimensions of development to support communities in achieving sustainable occupational and income security. In 2025, 342 community organizations participated in the activities.

Homestay /Community Tourism Entrepreneur Development Project in Collaboration with Partner Organizations

The Micro-Entrepreneur and Community Organization Development Department, in collaboration with GSB Regions 1- 18, implements the project to strengthen occupational and income security for community organizations, accommodation/homestay operators, and community tourism destinations. The project focuses on developing and enhancing operators' capabilities to meet the Bank's standards and prepare them to accommodate tourists in the future.

The project covers promoting community-based tourism management based on local resources and identity, developing tourism activities, improving accommodation/homestays to make them environmentally friendly, and training to enhance operators' capabilities in collaboration with partner organizations. It also includes developing homestay and community tourism networks so that communities and operators that have participated in the Bank's activities since 2021 can further develop toward network-based community tourism, creating sustainable employment, occupational, and income opportunities.

Enhancing the Soft Power of Thai Communities

The Bank promotes and enhances the soft power of Thai communities by strengthening grassroots customers, retail customers, and SME entrepreneurs, enabling them to achieve sustainable self-reliance. This is carried out under the "GSB Mee Dee, Chumchon Withi Thin Thai" model, an integrated community development approach that connects economic, social, and cultural dimensions across various areas. These include enhancing tourist attractions and homestays to ensure that they are attractive, clean, safe, and meet established standards; establishing local wisdom banks and community learning centers; developing community products; establishing "Samrub Omsin" community kitchens; and developing community markets through both offline and online channels. These efforts are undertaken alongside support for access to funding through appropriate loan products to strengthen economic opportunities and income generation at the community level.

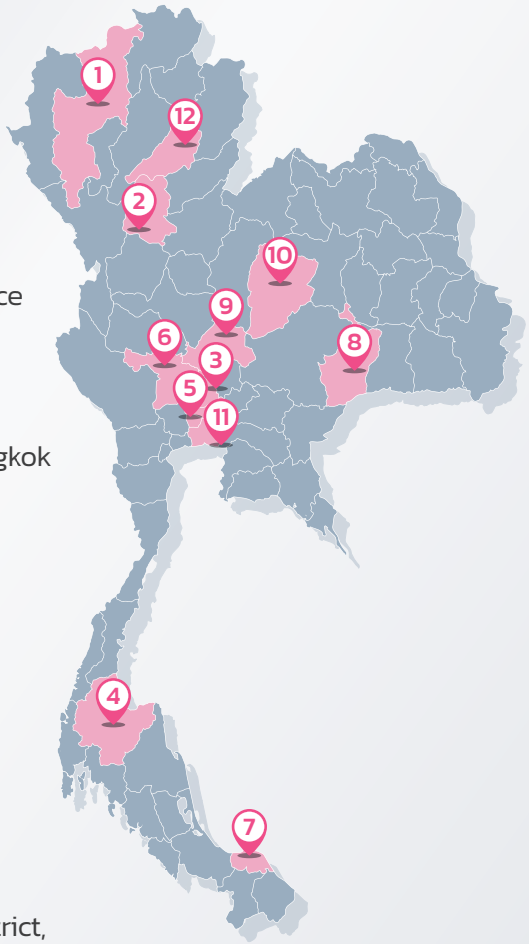
In addition, the Bank implements GSB Yuwaphat Rakthin Project in collaboration with 67 higher education institutions nationwide to promote the development of innovations based on local wisdom and create added value for community economies across 6 dimensions: Eat Well, Live Well, Look Good, Use Well, Conserve Well, and Think Well These dimensions help connect community identity with creative development in a tangible manner.

In 2025, the Bank also supported the enhancement of the country's soft power by promoting access to funding for SME entrepreneurs under the government's IGNITE THAILAND Loan Project to support the development of industries in 3 target groups: Tourism Hub, Food Hub, and Medical and Wellness Hub. These sectors play an important role in driving the country's creative economy.

2025 Performance Results

The Enhancing the Soft Power of Thai Communities Project benefited a total of 680 people and developed and enhanced 12 communities, as follows:

1. Luang Nuea Sub-district Community, Chiang Mai Province
2. Thai Chana Suek Sub-district Community, Sukhothai Province
3. Sai Noi Sub-district Community, Phra Nakhon Si Ayutthaya Province
4. Ban Song Sub-district Community, Surat Thani Province
5. Ban Kru Daeng Learning Center, Khok Faet Sub-district, Bangkok
6. Pa Sakae Sub-district Community, Suphan Buri Province
7. Barahom Sub-district Community, Mueang District, Pattani Province
8. Lamduan Sub-district Community (Phaka Randul), Krasang District, Buriram Province
9. Maha Son Sub-district Community, Ban Mi District, Lopburi Province
10. Khon San Sub-district Community, Khon San District, Chaiyaphum Province
11. Bang Nam Phueng Sub-district Community, Phra Pradaeng District, Samut Prakan Province
12. Wang Luang Sub-district Community, Nong Muang Khai District, Phrae Province



These efforts reflect GSB's role in using soft power as an important mechanism to develop community economies, promote local identity, and support the sustainable, long-term growth of Thai society.

Quantitative Performance Results [413-1][203-1][203-2]

Indicator	2023	2024	2025
Percentage of operations with environmental impact assessment and monitoring	100	100	100
Percentage of operations involving local community development projects that address the needs of local communities	100	100	100
Percentage of operations implemented in accordance with the stakeholder engagement plan	100	100	100
Operations for which environmental and social impact assessment results are publicly disclosed	100	100	100

Customer and Stakeholder Relationship Management

Background

Customer and stakeholder relationship management is an important part of the Bank's operations, as the Bank's activities connect with diverse stakeholder groups throughout the Value Chain, including customers, the public, communities, officers, business partners, business alliances, regulatory authorities, and government agencies. The Bank therefore prioritizes listening to stakeholders' needs, expectations, suggestions, and concerns through the Voice of Customer / Voice of Stakeholder process, as well as monitoring relevant laws, policies, and requirements. The Bank uses the information obtained to improve products, services, service channels, and operational processes to ensure they are appropriate, fair, and responsive to changes.

Impacts, Opportunities, and Risks to the Economy, Environment, Society, and Human Rights [3-3]

The Bank places importance on assessing both the opportunities and risks that may arise from its operations at each stage of the Value Chain in order to identify positive impacts that can be further developed to create value for stakeholders, while appropriately managing negative impacts, as follows:

Economic 	• **Opportunity:** Customer and stakeholder relationship management through effective channels, such as online channels and digital media, helps increase accessibility and engagement with stakeholders. It also enables information on the Bank's products, services, and service channels to reach stakeholders more comprehensively, conveniently, and quickly. At the same time, effective channel management helps strengthen confidence in the Bank and supports sustainable business growth. • **Risk:** Inaccurate, incomplete, or untimely communication about products, services, or terms and conditions may lead to misunderstandings and dissatisfaction among stakeholders and reduce confidence in the Bank. In addition, marketing, media, and procurement expenditures that are inappropriate for the stakeholder context may reduce the efficiency of the organization's resource utilization. Reputational risk also arises from public sentiment on online channels, which may spread rapidly.
Environmental 	• **Opportunity:** Good relationship management with customers and stakeholders supports the success of the Bank's social and environmental initiatives, as the Bank implements various projects for communities and society and serves business customers whose activities generate high greenhouse gas emissions. Effective impact management and strong relationships help foster engagement with stakeholders and customers, providing the Bank with opportunities to advance and further develop sustainability initiatives. • **Risk:** Neglecting the relationship between the Bank and its stakeholders may prevent the Bank from recognizing and responding to expectations, concerns, or material issues in a timely manner. This may result in inefficient resource use or the selection of service providers or business partners that are not aligned with the Bank's sustainability approach, leading to risks related to reputation, confidence, and the Bank's ability to operate sustainably over the long term.

Social	• **Opportunity:** Effectively listening to and engaging with customers and stakeholders enables the Bank to build trust, strengthen long-term relationships, and develop products and services that better respond to society's needs. • **Risk:** A lack of appropriate engagement or ineffective management of stakeholder concerns may lead to a loss of confidence, social conflicts, and reputational impacts on the Bank, which may affect its ability to operate sustainably.
Human rights	• **Opportunity:** Integrating human rights principles into customer and stakeholder relationship management helps promote respect for the right to privacy, equality, and non-discrimination, thereby building confidence and supporting fair access to financial services. • **Risk:** Failure to respect human rights principles in business operations, such as violations of personal data privacy, discrimination, or unfair treatment of stakeholders, may result in impacts on individuals' fundamental rights, human rights complaints, and damage to the Bank's reputation.

Targets [3-3]

Indicator	Target
Customer satisfaction survey for key products	Customer satisfaction of at least **4.21**
Satisfaction of customers participating in activities	At least **80%**



Governance

The Bank has established a systematic stakeholder governance structure, with interconnected roles between the governance and operational levels.

GSB Board of Directors and the Good Corporate Governance and Sustainability Subcommittee review and approve policies and the Stakeholder Management Manual, and regularly acknowledge performance results reported by management. The Core Business Enablers Working Group on Stakeholder Focus and the Sustainability Development Department provide supporting information, conduct analyses, and identify key stakeholder groups throughout the Value Chain. They also communicate and cascade guidelines and operational plans to the operational level and to Stakeholder Owners in each department and region to ensure that all units understand the direction and operate consistently. Each unit analyzes, selects, and prioritizes the stakeholders under its responsibility and provides channels for receiving stakeholders' opinions, suggestions, and concerns, including through structured interviews and regular discussions with relevant units. The information gathered on stakeholders' needs, expectations, and concerns is used to prepare Stakeholder Profiles and relationship-building plans tailored appropriately to each group. These plans cover the determination of communication channels, performance monitoring and evaluation, and the management of environmental and social risks associated with partners and business partners. The information is used to review, improve, and continuously develop stakeholder relationships in a timely manner, and to generate insights that support the Bank's strategic direction, planning, and business development in alignment with stakeholder needs.

Strategy and Management of Risks and Opportunities (Including Management Policies)

Stakeholder Management and Relationship Building

The Bank has established a Stakeholder Engagement Policy as a framework for stakeholder governance, together with a Stakeholder Engagement Procedure. The stakeholder governance framework is reviewed annually to ensure alignment with the needs, expectations, and concerns of all stakeholder groups. The Bank also ensures that appropriate mechanisms and processes are in place to engage with its stakeholders and defines the objectives and scope of stakeholder relationship-building and management based on the goals of stakeholder engagement and the outcomes the Bank seeks to achieve.

In terms of operational strategy, the Bank has developed the 2025 - 2029 Stakeholder Focus Master Plan as a framework to ensure quality, standardized stakeholder relationship-building and management. The Bank also communicates the Master Plan to key internal and external stakeholders to promote awareness and understanding of the Bank's operational approach.

2025 – 2029 Stakeholder Master Plan

Background and Significance

1. To support the Bank's strategic plan in achieving the established direction and targets.
2. To ensure balanced management of all stakeholder groups and promote stakeholder engagement by listening to their needs, expectations, and concerns, and using these inputs in the strategic planning process to improve operations and develop innovations in products, services, and processes.

VISION

Build collaboration and strengthen relationships with stakeholders to lead the organization toward sustainable development.

MISSION

1. Enhance positive stakeholder relationships and stakeholder satisfaction to create business opportunities and support new businesses.
2. Enhance infrastructure capabilities to support the organization's stakeholder management.

PURPOSE

Further develop innovations in products, services, and processes that respond to needs and expectations in order to create satisfaction for both stakeholders and the Bank.

STAKEHOLDER

1. Regulatory authorities and government agencies
2. Partners and business partners
3. Society and key communities
4. Customers
5. Media
6. Board of Directors, executives, officers, and employees

STRATEGY

SO1 – Strategic objective 1: Expand collaboration and create shared value with stakeholders

- S1.1 Enhance and strengthen stakeholder capabilities
- S1.2 Enhance collaboration with stakeholders

SO2 – Strategic objective 2: Strengthen stakeholder relationships and enhance stakeholder satisfaction

- S2.1 Improve the effectiveness of stakeholder relationships and enhance stakeholder satisfaction

SO3 – Strategic objective 3: Develop stakeholder management

- S3.1 Establish / review policies, rules, and regulations
- S3.2 Improve the effectiveness of stakeholder management
- S3.3 Develop personnel capabilities

Sustainability Operations Section, Sustainability Development Department

To ensure effective and efficient stakeholder management in alignment with the Bank's strategic plan, all units are required to prepare stakeholder relationship-building/management action plans, including short- and long-term plans for stakeholder relationship building/management; risk management plans for stakeholder relationship-building/management action plans; and analyses of the resources used to support the implementation of stakeholder relationship-building/management action plans. Units are also required to report, monitor, and evaluate performance under these plans in accordance with the targets and expected levels of stakeholder engagement. In addition, the Bank promotes regular learning and improvement of stakeholder management approaches to continuously enhance its performance.

In its stakeholder management process, the Bank applies the principles of the AA1000 Stakeholder Engagement Standard (AA1000SES) and the criteria for assessing operational processes and Core Business Enablers of state enterprises under the State Enterprise Assessment Model (SE-AM) as a systematic operational framework for stakeholder and customer focus. This covers the analysis of the Value Chain, as well as the identification and prioritization of key stakeholders associated with the Bank's plans, projects, and work processes using the Power-Interest Matrix, which considers the level of stakeholders' influence (Power) on the Bank and their level of interest (Interest) in the Bank's operations. The Bank also identifies key stakeholders at the Bank-wide level by considering the nature of the work/processes in which stakeholders are involved in relation to the Bank's core missions and their importance to the Bank's business across various dimensions, covering the context and direction of the Bank's operations.

The Bank has identified six key stakeholder groups, as follows:



The Bank clearly defines the scope of stakeholder relationship building and management for each stakeholder group in order to develop appropriate plans for effective stakeholder management, as follows:

Stakeholder groups	Definition	Scope of stakeholder engagement
1. Regulatory authorities and government agencies	A group of individuals or organizations that establish policies or oversee the Bank's operations to ensure compliance with laws and regulations.	Successful implementation of government policies and support from regulatory authorities.
2. Partners and business partners	A group of individuals or organizations that jointly conduct business activities with the Bank in a particular activity, sharing resources and capabilities in joint operations over both the short and long term, or providing resources or services to the Bank, with direct outcomes resulting from such joint operations.	• Deliver quality products / services on time. • Create added value and business potential, and comply with contractual obligations. • Ensure the success of designated collaborative projects while taking equal benefits into consideration.
3. Society and key communities	A group of individuals, communities, or society that benefit or may be affected by the Bank's operations.	Support access to funding, increase the value of the community economy, and improve quality of life.
4. Customers	A group of individuals or organizations that use the Bank's products or services, comprising three customer groups: the Personal Customer Group, the Grassroots Customer and Government Policy Supporting Group, and the Business and Public Sector Customer Group.	Support access to funding and improve quality of life.
5. Media	Individuals engaged in the mass media profession or groups of persons, whether or not they are legal entities, that operate mass media businesses and serve as intermediaries in communicating news and all types of content to the public for the public interest, whether through print media, radio, television, digital media, or any other form capable of communicating information to the general public.	Disclose and provide accurate and clear information promptly and in a timely manner.
6. Board of Directors, executives, officers, and employees	GSB Board of Directors, subcommittees, executives, officers, and employees.	• Develop capabilities and promote happiness at work. • Improve the work environment and work processes to ensure their appropriateness. • Improve the performance evaluation system and career paths.

Approach to Impact Management

In addition to identifying and prioritizing key stakeholders throughout the business Value Chain, the Bank assesses stakeholders' areas of interest, expectations, and potential impacts arising from the organization's operations in order to determine appropriate engagement and response approaches. The Bank recognizes that its business operations and relationships with business partners, customers, regulatory authorities, and other stakeholders may have direct and indirect impacts on stakeholders in areas such as access to financial services, data privacy, compliance with laws and regulations, and operational transparency. The Bank has therefore established processes to continuously monitor, assess, and manage these issues, with an emphasis on two-way communication, listening to feedback, and using suggestions to improve operational processes, risk management, and the creation of shared value for all stakeholder groups. The following table presents details of the stakeholder groups, forms of engagement, expectations, and the Bank's response approaches.

Stakeholder Analysis across the Business Value Chain [2-29]

Stakeholder	Communication and engagement methods	Frequency	Needs/ expectations	Response approach	Output / Outcome
Regulatory authorities and government agencies	• Participate in meetings to receive information on operational directions and policies • Report performance results / instructions • Stakeholder management	• Monthly • Quarterly • Annually	• Compliance with laws, rules, regulations, observations, and recommendations • Transparency in operations/ complete disclosure of information • Support government policies and promote fair access to funding	• Comply with laws, rules, and regulations relevant to business operations / Improve processes in accordance with observations and recommendations / Support and promote people at the grassroots level in various areas	**Output:** • Full compliance with relevant laws, rules, and regulations, as well as recommendations/ instructions of the Bank of Thailand • Products and services that support government policies and provide assistance to the public in various areas, such as debt resolution, loans for disaster victims, and low-interest loans • Training to provide financial knowledge, financial skills, and occupational skills to micro-entrepreneurs and communities **Outcome:** Survey results on awareness, understanding, and satisfaction with the Bank's operational approach: 4.40 out of 5 (increased)

Stakeholder	Communication and engagement methods	Frequency	Needs/ expectations	Response approach	Output / Outcome
Partners and business partners	• Provide information on operational directions and policies, summarize performance results, improve processes and service criteria, and hold meetings / seminars / activities to establish approaches for exchanging views on working together.	• Regularly and continuously	• Collaboration in developing products and services to expand the customer base • Further development / improvement of projects under collaborative arrangements • Data integration between parties to enhance operations • Transparency and compliance with good governance principles	• Coordinate and collaborate on the development of products / services / information technology to create shared value. • Comply with agreements / contracts and deliver quality products / services in accordance with the specified agreements / contracts.	**Output:** • Collaborated with partners and business partners/ subsidiaries in developing products and services in line with targets, such as: - Unsecured personal loans - Land sale with right of redemption and mortgage loans - Development of new products and services on the MyMo / MyMo Junior applications **Outcome:** Survey results on awareness, understanding, and satisfaction with the operational approach: 4.37 out of 5 (increased).
Society and key communities	• Operational directions and policies - Organize / participate in / support community relations activities Communication through online and offline channels Training / seminars to provide financial knowledge	• Regularly and continuously	• Promote financial knowledge and skills and support the development of savings discipline • Enhance capabilities and occupational skills, develop communities, and improve people's quality of life • Support access to funding / provide advice and consultation on financial management	• Establish operational approaches to develop / improve quality of life and community economies • Implement Holistic Area-Based Development appropriate to local problems and the needs of people in the area, helping communities achieve sustainable self-reliance • Support public-benefit activities for communities and society	**Output:** • Expand Holistic Area-Based Development (Ko Libong, Trang Province) and select additional new target community areas • Promote savings discipline, access to funding and debt resolution, career development and income generation, and the development of essential infrastructure in local areas • Support public-benefit activities and provide timely assistance in the event of various disasters **Outcome:** Survey results on awareness, understanding, and satisfaction with the operational approach: 4.77 out of 5 (increased).

Stakeholder	Communication and engagement methods	Frequency	Needs/ expectations	Response approach	Output / Outcome
Customers	• Operational directions and policies - Organize activities / publicize products and services through Online and Offline channels, organize relationship-building activities, and manage customer complaints	• Regularly and continuously	• Diverse products, services, and channels • Provide accurate, prompt, and fair services • Secure, efficient, and stable management of personal data • Increase access to funding and provide funding support	• Create opportunities for fair access to funding • Deliver products and services that meet customer needs • Communications / public relations / marketing promotions in accordance with the policy on fair customer service	**Output:** • Develop products and services to meet customer needs, such as - Development of features on MyMo to enable customers to conveniently subscribe to securities, access insurance and life insurance products, and apply for or change debit card PINs on MyMo - Development of MyMo Secure Plus to address customer concerns arising from online fraud - Development of savings products, such as Kids Now Deposit, to encourage young people to save more **Outcome:** Survey results on awareness, understanding, and satisfaction with the operational approach: 4.51 out of 5 (increased)
Media	• Information on operational directions and policies - Publicize news / information on products and services through Online and Offline channels, and organize press conferences	• Regularly and continuously	• Disclosure and provision of accurate, complete, and timely information and news on the Bank's products / services • Transparency and accountability in operations	• Disclose accurate and clear information and news promptly and in a timely manner • Continuously publicize the Bank's activities and operations through public channels • Prepare and publish the annual report	**Output**: Organize activities with the media to publicize the Bank's news, products, and services **Outcome**: Survey results on awareness, understanding, and satisfaction with the operational approach: 4.57 out of 5 (increased)

Stakeholder	Communication and engagement methods	Frequency	Needs/ expectations	Response approach	Output / Outcome
Board of Directors, executives, officers, and employees	• Communicate operational directions and policies • Develop knowledge • Manage opinions and suggestions • Organize activities to strengthen relationships within the organization	• Regularly and continuously	• Maintain a balance between work and personal life • Have appropriate factors to support work performance, compensation, and welfare benefits • Support continuous development of knowledge and capabilities • Job security and career advancement • Fair treatment of officers	• Oversee / coordinate cooperation to ensure that operations are in line with the Bank's mission • Improve work processes / the working environment to ensure safety and proper hygiene • Provide compensation and other benefits comparable to those offered by leading companies, with appropriate Career Paths • Treat officers fairly	**Output:** • Provide a safe and hygienic working environment conducive to efficient work, with annual assessments, and provide appropriate welfare benefits for officers, such as medical expenses, children's education expenses, and officer welfare loans. Implement measures to assist officers experiencing debt problems. Establish a human rights policy to reaffirm the Bank's commitment to treating officers and stakeholders fairly and without discrimination. **Outcome:** • Officer satisfaction and engagement survey result: 4.55 out of 5 (increased) • GSB Board of Directors' self-assessment result: 4.94 out of 5 (increased)

Stakeholders may provide comments or suggestions on the 2025 stakeholder performance report by scanning the QR Code below.

Scan the QR Code
to provide comments or suggestions on the 2025 stakeholder performance report.

Responsible Marketing and Transparent Information Communication

The Bank implements its customer management strategy based on the principle of being a Social Bank, focusing on building positive and sustainable relationships with all customer groups by providing inclusive and fair financial services that meet customers' needs at each stage of life. At the same time, the Bank enhances service quality through branches and digital channels, such as loan applications through the Bank's website, GSB lottery savings deposits, and the purchase of insurance and funds through the MyMo application, enabling customers to access services conveniently, quickly, and continuously.

In 2025, the Bank implemented its customer management strategy, focusing on providing inclusive and fair access for all customer groups while enhancing service quality through both branches and digital channels. To ensure continuity and convenience in customers' use of services, the Bank improved its service and communication processes to align with each customer group's needs. As a result, the Bank maintained relationships with existing customers and continued to build confidence among new customers.

The Bank places importance on communicating information about financial products and services accurately, completely, clearly, and fairly so that customers can make appropriate decisions when using its services. The Bank's communications and marketing promotions are conducted in accordance with its fair customer service guidelines and the Personal Data Protection Act B.E. 2562 (2019), to protect customers' important information and ensure that data are used only as necessary for authorized purposes.

The Bank has guidelines for presenting financial products through relevant units, in coordination with product-issuing units, to ensure that communications and information provided to customers are accurate, appropriate, and not misleading, such as information on life insurance, non-life insurance, funds, investment units, and credit cards. The Bank also considers communication approaches that are aligned with the needs of each customer group.

These operations help ensure that customers receive sufficient, transparent, and appropriate information to make decisions about the Bank's products and services, while strengthening confidence in responsible financial services and reducing risks arising from incomplete or inconsistent communications that may not align with customer expectations.

Listening to the Voice of Customers and Complaint Management

The Bank places importance on continuously enhancing customer management and customer experience by establishing policies, processes, and standards for customer complaint management that are applied consistently throughout the organization under the Government Savings Bank Regulations on Customer Complaint Management Policy and the Voice of Customer and Complaint Management Manual. This ensures that the Bank receives customer opinions, suggestions, concerns, and complaints systematically and transparently and can respond effectively to customer needs.

The Bank provides 8 channels for listening to the voice of customers and has established a process for classifying customer feedback, recording information in the VOC & Complaint Tracking system, and forwarding it to relevant units for consideration and action according to the type of issue received. These cover inquiries, incidents requiring follow-up, suggestions, requests, complaints, compliments, and requests for assistance. The Bank has also established operating timeframes in accordance with service standards and Service Level Agreements (SLA), while monitoring complaint-handling status through the Early Warning system to ensure compliance with the SLA [ERM034] and reduce the likelihood of impacts on customer satisfaction.

In addition, the Customer Relations Department follows up with customers by telephone and asks about their satisfaction after problems have been resolved or complaints have been closed, so that feedback can be used to review and improve service processes. The Department also regularly summarizes customer feedback and prepares reports for executives and relevant units to support the development of products, services, and work processes aligned with customer needs. At the same time, the Bank promotes knowledge management based on case examples and good practices in responding to inquiries and handling complaints in order to continuously enhance service quality and create positive customer experiences.

Details of the roles and responsibilities of the units involved in complaint management are as follows:

Unit	Roles and Operational Approach
Voice of Customer Unit	Serves as the first point of contact for receiving customer feedback through the Bank's various channels. Customer feedback is classified according to established criteria, such as inquiries, suggestions, compliments, requests for assistance, incidents requiring follow-up, and complaints. The information is then recorded in the VOC & Complaint Tracking system and forwarded to the relevant units for consideration and action.
Complaint Review Unit	Reviews and takes action on issues received through the VOC system based on the type of customer feedback by analyzing facts, assessing causes, taking corrective action or coordinating with relevant units, and determining an appropriate response approach based on the nature of each issue.
Customer Relations Department	Monitors the quality of customer feedback management by conducting telephone follow-ups to assess customer satisfaction after problems have been resolved or complaints have been closed. It also collects, analyzes, and summarizes customer feedback in reports submitted to executives and relevant units. In addition, it monitors performance to ensure compliance with the SLA and summarizes case examples or good practices for use as service-related knowledge.

General Contact Channels and Mechanisms for Seeking Advice and Raising Concerns [2-26]

The Bank has established channels to listen to the voice of customers across all customer groups, including current customers, former customers, competitors' customers, and prospective customers, through both Online and Offline channels to facilitate advice and the reporting of concerns. Users of the Bank's services can access complete information on financial products and services and can also provide opinions, suggestions, compliments, or complaints through the Bank's Voice of Customer channels, as follows:

Stakeholders	Seeking advice and raising concerns
Board of Directors, executives, officers, and employees Regulatory authorities and government agencies Partners and business partners Society and key communities Customers Media	• GSB Contact Center 1115 • Social Network: GSB Society, such as Facebook, X (Twitter), Instagram, YouTube, TikTok, and LINE GSB NOW • Website or Webchat: www.gsb.or.th • QR Voice: Provide feedback via QR Code • E-mail: Voice@gsb.or.th • Government Savings Bank branches, Phahon Yothin Office, Ratchadamnoen Office, or service units/service points • Letters or written complaints • External agencies, such as the Office of the Prime Minister (GCC 1111), Ministry of Finance, Damrongdhama Center, Bank of Thailand, and Securities and Exchange Commission

Customer Feedback Channels

GSB
Contact Center
1115

E-mail
voice@gsb.or.th

Scan the QR Code
to provide feedback
via mobile phone

Letters
written complaints

Website / Webchat
www.gsb.or.th

Social Network
GSB Society
Facebook / x (Twitter) /
Instagram / YouTube / TikTok
LINE GSB Now

External agencies
Damrongdhama Center,
Bank of Thailand,
Office of Insurance
Commission,
Office of the Permanent
Secretary, Office of the
Prime Minister

Branches
service points,
and service units

Customer Relations Department,
Government Savings Bank, Head Office
470 Phahon Yothin Road, Samsen Nai,
Phaya Thai, Bangkok 10400

Complaint Management Process

1 Complaint channels

Internal channels

GSB Contact Center 1115

Social Network
- GSB Society such as Facebook, X (Twitter), Instagram, YouTube, and TikTok
- LINE GSB NOW

Website or Webchat
- www.gsb.or.th

QR Voice
- QR Voice points at branches or service points / service units
- www.gsb.or.th

E-mail
- Voice@gsb.or.th

Branches or service points / service units

Letters or written complaints

External channels

External agencies, such as the Office of the Prime Minister (GCC 1111), Ministry of Finance, Damrongdhama Center, Bank of Thailand, Securities and Exchange Commission, and Office of Insurance Commission

2 Customer Relations Department

2.1 Review, screen, and classify cases

2.2 Record cases in the "Voice of Customer and Complaint Management System" and forward them to the Complaint Review Unit / relevant units

2.3 Acknowledge/follow up on the results of actions taken by the Complaint Review Unit and survey customer satisfaction with the outcomes of complaint handling

2.4 Report the results of actions taken
- To government agencies for acknowledgment
- To executives for acknowledgment
- To relevant units for use in developing products / services

3 Complaint Review Unit

3.1 Consider and resolve complaints according to the level of severity, as follows:

Low severity: within 7 business days
Moderate severity: within 15 business days
High severity / Crisis: within 1 - 3 business days
*(**If the case cannot be completed within the specified timeframe, an extension may be requested.)*

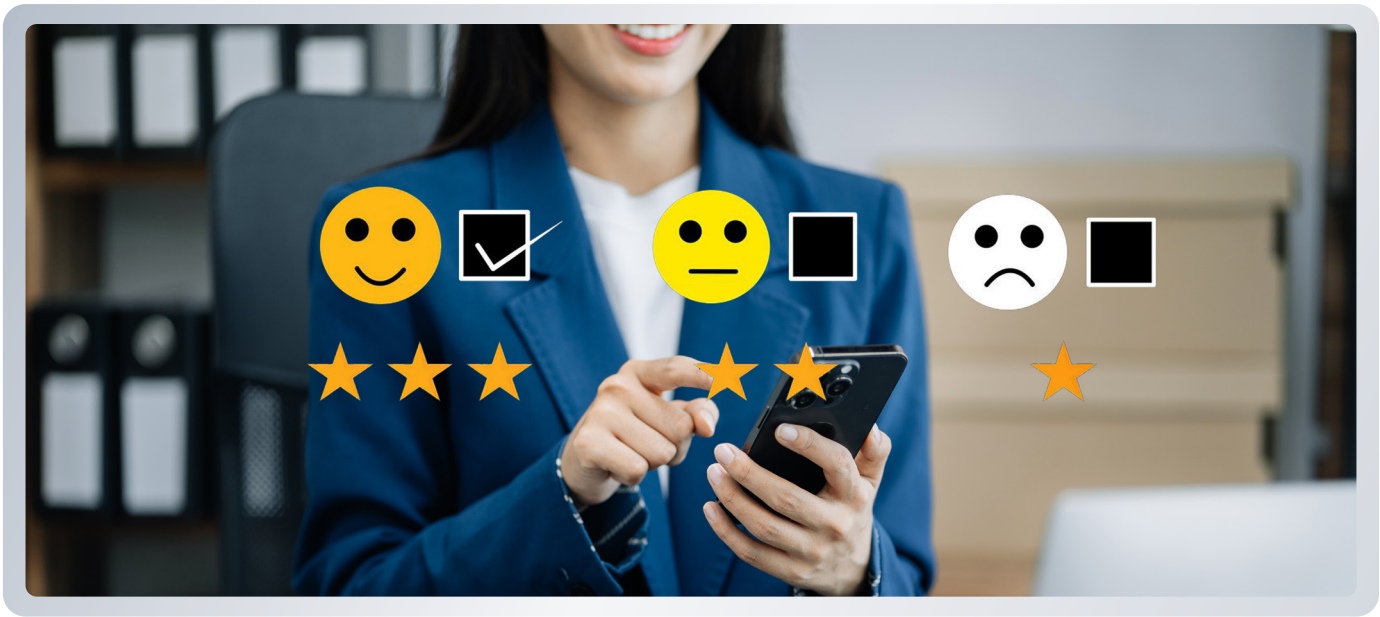
3.2 Results of consideration and action
Case resolved: Notify the complainant of the outcome
Case unresolved: Submit the case to the relevant committee meeting for consideration and further action

3.3 Report the results of actions taken through the chain of command and forward them to the Customer RelationsDepartment

Processing time

Items 2.1 and 2.2: within 1 business day

Items 3.1 and 3.2: Process according to the level of complaint severity, as follows:
- Low severity: within 7 business days
- Moderate severity: within 15 business days
- High severity / Crisis: within 1 - 3 business days



Related Projects

Building customer engagement and satisfaction

The Bank prioritizes creating positive customer experiences and building customer engagement by supporting existing customers with good repayment records, developing products that meet their financial needs, and designing activities that foster a sense of belonging to the Bank. These efforts aim to build customers' confidence, trust, and long-term engagement with the Bank's services.

In 2025, the Bank implemented key measures and activities to strengthen customer relationships, including designing loan products for existing customers with good repayment records, such as the Send Dee Mee Term Plus on MyMo Loan for retail customers and the Send Dee Mee Term Plus on Branch Loan for customers with regular income, to increase opportunities for access to additional funding under appropriate terms and conditions. In addition, the Bank supported projects under government policies, such as the "Winai Dee Mee Ngern" Project to promote financial discipline and the "Khon La Khrueng Plus" Project to help reduce expenses and support spending in the grassroots economy.

The development of products and activities that respond to customer needs has resulted in consistently high levels of satisfaction among the Grassroots Customer and Government Policy Supporting Group with key products. Product-specific satisfaction assessments during 2023–2025 consistently exceeded the target of at least 80%, with satisfaction scores of 95.97% in 2023, 94.37% in 2024, and 95.99% in 2025. Meanwhile, the success rate of CRM (Customer Relationship Management) activities in 2025 was 92.10%, reflecting their effectiveness in building customer relationships, satisfaction, and engagement with the Bank.

In addition, in 2025, the Bank implemented projects and activities to enhance customer experience and build long-term engagement through clearer communication, quality service, and continuous customer care. The Bank promoted customer participation through various activities and channels, such as online marketing promotions through GSB NOW and GSB Metaverse, where customers could participate in activities and receive rewards, strengthening their engagement and loyalty to the Bank. The Bank also provided financial knowledge to customers through its social media channels (GSB Society), contributing to an improving trend in customer satisfaction and confidence.

Satisfaction scores among GSB customer groups regarding the use of the Bank's services have increased continuously over the past three years.

	2023	2024	2025
Customer satisfaction with the Bank's services	4.46	4.50	4.51

Source: Annual Customer Research Report and Assessment of Customer Satisfaction, Dissatisfaction, and Engagement with Government Savings Bank

Expanding Relationships with Partners and Subsidiaries

The Bank has expanded its role in creating opportunities for access to funding within the formal financial system by collaborating with business partners and subsidiaries under GSB Group to help individuals and micro-entrepreneurs who continue to face limitations in accessing credit from financial institutions. The Bank focuses on developing products with fair terms and conditions, reducing reliance on informal debt, and supporting long-term financial stability.

The Bank operates through Mee Tee Mee Ngern Co., Ltd., a collaboration among Government Savings Bank, Dhipaya Group Holdings Public Company Limited, and Bangchak Corporation Public Company Limited, to provide land-backed loans and sale with right of redemption services to individuals and micro-entrepreneurs, using vacant land, land with buildings, or condominium units as collateral, under appropriate terms and conditions and with fair fees.

In addition, the Bank operates through Money DD Co., Ltd., or Good Money, to provide unsecured retail loans to customers through digital channels under the supervision of the Bank of Thailand. These services cover regulated personal loans and regulated nano finance loans for occupational purposes, enabling individuals and micro-entrepreneurs to gain greater access to funding within the formal financial system, reduce risks associated with informal borrowing, and increase opportunities for sustainable livelihoods.

Managing Relationships with Retail Customers through the Development of Products, Services, and Innovations to Create Financial Opportunities

The Bank prioritizes developing financial products and services aligned with customer needs and the economic and social context. The Bank analyzes information on customer needs, feedback, and service usage behavior to improve and develop products appropriate for each customer group, while considering ease of understanding, information transparency, and consumer rights protection. The Bank also expands access to its products and services through convenient and easy-to-use online channels, including registration and loan applications through the Bank's website and the MyMo application, to provide greater convenience in accessing products and services, as well as GSB lottery savings deposits and insurance purchases through the MyMo application, among others.

The Bank has developed and improved its financial products and services by considering information on customers' service usage behavior, needs, and feedback to ensure its products are appropriate, easy to understand, and responsive to customers' needs at different life stages. Product development in 2025 placed importance on transparency of information, compliance with Market Conduct, clear terms and conditions of service, and consumer rights protection, for example:

The development of loan products that help expand opportunities for people at the grassroots level, micro-entrepreneurs, and customer groups that may not yet have access to financial services to obtain funding within the formal financial system, taking into account product suitability, customer potential, debt repayment capacity, and the development of long-term financial discipline, while enabling customers to gradually begin building a credit history within the formal financial system.

In 2025, the Bank enhanced its loan services through digital channels, particularly MyMo, to provide greater convenience and speed. Digital technology is an important mechanism for reducing limitations related to customer eligibility, documentation, time, costs, and branch access. Key products include:

1. **Credit-Building, Opportunity-Creating Loan** or people with no credit history, enabling them to access funding within the formal financial system and build a financial history. The loan is intended for vulnerable groups with no credit history in the formal financial system. Based on the 2025 performance results, more than **1,752,435 customers** registered to apply for the loan (an average of **7,400 customers** per day). These customers were interested in participating but still lacked opportunities or faced barriers to accessing financial services. Loans were granted to 900 customers. Existing customers whose repayment performance met the Bank's criteria could progress to loans that support further growth, enabling them to build a credit history and establish a record of debt repayment within the formal financial system. The loan was suitable for the target customer group, with more than 97% of customers making installment payments on time during the first 6 months. The value received by customers included access to loans at interest rates lower than market rates, increased income from using the loan for occupational purposes, and reduced travel expenses associated with applying for loans, totaling **939.54 Million Baht,** or an average of **4,100.18 Baht/customer.**
2. **Job and Career Creation Loan on MyMo,** designed to fund micro-entrepreneurs and self-employed individuals who can apply for the loan through MyMo without collateral.
3. **People's Bank Project Loan,** for expenses related to customers' children or dependents and to provide parents with additional liquidity for living expenses during the start of the school term.

The results of these product developments are reflected in customer satisfaction with key products in 2025. The Credit-Building, Opportunity-Creating Loan received an average satisfaction score of 4.85, the Job and Career Creation Loan on MyMo received a score of 4.68, and the People's Bank Project Loan: Back-to-School on MyMo received a score of 4.70. These results demonstrate that the Bank's products meet customer needs in terms of ease of application, speed of service, and the appropriateness of financial terms and conditions.

Responsible Supplier and Supply Chain Management

Sustainable Procurement

The Bank places ESG principles at the core of all procurement processes, from respecting human rights and equality to screening suppliers to ensure they do not violate others' rights. The Bank prioritizes a socially and environmentally responsible supply chain, rejects investment in businesses involving all forms of risk, and establishes transparent monitoring systems to close potential corruption loopholes from the outset. In 2025, the Bank assessed all suppliers and found none with, or expected to have, significant social or environmental impacts.

Rigorous Screening for Conflicts of Interest

Before accepting any proposal or undertaking any form of procurement, the Bank examines whether a bidder has any relationship with the responsible officers in terms of:

1. Management relationships, such as serving as an executive, director, or person with authority to direct the operations of a related business.
2. Capital relationships, such as holding shares in a partnership or company participating in the same procurement process.
3. Cross-relationships, where both of the above relationships exist simultaneously.

Clear Contractual Terms

Contractors must sign an acknowledgment confirming that they will comply with applicable laws and the Bank's measures, including participating in anti-corruption efforts in public procurement. For projects valued at more than 1,000 Million Baht, or projects selected by the Anti-Corruption Cooperation Committee (ACT), the Bank requires an additional Integrity Pact.

The scope of engagement covers compliance with laws relating to:

- Labor and human rights
- Environment and natural resources
- Occupational safety and health
- Skill development

Quantitative Performance

Building Customer Engagement and Satisfaction

The Bank uses questionnaires to measure customer satisfaction with participation in activities. The questionnaire results showed that overall customer satisfaction exceeded 80% for every activity.

Indicator	2023	2024	2025
Customer satisfaction with participation in activities of at least 80%	95.97	94.37	95.99
Building customer engagement and satisfaction • Short-term target: To increase marketing communication channels for publicizing information, news, and the Bank's image to customers • Long-term target: To build customer engagement and loyalty	-	-	Develop the "Digital Marketing with AI (Aomunity)" marketing communications project in 2026.

Development of Products, Services, and Innovations to Create Financial Opportunities

The Bank used questionnaires to measure customer satisfaction with key products in 2025.

Indicator	2023	2024	2025
Grassroots customer satisfaction with the Bank's services	4.45	4.50	4.51

Chapter 4

Governance and Economic Sustainability

(Profit)

Transparency, Accountability, and Sustainable Governance (Governance)

Government Savings Bank is committed to conducting business with transparency, fairness, and accountability while considering the public interest, which forms an important foundation for sustainable growth. The Bank is committed to good corporate governance across all dimensions of its operations, promotes compliance with laws, regulations, and international standards, and systematically establishes risk management measures or plans to prevent financial losses. The Bank also enhances cybersecurity management and personal data protection to support secure digital business operations, prevent unauthorized access to or use of data, and reduce potential damage throughout the Value Chain at the organizational, customer, and overall economic system levels. The Bank also emphasizes socially and environmentally responsible lending and investment, strengthens digital and innovation capabilities, reduces barriers to accessing financial services, and promotes broad access to financial services. In addition, the Bank upholds business ethics and establishes anti-corruption policies and practices, which serve as an important foundation for building stakeholder confidence and supporting sustainable business operations.



Governance
Key Performance Indicators for 2025

Sustainability factors		Definition
Governance		
9	Responsible lending and investment with social and environmental responsibility	An approach to lending and investment that considers Environmental, Social, and Governance (ESG) principles, which encourage businesses to operate with consideration for their impacts on the economy, society, and the environment, under good corporate governance with transparency and efficiency.
10	Risk management	A systematic process for identifying and assessing risks and establishing risk management measures or plans to keep risks at an appropriate and acceptable level, prevent adverse impacts on the Bank's objectives, and enhance its ability to respond to uncertainties arising from financial, economic, social, and environmental conditions, changes in technology and relevant laws / regulations, and emerging risks, including crisis management. This is essential to the Bank's sustainable growth, helps prevent financial losses, enables business continuity, and maintains the Bank's credibility.
11	Good corporate governance	Corporate governance aligns with good governance principles, including establishing appropriate policies and organizational governance and management structures, as well as transparent processes with checks and balances that enable the Board of Directors to appropriately oversee and support management. This contributes to the organization's sustainable development, enhances competitiveness, and builds confidence among all stakeholders.

Sustainability factors	Definition
Social	
12 Cybersecurity and personal data protection	Systematic management of information technology and personal data risks through technologies, processes, and practices designed to protect computers, Mobile Devices, Information Network Systems, as well as applications used through information network systems, from cyberattacks; and to protect personal data that are collected, used, and processed from unauthorized access in order to maintain confidentiality, integrity, and availability. This also includes promoting awareness and understanding of practices to ensure cybersecurity and personal data security in compliance with the Personal Data Protection Act (PDPA).
13 Digital and innovation advancement for society and sustainability	The development / adoption of digital technologies and innovation to improve processes, enhance operational and service efficiency, and improve platforms, applications, websites, and other online services to ensure stability, create a positive customer experience (Improving Customer Experience), or create new business models. This enables the organization to develop products and services that meet customer needs and maintain competitiveness.
14 Business ethics	The Bank approaches business ethically by preventing fraud, corruption, bribery, and other actions that violate business ethics through policies established by the Board of Directors and communicated to officers, along with appropriate and sufficient awareness-building / training. The Bank also provides oversight to ensure appropriate compliance with GSB Code of Ethics and Conduct.



SOE Award

- Best State Enterprise Award, 2023 – 2025
- Outstanding State Enterprise Board of Directors Award, 2023 – 2025
- Outstanding Organizational Management Award (Honorary Award), 2019 – 2025
- Digital State Enterprise Development Award, 2024 – 2025
- Sustainable State Enterprise Development Award, 2024 – 2025
- Outstanding Socially and Environmentally Responsible Operations Award, 2024 – 2025
- Outstanding Creativity and Innovation Award (Innovation), 2023 – 2025



Best Retail Bank of the Year 2025

"Retail Bank of the Year" for 10 consecutive years



ESG Best Service Provider of the Year 2025 – Personal Loan

Best Bank for Personal Loans featuring financial innovation for society



Most Admired Bank of the Year 2025 – ESG

Outstanding in ESG: Environmental, Social, and Governance



Best Service Provider of the Year 2025 – Deposit

Best Bank for Deposits



Asia Responsible Enterprise Awards (AREA) 2025

Received the Silver Emblem of Sustainability, a recognition of five years of excellence, and the Social Empowerment award for MyMo Secure+, an innovation designed to protect Thai people from fraudsters



International Finance 2025 Award

in the category of "Most Innovative ESG Framework – Social Development"



Highest Fair Finance Score in the Specialized Financial Institutions category for 2024 – 2025,

for establishing and disclosing policies and practices that benefit stakeholders



WSBI-ESBG SDG Awards 2025 - 6 categories

- Consumer Education
- Climate Finance
- Consumer Protection
- Digital Transformation and Technological Innovation
- Economic Growth and Empowerment
- Inclusive Banking and Social Impact





Thailand's Most Admired Compan 2023 - 2024

Recognized as the brand with the highest credibility and consumer trust for the 10th consecutive year in the Banking and Financial Services category, Specialized State-Owned Banks group





Outstanding Human Rights Model Organization Award 2025





Sustainability Disclosure Award

presented by the Thaipat Institute, for sustainability disclosure, reflecting the Bank's commitment to operations that benefit stakeholder groups





"Phet Phatsadu" Honorary Award 2025

Recognizing executives and procurement personnel for performing procurement duties transparently and in compliance with relevant laws and regulations, presented by the Comptroller General's Department on 11 September 2025





Thailand's National Cyber Exercise 2024 Plaque,

rated "Excellent," presented by the National Cyber Security Agency (NCSA) on 5 March 2025

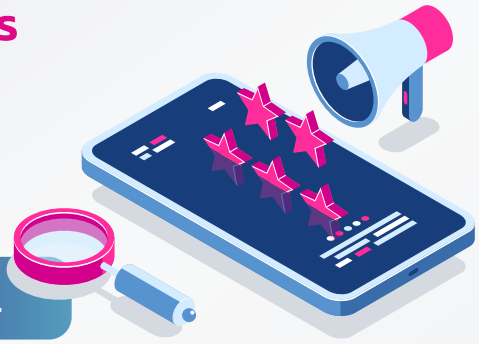




ANTI-CORRUPTION 2025 Award

Recognizing the Bank as a model organization for conducting business in accordance with good governance principles, received on 11 December 2025

Survey of GSB Stakeholders' Opinions on Confidence in the Bank's Good Corporate Governance



Governance – Overall

	2025	2024	Personal Customer Group	Grassroots Customer and Government Policy Supporting Group	Business and Public Sector Customer Group
Overall score	4.80	4.76	4.81	4.77	4.84
Governance system	4.78	4.77	4.79	4.76	4.82
Governance, Risk Management, and Compliance (GRC)*	4.83	-	4.85	4.80	4.86
Corporate Governance	4.78	-	4.81	4.74	4.82
Risk Management	4.91	-	4.89	4.91	4.94
Compliance	4.81	-	4.85	4.75	4.83
Fair competition	4.79	4.74	4.79	4.77	4.82
Competitors	4.81	4.80	4.82	4.78	4.82
Creditors	4.84	4.84	4.84	4.83	4.88
Business partners and suppliers	4.77	4.77	4.75	4.76	4.82
Anti-corruption and anti-bribery	4.79	4.78	4.81	4.76	4.83
Separation of social and commercial accounts	4.73	4.49	4.75	4.72	4.72
Human rights practices	4.79	4.78	4.79	4.76	4.86
A bank that values all customers equally and does not discriminate	4.79	4.78	4.79	4.76	4.86

*New assessment topic added in 2025

Governance – Image and Practices

	2025	2024	Personal Customer Group	Grassroots Customer and Government Policy Supporting Group	Business and Public Sector Customer Group
Overall score	4.80	4.78	4.81	4.77	4.84
Compliance with laws and ethical conduct	4.81	4.80	4.85	4.75	4.83
The Bank's resolution of issues in cases of negative social impacts	4.79	4.78	4.81	4.76	4.83
Image of the Bank's operations	4.80	4.80	4.80	4.79	4.85
A financially stable bank	4.91	4.91	4.89	4.91	4.94
A good, transparent, and trustworthy bank	4.78	4.77	4.79	4.76	4.82
A bank that values all customers equally and does not discriminate	4.79	4.78	4.79	4.76	4.86
A bank that introduces new products and is able to meet customer needs	4.75	4.74	4.74	4.76	4.77
Conduct of GSB officers	4.79	4.75	4.77	4.79	4.84
Bank officers are helpful, attentive, caring, and fully committed to serving customers	4.80	4.76	4.78	4.80	4.84
Bank officers comply with Market Conduct requirements	4.77	4.73	4.74	4.79	4.84
Bank officers provide advice and explanations on products and services that are appropriate for customers	4.79	4.76	4.78	4.78	4.83



Number of Fraud or Misconduct Cases Involving GSB Executives, Officers, and Employees

Indicator	2022	2023	2024	2025
The number of fraud or misconduct cases involving GSB executives, officers, and employees decreases each year	25 cases, representing 0.117% of a total of 21,324 executives, officers, and employees	23 cases, representing 0.108% of a total of 21,292 executives, officers, and employees	21 cases, representing 0.098% of a total of 21,393 executives, officers, and employees	20 cases, representing 0.093% of a total of 21,450 executives, officers, and employees

Targets	2022	2023	2024	2025
No Market Conduct complaints from customers (No complaints)	No complaints	No complaints	No complaints	No complaints
Control of losses arising from improper operations (No losses)	No losses	No losses	No losses	No losses
Data breaches / damage (No data breaches / damage)	No breaches	No breaches	No breaches	No breaches

Targets	2022	2023	2024	2025
No Market Conduct complaints from customers (No complaints)	No complaints	No complaints	No complaints	No complaints
Data breaches / damage (No data breaches / damage)	No breaches	No breaches	No breaches	No breaches
System availability (Continuous service availability, with downtime not exceeding 14 hours per month)	-	-	14 hours per month	11.39 hours per month
SLA service level (Percentage of system/tool service continuity per month of no less than 98%)	-	More than 98%	More than 98%	98.44%

Survey results on opinions regarding fair competition practices

Survey results on the opinions of executives, officers, employees, customers, and other stakeholder groups

(Target: Very good level; full score = 5 points)

Survey results	2023	2024	2025
1. Executives, officers, and employees	4.66	4.84	4.86
2. Customers	4.72	4.74	4.79
3. General public	4.08	4.65	4.72
4. Stakeholders	4.70	4.85	4.88

Monitoring compliance with fair competition guidelines



2022–2025

No complaints were found against executives, officers, or employees regarding practices that violated the fair competition guidelines.

Procurement contracting process, 2022 - 2025

Indicator	2022	2023	2024	2025
Number of complaints / appeals from vendors or suppliers regarding unfair procurement	**No** complaints / appeals from vendors or suppliers regarding unfair procurement were found			

Awards and Achievements in Digital Technology



Enterprise Asia

Asia Responsible Enterprise Awards (AREA) 2025
Social Empowerment category for MyMo Secure Plus

A security innovation for Mobile Banking that helps reduce customers' exposure to cybersecurity risks, integrated with fraud warning campaigns to raise awareness and strengthen protection against financial fraud.



Cybersecurity Excellence Award 2025

Prime Minister Awards: Thailand
Best Performance Award category

Recognizing an organization that has demonstrated progress in cybersecurity and outstanding performance, achieving an excellent rating in the assessment of cybersecurity operations.



Data Privacy Day 2025

Privacy Self - Assessment Excellence Award

Recognizing excellence in participation in self-assessment for personal data protection under the Privacy Maturity Model project, organized by the Personal Data Protection Committee (PDPC).



International Convention on Quality Control Circles: ICQCC 2025

Gold Award

Awarded in the outstanding quality project presentation competition at an international quality conference for the project "Government Savings Bank Expense Disbursement System (EGSB)" by the Fiscal Pioneers team.



Best Brand for a better tomorrow

The 1st BT Awards

Recognizing organizations that create technology and innovation, lead transformation, and drive Thai society toward a sustainable future.



World Savings and Retail Banking Institute แล: European Savings and Retail Banking Group (WSBI - ESBG)

WSBI-ESBG SDG Awards 2025
Consumer Protection category

Development of MyMo Secure Plus, a Mobile Banking security innovation designed to reduce cybersecurity risks for customers.



ISO/IEC 27001:2022
CBS & MyMo systems



ISO/IEC 27001:2022
BAHTNET & ICS systems



ISO/IEC 27701:2019
MyMo system
Received First Certification
[Privacy Information Management System]



PCI DSS Version 4.0.1
PromptPay system



PCI DSS Version 4.0.1
API system

Information Technology

Compliance Review



Targets	2022	2023	2024	2025
The Bank's information technology operations comply with relevant requirements.	No non-compliance with the relevant requirements was found.	No non-compliance with the relevant requirements was found.	No non-compliance with the relevant requirements was found.	No non-compliance with the relevant requirements was found.



Results of the Bank's compliance oversight under the Personal Data Protection Act

2022	2023	2024	2025
-	Observations from the regulatory authority	No observations from the regulatory authority	No observations from the regulatory authority

GSB was one of 6 organizations to receive the Privacy Self-Assessment Excellence Award 2025 for excellence in personal data protection self-assessment,

out of 142 organizations that participated.







Responsible Lending and Investment with Social and Environmental Responsibility

Background

The Bank plays an important role in channeling funding to economic sectors through lending and investment. If the banking sector does not take social and environmental responsibility into consideration, economic sectors may overlook the impacts of economic activities on communities, human rights, and the environment, while increasing business risks, such as business disruptions caused by climate change, license revocation or fines, loss of confidence among society and stakeholders, declining sales, investors delaying or withdrawing investments, and business partners switching to purchase products or use services from other companies.

At present, businesses that promote sustainability and address climate change still face substantial funding gaps. GSB is therefore committed to providing funding for sustainability, including supporting the transition to a low-carbon economy and strengthening climate change adaptation capacity, to support economic activities that align with environmental, social, and governance principles while promoting financial stability and sustainable long-term growth.

Impacts, Opportunities, and Risks to the Economy, Environment, Society, and Human Rights [3-3]

To ensure that socially and environmentally responsible lending and investment are carried out effectively, the Bank must consider the risks and opportunities that may arise from various factors in its operations, as follows:

Economic 	• **Opportunity:** The Bank can reach new customer groups by expanding lending that generates positive environmental and social impacts. For example, expanding access to financial services across all income groups can increase access to funding across the economy, broaden the distribution of economic activities, and support the capacity development of micro-entrepreneurs and households. • **Risk:** Businesses undergoing transition or small businesses that lack knowledge and resources may not receive adequate support. This may lead to a concentration of investment in certain economic sectors and industry groups, resulting in an imbalance in funding allocation within the financial system, increasing the risk of excessive lending to certain industry groups, and affecting the Bank's income.
Environmental 	• **Opportunity:** Providing loans to clean energy projects, waste management projects, and sustainable transportation systems contributes to reducing greenhouse gas emissions at the structural level of the economy and supports society's transition toward a development model aligned with the goal of limiting global temperature rise to no more than 1.5 degrees Celsius under the Paris Agreement. • **Risk:** Providing financial support to projects with environmental impacts or failing to conduct comprehensive ESG assessments may lead to unsustainable use of natural resources, increased pollution, and non-compliance with environmental regulations imposed by regulatory authorities. Violating prescribed requirements or laws also carries the risk of legal action, which may reduce borrowers' debt repayment capacity.

Social	• **Opportunity:** Expanding access to loans for small businesses, community enterprises, and the education sector helps promote income distribution and economic opportunities at the community level, strengthens social structures, reduces inequality in access to financial resources, and helps the Bank build a new customer base. • **Risk:** Providing loans to projects that have social impacts, such as projects that encroach on the residential areas of local communities or projects that result in the displacement of people, may lead to local conflicts, opposition from communities, and deterioration of social conditions in those areas, as well as adversely affecting the Bank's image.
Human rights	• **Opportunity:** Supporting projects that respect and recognize the importance of human rights helps raise overall business operating standards and promote ethical awareness throughout the economic value chain. This helps reduce business risks and attract customers or business partners that share the same principles. • **Risk:** Providing loans to projects that do not take into account impacts on the occupational health and safety of officers, as well as neglecting human rights issues, may lead to human rights violations in the Value Chain and increase systemic risks to labor standards in the relevant industries, as well as risks to the Bank's image.

Targets [3-3]

Target	2025 performance
GSB as a Transition Partner: Positive Engagement project with corporate customers in the power plant and real estate sectors, as well as SME entrepreneurs, to promote climate change engagement among the Bank's key customers	• Corporate Customer Group: **100%** *(+51.08% from 2024)* of loan customers in the power plant sector **46.57%** *(+30.57% from 2024)* of loan customers in the real estate sector • SME Customer Group: Implemented ESG Programs for SMEs, covering **30 customers**
Green & Transition Products loans: target of 22,000 Million Baht • BCG Economy Business Loan • Green Home Loan • GSB Go Green Personal Loan	Cumulative approvals **34,796 Million Baht**
Responsible Investment Distribution of ESG Bonds: • Green Bond • Social Bond • Sustainability Bond	Investments and distribution **20,768 Million Baht**
Approval of corporate loans assessed using the ESG Score: target of 25,300 Million Baht	Approvals **38,500 Million Baht**

Governance

Investment Governance

GSB has established an investment policy that defines roles and responsibilities as follows:

Governance of Socially and Environmentally Responsible Investment

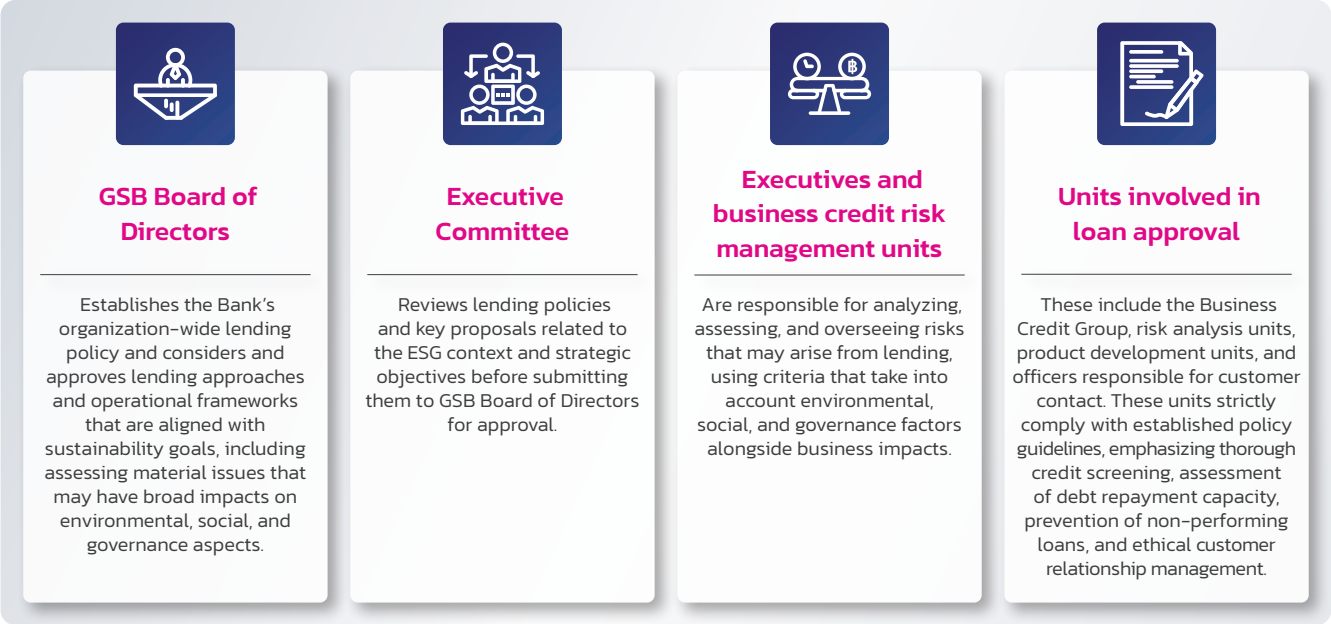
GSB implements its investment policy within a framework of social and environmental responsibility, aiming to balance financial returns with support for sustainable development across environmental, social, and governance (ESG) dimensions. This is intended to strengthen the long-term stability of the financial system, reduce systemic risks, and respond to the expectations of a broad range of stakeholders. The Bank has established a structured governance and accountability framework to ensure that its investment activities are carried out effectively and are subject to review, with roles and responsibilities assigned at each level as follows:



In addition, the Bank regularly monitors, evaluates, and reports on its investment performance and seeks feedback from relevant stakeholders to inform the design, development, and improvement of projects. This ensures that its investments support the Bank's vision of being a Social Bank, generate an appropriate level of financial returns, and serve as an important mechanism for driving the country's sustainable economic development.

Lending Governance

GSB places importance on managing lending in a manner that supports economic development while taking into account social and environmental impacts, with good governance serving as a guiding principle for its operations. This is carried out under a transparent, clear, and accountable business lending policy. To ensure effective governance, the Bank has established a tiered lending governance structure covering levels from senior management to operations, as follows:



In addition, the Bank has adopted key principles and practices, such as ESG guidelines, responsible credit advisory services, proactive loan monitoring, customer complaint management, and obtaining feedback from relevant stakeholders to inform the design, development, and improvement of projects, as mechanisms to support lending that promotes sustainability and reduces potential negative impacts on stakeholders.

Strategy and Management of Risks and Opportunities [3-3] (Including Management Policies)

Investment

The Bank has established an investment policy as an operational framework for officers at all levels and relevant parties to ensure a clear understanding of the Bank's investment portfolio management process and to support effective liquidity management. Personnel at all levels perform their respective roles and responsibilities transparently under good governance principles. The policy covers the Bank's Investment Objectives, as follows:

1. Direct Investment refers to direct investment in long-term equity instruments to support government policies and the Bank's strategies, with a focus on companies operating in financial businesses or businesses that provide financial support, offer additional investment benefits, or create mutual business benefits (Synergies). Such businesses must not directly compete with the Bank and must generate mutual business benefits.

2. **Portfolio Investment** refers to investment in equity instruments through external agents or fund managers to generate financial returns appropriate to the level of risk in accordance with the investment objectives under the Bank's Asset Allocation framework and Investment Plan, which is adjusted annually according to market conditions. Investments in Private Equity / Venture Capital are intended solely to support government policies and are made through funds or trusts.



For each type of security, the Bank has established risk control tools to ensure effective risk management, maintain an acceptable level, and standardize processes. At the same time, the Bank incorporates ESG factors into the security selection and investment consideration process. The Bank also supports investment in ESG Bonds, in alignment with the Bank's investment policy and sustainable development policy. In addition, the Bank monitors and inquires about the business practices of debt securities issuers to ensure alignment with sustainable business practices based on ESG principles.

Lending

The Bank recognizes the environmental and social impacts arising from lending to large-scale projects, such as coal-fired power plants or fossil fuel projects, which may affect environmental quality, the use of natural resources, and pollutant emissions, as well as the quality of life, health, well-being, and ways of life of communities in the areas where the projects operate.

The Bank has established a Business Lending Policy as a tool and operational framework for officers involved in business lending, in alignment with the requirements of regulatory authorities and international standards. The policy also enables the Bank to manage lending risks effectively and sustainably in accordance with ESG principles. It defines the scope of lending, loan approval processes, credit assessment processes, credit quality assessment and monitoring, new product development, and risk management, and provides for regular reviews and revisions of the Business Lending Policy.

For transactions involving activities or industries that are environmentally and socially sensitive, the Bank may require consideration of additional information, such as Environmental Impact Assessment (EIA) reports, measures to prevent and mitigate impacts on communities, compliance with laws and conditions imposed by regulatory authorities, and approaches for managing complaints from stakeholders, as part of risk assessment and business decision-making.

The Bank places importance on assessing the environmental and social risks of projects applying for loans, particularly large-scale projects located in areas that may be environmentally sensitive or near local communities and significant natural resources. Information on customers' risks and risk management measures is considered as part of the credit assessment process. The Bank also continues to develop its approaches for assessing and monitoring these issues in order to further enhance the comprehensiveness of its environmental and social risk management.

In addition, the Bank continuously monitors and reviews the ESG risks of its lending and investment portfolios, including through ESG Score assessments, to support economic growth while taking into account impacts on communities, society, and the environment, as well as encouraging customers to conduct business responsibly and in alignment with sustainable development principles.

Integration of ESG Factors into Lending and Investment Considerations

Application of
ESG Score
Considering loans to
large business with a credit limit
> 500 Million Baht

For business which creates positive effects on the economy, society and the environment



Avoid
lending to business with
very low ESG Score
<2 points

Support
business with
very high ESG Score
Provide funding >2 points
Provide funding + Benefits >8 points

4 Categories 65 Questions

- Environment: 4 issues 20 questions
- Social: 14 issues 21 questions
- Governance: 5 issues 18 questions
- Negative News: 3 issues 6 questions

Increase Credit limit
Decrease Interest rate

LOW	MEDIUM	HIGH
(ESG Score < 2)	(2 ≤ ESG Score < 8)	(ESG Score > 8)
Negative List	Normal Condition	Positive List

Positive Engagement to enhance sustainability operations

Assessment Criteria

E
- Greenhouse gas management policy and plan
- Efficient use of energy
- Net Zero /Carbon Neutral Goal
- Reduction of waste and pollution emissions into the environment
- Supporting business partners to reduce environmental impacts
- Capacity development to produce and use renewable energy
- Clean technology development

S
- Work safety management
- Community development and engagement
- Human rights operations
- Human resource development
- Labor management and preparation for labor shortages
- Complaint channels for labor issues and product quality

G
- Anti-corruption and misconduct policy
- Key stakeholder engagement
- Conflicts of interest prevention
- Treating small shareholders fairly

The Bank has developed an approach for assessing environmental, social, and governance (ESG) factors through an assessment tool known as the ESG Score. The assessment results support the Bank's lending and investment considerations. The results are incorporated into lending / investment decisions as part of the Bank's management of ESG risks that may arise from its lending and investment activities, including the determination of special conditions for financial support. The Bank also classifies businesses to be supported through lending and investment into three groups in accordance with their ESG risks and impacts, as follows:

1. **Exclusion List:** Businesses that the Bank does not support because they have significant environmental impacts.
2. **Negative List:** Businesses requiring special consideration. The Bank avoids providing loans to businesses with very low ESG Scores and engages in positive engagement with customers to provide assistance and advice on improving their sustainability performance.
3. **Positive List:** Businesses receiving special support through the provision of benefits to environmentally friendly businesses.

Integrating ESG factors into the Bank's lending and investment considerations supports achieving the Net Zero greenhouse gas emissions target by 2050. The Bank has integrated environmental, social, and governance (ESG) factors as a key component of its investment consideration process and supports investment in sustainability debt instruments (ESG Bonds). In addition, the Bank regularly monitors its operational performance through assessments of investment portfolio risks to mitigate potential risks, such as market volatility. The Bank also does not invest in illegal businesses or businesses that are contrary to public order or good morals. The Bank has developed an ESG Score Assessment Manual, with criteria and weightings that vary across industries in accordance with Morgan Stanley Capital International (MSCI) standards.

Related Projects [3-3]

Sustainable Business Loan Products

สินเชื่อธุรกิจ	Housing and personal loans

BCG Economy Business Loan

For customers across all relevant industries, such as power generation, automotive and transportation, food and food processing, tourism and services, smart electronics, and agriculture and biotechnology, for investment in fixed assets to support businesses operating under the BCG (Bio-Circular-Green Economy) model.



GSB Green Home Loan Project

A loan for purchasing an eco-friendly home or a home equipped with solar panels.



GSB Go Green Loan Project

For individuals who wish to install solar panels, purchase energy-efficient appliances with the No. 5 Energy Efficiency Label, or purchase electric vehicles, hybrid vehicles, or electric motorcycles.



Environmental and social investment projects and financial instruments

List of projects and products that benefit the environment	Details
Investment in domestic equity funds	ESG factors are incorporated into the selection and review of securities in the Security Universe, such as investment screening (Screening), exclusion screening (Exclusion), and selection of the best-performing companies within each group (Best-in-class).
Green Bond Debt securities for which the issuer uses the proceeds to invest in or refinance existing debt associated with environmental conservation projects. As of 31 December 2025, GSB had invested a total of 2,810 Million Baht in Green Bonds, out of total debt securities investments of 590,475 Million Baht, representing 0.48%.	Proceeds received by issuers from the issuance of Green Bonds are used for environmental conservation projects as follows: 1. Support forestry projects that promote forest expansion and restoration, as well as water system management. 2. Support environmental initiatives and promote sustainable agriculture. 3. Promote the use of alternative energy, renewable energy, or clean energy from wind and solar power. 4. Support marine resource conservation through sustainable sourcing of aquatic resources. 5. Promote waste management in business operations and recycling to reduce the amount of waste. 6. Promote improvements to wastewater treatment systems for wastewater generated from various sources and enhance water-use efficiency.
Social Bond Debt securities whose proceeds are used for social development, such as projects to reduce unemployment, promote social equality, and improve access to public utilities and education. As of 31 December 2025, GSB had invested a total of 5,236 Million Baht in Social Bonds, out of total investments in debt securities of 590,475 Million Baht, representing 0.89%.	Proceeds received by issuers from Social Bonds are used for social development projects or activities as follows: 1. Invest in new housing development projects and / or the improvement of existing housing, with the aim of creating “Smart Homes, Smart Communities, and Smart Cities” to foster sustainable, livable, and comfortable communities and enable low-income people to own homes at affordable prices. 2. Invest in projects that promote access to public utilities and public health services.

List of projects and products that benefit the environment	Details
Sustainability Bond Debt securities that combine the characteristics of green bonds and social bonds, aiming to promote both environmental conservation and social development. As of 31 December 2025, GSB had invested a total of 40,436 Million Baht in Sustainability Bonds, out of total investments in debt securities of 590,475 Million Baht, representing 6.85%.	Proceeds received by issuers from Sustainability Bonds are used for projects related to sustainable development as follows: 1. Invest in new housing development projects and / or the improvement of existing housing, with the aim of creating "Smart Homes, Smart Communities, and Smart Cities" to foster sustainable, livable, and comfortable communities and enhance the well-being of target groups, with an emphasis on the use of energy-efficient and environmentally friendly materials. 2. Invest in low-carbon public transportation systems. 3. Invest in telecommunications infrastructure to ensure that people have broad access to efficient communication and data connectivity.
Sustainability-Linked Bond Debt securities linked to the issuer's sustainability targets. A key feature is the establishment of sustainability-related Key Performance Indicators (KPIs) and Sustainability Performance Targets (SPTs), which are generally related to environmental, social, and governance issues. As of 31 December 2025, GSB had invested a total of 16,002 Million Baht in Sustainability-Linked Bonds, out of total investments in debt securities of 590,475 Million Baht, representing 2.71%.	Proceeds received by issuers from Sustainability-Linked Bonds are used for projects or activities that promote sustainability, with the following indicators: 1. Greenhouse gas emissions 2. New registrations of zero-emission passenger cars and pickup trucks (Zero Emission Vehicles: ZEVs) 3. Reduction in water consumption

Quantitative Performance [3-3]

Indicator (Million Baht)	2023	2024	2025
GSB for BCG Economy Loan	15,936	10,760	33,116
GSB Go Green Loan Project	71.17	32.55	12.95
GSB Green Home Loan Project	2,946	3,476.98	1,667.32
ESG (Corporate loans assessed using the ESG Score to determine rewards based on the ESG Score assessment results)	33,782	23,290	38,500
Green Bond	7,910	6,052	2,810
Social Bond	5,700	5,896	5,236
Sustainability Bond	20,801	34,202	40,436
Sustainability - Linked Bond	-	15,275	16,002

Risk Management

Background

In the context of a highly volatile and rapidly changing world, particularly in 2025, the banking sector faced pressures from economic factors, such as rising operating costs, household debt and national debt, and economic slowdown; technological factors, such as the rapid advancement of Artificial Intelligence; and sustainability factors, such as new regulations and global rules that place greater emphasis on sustainability. Therefore, risk management is an important mechanism that enables the Bank to conduct its business in a stable, transparent, and sustainable manner.

The Bank defines risk management as a systematic process of identifying and assessing risks and establishing risk management measures or plans to control risks at an appropriate and acceptable level, prevent adverse impacts on the Bank's objectives, and enhance its ability to cope with uncertainties arising from financial, economic, social, and environmental conditions, technological changes, relevant laws and regulations, and emerging risks, as well as crisis management. Risk management plays an important role in the Bank's sustainable growth by helping to prevent financial losses, ensure business continuity, and maintain the Bank's credibility.

GSB recognizes the importance of risk management across all dimensions, including strategic, financial, operational, regulatory, technological, and environmental, social, and governance (ESG) factors, as well as respect for human rights. In particular, financial risk is a key risk in financial institutions because it is associated with lending, investment, and commitment transactions, which are the Bank's core transactions. Therefore, maintaining risks at an acceptable level is important to ensure sustainable business operations by balancing income-generating opportunities with potential losses, as well as managing risk-weighted assets and capital adequacy.

The Bank has established a Risk Management Policy and integrated risk management concepts into business operations at all levels. It also fosters a risk-aware organizational culture (Risk Culture) to strengthen its ability to cope with uncertainty, create business opportunities, enhance stakeholder confidence, and prepare for challenges in all forms of business operations.

Impacts, Opportunities, and Risks to the Economy, Environment, Society, and Human Rights [3-3]

GSB recognizes the importance of comprehensive risk management by considering both positive impacts (opportunities) and negative impacts (risks) that may arise from various factors in its operations, as follows:

Economic 	• **Opportunity:** During an economic downturn or a fragile economic recovery, comprehensive risk management can enhance the Bank's resilience to economic impacts. For example, the Bank may retain sufficient reserves to expand lending or have funds available for investment during periods of market volatility or low asset prices. It can also help support businesses and the public during an economic downturn. • **Risk:** If the Bank does not manage risks prudently, such as through discontinuous or delayed debt management that fails to keep pace with increasing loan volumes, the Bank may experience an increase in non-performing loans. In addition, inappropriate management of competitive risks may cause the Bank to lose opportunities to reach potential customer groups or fail to develop adequate preparedness and service channels, creating opportunities for technology-related crimes and fraud. This may result in customers discontinuing their use of the Bank's services, may affect confidence, and may lead to legal penalties.

Social 	• **Opportunity:** In a context where social issues are complex and affect the Bank's business operations, establishing comprehensive risk management policies and frameworks and effectively integrating them into corporate strategy can help the Bank reduce negative impacts and develop them into business opportunities. These include developing financial products to increase access to services for underserved customer groups, enhancing the Bank's long-term competitiveness, and supporting its role in driving sustainable social development. • **Risk:** If the Bank does not adequately manage social risks, such as a lack of understanding of changing social conditions, particularly the transition to an aging society and inequality in access to financial services, this may affect customers' financial needs and expose them to financial fraud. In addition, consumer protection risks, such as inappropriate lending or insufficient disclosure of information, may adversely affect customer confidence and the Bank's reputation.
Human rights 	• **Opportunity:** The Bank is committed to conducting business based on the principles of human rights and fairness by integrating these principles into its operations, such as fair lending, non-discrimination, and respect for the rights of all stakeholder groups. This also includes establishing a human rights policy, providing grievance mechanisms, and treating officers equally. These practices help strengthen confidence in the Bank and its image, raise business operating standards over the long term, and serve as a good example of human rights management. • **Risk:** Governance is a key factor in the operation of a Social Bank. Without appropriate governance, the Bank may face risks from business operations inconsistent with human rights principles, such as unfair lending or involvement with customers or activities that violate human rights. This may affect the Bank's reputation, stakeholder confidence, and long-term competitiveness. The Bank therefore places continuous importance on complaint management, governance, and fostering an organizational culture that respects human rights.

Targets [3-3]

The Bank continues to enhance and embed a risk management culture at all levels of the organization, while continuously developing risk management tools and processes to support business operations that take into account environmental, social, governance, and human rights dimensions. At the same time, the Bank continues to strengthen its role as a Social Bank in alignment with its organizational vision. The Bank is committed to enhancing the integration of governance, risk management, internal control, and internal audit to effectively address future risks. This commitment is part of the strategy to become a high-performance organization. Accordingly, the Bank has established operational targets under the GRC (Governance, Risk, Compliance) Integration Plan as its risk management targets.

Indicator	2025 target	2026 - 2029 targets
 **Percentage of successful implementation of the GRC (Governance, Risk, Compliance) Integration Plan**	100%	100%

The GRC (Governance, Risk, Compliance) Integration Plan aims to establish clear, concrete guidelines for integrating the organization's key management systems: Corporate Governance (G), Risk Management (R), and Compliance (C). The Plan reflects both strategy and practice to integrate People, Processes, and Technology, helping the organization understand and prioritize stakeholder expectations. The GRC Plan is reviewed annually and approved by GSB Board of Directors. The overall Plan comprises the following projects:

Project	2025 performance
Integration of governance, risk management, and internal control under GRC (Governance, Risk, Compliance), and fostering a culture of risk and governance awareness (Risk Culture)	- Established desired behaviors in governance (with governance) and risk management (risk awareness) and promoted the sustainable GSB Way of Work culture through communication materials, achieving a high level of awareness equivalent to 98%. - Conducted communication activities by senior executives (Tone from the Top) to continuously communicate risk management approaches and raise awareness among executives and officers at all levels. Knowledge was also shared through internal activities, such as Seeds of Wisdom, and by communicating the Risk Management Policy to strengthen understanding and promote concrete implementation. - Implemented a comprehensive risk management incentive project, covering the appointment of a committee, establishment of criteria, selection and announcement of model units/individuals, award ceremonies, communication through organizational channels, and documentation of achievements, to concretely promote a risk management culture.
Development of risk management processes, tools, and systems to support asset quality management, financial stability, and business operations that take into account environmental, social, and governance factors, while supporting comprehensive financial services through digital technology	- Reviewed the lending policy, with an emphasis on supporting sustainable business practices; the policy on fraud risk management for financial transactions; the Personal Data Protection Policy (PDPA); and the policy on fair customer service management (market conduct). - Established a long-term risk appetite that takes into account financial stability and liquidity, the efficiency and security of customer service systems, and corporate governance. - Improved the efficiency of risk screening systems to ensure suitability for each customer group and support lending through mobile banking. - Developed systems and tools for detecting and issuing alerts about threats from online fraudsters. - Developed the Digital Risk Optimization Framework by providing training on laws and notifications issued by regulatory authorities, as well as relevant standards and guidelines. - Developed and tested an Alternative Credit Scoring model, conducted back testing, and refined the application criteria. The model was approved by the relevant committees and has been fully implemented and integrated with the core lending system. - Developed a Behavior Scoring Model, together with a system for monitoring and evaluating its application, including report preparation, officer training, and full system implementation. - Enhanced operations in accordance with the 3 Lines of Defense principle, achieving 100% of the plan. This included GRC integration meetings and cyber threat preparedness assessments, with results reported to the Risk Oversight Committee.

Governance

GSB has established a clear governance structure for risk management, with committees responsible for setting risk management policies, strategies, and direction, as well as monitoring and overseeing management's operations to ensure effectiveness.

The Bank's risk management operations are aligned with the principles of good corporate governance (Governance) and comply with relevant laws, regulations, rules, and requirements (Compliance). The Bank integrates risk management into business operations at all levels to support prudent, transparent, and accountable decision-making.

GSB Board of Directors	• Establishes organization-wide risk management policies and frameworks covering the Bank's overall operations. • Establishes policies for the governance of subsidiaries in alignment with the Bank's organizational risk policies and frameworks. • Appoints the Risk Oversight Committee to provide opinions and recommendations to management to ensure that risk management is conducted appropriately, in accordance with established policies and international standards. • Oversees the management of all material risks across all risk types in accordance with the requirements of regulatory authorities and international standards
Risk Oversight Committee	• Establishes policies for submission to GSB Board of Directors for consideration regarding overall risk management by material risk type, including risk management policies that are aligned with the Bank's strategies and cover the assessment, monitoring, and oversight of the Bank's risk exposure to ensure that it remains at an appropriate level under both normal conditions and extraordinary events. • Reviews and examines the adequacy and effectiveness of overall risk management policies and strategies, including the acceptable level of risk, at least annually or whenever there are significant changes. • Discusses and exchanges views with the Audit Committee to ensure that risk management covers all types of risks, including emerging risks, and is implemented effectively. • Reports to GSB Board of Directors on the Bank's risk status, risk management performance, the fostering of an organizational risk culture, as well as material issues and recommendations for improvement in alignment with the established policies and strategies.
Good Corporate Governance and Sustainability Committee	• Establishes policies, strategies, targets, operational plans, regulations, and criteria for good corporate governance and sustainable development in accordance with ESG guidelines. • Establishes guidelines and criteria relating to: - Stakeholder management - Business conduct oversight and regulatory compliance - Credit review and fraud prevention and suppression • Ensures alignment with relevant laws, good governance principles, and international standards. • Submits guidelines, criteria, and procedures for good governance, policies, and material issues to GSB Board of Directors for oversight and monitoring of operations to ensure efficiency and effectiveness in accordance with the established framework.

Audit Committee	• Reviews the effectiveness of the Bank's internal control system, corporate governance, and risk management processes. • Reviews operations to ensure compliance with laws, regulations, rules, as well as relevant Cabinet resolutions, notifications, and orders. • Assesses the accuracy and appropriateness of the organization's overall operational processes. • Reviews material risk issues that may affect the Bank's strategic objectives. • Monitors and assesses the alignment of risk management with changes in the risk environment, both within and outside the organization.
Executive Committee	• Considers and provides recommendations on the Bank's policies, strategies, and business plans. • Proposes approaches for overseeing, monitoring, and controlling management to ensure efficiency. • Considers directions and criteria for the Bank's investments, lending, and other business operations. • Submits considerations and recommendations to GSB Board of Directors for decision-making. • Considers the organizational structure to ensure that it is appropriate, agile, and effective. • Establishes policies on the use of creativity and innovation management.
Information Technology Management Committee	• Oversees and controls digital technology risk management at the organizational level. • Oversees risks related to both operational processes and information systems that are critical to the Bank's operations. • Assesses and monitors risks arising from external service providers involved in the operation or processing of critical systems. • Oversees technology operations to ensure strict compliance with relevant laws, regulations, and standards. • Monitors and manages the impacts of changes, including the appropriate adoption of new technologies within the organization.

In this regard, the Risk Oversight Committee, the Good Corporate Governance and Sustainability Committee, and the Audit Committee also play a role in emphasizing the integration of Governance, Risk Management, and compliance with laws, regulations, notifications, and criteria (compliance) to achieve Integrity-Driven Performance through the participation of all units.

In addition, committees oversee risk management in the Bank's core business operations, such as the Asset and Liability Management Committee, Credit Committee, Investment Committee, and Government Savings Bank Fraud Prevention and Suppression Committee, among others.



Strategy and Management of Risks and Opportunities (Including Management Policies)

Risk Management Process

The Bank places importance on risk management at both the organizational and operational levels. It has therefore established key policies to systematically control and oversee risk management. These include policies under the Integrated Governance, Risk Management and Compliance framework and the Enterprise Risk Management Policy, as well as risk management-related plans and projects, to ensure effective risk management and compliance with legal requirements.

The Bank has adopted the COSO ERM 2017 framework and the risk and financial stability supervisory criteria prescribed in the Bank of Thailand (BOT) notifications as guidelines for enterprise risk management.

These guidelines enable the Bank to effectively control and prevent risks that may affect the achievement of its organizational objectives, both financial and non-financial, with the aim of maintaining risks at an acceptable level so that the Bank can achieve its business objectives effectively and sustainably

The Bank has the following risk management processes:

1. Establishing a long-term Risk Appetite aligned with strategic plan targets

The Bank establishes an acceptable level of risk in alignment with its strategic objectives and the strength of its capital and liquidity positions. This includes analyzing the results of credit stress testing and the impacts of the TFRS 9 accounting standard to ensure the approach aligns with regulatory requirements and the Bank's key financial projections.

2. Developing a Risk Map

The Bank develops a Risk Map to identify and manage risk factors within acceptable levels. Business groups and units that are Risk Owners review risks when setting annual targets and operational plans. These risk factors are linked to the Bank's strategic objectives and performance indicators, aligned with financial projections, and take into account ESG and human rights risks.

3. Establishing Key Risk Indicators (KRIs)

The Bank uses Key Risk Indicators (KRIs) to monitor risks. KRIs must be measurable and provide early indications of risk. When KRIs exceed the Risk Appetite or Risk Tolerance levels, the risk status is immediately reported to the relevant executives for review and monitoring. Risk management measures and plans are also adjusted as appropriate, taking into account cost-effectiveness.

4. Reviewing risk factors

The Bank regularly reviews risk factors to assess and update its risk management strategies in a timely manner and in alignment with changing circumstances. This includes reviewing the organization-wide Risk Appetite and Risk Tolerance to monitor and manage risks, ensuring the Bank can effectively prevent and respond to potential risks.

GSB recognizes the importance of credit risk management, which is considered a key risk in financial institutions because it is associated with lending, investment, and commitment transactions, which are the Bank's core transactions. The Bank has therefore established a Credit Risk Management Policy and developed tools and systems for managing the Bank's credit risk as follows:

1. Establishing lending policies and credit assessment standards

1.1 Establish and review credit risk management policies to ensure alignment with the Bank's business policies and strategies, as well as the requirements of both internal and external regulatory authorities, to serve as the framework, criteria, and standard guidelines for the Bank's credit operations.

1.2 Establish a centralized credit analysis and approval process and define lending approval authorities, including authorities for reviewing and renewing business credit facilities, to ensure a check-and-balance process between units in accordance with sound risk management principles.

1.3 Establish criteria for assessing debt repayment capacity, as follows:

(1) Establish standard criteria for assessing the debt repayment capacity of retail loan customers to ensure that borrowers have sufficient residual income for living expenses and to reduce the likelihood of non-performing loans (NPLs) in the future.

(2) Establish net profit standards for each type of business to serve as criteria for calculating the debt repayment capacity of the Bank's customers applying for loans, ensuring appropriate and consistent standards.

(3) Establish criteria for calculating debt obligations for all types of loans based on credit bureau data (NCB), to ensure a consistent standard for calculating debt repayment capacity.

1.4 Establish a Credit Product Program (CPP) to serve as preliminary guidelines for considering business loans that the Bank will support, and review the qualification criteria for leading financial institutions to serve as criteria for determining interest rates for customers classified as leading financial institutions.

2. Development of credit risk measurement tools and related systems

2.1 Develop and improve credit risk measurement models, comprising the Credit Scoring Model (Application Scoring, Behaviour Scoring, Collection Scoring), Credit Risk Rating Model, and Credit Risk Rating for Small Business Model, to appropriately screen and assess customer risks. These models are used together with the Credit Bureau Score (the credit score provided by National Credit Bureau Co., Ltd.) to enhance the effectiveness of the Bank's loan approval process. The Bank also conducts model validation at least once a year.

2.2 Prepare for impairment calculations in accordance with TFRS 9 by developing/improving the Expected Credit Loss Model (ECL Model), including model validation, to ensure that the Bank calculates provisions appropriately.

2.3 Develop systems to support the Bank's loan approval process in a standardized manner and enhance the effectiveness of risk management, as follows:

(1) Loan Origination and Process System (LOPs), comprising the Loan Origination System (LOR), Collateral Management System (CMS), and Litigation System (LS), to enhance efficiency and competitiveness, including the debt collection process.
(2) Credit Criteria Processing System (CCPS), for processing loan approval criteria covering product criteria for all types of retail loans and risk criteria, as well as calculating debt obligations in accordance with the criteria established by the Bank.
(3) Business customer data and credit risk analysis systems, comprising the Xignal business data analysis system and the Optimist financial data analysis system.
(4) Blaze Advisor, a credit scoring system, and Strategy Management, a scoring system for credit cards and cash card loans.

3. Risk monitoring and reporting

3.1 Monitor the structure and quality of the loan portfolio to ensure alignment with the Bank's policies, including monitoring loan concentrations across various dimensions, such as loan types, business sectors, and debtor groups. The Bank also regularly monitors concentrations to ensure they do not exceed established limits, such as the Single Lending Limit, Industry Limit, and Country Limit for lending, investment, or commitments to counterparties in each country, based on criteria prescribed by the Bank of Thailand.

3.2 Conduct Credit Stress Testing using economic and financial scenarios prescribed by the Bank of Thailand, taking into account the impacts arising from domestic and international economic risk factors, including credit risk, to assess the impacts on the Bank in terms of its loan portfolio, provisions, and capital adequacy.

4. Risk control

4.1 Establish the Single Lending Limit to control risk by limiting the Bank's lending, investment, commitments, or transactions with characteristics similar to lending to any individual, and to prevent excessive Concentration Risk in any single debtor, including related parties. This is also intended to ensure that, should an event occur that may affect a particular group of debtors or a particular business sector, the Bank will continue to have sufficient capital to carry on its business operations.

4.2 Establish and review the Industry Limit to serve as a guideline for considering and submitting loan applications for approval and to diversify risk so as to prevent excessive concentration in any particular business sector.

4.3 Establish limits or ceilings for lending, investment, or commitments to counterparties in each country (country limit) to control risks arising from concentration in any particular country or group of countries that are economically interconnected, and to ensure that the Bank maintains sufficient and appropriate provisions to accommodate potential impacts arising from increased transaction volumes.

5. **Develop the Risk Data Mart to support capital calculations,** including risk-weighted assets, stress testing, credit portfolio management, and improvements to systems for calculating capital and risk-weighted assets, as well as data reporting to support the TFRS 9 financial reporting standard.

6. **Develop personnel skills to enhance capabilities and skills in lending, investment,** and credit risk management, while continuously promoting a credit risk management culture among relevant officers.

Environmental, Social, and Governance Risk Management (ESG Risk)

The Bank places importance on managing Environmental, Social, and Governance (ESG) risks, as these risks may affect its ability to conduct business, competitiveness, financial stability, and organizational reputation over the long term, particularly in rapidly changing economic, social, and regulatory environments.

Integration of ESG into the Enterprise Risk Management Framework

In 2025, the Bank integrated ESG factors into its enterprise risk management framework to systematically identify, assess, and monitor risks across all key activities. This covers Existing Risk, the effectiveness of Existing Controls, and Residual Risk, with regular monthly and quarterly monitoring and reporting. If risks remain high, the Bank establishes additional measures to enhance control effectiveness and maintain risks at an acceptable level.

Environmental and Climate Change Risks

The Bank places importance on risks arising from climate change (Climate-related Risks), which are becoming increasingly severe and variable. These include both Physical Risks and Transition Risks.

Physical risks may affect the business and household sectors due to natural disasters such as droughts, floods, or severe storms. These events may affect key industries, such as tourism and agriculture, as well as people's livelihoods, personal safety, and property. Such risks may also affect debtors' debt-repayment capacity in both the business and household sectors.

Transition risks arise from changes in regulations and government policies aimed at addressing environmental issues, such as policies to reduce the use of fossil fuels. These changes may affect business models, production costs, and the competitiveness of certain industries, particularly the energy sector and industries with high greenhouse gas emissions.

Risk Management through Lending Policies and Financial Products

To mitigate and manage ESG risks, the Bank incorporates environmental, social, and governance factors into its lending, investment, and financial product development considerations. The Bank has established lending policies that emphasize sustainable business practices, covering businesses under the Bio Economy, Circular Economy, and Green Economy models, as well as businesses in the country's target industries (S-Curve) and businesses operating in accordance with government policies. This is intended to support the transition to a low-carbon economy and reduce long-term risks to the Bank's loan portfolio.

At the same time, the Bank has developed financial products and services that help businesses adapt appropriately to environmental changes and enable individuals to manage their finances and debts effectively, thereby strengthening their capacity to cope with risks without adversely affecting the stability of the Bank's financial system.

Liquidity Risk and Financial Stability

The Bank places importance on the liquidity risk management process to cope with economic volatility and changes in the financial environment. It has established risk management policy frameworks and criteria in accordance with regulatory requirements and maintains its liquid assets-to-deposits ratio above the minimum requirement prescribed by the Bank of Thailand to accommodate potential uncertainties. In addition, the Bank has established a Liquidity Contingency Plan, which clearly defines the operational framework, roles and responsibilities of committees, executives, and relevant units, as well as operational procedures. The Plan also includes Early Warning Indicators and is tested to ensure liquidity can be managed effectively during crises. The Bank also regularly conducts Stress Tests under various scenarios, such as economic recession, severe volatility in financial markets, and significant fund outflows, to ensure that it has sufficient liquidity to cope with situations that may affect financial stability.

Governance and Financial Fraud Risks

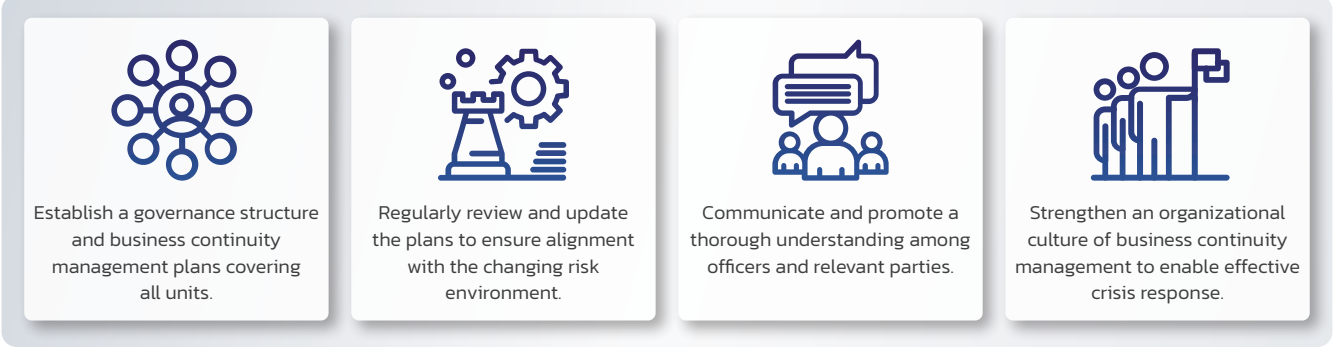
The Bank recognizes the risks arising from cyber threats and fraud involving financial transactions (Digital Fraud), which may affect the Bank, customers, and stakeholders. It has therefore established systematic policies and measures for managing fraud involving financial transactions, covering prevention, detection, response, and incident monitoring. The Bank also continuously develops systems to detect and monitor transaction anomalies and provides a 24-hour incident reporting channel through GSB Contact Center 1115, press 6, while continuously communicating with service users to raise awareness of financial security.

Crisis Risk Management and Business Continuity [3-3]

The Bank recognizes the importance of crisis management in a context where risks are becoming increasingly complex and interconnected. These include external factors such as natural disasters, pandemics, civil unrest, and the impacts of climate change, as well as internal factors related to technology systems and operations that may affect the continuity of financial services, customer confidence, and the organization's overall stability.

To prepare for and mitigate such uncertainties, the Bank has developed a Business Continuity Management (BCM) framework in accordance with regulatory guidelines and ISO 22301, covering both strategic and operational aspects. The framework focuses on preparedness, incident response, and the rapid, effective restoration of operations to normal conditions, under an integrated risk management approach linked to Enterprise Risk Management (ERM) and governance, in accordance with regulatory requirements.

Key Approaches to BCM



In 2025, the Bank enhanced the testing and evaluation of the effectiveness of the Incident Management Plan (IMP), Crisis Communication Plan (CCP), Business Continuity Plan (BCP), Disaster Recovery Plan (DRP), Cyber Incident Response Plan (CIRP), and IT Service Management (ITSM) guidelines, including service providers. The Bank also tested the crisis management capabilities of relevant committees and senior executives, including the Crisis Management Team (CMT), Incident Response Working Team (IRWT), Regional Incident Response Working Teams (Regional IRWTs), and Cyber Incident Response Team (CIRT). The tests used integrated scenarios involving multiple simultaneous incidents to demonstrate the interconnections among the relevant plans. These included an earthquake followed by a fire to cover a range of risks and more closely reflect real-life situations. The tests focused on the following key areas:

- **Personnel:** The preparedness of the crisis management team and officers to perform their duties during emergencies.
- **Communication:** The speed and accuracy of communication channels both within the organization and with customers.
- **Operations:** The ability to maintain service levels within the specified Recovery Time Objective (RTO).
- **Technology and infrastructure:** The readiness of IT systems, backup systems, and alternate work sites.

The test results were rated effective and highly effective. However, to continuously enhance process effectiveness, the Bank analyzed the test results to identify gaps (Gap Analysis) and continuously improve the plans. The Bank also places importance on liquidity risk management during crises by establishing a Liquidity Contingency Plan to address situations that may affect cash flows and debt repayment capacity, together with Stress Testing to assess its ability to cope with difficult and uncertain situations.

With regard to technology and financial fraud risks, the Bank has continuously strengthened measures to prevent and detect cyber threats, including risks arising from digital transactions (Digital Fraud), through the development of transaction monitoring, identity verification, and real-time alert systems, together with providing knowledge to customers and officers to strengthen their resilience to risks in the digital era.

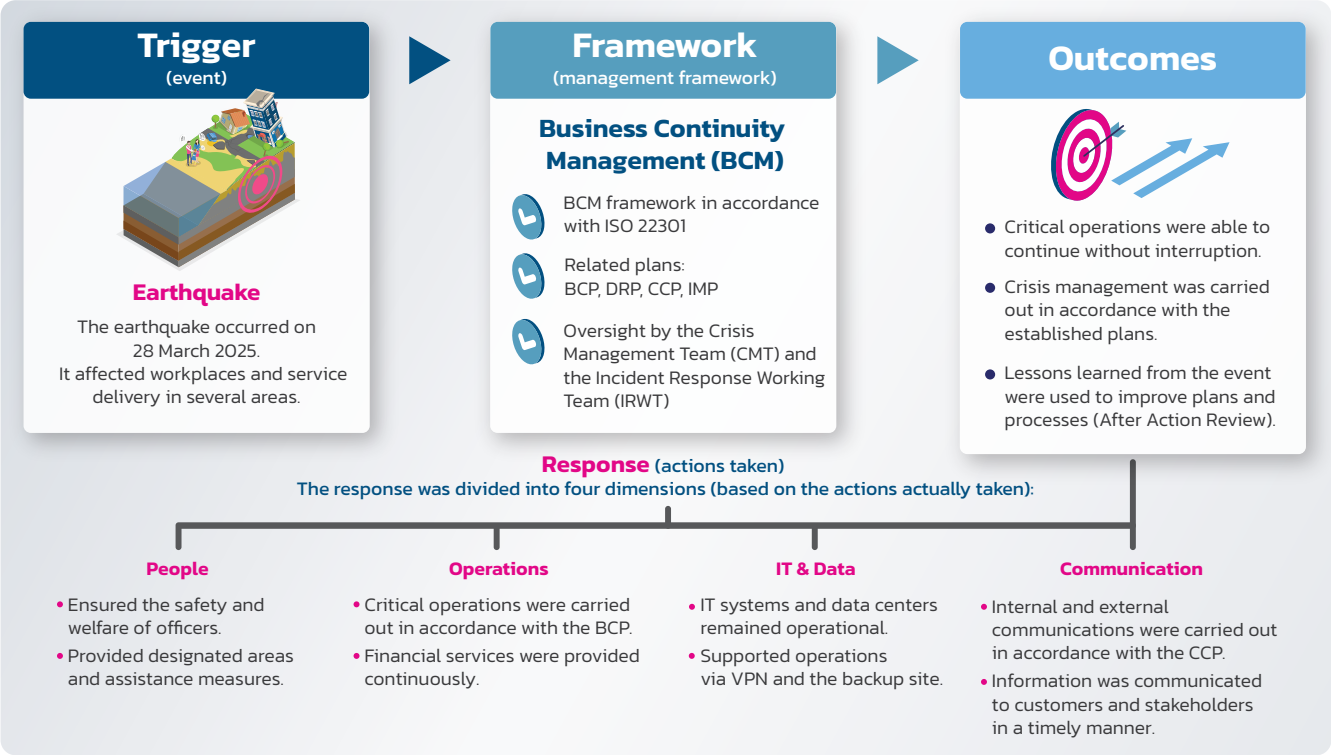
In 2025, GSB managed the following major crisis events:

- **Earthquake: Tremors were felt across Thailand, requiring personnel at the Head Office and several branch operations units to evacuate their workplaces.** Critical operations were carried out in accordance with the Business Continuity Plan (BCP) and emergency operating plans, either at the primary work sites, at locations provided by the Bank in accordance with the relevant announcement, or remotely via VPN.
- **Flooding: Flooding in the northern and southern regions resulted in the temporary closure of a large number of branches.** Affected branches temporarily suspended services and asked customers to use nearby branches. Units in the affected areas prepared sandbags, moved belongings to higher ground, and considered relocating operations to unaffected branches or units. Customers were also informed to use nearby branches, and the provision of mobile banking services was considered.
- **Unrest arising from armed conflict along the Thailand–Cambodia border: Affected branches temporarily suspended services and informed customers to use electronic banking services.** Operations were also considered for relocation to nearby unaffected branches or units. The Bank submitted the temporary service suspension approval to the Crisis Management Team (CMT) through the Incident Response Working Team (IRWT).

Operating under the Business Continuity Management (BCM) framework and related plans, the Bank maintained continuity of critical operations, ensured the safety and well-being of personnel, and communicated information to customers and stakeholders in a timely manner. The Bank managed these events in accordance with the established plans and applied lessons learned to improve its plans and processes, enhancing preparedness for future crises.

Case study: Crisis management and business continuity during the 2025 earthquake

The Bank responded to the earthquake through its business continuity management framework by maintaining critical services, ensuring personnel well-being, and communicating effectively with stakeholders.



Risk Management in the Business Loan Approval Process

The Bank considers the loan approval process a critical business process and ensures it can operate continuously, even during crises. The Bank has systematically established standards and guidelines for managing risks in this process by preparing an operating manual for business credit risk analysis and screening. The manual serves as a common working guideline for risk analysis officers and credit approvers at all levels, covering the assessment of credit quality, financial position, debt repayment capacity, and relevant market and environmental factors. This helps enhance accuracy, transparency, and traceability in the loan approval process.

In addition, the Bank has mechanisms for regular communication and fostering a shared understanding through internal meetings and meetings with credit analysis officers (RM) to provide updates on regulations, criteria, legal requirements, and information on economic conditions and the business environment that may affect customers' credit risk in each industry. This helps ensure consistency and greater prudence in loan approval decisions.

In 2025, the Bank faced severe disaster situations arising from earthquakes and flooding in key areas, which limited on-site business inspections, collateral valuations, and access to premises and information systems during certain periods. However, by operating under the Business Continuity Plan (BCP) and adjusting its work processes accordingly, the Bank was able to maintain the continuity of its loan approval process and the provision of financial services to customers.

At the same time, the Bank closely monitored customers' credit risk and debt quality by using information from its information systems to identify early warning signals and coordinating with customer-responsible officers to ensure timely risk monitoring and management. The Bank also established specific measures, such as inspecting and certifying condominium buildings before entering into contractual transactions following

the earthquake, to mitigate collateral risk. The impacts of these events were short-term, and operations returned to normal after safety inspections and certification by the relevant authorities.

Promoting an Organizational Risk Culture

To enhance and embed a risk management culture, the Bank develops risk management tools and processes while placing importance on environmental, social, and governance (ESG) considerations at every stage of its operations.

The Bank supports its role as a Social Bank, in line with its vision and mission, through a strong risk management culture that focuses on key factors, including Risk Governance, the Enterprise Risk Management Framework, and the establishment of a risk appetite. The Bank also clearly links risk management performance to remuneration and incentives in personnel assessments at each level to promote transparency and a risk management culture throughout the organization.

In 2025, the Bank focused on driving its risk culture through four key factors:

1. **Tone from the Top :** Executives translate organizational values into organizational practices and behaviors and continuously communicate the importance of risk management.
2. **Accountability:** Promote accountability for risks by assigning risk responsibilities to officers at all levels, together with monitoring and evaluation, and establishing mechanisms and processes for monitoring, assessing, and reporting risks.
3. **Effective Communication and Challenge:** Promote the communication of risk-related information and news and provide opportunities for officers to express their opinions.
4. **Incentives and HR Practices:** Create incentives and implement human resource management practices by linking risk management to performance evaluation, rewards, and personnel development.

The Bank's Board of Directors and senior executives play a leading role in establishing policies and exchanging views with operational personnel by integrating principles, people, processes, and technology. The Bank has communicated its governance and risk management framework through various channels to strengthen corporate governance and reach all stakeholder groups. It has also driven the risk management culture into concrete practice through an incentive program for risk management and regulatory compliance. The program aims to encourage units and executives to manage risks within acceptable levels, comply with regulatory requirements, and effectively achieve operational targets, thereby fostering a strong organizational culture of risk management and good governance.

As part of these efforts to drive an organizational risk culture, the Bank has strengthened its management of financial fraud to raise risk awareness and enhance understanding of emerging forms of financial fraud in the loan approval process. This includes cases involving detected document forgery, loan purposes that are inconsistent with the Bank's policies, or other suspicious issues. The Bank forwards such information for appropriate investigation and consideration in the loan approval process.

The Bank promotes internal learning by developing tools and channels to disseminate information on financial fraud, serving as a knowledge resource for executives and officers to share and exchange experiences. It also regularly organizes workshops and knowledge-sharing forums on Fraud to enhance skills in document verification, risk assessment, and decision-making in the lending process, ensuring greater prudence and consistent standards.

These initiatives reflect the Bank's risk culture in practice, helping reduce risk, support operational transparency, and strengthen stakeholders' long-term confidence in the Bank's risk management system.

Results of the 2025 Personnel Risk Culture Opinion Survey

Topic (Full score: 5)	2023	2024	2025
Attitudes toward risk management approaches	4.76	4.86	4.89
Risk management behavior and awareness	4.65	4.73	4.79

Quantitative and Qualitative Performance

The Bank's 2025 performance reflects the effectiveness of its systematic and comprehensive risk management, which supported the achievement of financial targets and long-term stability amid a volatile economic environment.



The Bank effectively maintained asset quality, with the non-performing loan (NPL) ratio at **3.34%.**



The NPL coverage ratio (Coverage Ratio) remained high at **171.52%,** reflecting the adequacy of provisions and prudent credit risk management. This ensures that the Bank is well prepared to cope with future uncertainties.



In terms of operational efficiency, the Bank's Cost to Income Ratio stood at **41.81%,** reflecting efficient cost management and resource utilization under a risk governance framework that supports balanced business decision-making.



The Bank's capital strength was also evident from its capital adequacy ratio (BIS Ratio) of **19.10%,** which was above the legally required level, demonstrating the Bank's ability to accommodate risks and support long-term business growth.



Total loans expanded to **2.51 Trillion Baht,** an increase from the previous year, while Total Provision remained at an appropriate level of **144,111 Million Baht,** with General Provision of **79,449 Million Baht.** This reflects a Prudential Approach aligned with the growth of the loan portfolio.



Even in a context where the Bank was required to allocate resources to accommodate risks and strengthen financial system stability, net profit in 2025 remained at an appropriate level, demonstrating the Bank's ability to effectively maintain a balance between Risk and Return.

Overall, these results reflect that strong risk management is a key factor in strengthening financial stability, supporting sustainable growth, and building long-term stakeholder confidence.

Good Corporate Governance

Background

As a financial institution that plays an important role in the economic and social systems, GSB recognizes that conducting business with transparency, integrity, and responsibility toward all stakeholder groups is an important foundation for building trust and achieving sustainable growth. The Bank is therefore committed to conducting its business in accordance with the Principles for Responsible Banking and places importance on good corporate governance across all dimensions of its operations.

Good corporate governance enables the Bank to manage the organization efficiently, reduce operational risks, prevent conflicts of interest, and promote transparent, fair business decision-making that considers the public interest. It also helps the Bank fully comply with relevant laws, regulations, and international standards.

Through this approach, the Bank can strengthen stakeholder confidence and satisfaction while creating positive social and environmental impacts over the long term. It also helps enhance the Bank's corporate image, foster a responsible work culture, and support the Bank in adapting to changes in a prudent and sustainable manner.

The Bank is committed to serving as a model for conducting business in accordance with good governance principles by adhering to transparency, accountability, integrity, consideration for stakeholders, and the creation of shared value, thereby supporting balanced economic, social, and environmental development over the long term.

Impacts, Opportunities, and Risks to the Economy, Environment, Society, and Human Rights [3-3]

Good corporate governance is an important mechanism that enables GSB to operate with transparency, accountability, and consideration for all stakeholder groups, particularly in a context where financial institutions face changes in economic conditions, regulatory requirements, societal expectations, digital technology, as well as increasingly important environmental and human rights issues.

The Bank therefore places importance on considering the impacts, opportunities, and risks associated with good corporate governance across four dimensions: the economy, environment, society, and human rights. This enables the Bank to establish appropriate policies, practices, governance measures, and monitoring mechanisms, supporting efficient operations that are aligned with good governance principles and building long-term stakeholder confidence.

Economic



- **Opportunity:** Good corporate governance helps strengthen the confidence of customers, the public, regulatory authorities, and business partners in the Bank's operations. It supports transparent, prudent decision-making aligned with the Bank's organizational strategy, while enhancing the efficiency of resource management, risk management, and the creation of sustainable economic value.
- **Risk:** If governance mechanisms are ineffective, this may affect the Bank's credibility, transparency in decision-making, regulatory compliance, and operational efficiency. It may also create reputational and compliance risks, as well as risks arising from management practices that are not aligned with the Bank's organizational goals.

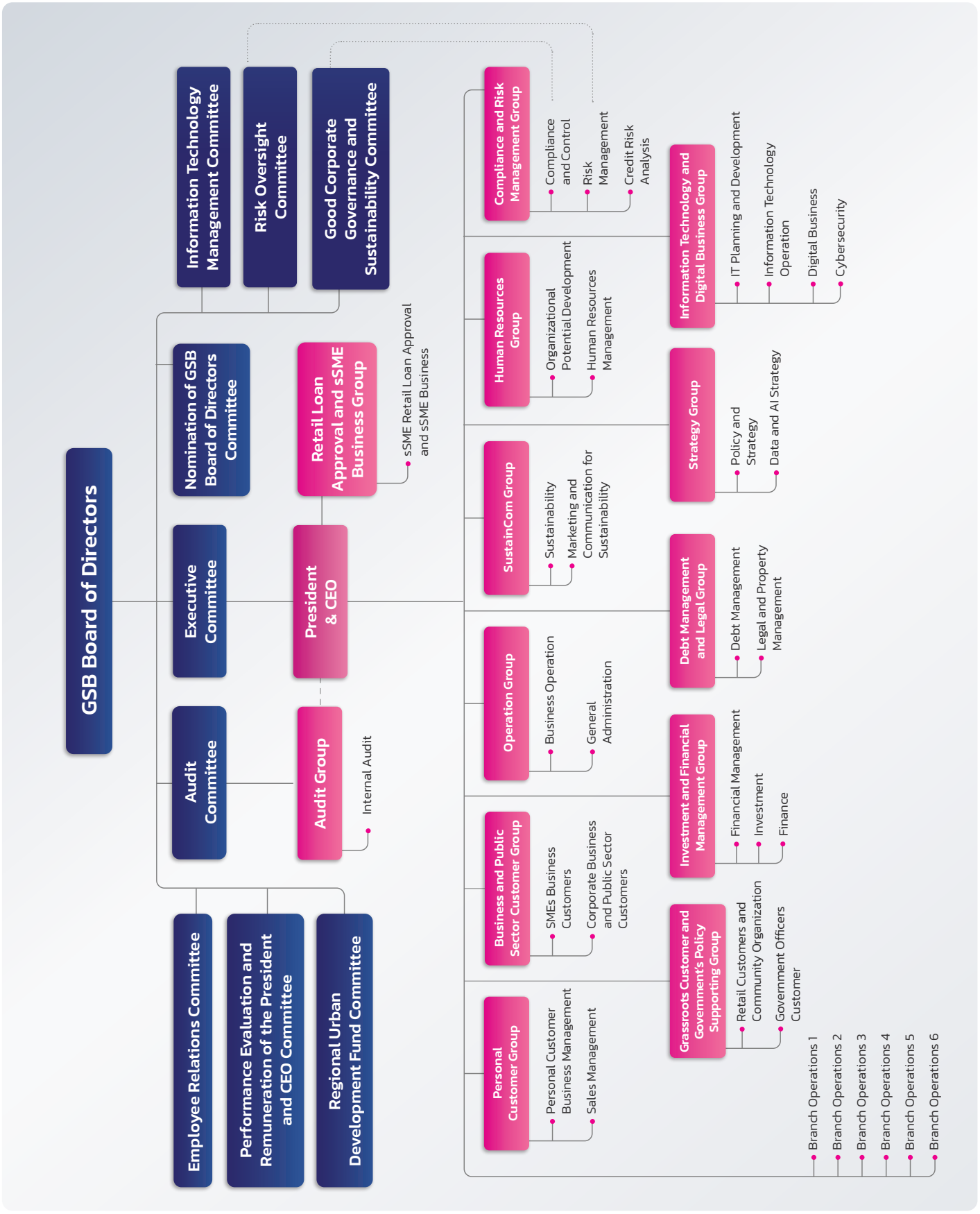
Environmental 	• **Opportunity:** Good corporate governance helps drive the Bank to integrate environmental considerations into its policies, strategies, risk management, and operational processes, such as supporting responsible lending and investment, managing resources efficiently, and overseeing operations to ensure alignment with the Bank's environmental goals. • **Risk:** Without appropriate environmental governance, the Bank may be unable to adequately manage environmental impacts. It may also face risks arising from non-compliance with regulations, evolving international standards, and stakeholder expectations regarding the role of financial institutions in supporting the transition to a low-carbon economy.
Social 	• **Opportunity:** Good corporate governance supports the Bank's role as a Social Bank through operations that consider fairness, transparency, access to financial services, and appropriate treatment of stakeholders. This helps strengthen the trust of customers, officers, communities, suppliers, and relevant agencies in the Bank's operations. • **Risk:** If social governance is not sufficiently comprehensive, it may risk reduced customer and stakeholder satisfaction and confidence due to unclear communication, unfair service provision, inappropriate complaint handling, or operations that do not align with societal expectations.
Human rights 	• **Opportunity:** Good corporate governance helps promote the Bank's operations based on respect for human rights, equality, non-discrimination, and fair treatment of stakeholders, including officers, customers, suppliers, communities, and vulnerable groups. This is aligned with the Bank's role in reducing inequality and creating fair access to financial services. • **Risk:** In the absence of appropriate human rights governance, the Bank may face risks arising from unfair treatment, discrimination, and violations of the rights of customers, officers, or other stakeholders, as well as reputational risks and risks to confidence in the Bank, particularly in service provision, credit consideration, personal data management, and supplier management.

Targets [3-3][205-3]

Targets	2025 performance
 **Integrity and Transparency Assessment (ITA) results for government agencies**	Achieved an AA rating consistently every year, with an assessment score of **97.51 points**
 **Moral Organization Assessment results**	Achieved the **"Moral Model Organization"** level
 **CG & Compliance knowledge and understanding assessment scores**	**96.47%**

Governance

Organizational Structure [2-9]



Composition of GSB Board of Directors



Total number of directors	15
Executive directors	1
Independent directors	11
Non-executive directors	14
Gender	
Male	13
Female	2

All committees have interconnected authorities, duties, roles, and responsibilities in overseeing the Bank's operations, ranging from setting strategic direction, overseeing risk and internal controls, and promoting good governance and sustainability, to overseeing personnel, technology, and stakeholder relationships. This supports the Bank in fulfilling its mission as a Social Bank with transparency and efficiency while creating sustainable value for the economy, society, and environment.

Further details on the structure and responsibilities of the committees, their authorities and duties, qualifications of Bank directors, director independence, terms of office, and various subcommittees are available in the 2025 Annual Report under "Good corporate governance," subsection "Compliance with the principles and guidelines on good corporate governance of the State Enterprise Policy Office (SEPO)," page 144. Further information on individual directors' profiles is available under "GSB Board of Directors," page 68.

Scan the QR Code
to read further details in the 2025 Annual Report under "Good corporate governance," subsection "Compliance with the principles and guidelines on good corporate governance of the State Enterprise Policy Office (SEPO)," page 144, and further information on the profiles of individual directors under "GSB Board of Directors," page 68.



Strategy and Management of Risks and Opportunities [3-3] (Including Management Policies)

GSB has established a Good Corporate Governance Policy as a framework for overseeing the operations of GSB Board of Directors, senior executives, and personnel at all levels to ensure adherence to good governance principles, transparency, accountability, and consideration for sustainable business operations.

The Policy was developed in alignment with relevant criteria and guidelines, including the Principles and Guidelines on Good Corporate Governance for State Enterprises B.E. 2562 (2019); Bank of Thailand Notification No. FPG. 12/2562 (2019) on Governance of Specialized Financial Institutions; the Assessment Criteria for Operational Processes and Management of State Enterprise Core Business Enablers, Revised Edition 2024; and requirements concerning ethical conduct processes, mechanisms, and enforcement of the Code of Ethics for State Enterprise Executives and Officers.

The Bank has established principles and practices for good corporate governance across nine areas to guide implementation throughout the organization.



The Good Corporate Governance Principles of GSB emphasize the roles of GSB Board of Directors and senior executives in overseeing the Bank's operations with responsibility, transparency, and accountability. The principles aim to ensure that duties are performed to the fullest extent of their capabilities, with equal responsibility toward stakeholders, while supporting the creation of added value for the Bank in both the short and long term. They also promote business operations that consider impacts on the environment, health, quality of life, community well-being, and society as a whole.

GSB continuously reviews its good corporate governance guidelines to ensure alignment with the economic and social context, relevant regulations, and stakeholder expectations. The Bank adheres to five fundamental principles of good corporate governance:

1. **Integrity:** Managing with honesty and trustworthiness, upholding what is right, and operating ethically.
2. **Fairness:** Treating all stakeholder groups equally and fairly, without discrimination.
3. **Transparency:** Operating with accurate, clear, sufficient, and verifiable disclosure of information.
4. **Responsibility:** Performing duties within the scope of one's responsibilities with due care and to the fullest extent of one's capabilities, while striving to improve operational efficiency.
5. **Accountability:** Taking responsibility for decisions, directives, and the outcomes of actions undertaken within one's roles and duties, with the ability to appropriately explain the reasons for and outcomes of such decisions.

Good Corporate Governance Master Plan

GSB continues to enhance good corporate governance alongside its efforts to advance sustainable development. The Bank reviews its Good Corporate Governance and Sustainable Development Master Plan annually and prepares action plans to translate the Master Plan into concrete implementation. It also monitors progress under the plans and reports the results to the relevant committees quarterly.

For the Good Corporate Governance and Sustainable Development Master Plan 2025–2029, the Bank has established five strategic objectives as a framework for driving its operations, as follows:

1. **Strategic Objective 1:** Become a sustainable organization by integrating sustainability concepts into the Bank's operations.
2. **Strategic Objective 2:** Develop operational frameworks and processes in alignment with good corporate governance principles and international standards.
3. **Strategic Objective 3:** Promote and oversee operations to ensure compliance with relevant rules, regulations, and requirements.
4. **Strategic Objective 4:** Build a good corporate governance culture (CG Culture) and integrate Governance, Risk, and Compliance (GRC) into the Bank's operations.
5. **Strategic Objective 5:** Develop tools to support governance and compliance, including the adoption of digital technology and AI to enhance the efficiency of work processes.

Good Corporate Governance and Sustainable Development Master Plan 2025–2029

SOCIAL BANK

Vision : To be a Social Bank committed to good corporate governance in accordance with international standards for sustainable organizational development

Regulatory requirements – Assessment criteria and Core Business Enablers – Audit/review results and CG survey results

SO 1. Toward becoming a sustainable organization

Strategy 1.1 Establishing performance targets for the Bank's key sustainability factors to drive clear and measurable sustainability performance

1) Establish five-year targets and indicators for the Bank's key sustainability factors.
2) Communicate the sustainability factors and five-year targets.
3) Revise sustainability criteria / policies.
4) Revise human rights criteria / policies.

Strategy 1.2 Advancing toward the Bank's net zero greenhouse gas emissions target (Net Zero Roadmap)

1) Review the business lending policy.
2) Review the investment policy.
3) Advance climate change initiatives.
4) Increase the use of clean energy/ energy conservation.
   - Install solar rooftops at branches.
   - Replace internal combustion engine vehicles with EVs.
   - Implement electricity-saving measures in the Bank's Data Center (Green IT).
5) Plant forests/conserve forests for carbon sequestration.
6) Develop green products.
   - GSB Green Home Loan
   - GSB Go Green Loan
   - GSB Economy Loan
7) Develop a greenhouse gas emissions database.

Strategy 1.3 Integrating social missions to strengthen society and communities

1) Advance community development (Community Development Framework).
2) Review the ESG Score.
3) Develop products and services to create access to funding, address debt problems, and promote financial literacy and savings.

SO 2. Developing operational frameworks and processes in accordance with good corporate governance principles and international standards

Strategy 2.1 Improving criteria and reviewing policies to ensure alignment with laws, external regulations, international standards, and CG & Leadership assessment criteria

1) Improve criteria / policies on good corporate governance.
2) Improve criteria / policies on compliance oversight.
3) Improve criteria / policies on business conduct oversight.
4) Improve criteria / policies on stakeholder management.
5) Improve criteria / policies on information technology governance.

Strategy 2.2 Enhancing operational processes to ensure alignment with laws, regulatory requirements, and international standards

1) Enhance good corporate governance and organizational management processes by incorporating the results of previous process assessments into improvements.
2) Enhance operational processes for compliance with laws, rules, and regulations (Compliance) by incorporating the results of previous process assessments into improvements.
3) Enhance the Human Rights Due Diligence (HRDD) process.
4) Participate in the Integrity and Transparency Assessment (ITA).
5) Participate in the Moral Organization Assessment.

SO 3. Promoting and overseeing compliance with rules and regulations

Strategy 3.1 Building knowledge and understanding and ensuring adherence to rules and regulations

1) Enhance the knowledge of the Board of Directors and senior executives.
2) Develop personnel in the governance and risk management group.
3) Develop the Core Team to support assessment criteria.
4) Communicate and provide knowledge on compliance with rules and regulations.

Strategy 3.2 Overseeing operations to ensure compliance with laws, rules, and regulations

1) Review key operational processes, such as:
   - Compliance with CG principles, ethics, the Code of Conduct, and anti-corruption measures.
   - Anti-money laundering and suppression.
   - Compliance with laws and regulations of the Bank of Thailand (BOT) / Securities and Exchange Commission (SEC) / Office of Insurance Commission (OIC) / State Audit Office of the Kingdom of Thailand (SAO).
   - Improved or newly launched products.
   - Compliance with Market Conduct.
   - Credit review.
   - PDPA.

Strategy 3.3 Evaluating performance in accordance with CG principles, ethics, the Code of Conduct, and organizational leadership

1) Conduct a CG & Leadership opinion survey.
2) Conduct a knowledge and understanding test on compliance with the Code of Ethics (e-Testing).
3) Assess behavior in accordance with the targeted moral principles (sufficiency, discipline, integrity, volunteer spirit, and gratitude).

SO 4. Building a good corporate governance culture and integrating GRC Strategy

Strategy 4.1 Driving a good corporate governance culture (CG Culture)

1) Build a good corporate governance culture (CG Culture) by driving GSB Way of Work organizational values.
2) Promote CG Culture through the Board of Directors and senior executives (Tone from the Top).
3) Foster good Role Models within the organization.
   - GSB Ethics and Code of Conduct Awards Project
   - CG Brand Ambassador
4) Unit-level ethics and morality promotion project.
5) Market Conduct Award project.

Strategy 4.2 Promoting good corporate governance in preventing conflicts between personal and public interests (COI), preventing corruption, and strengthening internal control

1) Establish a database of individuals with a history or information indicating conduct that does not comply with CG principles for use in credit consideration.
2) Promote transparency and prevent corruption.
3) Establish an internal control system and reporting for performance analysis.
4) Participate in the assessment of the Thai Private Sector Collective Action Against Corruption (CAC).

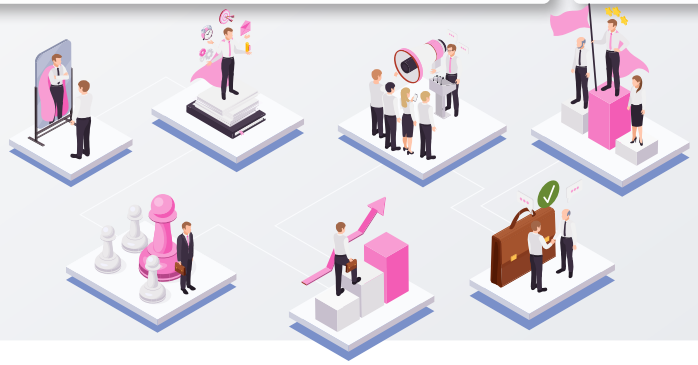
Strategy 4.3 Integrating GRC

1) Develop knowledge of GRC integration for the Board of Directors, executives, and relevant officers.
2) Strengthen the organization's GRC culture.
3) Develop work systems and databases (Share Data).
4) Enhance the Three Lines of Defense.

SO 5. Developing tools to support compliance and drive work processes through technology and AI

Strategy 5.1 Developing tools to monitor and support compliance oversight and enhance operational efficiency

1) Develop tools to support compliance with rules and regulations
   - Review the Credit Review Monitor tool.
     - Review the tool supporting the review of newly launched credit products through a Dashboard.
     - Develop an Early Warning System report to prevent errors in credit data recording.
2) Improve operational processes through digital technology and AI.



Integrated Governance, Risk Management and Compliance (GRC) Policy [2-24]

GSB implements an Integrated Governance, Risk Management and Compliance (GRC) Policy, comprising Governance, Risk Management, and Compliance, to strengthen the Bank's management system so that it is transparent, prudent, and aligned with good governance principles, while enabling the Bank to respond effectively to changes in the business environment, regulatory requirements, and emerging risks.

In the Governance dimension, the Bank aims to enhance good corporate governance mechanisms covering the Board of Directors, executives, and officers. It promotes leadership in setting the direction of business operations to foster a culture of good governance, integrity, transparency, and accountability to stakeholders. These efforts help ensure that the Bank's decisions and business operations align with good corporate governance principles and support long-term confidence in the organization.

In the Risk Management dimension, the Bank emphasizes developing risk management processes linked to the operations of all units. It promotes a Risk Culture and risk awareness throughout the organization, along with tools, databases, and systems that support timely risk monitoring, surveillance, and assessment. This enables the Bank to appropriately manage financial, operational, information technology, ESG, and other risks that may affect its ability to fulfill its mission as a Social Bank.

In the Compliance dimension, the Bank aims to integrate compliance into its work processes by developing compliance oversight processes for key transactions and processes in order to reduce the likelihood of recurring errors and support the Bank's full compliance with laws, rules, regulations, and regulatory requirements. This also includes building the knowledge of the Board of Directors, executives, officers, and relevant units in accordance with the Three Lines of Defense approach to address new regulatory requirements important to the Bank.

Under the GRC Integration Plan 2026–2030, the Bank has established key initiatives to drive concrete implementation, including promoting a good corporate governance culture and Risk Culture, developing GRC knowledge, communicating GRC matters to stakeholders, integrating compliance risks into key transactions, developing GRC governance processes, and adopting digital technology to provide support, such as linking GRC data, developing supporting systems, and developing an Early Warning System.

Policy Communication [3-3][2-12][2-23]

To promote the concrete implementation of good corporate governance throughout the organization, GSB continuously communicates its good corporate governance policies and practices to the Board of Directors, executives, officers, and relevant stakeholders. The Bank reviews and prepares its Good Corporate Governance Master Plan annually to ensure alignment with the Bank's vision, mission, and strategies, as well as the criteria and guidelines of relevant regulatory authorities.

The Bank aims to instill awareness among personnel at all levels of the importance of good corporate governance and to foster attitudes and behaviors consistent with the principles of good governance, transparency, accountability, and consideration for stakeholder interests, so that good corporate governance becomes an integral part of work processes at all levels, or CG-in-Process.

In addition, the Bank communicates and disseminates its policies and knowledge on good corporate governance through a variety of channels, covering both internal and external communication channels, including:

Communication channels	Details
GSB website	Good corporate governance topics
Bank intranet system	News from Bank units
E-mail	GSB officers
Webpage	GSB Wisdom
	Good Corporate Governance Department
Dissemination of policy materials	Disseminate the Good Corporate Governance Policy to the Bank's key stakeholders and assess survey results on stakeholders' awareness, understanding, and satisfaction with GSB.
Training and educational sessions	Organize training and educational sessions for executives, GSB branches, and officers.

Nomination and Appointment of GSB directors [2-10][2-11]

The Bank places importance on the process for nominating GSB directors and has appointed GSB Director Nomination Committee as a mechanism to support good corporate governance in the nomination of individuals who possess knowledge and capabilities aligned with the required core competencies, have relevant experience, meet all required qualifications, and have none of the prohibited characteristics. The process complies with rules, regulations, and laws related to the appointment of state enterprise directors, such as the State Enterprise Policy and Governance Development Act B.E. 2562 (2019); the Notification of the State Enterprise Director Screening Committee on Criteria and Procedures for the Selection of Persons as State Enterprise Directors B.E. 2566 (2023); the Standard Qualifications for State Enterprise Directors and Employees Act B.E. 2518 (1975), as amended; the Government Savings Bank Act B.E. 2489 (1946), as amended; and relevant notifications of the Bank of Thailand. This ensures that the appointment of GSB directors is efficient, effective, and transparent, in accordance with good governance principles. In nominating GSB directors, the Bank considers individuals with the experience, skills, knowledge, and expertise in fields necessary for the Bank's operations and aligned with its business direction and strategic objectives.

In considering the nomination and screening of individual qualified candidates proposed for appointment as directors who are not ex officio directors, the Bank takes into account the proportion of such appointments from the Ministry of Finance's State Enterprise Directors' Pool and/or qualified persons with business-sector experience, which must account for no less than one-third of the total number of directors who are not ex officio directors. In addition, the Bank considers the structure of the Board of Directors to ensure that independent directors account for at least one-third of the total number of directors, in compliance with relevant laws and criteria and in alignment with the Good Corporate Governance Policy.

In addition, the Bank has identified 10 required competencies, skills, knowledge, and expertise (a Skill Matrix) to help ensure the Board of Directors' composition is appropriate to the Bank's role. These areas comprise: 1) finance, 2) accounting, 3) law, 4) digital information technology and innovation, 5) banking, 6) risk management, 7) economics, 8) business administration, 9) strategy and development planning, and 10) social and environmental matters.

Further details on the nomination and appointment process for GSB directors, the Director Nomination Policy, and GSB Director Nomination Committee report are available in the 2025 Annual Report, pages 144 - 146.

Scan the QR Code
to read further details in the 2025 Annual Report, pages 144 – 146.
Table showing the skills, knowledge, and expertise (Skill Matrix)
of GSB directors

Table showing the skills, knowledge, and expertise (Skill Matrix) of GSB directors

Competency and expertise group	Specific areas of knowledge and expertise	Total (person)
Core competency and essential knowledge group	Finance	10
	Accounting	3
	Law	2
	Digital information technology and innovation	4
Management and strategy competency group	Banking	4
	Risk management	2
	Economics	6
	Business administration	9
	Strategy and development planning	7
	Social and environmental matters	1



Development of GSB Board of Directors [2-17][2-24]

GSB places importance on enhancing the knowledge and understanding of the Bank's Board of Directors on matters related to good corporate governance, risk, cybersecurity, and personal data protection, to support the Board in effectively overseeing operations and providing strategic recommendations in alignment with the Bank's business context and the expectations of regulatory authorities.

In 2025, the Bank enhanced the capabilities of the Board of Directors through four key training programs and activities, as follows:

1. Orientation for new directors was held twice, on 14 January 2025 and 16 December 2025, as well as an orientation for the Chairman of the Executive Committee on 9 November 2025.
2. The Board of Directors participated in the 2025 Cybersecurity Workshop for Directors of Companies in the Capital Market Sector, organized by the Securities and Exchange Commission (SEC), on 8 September 2025.
3. A special lecture on Cybersecurity Awareness was provided for the Good Corporate Governance and Sustainability Committee, Risk Oversight Committee, and Audit Committee on 30 September 2025.
4. The 2025 Personal Data Protection Awareness Training was held on 19 December 2025.

Evaluation of the Performance of the Highest Governance Body and Performance Evaluation of GSB Bank Board of Directors [2-18]

GSB places importance on the continuous development of the capabilities of the Bank's Board of Directors to ensure that the Board has the knowledge, understanding, and perspectives necessary to keep pace with the Bank's business context, as well as key issues relating to good governance, risk, compliance oversight, sustainability, information technology, and innovation. These are important factors in enabling the Board to effectively oversee the Bank and provide strategic recommendations.

The Bank has established guidelines for Board development in alignment with the skills, knowledge, and experience required under the Bank's Skill Matrix. The Bank places particular importance on orientation training for new directors to help them understand their roles, duties, and responsibilities, the governance structure, strategic objectives, and the Bank's operational direction. The Bank also promotes learning among existing directors, new directors, and executives to support effective collaboration and policy-level decision-making.

In addition, the Bank places importance on the Board performance evaluation process by conducting annual self-assessments at the individual, Board, and subcommittee levels. These assessments help review the effectiveness of governance, roles and duties, responsibilities, and collaboration among directors. The assessment results are also used to improve operational approaches and develop the Board's capabilities in the following year.

In 2025, the Bank conducted performance evaluations of the Board of Directors in accordance with the established criteria. The evaluations were divided into three types, as follows:

1. Self-Assessment for the Board of Directors Members
2. Self-Assessment for the Board of Directors
3. Self-Assessment for Subcommittee

The evaluation results indicated that the Board performed its duties at an "Excellent" level across all three groups: individual members of GSB Board of Directors, GSB Board of Directors as a whole, and the subcommittees. The evaluation results were presented to GSB Board of Directors for acknowledgment and recommendations to improve corporate governance effectiveness in 2026. Details are as follows:

Assessment item	Assessment results
Self-Assessment for the Board of Directors Members	**130.77 points** out of **132 points** or **99.07%**
Self-Assessment for the Board of Directors	**241.46 points** out of **244 points** or **98.96%**
Self-Assessment for Subcommittee	**75.97 points** out of **76 points** or **99.96%**

Conflicts of Interest [2-15]

GSB oversees conflicts of interest by requiring directors, executives, and related persons to disclose information on shareholdings, controlling interests in other businesses, business relationships, and transactions between related persons or entities. The Bank uses this information for review before lending, investment, procurement, or transactions that may involve conflicts of interest. The Bank reviews and confirms this information at the end of June and December each year. In addition, any person with an interest in a particular matter is required to disclose such interest and abstain from considering or approving that matter. This ensures the Bank's operations are transparent, fair, and in accordance with good governance principles, laws, internal regulations, and relevant disclosure standards.

Director Remuneration Policy [2-19]

The remuneration and benefits of GSB directors consist of three components, as follows:

1. Monthly remuneration (in accordance with the Cabinet Resolution dated 24 April 2019).
2. Meeting allowances for GSB directors (in accordance with the Cabinet Resolution dated 24 April 2019). Meeting allowances are paid on a per-meeting basis only to directors who attend the meeting, for one meeting per month. Where there is a justifiable reason, meeting allowances may be paid for more than one meeting per month, but not exceeding 15 meetings per year. GSB directors who are appointed to subcommittees/ subcommissions/other working groups established pursuant to provisions of law, Cabinet resolutions, or by GSB Board of Directors are entitled to a meeting allowance on a per-meeting basis at a rate of 0.5 times the meeting allowance for GSB directors, only for directors who attend the meeting. However, each GSB director may receive meeting allowances for no more than two subcommittees/ subcommissions/other working groups in total, with no more than one meeting per month for each committee or working group.

3. Director bonuses are paid based on operating performance. Bonuses are calculated based on net profit, operating performance, and the results of the performance assessment under the performance assessment memorandum of agreement between GSB and the Ministry of Finance.

Process to Determine Remuneration [2-20]

The remuneration of GSB Board of Directors is determined in accordance with the criteria prescribed by the Cabinet. For the remuneration of the President and CEO of GSB, GSB Board of Directors has assigned the relevant committee to evaluate performance and consider remuneration based on performance under the agreement made with GSB Board of Directors, the terms and conditions of the executive employment contract, and other relevant factors, in order to propose an appropriate remuneration rate for consideration by GSB Board of Directors. During the past year, the Bank did not engage any external consultants to determine remuneration.

For GSB Board of Directors, the Bank currently has no remuneration policy concerning signing bonuses or recruitment incentive payments, no severance payments upon termination of employment, no clawbacks requiring senior personnel to repay compensation previously received to the employer in cases where performance targets are not achieved, and no post-retirement benefits. Further details on the process for determining and paying remuneration for GSB Board of Directors, the President and CEO of GSB, and executives are available in the 2025 Annual Report under "Remuneration of GSB Directors, Remuneration of the President and CEO of GSB, and Remuneration of Executives and Officers."

Scan the QR Code
to read further details in the 2025 Annual Report under "Remuneration of GSB Directors, Remuneration of the President and CEO of GSB, and Remuneration of Executives and Officers."

Compliance with Laws and Regulations [2-27]

In cases where external parties demand that the Bank compensate for damages and/or exercise their right to file a lawsuit with the court, alleging that the Bank has failed to comply with relevant laws and regulations, such as breaches of mortgage agreements, deposit agreements, contracts for work, property risk insurance contracts, or torts, among others, if the Bank, after establishing the facts, determines that it was in fact at fault and/or a final court judgment orders the Bank to compensate for damages, perform an act, or refrain from performing any act, the Bank shall immediately assume full responsibility for compensating the actual damages incurred and/or comply with the court judgment.

In 2025, the Bank paid compensation to external parties pursuant to court orders/judgments and orders issued by government agencies in a total of 11 cases, amounting to 5,748,628.42 Baht, comprising the following: 1) compensation paid pursuant to court orders/judgments in 8 cases, amounting to 5,143,390.92 Baht; 2) funds remitted by the Bank pursuant to an order of the Office of the Narcotics Control Board (ONCB) in 1 case, amounting to 600,000 Baht; and 3) compensation paid to external parties in cases where damaged Bank property caused damage to the property of external parties in 2 cases, amounting to 5,237.50 Baht.

Good Corporate Governance Performance

Indicator	2025 performance
Integrity and Transparency Assessment (ITA) results for government agencies	ITA score of **97.51 points**
Moral Organization Assessment results	Achieved the **"Moral Model Organization"** level
CG & Compliance knowledge and understanding assessment scores	**96.47%**
Outstanding corporate loan balance that has undergone ESG risk assessment	**38,500 Million Baht** approved (Cumulative from 2023 to present)
Cases of non-compliance with rules and regulations in 2025	**11 cases ***
Amount of potential liabilities arising from lawsuits filed by external parties against the Bank seeking damages where the amount of compensation payable cannot be reliably determined	**181 cases****

Note:

* The Bank has completed the payment of compensation and remains committed to further improving its management practices.

** Further details on expenses arising from litigation are available in the 2025 Annual Report, under the Auditor's Report, Note 5.25: Contingent Liabilities (page 321).

Scan the QR Code
to read further details in the 2025 Annual Report, under
the Auditor's Report, Note 5.25: Contingent Liabilities (page 321).

Cybersecurity and Personal Data Protection

Background

In 2025, digital technology continued to play an important role in the Bank's business operations, including product development, the provision of financial services, and the enhancement of customer experience. The expansion of digital services, the use of information network systems, and the processing of customer data in various forms have resulted in the Bank handling large volumes of data and increased the complexity of technology management.

In this context, the Bank may face cybersecurity and personal data protection impacts arising from both its own operations and its business relationships with external service providers, such as system developers or technology partners. Without appropriate oversight, these impacts may affect customer data security, user confidence, and the stability of financial services.

Therefore, the Bank prioritizes enhancing cybersecurity and personal data protection management to prevent and mitigate risks from cyber threats and support secure, sustainable digital business operations.

The Bank focuses on the timely prevention, detection, and response to threats, covering computers, mobile devices, information network systems, and applications operating through information networks. At the same time, the Bank continues to strengthen personal data protection measures in accordance with relevant laws and standards, such as the Personal Data Protection Act (PDPA).

In addition, the Bank continuously monitors threats, tests system readiness, and raises awareness of cybersecurity and personal data protection among officers and stakeholders to prevent unauthorized access to or use of data and to minimize potential damage throughout the Value Chain, at the organizational, customer, and overall economic system levels.

Impacts, Opportunities, and Risks to the Economy, Environment, Society, and Human Rights [3-3]

GSB places importance on continuously enhancing its management of cyber risks and information security to protect customer data, maintain the continuity of financial services, and strengthen stakeholder confidence. The Bank has considered the related opportunities and risks in the economic, social, and human rights dimensions, as follows:

Economic 	• **Opportunity:** Enhancing cybersecurity and data protection systems helps strengthen customer confidence in the era of digital financial services, expands the customer base, supports the development of new digital products and services, and reduces potential losses and costs from future data breaches, cyberattacks, or system disruptions. • **Risk:** Cyber threats are becoming increasingly sophisticated as malicious actors use emerging technologies, such as artificial intelligence and automated systems, potentially affecting the Bank's operations. In addition, risks arising from reliance on internet-based data storage, the use of information network systems, and digital supply chains may require the Bank to invest more in developing, maintaining, and enhancing its security systems.

Social	• **Opportunity:** Enhancing cybersecurity measures and providing digital security education to customers, communities, and officers, such as sending SMS alerts about mule accounts or using MyMo Secure+ to restrict transactions to essential transactions and impose transaction limits, helps reduce disparities in the ability to cope with cyber threats, particularly among vulnerable groups, older persons, and new users of digital services. It also strengthens the Bank's role as a socially responsible financial institution. • **Risk:** Cyber inequality and gaps in digital security skills may make certain customer groups more vulnerable than others to fraud, data theft, and emerging threats. At the same time, if the Bank cannot manage cyber incidents effectively, this may affect public confidence in digital financial services and the financial system as a whole.
Human rights	• **Opportunity:** Transparent, secure, and responsible management of data and technology helps support the right to privacy, the right to data security, and the right to equal access to digital financial services. It also helps reduce the risk of human rights violations that may arise from using data and technology in service delivery processes. • **Risk:** Using artificial intelligence, big data, and automated systems without appropriate oversight may pose risks to the right to privacy, such as using data beyond its intended purposes. In addition, personal data breaches or failure to comply with data protection requirements may lead to future legal disputes and human rights impacts.

Note: Cyber threats and information security are not relevant to environmental issues and are therefore not reported in the table.

Targets [3-3]

Targets	2025 performance
70% of officers in the cybersecurity function obtain cybersecurity certifications.	Of 58 personnel in the function, 49 executives, officers, and employees passed the examinations and obtained certifications, representing **84.48%**
The Bank has security and personal data protection controls in place that comply with relevant standards and has obtained ISO/IEC 27001:2022 and ISO/IEC 27701:2019 security certifications within the specified scope.	In 2025, the Bank successfully passed the certification audits for **ISO/IEC 27001:2022** and **ISO/IEC 27701:2019** within the specified scope.
Assessment score for awareness of the Personal Data Protection Policy in accordance with the law on personal data protection.	100% of executives, officers, and employees acknowledged the Personal Data Protection Policy, with a level of understanding of **96.47%.**

Governance

The Bank has adopted the framework of the Bank of Thailand, together with guidelines from relevant regulatory authorities, such as COBIT and ISO/IEC 38500, and adapted them to suit its business context in order to enhance information technology governance and risk management in alignment with good corporate governance principles, as well as to support effective Governance, Risk Management and Compliance (GRC) management.

In addition, the Bank continues to apply the Three Lines of Defense approach to cyber risk management to ensure effective governance, covering policy formulation, monitoring, and performance reporting. Relevant committees jointly set the direction and provide oversight, including the Information Technology Management Committee and the Risk Oversight Committee. An overview is summarized as follows:

Governance	• GSB Board of Directors • Information Technology Management Committee • Digital Technology and Information Management Committee
Management	• Information Technology Operations Oversight Committee • Digital Transformation Project Management Committee • Change Management Working Group • Information Security Committee • Data Governance Committee
Operations	• Cyber Incident Response Team • Emergency Change Advisory Board • Information Technology Service Management System Working Group • Information Technology Project Working Group • Information Technology Project Plan Screening Working Group • Core Business Enablers Working Group on Digital Technology Development



Information Technology Management Committee

Duties and Responsibilities

- Oversee the management of digital technology risks that may affect the Bank's service delivery, including assessing risks arising from external service providers involved with critical systems.
- Oversee digital technology and data operations to ensure compliance with relevant laws, criteria, and requirements, including considering and approving plans for new technologies that require authorization from regulatory authorities.
- Consider and approve digital technology and data policies that have not undergone significant amendments before presenting them to GSB Board of Directors for acknowledgment.
- Consider and approve the Digital Technology Master Plan before the beginning of the fiscal year, monitor its implementation, and report the results to GSB Board of Directors on a quarterly basis.
- Review and provide opinions on information technology procurement projects, taking into account the allocation of key resources, monitoring progress, and reporting the results to GSB Board of Directors on a quarterly basis.

Strategy and Management of Risks and Opportunities (Including Management Policies)

Information Technology and Cybersecurity Risk Management

The Bank has an oversight process for information technology risk management, including monitoring, reviewing, and reporting performance in accordance with the Bank of Thailand Notification on Information Technology Risk, the IT Risk Management Implementation Guideline, the IT Risk Management Framework, and information technology risk management processes. These include the Information Technology Risk Management Policy, reviews of information technology risk assessments, information technology risk management plans, and information technology risk indicators. The results are presented quarterly to senior executives and relevant Bank committees. This process also covers cyber threats to ensure risks remain within acceptable levels.

The Bank also conducts a Cyber Resilience readiness assessment in accordance with the criteria for supervising Information Technology Risk by conducting a Risk Control Self-Assessment (RCSA) and submitting the results to the Bank of Thailand annually. In addition, the Bank prepares a summary risk assessment report and a cybersecurity audit report for submission to the National Cyber Security Agency (NCSA) annually.

In 2025, the Bank conducted audits covering both Application Controls in core service systems, such as deposit, credit, and MyMo systems, as well as IT General Controls, IT risk management, third-party risks, and compliance with laws, regulatory requirements, and international standards such as ISO/IEC 27001:2022, ISO/IEC 27701:2019, NIST, and PCI DSS. In addition, the Bank adopted TeamMate+ and Data Analytics to support planning, auditing, follow-up, and dashboard development, enhancing efficiency, streamlining work processes, and continuously supporting operations in accordance with state enterprise mandates and SE-AM criteria.

Monitoring Processes and Security Equipment

Tool	Purpose of use
Web Application Firewall (WAF)	To prevent, detect, and monitor application behavior, covering all applications accessible via the Internet
SIEM (Security Information & Event Management)	To analyze logs and detect threats
EDR / XDR	To monitor endpoint and application behavior
API Gateway & API Security	To protect and monitor API traffic
Security Operation Center	To monitor information and protect the Bank's image
Monitoring and detection of fake Bank applications	To prevent and limit potential damage

Information Technology Risk Management Policy

The Bank has established the Information Technology Risk Management Policy (IT Risk Management Policy) as the principal framework for systematically overseeing and managing information technology risks at the organizational level, in alignment with the nature of its business operations, transaction volumes, the complexity of its information technology systems, and an appropriate level of security. The Policy covers the monitoring, review, assessment, and reporting of relevant risks, including Cyber Threats, to enable the Bank to manage risks at an acceptable level and support the secure, continuous provision of digital financial services.

The Bank's information technology risk management is based on the "CIA" principles, comprising Confidentiality, to prevent unauthorized access to or disclosure of information; Integrity, to maintain the accuracy and completeness of information and systems, ensuring that information is reliable and is not improperly altered; and Availability, to maintain the availability of information technology so that critical systems can provide services continuously. This helps strengthen customers', user groups', and stakeholders' confidence in the security and stability of the Bank's information technology systems.

Cyber Risk Prevention Approach

To support the provision of financial services in the digital era, which is becoming increasingly complex and facing a growing number of emerging threats, the Bank takes a proactive approach by integrating three key components: developing personnel capabilities and raising awareness, improving threat prevention and response processes, and using technology to support risk detection, prevention, and monitoring. This ensures that the Bank's critical systems are secure, reliable, and able to provide continuous services to customers.

1. Personnel Capability Development and Building a Cybersecurity Culture (People)

The Bank continuously promotes cybersecurity knowledge, understanding, and awareness among executives, officers, employees, and contracted companies through Cybersecurity Awareness e-Learning courses. It also develops the capabilities of personnel working in cybersecurity, while organizing knowledge-sharing activities and participating in cybersecurity forums, such as the Bank-wide BCP Testing Exercise, Cybersecurity Annual Conference, Thailand's National Cyber Exercise, and activities with SME D Bank, to strengthen knowledge and preparedness for cyber threats both within and outside the organization.

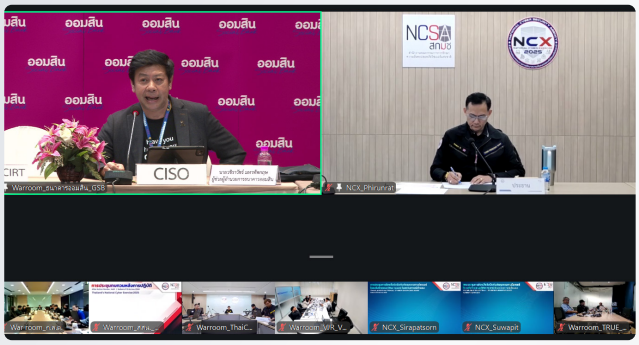
Knowledge sharing on cybersecurity information and news



Bank – Wide BCP Testing Exercise 2025



CYBERSECURITY ANNUAL CONFERENCE 2025 (TB – CERT)



Thailand's National Cyber Exercise 2025



SME D Bank study visit on GSB's cybersecurity

2. Enhancing Threat Prevention, Detection, and Response Processes (Process)

The Bank has enhanced its processes for testing and monitoring preparedness for cyber threats by conducting phishing email tests to assess personnel awareness and their ability to respond to incidents in real-world situations. The Bank has also adopted digital tools such as PowerApps, Power Automate, and Power BI to support testing processes, follow-up, and the development of dashboards for analyzing performance results. In addition, SharePoint is used as a central platform for storing and sharing documents to enhance the speed, transparency, and efficiency of threat management processes.

3. Enhancing the Effectiveness of Technology Systems for Cyber Threat Prevention (Technology)

The Bank continuously develops and enhances its cybersecurity technologies, including improving Endpoint Security for officers, preventing data leakage, and securing endpoint devices. It also develops tools to detect and monitor threat indicators and respond rapidly to incidents, such as Cyber Threat Intelligence, SIEM, and data leakage management systems. In addition, the Bank continues to operate in accordance with information security and personal data protection standards to strengthen confidence in the Bank's digital systems.

Audit

The Bank has an Internal Audit Group that reports directly to the Audit Committee to ensure that its operations are independent, transparent, and aligned with good corporate governance principles. The Internal Audit Group provides Assurance and Consulting services relating to internal control systems, risk management, and governance, including information system security. The internal audit function serves as the Third Line of Defense, reviewing and assessing the effectiveness of internal control systems and providing recommendations to mitigate risks that may affect the Bank's objectives and business continuity.

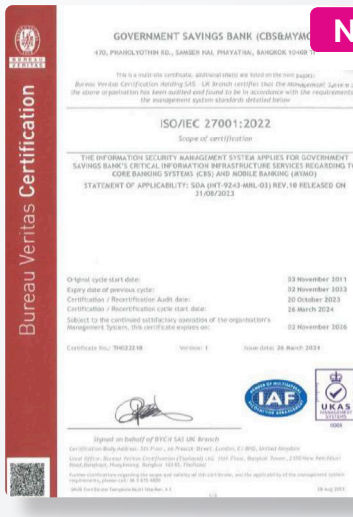
Amid increasingly complex, rapidly evolving, and difficult-to-detect cyber threats, the Bank places importance on continuously auditing information security processes. The Internal Audit Group has established an annual audit plan covering Protection, Detection, and Response processes to assess the preparedness and effectiveness of relevant control measures, including information and information system security, cyber threat control measures based on the guidelines of the Bank of Thailand and the Cybersecurity Act, and audits for compliance certification under ISO/IEC 27001:2022 and ISO/IEC 27701:2019.



ISO/IEC 27001:2022
CBS & MyMo systems



ISO/IEC 27001:2022
BAHTNET & ICS systems



ISO/IEC 27701:2019
MyMo system
received initial certification
(First Certification)
[Privacy Information Management System]

Data Security and Privacy

The Bank prioritizes security against cyberattacks and online fraud by sending SMS alerts about mule accounts and providing MyMo Secure+, which restricts transactions to essential transactions and limits transaction amounts to enhance security. In addition, the Bank has obtained ISO/IEC 27001:2022 security certification for Mobile Banking and has provided training on Cloud Technology (AWS) to ensure readiness and effective implementation before adopting cloud technology in actual operations. In collaboration with Amazon, the Bank provided 18 theoretical and practical training courses for executives and officers in the Digital Technology group, covering the Architecture, Security, Infrastructure, Data & AI, Data Engineering, and Application DevOps teams.

Management of Complaints Related to Cyber Threats and Data Security

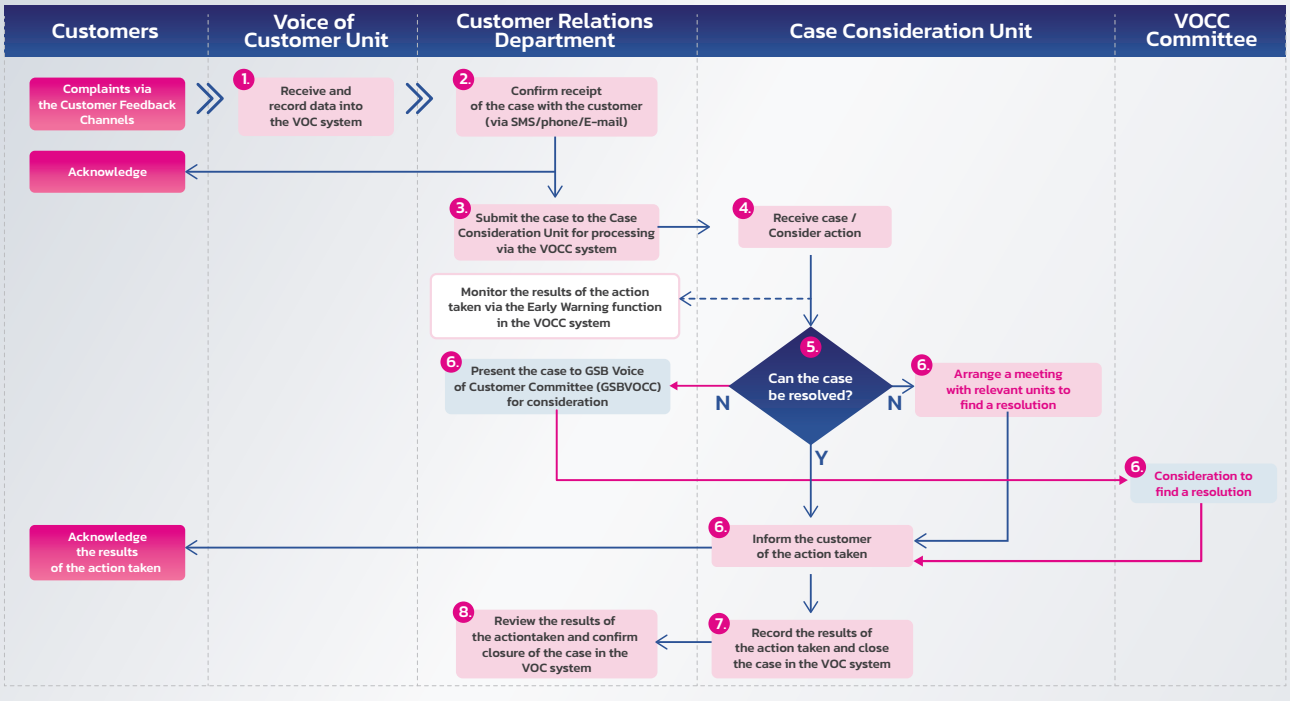
The Bank manages complaints systematically and efficiently by establishing clear timeframes to ensure complaints are investigated, monitored, and resolved within the timeframes specified in the Service Level Agreement (SLA).

Processing time by severity level

Low severity	Within 7 business days from the date of entry into the system
Moderate severity	Within 15 business days from the date of entry into the system
High severity or crisis	Within 3 business days from the date of entry into the system

Exception: For complaints received through the Bank of Thailand (BOT) channel, the issue must be resolved within 10 business days from the date specified in the BOT's letter, or in accordance with any other instructions prescribed by the BOT.

Complaint Management Process



1. Voice of Customer Unit

When the Bank receives customer complaints regarding products or services through Voice of Customer channels, the Voice of Customer Unit receives the complaints, checks the completeness of the information, and records them in the VOC system for referral to the relevant units for further consideration.

2. Customer Relations Department

Upon receiving a complaint through the VOC system, the Customer Relations Department confirms receipt to the customer via SMS, telephone, or email within 1 business day after recording the complaint in the system. The complaint is then forwarded to the complaint handling unit for action and follow-up until completion. If the complaint concerns financial fraud, the financial fraud customer service unit will also be contacted.

3. Complaint Handling Unit

The complaint handling unit investigates the facts, analyzes the causes, and resolves the complaint within the timeframe specified in the Service Level Agreement (SLA). It also monitors progress, reports results to the customer, and records them in the VOC system. If a resolution cannot be reached, the complaint handling unit will convene a meeting with the relevant units, report the matter to senior executives through the chain of command, and inform the Customer Relations Department of the outcome for further action.

4. Customer Relations Department

The Customer Relations Department reports significant or highly urgent complaints to senior executives through the chain of command or discusses them with the Voice of Customer Consideration Committee to expedite problem resolution and closely monitor the progress of actions taken.

5. Complaint Handling Unit

If the process cannot be completed within the specified timeframe, the complaint handling unit prepares an extension request using the prescribed form and submits it through the VOC system to the Customer Relations Department for reporting to the relevant internal and external units. Upon completion, the unit contacts the complainant to provide clarification and ensure understanding, and records the results of the action taken in the VOC system.

6. Customer Relations Department

The Customer Relations Department reviews the results of the actions taken and closes the case in the system once the complaint has been resolved. It also surveys customer satisfaction with the resolution of complaints and uses the results to further improve the effectiveness of the Bank's service and complaint management processes.

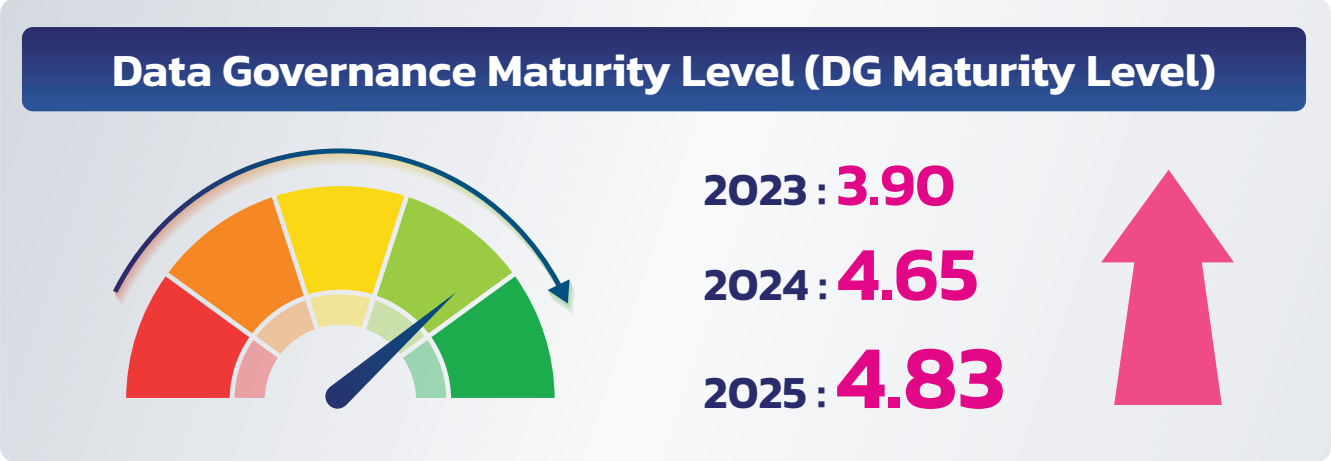
Related Projects

Key Initiatives for Managing Cyber Threat Risks and Maintaining Data Security

Overall, the Bank undertakes data-related operations in three areas: data governance, data quality, and data utilization and integration, as summarized below:

- **Data governance:** Protecting critical data from leakage through the Data Loss Prevention (DLP) system; reviewing the registers of data owners / business system owners; implementing the Information Technology Service Management (ITSM) system and Enterprise Architecture (EA); and monitoring and measuring cost-effectiveness across the Bank, including integrating data deletion and destruction processes with other units.

The Bank also assesses and monitors its data governance readiness (Data Governance Maturity Level). In 2025, the Bank's Data Governance Maturity Level score was 4.83, up from 2024 and 2023.



- **Data quality:** Establishing basic requirements and data cleansing processes and putting them into practice, including data quality controls for critical data domains within the Enterprise Architecture (EA).
- **Data utilization and integration:** Implementing the project to submit credit datasets to the Bank of Thailand (RDT Credit); storing internal and external data as big data; and developing skills in Data & Data Analytics, with key achievements showcased at GSB Data Day. This also includes studying and preparing a Data Platform to accommodate future data and support proactive data utilization.

The Bank assesses its data readiness and has achieved continuously higher readiness scores each year, reflecting the effectiveness of its operations. The Bank also improves process efficiency to close identified gaps and plans further development each year. In 2025, key initiatives relating to cyber threats and data security included the following:

1. Cybersecurity Knowledge Transfer and Awareness-raising Project

The Bank developed and disseminated cybersecurity awareness materials covering a total of 12 topics and conducted 8 cybersecurity awareness training sessions for executives, officers, and external users through knowledge sharing, training, and awareness-raising activities on emerging threats, such as online scams, password protection, secure use of devices, authentication using OKTA Verify, and guidelines for responding to suspicious emails (Email Phishing). These activities aimed to promote safer technology-use behavior and reduce risks arising from errors.

These initiatives have helped personnel exercise greater caution when using technology, reduced the likelihood of risks arising from user errors, and encouraged officers at all levels to continuously participate in protecting customer data, the Bank's data, and the organization's critical systems.

2. Security System Enhancement Project for Data Protection and Cyber Threat Prevention

The Bank implemented a project to enhance its information security systems to strengthen its ability to prevent, detect, and respond to increasingly sophisticated cyber threats. The project covered the development of data loss prevention systems, advanced threat detection systems, and tools to support the monitoring of anomalies in information technology systems. The Bank leased and developed 2 security systems, including 2,200 Data Loss Prevention licenses and 1 Deep Discovery Inspector system, to enhance its ability to prevent data leakage, detect threats, and reduce the risk of cyberattacks on the Bank's critical systems.

3. IT Infrastructure and Backup / Recovery System Enhancement Project

The Bank enhances the efficiency of its information technology infrastructure to ensure that it remains secure, stable, and readily available. The Bank prioritizes improving network systems, data center equipment, backup systems, and disaster recovery systems to ensure its critical systems can continuously support customer services, reduce the risk of system disruptions, and enhance operational capabilities even in the event of unforeseen incidents.

During the past year, the Bank implemented projects to enhance its IT infrastructure, covering the leasing and development of 2 critical systems, the procurement of Top of Rack Switch equipment for the data center and power management equipment, as well as the development of data backup and recovery systems, such as the Disaster Recovery Site (DRS), and the procurement of 1 subscription for VMware-related software, to enhance system availability and reduce the impact of service disruptions.

4. Security Enhancement Project for Digital Service Systems and Self-Service Channels

In 2025, the Bank continued to prioritize enhancing the security of its digital service systems and Self-Service channels to accommodate customers' increasing use of digital channels. This covered Mobile Banking, ATM/ADM systems, Smart Devices (SUMO) used to provide services at branches, and customer-facing service support systems. The Bank focused on ensuring system availability and stability, enabling effective monitoring of system anomalies, and reducing risks from cyber threats that could affect critical data and customer confidence.

In 2025, the Bank implemented key projects to strengthen its digital service systems and Self-Service channels, including the procurement of Microsoft Online Service licenses; the activation of the Network Operation Center to enhance the efficiency of network monitoring and surveillance; the testing and development of self-service systems, such as the Self-Service terminal management system (Base24-ATM) and the Anti-Money Laundering/Countering the Financing of Terrorism (AML/CFT) system; and the activation of Smart Devices (SUMO) equipped with Smart Card Readers to support branch services. In parallel, the Bank implemented a Patch Security system to address vulnerabilities, reduce the risk of cyberattacks, and prevent unauthorized access to critical customer and Bank data.

5. Development of Tools and Models to Support Digital Governance and Risk Management

The Bank has developed tools and models to enhance governance and risk management in line with the digital context and changing customer behavior. The Bank implemented the Behavior Scoring Model in January 2025, along with reporting and evaluation systems, officer training, and a manual to support systematic customer risk assessment. In addition, the Bank is developing an Alternative Score and engaged a consultant on 29 December 2025, with plans to develop the model in collaboration with relevant units in 2026. The Bank also enhanced its Digital Risk Optimization Framework through five training courses covering relevant laws, regulatory notifications, standards, and guidelines to strengthen its readiness for effective digital technology risk management.

6. Enhancement of Operations in accordance with TFRS 9

The Bank enhanced its systems and data to support credit risk management and TFRS 9 compliance by developing a Financial Forecasting Model. This included studying and obtaining input data in June 2025, with plans to develop a data input system for model development in December 2025 and launch it in February 2026. In parallel, the Bank developed the Risk Data Mart (RDM) risk database system, with Phase 1 launched in February 2025 and Phase 2 in June 2025, to support credit stress testing and data-driven risk management. The Bank also monitored the ECL Model's performance for impairment calculations through 12 reports to enhance the accuracy, completeness, and transparency of the Bank's credit risk management processes.

Quantitative Performance [418-1]

In 2025, the Cybersecurity function conducted investigations, analyzed causes, and reported findings to management in accordance with established processes, while following up on corrective actions through completion. All findings were fully addressed and closed, as follows:

Indicator	2023	2024	2025
Number of personal data breaches that meet the criteria for reporting to regulatory authorities	personal data breach incident was required to be reported to the Personal Data Protection Committee (PDPC).	No complaints were required to be reported to regulatory authorities.	No complaints were required to be reported to regulatory authorities.
Data breaches / data-related losses	There were no breach incidents.	There were no breach incidents.	There were no breach incidents.
Number of identified cases of leaks, thefts, or losses of customer data	101	91	154
Value of losses resulting from personal data breaches	0	0	0

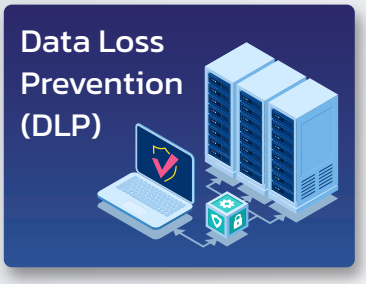
Other Key Performance Results in 2025

- The Bank enhanced cybersecurity awareness through the "Cybersecurity Awareness" e-Learning course, with 98.08% of officers, or 20,626 out of a total of 21,028 officers, completing the course, exceeding the target of 90%.
- Personnel in the Bank's cybersecurity function received capability development and obtained certifications, representing 84.48%, or 49 out of a total of 58 personnel, to enhance their preparedness to prevent, detect, and respond to cyber threats.
- The Bank tested its preparedness for cyber threats through phishing email simulations, with 98.10% of officers correctly reporting incidents and 99.52% fully following the prescribed incident response procedures, exceeding the target of 80%.
- The Bank developed tools and mechanisms to support cyber incident management, such as Cyber Threat Intelligence (CTI), Security Information and Event Management (SIEM), and Data Loss Prevention (DLP), to enhance the effectiveness of cyber threat detection. The Bank detected more than 3,527 cyber threats.

Developed tools for the automated detection and monitoring of signs of cyber threats and attacks,

enabling rapid threat response:

- **Cyber Threat Intelligence (CTI)**
- **SIEM (Security Information and Event Management)**







In 2025, the Bank established clear processes that **enhanced** its cyber threat detection capabilities and enabled the detection of **3,527 additional cyber threats.**

Awards and Achievements

The Bank places importance on continuously enhancing its cybersecurity capabilities to strengthen confidence among customers, service users, and all stakeholder groups amid a rapidly changing digital environment characterized by evolving risks and threats. The Bank has systematically developed its cyber threat prevention, response, and management systems, covering governance, operational processes, technology, and relevant personnel.

As a result of these efforts, the Bank received **the Prime Minister Awards: Thailand Cybersecurity Excellence Awards 2025** in the Best Performance Awards category for the third consecutive year. This reflects the Bank's ability to effectively manage cybersecurity and protect critical systems and customer data in accordance with international standards and regulatory guidelines.





At the same time, the Bank received the Privacy Self-Assessment Excellence Award, recognizing excellence in participation in self-assessment for personal data protection under the Privacy Maturity Model project organized by the Personal Data Protection Committee (PDPC).

The award reflects the Bank's commitment to systematically enhancing personal data governance and reinforces its role as an organization that values customers' rights, privacy, and trust. The Bank was recognized as one of the outstanding organizations among more than 142 organizations participating in the assessment, supporting its sustainability efforts in the Governance dimension and responsible data management.





Digital and Innovation Advancement for Society and Sustainability

Background

Advances in digital technology, changes in customer behavior, and competition in the financial industry have driven financial services to move beyond traditional models toward services that are more accessible, faster, more secure, and more responsive to specific needs. GSB therefore emphasizes using digital technology and innovation to enhance service delivery while improving operational efficiency. This enables the Bank to deliver quality products and services, create positive customer experiences, and maintain its competitiveness amid rapidly changing economic and technological conditions.

The Bank's digital development focuses not only on expanding service channels but also on reducing barriers to public access to financial services, particularly for people at the grassroots level, low-income earners, small entrepreneurs, and customers in remote areas. This is achieved through the development of user-friendly digital services, 24-hour transaction services, improvements to Self-Service systems, and the strengthening of information technology infrastructure to support efficient, continuous, and secure operations. These efforts also help enhance customer satisfaction, strengthen confidence in the Bank's services, and promote inclusive and sustainable access to financial services.

Impacts, Opportunities, and Risks to the Economy, Environment, Society, and Human Rights [3-3][203-1][203-2]

To ensure that the Bank's digital and innovation advancement creates value across all dimensions, the Bank considers positive impacts, opportunities to enhance efficiency and expand access to financial services, as well as potential risks to the economy, environment, society, and human rights. Particular attention is given to data security, user readiness, electronic waste management, and equitable access to services. These considerations provide a framework for determining appropriate management approaches and supporting the Bank's sustainable long-term growth.

Economic	• **Opportunity:** Adopting digital technology and innovating operational processes and service delivery improves operational efficiency, reduces long-term costs, and increases agility in developing new products and services that respond more quickly to customer needs, thereby enhancing the Bank's competitiveness. It also enables transactions and financial reporting to be carried out 24 hours a day, contributing to greater economic activity and broader access to the Bank's financial services. • **Risk:** Investing in digital systems, IT infrastructure, electronic equipment, and personnel skill development may increase short-term costs. At the same time, increased online transactions may raise cybersecurity risks, such as data breaches, financial fraud, or the theft of accounts and passwords, which may affect customer confidence, service stability, and the Bank's reputation.

Environmental	• **Opportunity:** The use of digital channels and automated systems helps reduce resource consumption in operational processes, such as reducing the use of paper and transaction-related documents, travel to branches, and resource use in certain service activities. This enables the Bank to support more efficient and environmentally friendly operations. • **Risk:** Expanding digital systems, such as data centers, increases energy and water consumption, while the use of electronic equipment may result in greater volumes of electronic waste. Without appropriate management, this may lead to environmental impacts, as well as risks related to waste disposal costs, compliance with environmental laws, and stakeholder complaints.
Social	• **Opportunity:** Digital services enable people to access financial services more conveniently, particularly customers at the grassroots level, low-income earners, small entrepreneurs, and people in remote areas. This helps reduce reliance on informal debt, promote economic equality, encourage the use of formal financial services, and support the safe use of digital technology for transactions. • **Risk:** Some groups of service users may not yet be ready for the digital transition, such as those who lack technological knowledge and understanding, cybersecurity awareness, or devices that support digital services. This may widen the digital divide and make it difficult to access or fully use the Bank's services.
Human rights	• **Opportunity:** Designing digital services that are accessible, secure, and responsive to the diversity of service users helps promote the right to equal access to financial services, reduce barriers to service access for vulnerable groups, and support broader economic participation among the public. • **Risk:** Using personal data through applications and digital systems without adequate data protection measures may pose risks to customers' rights, such as personal data breaches, data used for unintended purposes, or fraud by scammers. This may cause harm to both customers and the Bank's credibility.



Targets [3-3]

Target	2025 performance
Develop products and service channels	
- Maintain the MyMo customer retention rate at no less than 95%.	94.75%
- Acquire 1.2 million new customers who register for MyMo.	1.36 million (New Users)
- Develop no fewer than 9 new features, products, and services provided through MyMo.	5 types Pet insurance / Cardless Cross-bank Withdrawal service / securities subscription / 4 loan products / MyMo Junior for children and youth
Promote innovation and creativity and further develop innovative achievements	
10 GSB Idea Challenge projects	- Developed organizational innovation capabilities: 5 projects - GSB Idea Contest 2025 under the theme "Change for the Betterment": 23 teams - Developed and tested 6 prototypes / innovations - GSB Innovation Incubation Project: 5 projects - Internal Creativity Promotion Project: 4 projects
Enhance work processes with AI	
Enhance organizational management efficiency with AI	- AI Chatbot for Branch - Chatbot for answering questions about rules and directives - AI Loan Underwriting to reduce steps in the loan approval process (loan consideration process) - AI Alternative Credit Score to enhance the efficiency of borrower risk assessment - AI Roadmap & AI Governance to set the direction for the adoption of AI technology within the organization - AI Fraud Transaction System (Mule Accounts)
Apply AI to enhance operational efficiency	
Human resource management processes	- Tools for internal/external recruitment processes and a Talent Recruitment System - AI-powered knowledge extraction system and development of a question bank - AI Chatbot system and Voice of Customer collection

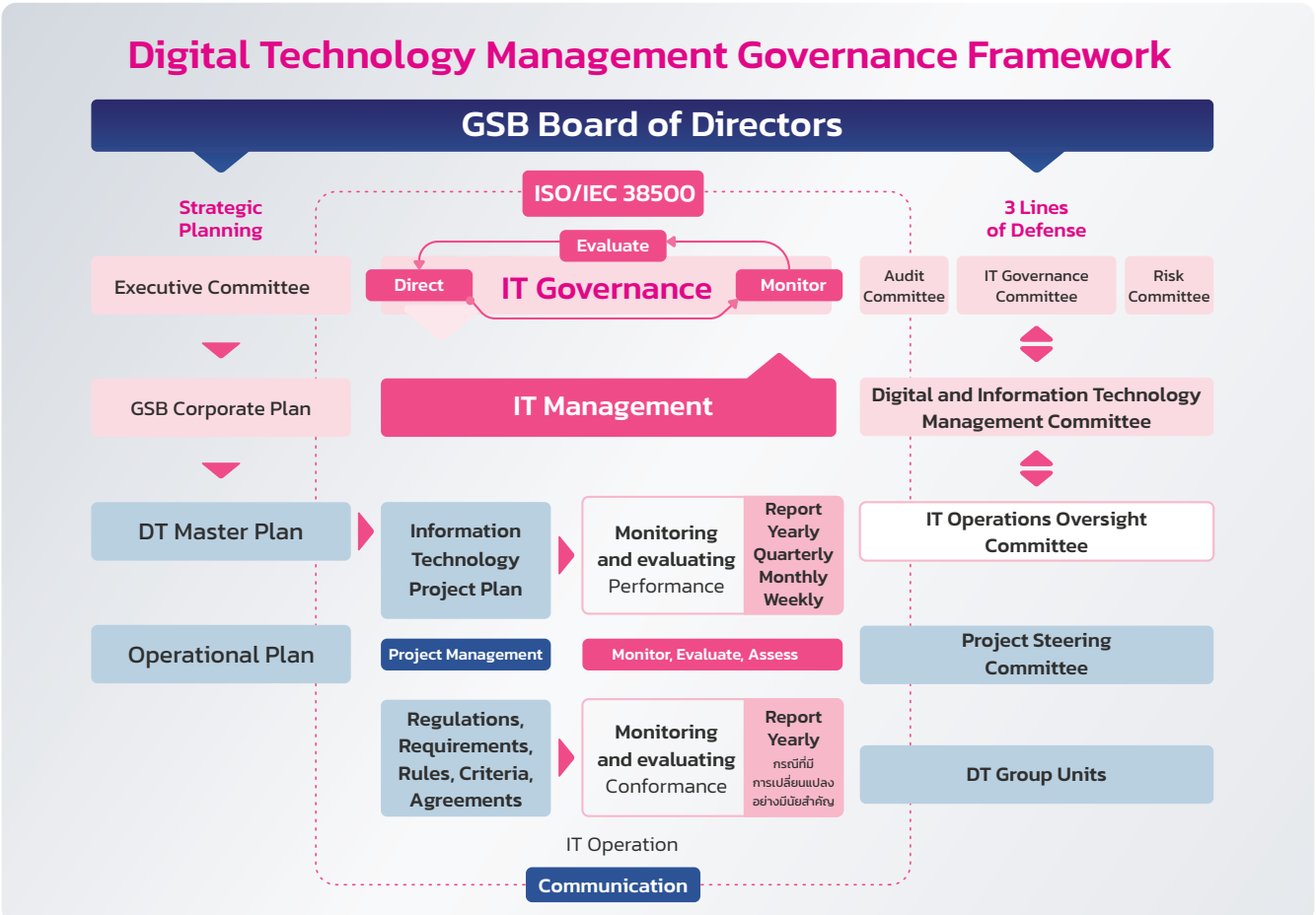
Governance of Digital Technology Management [3-3]

The Bank has established a systematic approach to governing and managing digital technology to ensure that information technology operations effectively support its strategic objectives. GSB Board of Directors is responsible for setting strategic direction and providing overall oversight under an operating framework based on ISO/IEC 38500 and control mechanisms through the 3 Lines of Defense, comprising the Audit Committee, Information Technology Management Committee, and Risk Management Committee, to assess, oversee, monitor, and ensure that digital operations are conducted in accordance with good governance principles, security requirements, and an acceptable level of risk.

At the management level, the Bank drives information technology operations through IT Management processes covering performance monitoring, compliance, project management, and long-term digital infrastructure development planning. The Bank prepares key plans, including the Digital Technology Master Plan, IT Action Plan, and Information Technology Project Plan. The Bank also analyzes gaps between its current state and future targets through Gap Analysis and Enterprise Architecture (EA) to ensure its technology investments and development align with its business direction and stakeholder needs.

At the operational level, relevant units and working groups work together in an integrated manner, including the Digital Technology and Information Working Group, Information Technology Compliance Working Group, Project Management Committee, and units under the Digital Technology Group. Their roles include supporting digital transformation, monitoring project progress, evaluating performance, and ensuring compliance with relevant requirements. In addition, communication and coordination in IT Operations serve as an important mechanism for aligning the work of various units, reducing duplication, and continuously enhancing the efficiency of the Bank's technology management.

Digital Technology Management Governance Framework





Strategy and Management of Risks and Opportunities (Including Management Policies) [3-3][203-2]

Digital Innovation Advancement

The Bank uses digital innovation advancement as a key mechanism to support both its social and commercial missions. It emphasizes enhancing the capabilities of digital channels, improving the efficiency of work processes, and using data as a basis for decision-making to ensure agile, accurate business operations and management that respond to a rapidly changing environment.

The Bank's approach to digital innovation covers four key areas:

- Expanding and enhancing the capabilities of Digital Channels to provide customers with more convenient and comprehensive access to services.
- Driving innovation development processes that support the Bank's social and commercial missions.
- Fostering an organizational culture of innovation to encourage personnel to be creative and ready for change.
- Promoting the use of data in business operations and management to systematically advance toward becoming a data-driven organization.

Innovation Management Master Plan

The Bank developed the Innovation Management Master Plan 2025–2029 to provide a directional framework for driving innovation aligned with the Bank's vision, organizational policies, and five-year GSB Strategic Plan. The planning process begins with an analysis of the Bank's internal and external environments using SWOT Analysis and SCOC Analysis to identify strengths, weaknesses, opportunities, and threats related to innovation management. The results are then used to assess strategic advantages and challenges and to determine the Bank's strategic position in innovation management, ensuring that innovation development has a clear direction and responds to changes in technology, customer behavior, and stakeholder needs.

The Master Plan has three strategic objectives: 1) developing innovation based on knowledge and information to promote the use of data, knowledge, and collaboration with external organizations in creating innovations that address social and commercial needs; 2) fostering a culture and capabilities in creativity and innovation to enhance the skills, motivation, and innovative thinking behaviors of personnel through both formal and informal systems; and 3) developing the organizational innovation management structure to enhance the innovation system, project management processes, intellectual property management, and digital technology infrastructure that systematically support innovation development.



Driving Digital Transformation

The Bank's digital transformation aims to enhance operations across the entire organization, enabling technology, processes, and personnel to work together more effectively. Its objectives are to reduce business operating costs, increase customer satisfaction, and expand access to financial services for a broader segment of the population, in line with its direction toward becoming a Leading Digital Social Bank.

To achieve this, the Bank has established a systematic structure to drive digital transformation through the implementation of the Enterprise Plan, Information Technology Master Plan, Human Resources Master Plan, and the development of Enterprise Architecture to plan the transition toward a digital bank. The Bank has also established targets and indicators that reflect transformation across three key dimensions: People, Process, and Technology.

These efforts enable the Bank to streamline work processes, reduce duplication, and enhance the efficiency of service delivery through digital channels. At the same time, personnel capability development and the appropriate use of technology support innovation, reduce operating costs, increase customer satisfaction, and expand opportunities for more convenient, secure, and inclusive access to financial services.

Digital Audit Process [3-3]

To ensure the Bank's information technology operations are well controlled, secure, and aligned with relevant standards, the Bank conducts an ongoing digital audit process covering IT Governance, quality control of system development, and information technology operations for both projects and routine operations. The Bank coordinates with the Internal Audit Group to plan and conduct annual audits.

The audit process begins by establishing audit objectives, scope, and approaches in collaboration with management and relevant units, then assessing operations against established criteria, standards, and internal control processes. The audit results, along with observations and recommendations, are then presented at the closing meeting so relevant units can use them to improve work processes, reduce risks arising from technology use, and continuously enhance the efficiency of the Bank's digital management.

Related Projects [3-3][203-1]

To achieve tangible results in implementing its digital and innovation advancement strategy, the Bank has developed projects and plans covering the enhancement of digital channel capabilities, the development of easily accessible financial products and services, the enhancement of transaction security, the promotion of an innovation culture within the organization, and the use of advanced technologies, such as AI and data, to support operations. These efforts aim to make technology a key tool for reducing barriers to financial services, improving service efficiency, and creating a positive, secure, and equitable experience for all customer groups.

1. Development of Digital Channels and Accessible Services for All Groups

1.1 Services through the MyMo Application

MyMo is the Bank's Mobile Banking channel, providing banking services via mobile devices and enhancing the financial service experience by making services convenient, fast, and accessible anytime and anywhere. Currently, MyMo has 16.76 million users, representing 65% of the Bank's total customers, and continues to grow, with 1.36 million new customers and a MyMo customer retention rate of 94.75%. Active customers account for 52% of outstanding balances through various payment and top-up services, reflecting MyMo's role as a key tool in driving digital financial services and supporting the Bank's transition toward modern financial standards.

The Bank has also expanded its services on MyMo by developing new features, products, and services. The system processed 2.771 billion transactions, generating 272 Million Baht in fee income. The Bank developed 5 new types of services, including pet insurance, Cardless Withdrawal Cross-Bank, securities subscription, and 4 loan products, and is preparing to develop MyMo Junior for children and youth and MyMo for SMEs to serve entrepreneurs in the future.

1.2 Development of ATMs to Support Transactions for Persons with Visual Impairments

The Bank has developed its ATMs to accommodate persons with visual impairments in order to increase convenience and promote equal access to financial services. Specific functions have been introduced, such as Braille symbol stickers, transaction screens for persons with visual impairments, and an audio guidance system that provides step-by-step instructions. This reflects collaboration between the Bank and the Thailand Association of the Blind. The ATMs were also tested by stakeholder representatives from the Thailand

Foundation for the Blind to ensure that the development takes into account actual usage, transaction security, and the Bank's service standards, in accordance with the development guidelines of the ATM Service Business Club, to facilitate and promote access to financial transactions via ATMs for persons with visual impairments under the Persons with Disabilities Empowerment Act B.E. 2550 (2007). These efforts help persons with visual impairments conduct ATM transactions more conveniently, securely, and accessibly.

2. Development of Products and Services through Digital Channels

The Bank uses digital channels as a key mechanism for developing financial products and services that help reduce inequality, create opportunities to access funding through the formal financial system, and increase convenience for customers at the grassroots level, self-employed individuals, low-income earners, and groups that still have limited access to financial services. In 2025, the Bank further expanded its loan services through the MyMo application, enabling customers to apply for loans conveniently, quickly, and securely, verify their eligibility, enter into electronic contracts (e-Contracts), and receive funds directly into their accounts. This reduces the need to travel to branches and supports inclusive access to financial services.

2.1 Job and Career Creation Loan (Ongoing Project)

The Bank has developed loan products through digital channels to meet the needs of various customer groups, beginning with **the Job and Career Creation Loan,** an ongoing project that provides working capital for occupational purposes, enhances liquidity, or enables customers to repay informal debt and high-interest debt. Customers can apply through MyMo and, once approved, enter into an electronic contract; the system then automatically transfers the funds to their deposit accounts. In 2025, **414,813 customers** met the approval criteria, with an approved credit amount of **6,501.15 Million Baht.** The cumulative number of approvals from 2024–2025 was **520,301 customers,** with an approved credit amount of **9,004.78 Million Baht.** (Measure ended)

2.2 Credit-Building, Opportunity-Creating Loan

The Bank also provides **the Credit-Building, Opportunity-Creating Loan** to assist customers with no credit history or who have not used loan services from financial institutions for an extended period, enabling them to enter the formal credit system, build a credit history, and access funding at fair interest rates. Customers can complete the entire process through MyMo, from registering and reserving the right to apply for the loan to submitting the loan application, entering into an electronic contract upon approval, and automatically receiving the funds in their deposit accounts. In 2025, **229,146 customers** met the approval criteria, with an approved credit amount of **2,399.91 Million Baht.**

2.3 People's Bank Back-to-School Loan

To support essential household expenses, the Bank provides **the People's Bank Back-to-School Loan** to assist parents with education-related expenses at the beginning of the school term, such as tuition fees, learning materials, school / student uniforms, educational fees, and related expenses, as well as to enhance household liquidity for living expenses. Customers can also apply and enter into an electronic contract through MyMo. If they meet the approval criteria, the system automatically transfers the loan funds to their deposit accounts. In **2025, 114,783 customers** met the approval criteria, with an approved credit amount of **982.82 Million Baht.**

2.4 "Song Dee Mee Term" Loan

The Bank developed and launched the **"Song Dee Mee Term"** Loan to support customers under the PSA project who have a good repayment history, enabling them to access additional credit for emergency funding and to enhance liquidity for living expenses. Eligible customers receive a Notification directing them to apply through MyMo. Once approved, customers can enter into an electronic contract (e-Contract), after which the system automatically transfers the funds to their deposit accounts. In **2025, 122,926 customers** met the approval criteria for this loan.

2.5 Expansion of Cardless Cross-Bank Withdrawal Services through Partner Bank Networks

GSB has provided cardless cash withdrawal services through MyMo at GSB ATMs since 27 March 2017. However, during the initial phase, these transactions could only be conducted at GSB ATMs, making the service less convenient for customers in areas without GSB ATMs.

To enhance convenience and offer more transaction options, the Bank developed its Cardless Cross-Bank Withdrawal service through MyMo, enabling customers to withdraw cash at partner banks' ATMs. The service was launched in collaboration with the following banks:

- Krung Thai Bank, from 6 February 2025
- Bangkok Bank, from 15 October 2025
- Land and Houses Bank, from 16 December 2025



These initiatives help reduce location-related limitations on service access, increase convenience in accessing cash, and enhance customers' digital service experience.

As of 30 November 2025, the cumulative number of cardless cash withdrawal transactions through partner networks reached 0.66 million transactions, reflecting the continued increase in acceptance and use of the service.

2.6 Development of the SUMO Sales-System to Support Loan Applications through Electronic Channels

The Bank developed the SUMO Sales-System to support the loan application process and the electronic collection of loan application documents, helping reduce paper use, increase service convenience, and make the loan application process faster and more systematic. This includes developing an e-Consent management system, currently undergoing system testing and expected to launch by March 2026, as well as an automated loan approval system to support future digital lending services.

In addition, the Bank has launched applications for the "GSB Oonjai" Debit Card through Smart Devices (SUMO). It is the first and only debit card that provides life insurance coverage, responding to the spending lifestyle of a Cashless Society by offering secure transactions and life protection benefits. The card provides worldwide, 24-hour coverage for death from all causes, including illness, general accidents, and public accidents, with total coverage of up to 600,000 Baht. It also reimburses ongoing medical expenses resulting from accidents based on actual expenses, up to 30,000 Baht per occurrence, with no limit on the number of occurrences. More than 200,000 people have expressed interest.

2.7 Development of GSB NOW as a Communication and Service Channel via LINE

The Bank developed GSB NOW as a communication and service channel via LINE, enabling customers to access information, products, and financial services more conveniently. More than 3,125,000 accounts have added GSB NOW as a friend on LINE, with 3,295,295 new users registered and 876,815 users completing registration and account linking, representing 1,427,239 linked accounts.

In 2025, the Bank launched GSB NOW Phase 2 and Phase 3, covering notifications of loan application results, loan installment payments, and credit card applications. The Bank also launched a feature for credit card and cash card payments through MyMo, providing customers with greater convenience in tracking their status and managing financial transactions.

GSB NOW

Add Friend via Line > 3,125,000 Account

New users: **3,295,295 users**
(cumulative, January–December)

Registered users with linked accounts: **876,815 users**
(1,427,239 accounts)

- Phase 2 and Phase 3 launched on 15 July 2025
  - Loan application result notifications
  - Loan installment payments
  - Credit card applications
- Credit card/cash card payment feature via MyMo launched on 3 December 2025



3 Development of New Features / Products / Service

The Bank prioritizes developing new features, products, and services through digital channels to enhance the security of Mobile Banking services, reduce fraud risk, and improve customers' access to financial services. In 2025, the Bank developed key features aimed at preventing risks arising from digital transactions and enhancing system security standards to address evolving threats, as follows:

3.1 Prevention of Screen Capture on the iOS Operating System

The Bank implemented measures to prevent screen capture on the iOS operating system in accordance with the Bank of Thailand's security policy, which does not allow Mobile Banking applications to operate on devices where other applications are running in a manner that may pose a risk of unauthorized transactions being conducted on users' behalf. These include applications that request accessibility permissions, remote device control applications, and applications capable of recording or transferring information displayed on users' screens. This feature helps reduce the risk of malware controlling or accessing customers' devices and helps prevent the leakage of personal and financial information. The feature took effect for users on 28 January 2025.

3.2 Elderly Fraud Prevention System

The Bank protects elderly customers from the risk of being deceived by fraudsters into transferring money through a system that helps detect transactions and sets transaction conditions when funds are transferred to a New Destination account, a behavior that may indicate a risk of financial fraud. This feature took effect for users on 18 March 2025 and reflects the design of digital services that places particular importance on vulnerable customer groups and user security.

3.3 Enhancing Mobile Banking security

The Bank has also enhanced Mobile Banking security by requiring a minimum operating system of iOS 13 and Android 9, ensuring that the application operates on systems with adequate security standards, reducing risks arising from vulnerabilities in older operating systems, and enhancing the security of transactions conducted through mobile devices.

4 Promoting Innovation, Creativity, and the Further Development of Innovation within the Organization

4.1 Promoting Creativity through GSB Way of Work Corporate Value: Through Digitalization

The Bank encourages personnel to use technology, data, and creativity to improve their work through activities that give officers opportunities to present new ideas, such as GSB Idea Contest, to promote participation in innovation across the organization.

In 2025, GSB Idea Contest 2025, under the theme "Change for the Betterment," received entries from 23 teams. In addition, the Innovation Management Program (IMP) enhanced innovation knowledge and capabilities, resulting in the development of 5 organizational innovation projects.

4.2 GSB Innovation Portfolio Phase II

The Bank implemented GSB Innovation Portfolio Phase II project by engaging external experts, and the system was completed in December 2025. The system is designed to collect, analyze, and manage the organization's innovation projects, enabling efficient monitoring, evaluation, and further development.

4.3 GSB Innovation Incubation

The Bank selected promising prototypes for further development into innovations that can be put into practical use. In 2025, the Bank selected 9 projects, comprising 5 projects from GSB Innovation Incubation project: Maha Aom Maha Heng, Micro Saving & Investment: Spend and Save, GSB Automated OD for Small Contractors, GSB Pay Thanjai Loan, and Oonjai Saijai with GSB Care; and 4 projects from the Internal Creativity Promotion Project that had been developed into innovations: Real-time Debt Collection Monitoring Support System, Branch Report Verification System (ECO-PAPER), GSB Maha Heng Shop Application, and AI Chat Bot Solution for Branch Network.

5 Enhancing Work Processes with AI

The Bank uses Artificial Intelligence (AI) as a key tool to enhance work process efficiency and improve customer service quality. The Bank aims to develop AI capabilities to support internal organizational management, branch operations, credit analysis and approval, risk assessment, and human resource management processes. This is intended to make the Bank's operations faster and more accurate and enable further development toward financial services that sustainably respond to customer needs. Key projects implemented in 2025 are as follows:

5.1 Enhancing Internal Processes with AI

5.1.1 AI Chatbot for Branches to Enhance Branch Operational Efficiency (AI Chatbot for Branches)

As part of a key initiative in the 2025 Performance Evaluation Agreement of the Data Strategy and AI Group, the Bank implemented an artificial intelligence technology development project to support the operations of branch officers and head office units (AI Service Supporting Branches), titled "AI Chatbot for Branches." The project aims to provide a tool for retrieving information necessary for operations, such as rules and regulations, orders, operating procedures, product manuals, GSB announcements relating to officers' rights and benefits, as well as frequently asked questions (Q&A), in order to improve the efficiency, accuracy, and speed of access to the Bank's information resources.

To implement the project, the Bank completed the procurement process and signed a service contract with an external specialist company on 14 November 2025. The system was subsequently developed, installed, and integrated with the Bank's core systems (Implement), and was launched as a Soft Launch on 24 December 2025, achieving the targets set under the specified indicators.

The initial rollout (Soft Launch) was intended to test the efficiency and accuracy of the Knowledge Base covering loan products, deposits, interest rates, fees, as well as officers' rights and benefits. The system was made available for testing by working groups and head office units directly responsible for the products to collect data and train the AI system to learn communication patterns (Machine Learning). This will help improve the accuracy of its responses to meet expectations as closely as possible before the system is expanded for full-scale use at branches nationwide in the next phase.

5.1.2 AI in the end-to-end loan approval process (AI Loan End-to-End Process)

The Bank is committed to enhancing loan services through digital channels to improve efficiency and reduce operational steps. To this end, the Bank initiated the "AI Loan End-to-End Process" project, which involves developing an end-to-end loan processing and approval process (AI-Optimized Loan Processing and Underwriting) by applying automated technology for data verification and processing. This will help reduce loan processing time, mitigate credit risk, and enhance service delivery efficiency, enabling services to be provided quickly and with maximum efficiency.

As a key achievement in 2025, the Bank completed the study and analysis of the relevant systems and prepared the Artificial Intelligence Development Master Plan (AI Roadmap)

on 24 December 2025. The AI Roadmap provides a framework and standards for integrating AI technology into the Bank's core loan approval system. The project is currently in the system development phase in collaboration with an ad hoc working group comprising relevant units and is scheduled to Go-Live within 2026, supporting the Bank's concrete transition toward becoming a digital social bank.

5.1.3 Credit Risk Assessment and Analysis System Using Alternative Data (AI Enhanced Credit Risk Solution): AI Alternative Credit Score

The Bank is implementing a plan to enhance organizational management efficiency through AI by initiating the development of the "AI Enhanced Credit Risk Solution" model. The project aims to enhance credit risk assessment for retail customers with low credit scores, particularly low-income earners and self-employed individuals without regular income, for whom traditional financial data (Traditional Data) or application scoring (Application Scoring: A-Score) may be insufficient to assess repayment capacity. This approach therefore aims to expand opportunities for fair access to formal credit and reduce financial inequality.

As a key achievement in 2025, the Bank completed the project approach and implementation framework and had the project plan approved. The Bank also developed a master plan to expand the database required to drive the model, including preparations to procure Alternative Data from three private-sector service providers in the telecommunications sector and leading state enterprises in the utilities sector.

These alternative datasets will serve as key Datasets and will be obtained through a legally compliant customer consent process. The data will then be integrated, processed, and used to train the artificial intelligence system, together with the Bank's internal data repository. These data will help effectively reflect customers' behavior, commitment, and repayment capacity, particularly for retail customers applying for loans through the MyMo application. The data preparation undertaken in 2025 will provide an important foundation for developing and testing AI models to achieve the highest possible accuracy in credit risk assessment and reduce loan default rates. Full-scale model development is scheduled to continue throughout 2026.

5.2 Development of the AI Master Plan and Governance Framework (AI Roadmap & AI Governance)

To ensure that the application of Artificial Intelligence (AI) within the organization has a clear strategic direction, is secure, and is subject to appropriate risk management, the Bank completed the development of its Artificial Intelligence Master Plan (AI Roadmap) and AI Governance framework in 2025.

This initiative establishes a framework for the responsible development and use of AI technology (Responsible AI), including ethical standards, governance processes, and relevant risk management and control systems. These efforts support long-term strategic planning and enhance the Bank's use of digital technology and innovation from a governance perspective, in alignment with international standards and regulatory requirements in a sustainable manner.

5.3 Application of AI to Support Customer Service and Enhance Operational Efficiency

The Bank applies AI to human resource management processes and customer service support functions to improve the speed and accuracy of work processes, with the target of providing each functional area or process with at least 2 AI tools to support operations.

For recruitment, the Bank is developing systems for internal recruitment, external recruitment, and Talent recruitment. The Bank has also developed an AI-powered knowledge extraction system and a question bank for officers.

Quantitative Performance [3-3]

Indicator	2022	2023	2024	2025
Transactions through MyMo (million transactions)	1,465.03	1,938.90	2,357.60	2,771.43
Percentage of achievement according to the Innovation Management Master Plan (%)	100	100	100	100
Survey results on the image of being an innovative organization	4.60	4.74	4.74	4.75
Organizational innovation management efficiency level*	3.66	-	3.72	-

Note: *The organizational innovation management efficiency level is assessed every other year.

Business Ethics

Background [2-25]

For GSB, business ethics and anti-corruption refer to the Bank's approach to conducting business ethically, transparently, and fairly to prevent corruption, bribery, and other unethical actions. The Bank achieves this through policies established by the Board of Directors, communicates these policies to officers, and provides appropriate and sufficient awareness-building and training, as well as oversight, to ensure compliance with the Government Savings Bank Code of Ethics and Conduct.

The Bank establishes anti-corruption policies and guidelines to ensure that personnel at all levels comply with the Bank's rules, standards, and code of conduct. These policies and guidelines also aim to prevent bribery and other actions that violate ethical principles, and to promote cooperation with all sectors in managing the negative impacts arising from the Bank's operations. These efforts provide an important foundation for building stakeholder confidence and supporting sustainable business operations.

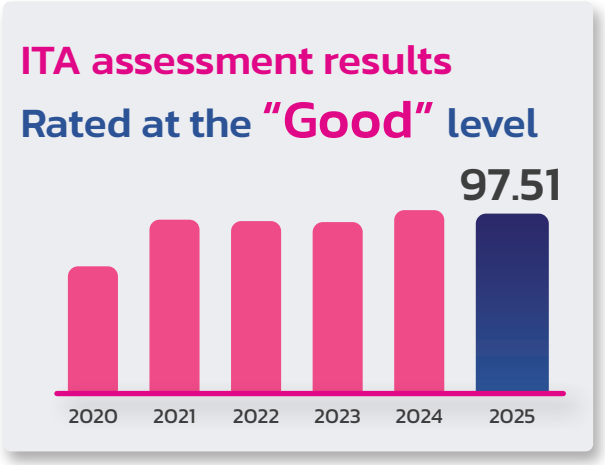
Impacts, Opportunities, and Risks to the Economy, Environment, Society, and Human Rights [3-3]

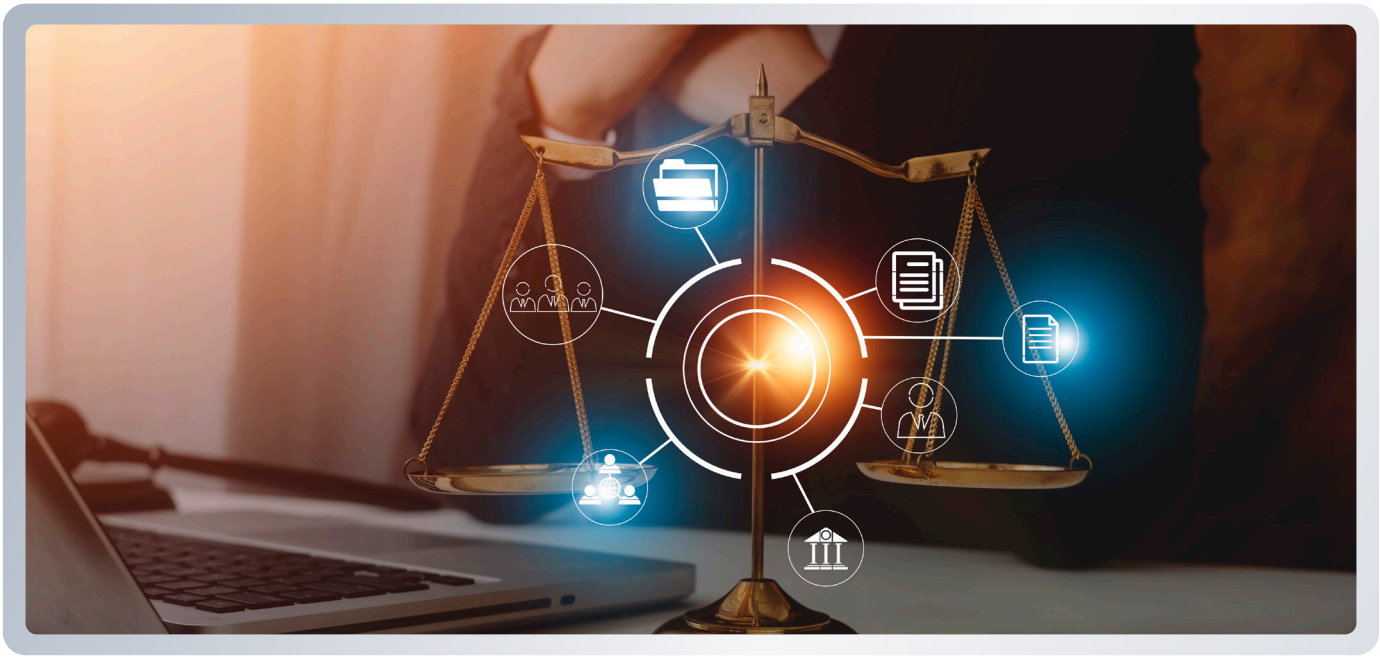
Conducting business in accordance with ethical principles and anti-corruption practices enables the Bank to create opportunities and reduce future risks. The Bank considers the opportunities and risks that may arise from various factors in its operations, as follows:

Economic 	• **Opportunity:** Transparent operations help reduce hidden costs in the economy arising from corruption, enabling individuals and businesses to receive fair, efficient financial services and access funding at appropriate costs. This helps build genuine wealth for customers and the public. • **Risk:** The consideration of loans and investments under the Bank's stringent ethical framework may make it more difficult for certain businesses or industries with ESG risks to access funding. This reflects the Bank's role in being linked to impacts through its business relationships with customers and may affect the growth rate of economic activities or innovation development in certain sectors in the short term.
Environmental 	• **Opportunity:** This helps enhance the transparency and credibility of the Bank's environmental operations, such as information disclosure, loan consideration, and procurement that take into account ethical principles and good governance. This supports responsible business operations and reduces the risk of supporting environmentally impactful activities. • **Risk:** Giving or receiving bribes, conflicts of interest, or unethical practices in loan consideration, investment, or business partner selection may lead the Bank to support environmentally harmful activities, such as pollution or unsustainable resource use, or activities inconsistent with responsible business practices. This may affect stakeholder confidence and the Bank's reputation.

Social	• **Opportunity:** This helps establish new standards of integrity in society, increase trust (Social Trust) in the financial institution system, and create a positive working environment for officers, thereby strengthening communities and reducing inequality arising from unequal access to benefits. • **Risk:** Changes to work processes aimed at enhancing transparency and ethical standards, if implemented without sufficient communication or participation, may affect both internal and external stakeholders involved in the Bank's business operations. This may lead to misunderstandings or difficulty aligning with new practices, which could affect business relationships, business partner confidence, and short-term operational efficiency.
Human rights	• **Opportunity:** Adherence to human rights standards helps protect the fundamental rights of customers and officers, such as data privacy and equal, non-discriminatory treatment. This helps raise the standards of quality of life and human dignity in Thai society to internationally recognized levels. • **Risk:** Applying overly stringent human rights criteria in certain areas or countries where local legal restrictions remain may cause people in those areas to lose opportunities to access essential financial services from the Bank. As a result, they may have to rely on non-standard or higher-risk funding sources.

Targets [3-3]

Targets	2025 Performance
Maintain an AA (Excellent) rating in the National Anti-Corruption Commission's Integrity and Transparency Assessment (ITA) for government agencies on an annual basis, with a score of 95 points or higher.	The Bank received an AA **(Excellent)** Rating Score, with an overall score of **97.51 points.** 



Governance [2-25]

The Bank emphasizes cooperation among executives, officers, and employees to drive the organization under the principles of good corporate governance and the highest ethical standards, with the primary objective of actively monitoring and eliminating all forms of corruption. The Bank has promulgated the Code of Ethics and Conduct under Bank Regulation No. 852 and prepared the Government Savings Bank Code of Ethics and Conduct Manual to ensure that all members of the Bank's Board of Directors, executives, officers, and employees perform their duties with integrity, transparency, and adherence to ethical principles. In addition, the Bank has established clear guidelines through codes of conduct for personnel in relation to stakeholders, divided into three levels: 1) Code of Conduct for Directors, 2) Code of Conduct for Executives, and 3) Code of Conduct for Officers.

If officers have questions about complying with the Code of Ethics, they may seek advice from their supervisors, who serve as role models and continuously oversee compliance with ethics and the Code of Conduct within the organization. If a violation of regulations is identified, the officer concerned will be subject to a fact-finding investigation and disciplinary action. In cases involving directors or senior executives, the matter will be reported to the Bank's Board of Directors for consideration of appropriate further action. The Bank also provides channels for receiving complaints and reports of misconduct (Whistleblowing) in accordance with international principles. Any person who witnesses an act of corruption by the Bank's personnel or suffers damage as a result of such an act may report the matter to the designated complaint recipients through the channels established by the Bank.

Corruption Prevention and Suppression Process

1. Review the anti-corruption policy / manual.
2. Assess corruption risks of GSB
3. Prepare the annual anti-corruption action plan.
4. Government Savings Bank Anti-Corruption Action Plan for 2025.
5. Submit to the GSB Anti-Corruption Committee.
6. The Committee monitors the results and provides observations and recommendations.

Mechanism and System for Enforcing the Code of Ethics and Conduct

There has been a complaint or evidence indicating that an executive or officer has acted in violation of the code of ethics and conduct.

Refer the case

The Head of Affiliated Unit conducts a factual investigation by adapting and applying the principles and methods of disciplinary action.

Investigation results

In the case of a violation of GSB's code of ethics.

Report the matter to the committee for a finding of wrongdoing to proceed in accordance with the regulations and procedures concerning disciplinary action against officers.

In the case of a violation of GSB's code of conduct that is not a disciplinary offense under GSB's regulations concerning the discipline of officers.

The supervisor shall counsel or reprimand the individual, or take other appropriate action as deemed necessary, to correct or properly resolve the issue. The supervisor may also order the individual to undergo appropriate development as deemed necessary.

Report the results of the actions to the Good Corporate Governance Committee via the Good Corporate Governance Department, as well as to the Human Resources Management Department for their information.

Strategy and Management of Risks and Opportunities [3-3] (Including Management Policies)

GSB is committed to conducting business with integrity and transparency by comprehensively strengthening corruption prevention and promoting ethics throughout the organization. This includes strict management of financial fraud in accordance with the Bank of Thailand's policies and the policy on managing fraud arising from financial transactions, along with developing systems to monitor and detect unusual transactions to meet current security standards. At the same time, the Bank is committed to establishing robust anti-corruption standards by promulgating its anti-corruption policy and improving operating manuals by applying internal control guidelines based on the principles of good corporate governance for state enterprises. The Bank has also integrated the Association of Certified Fraud Examiners (ACFE) framework with the Integrity and Transparency Assessment (ITA) framework for government agencies as key guidelines to drive the Bank's policies toward sustainability. As a result, the Bank was certified by the Thai Private Sector Collective Action Against Corruption (CAC) on 30 June 2025.

The Bank also prepares the Government Savings Bank Anti-Corruption Action Plan each year and shares fraud management information through Facebook Live and infographics. It promotes cooperation among internal and external organizations by organizing meetings and seminars to exchange knowledge on fraud management and by updating circulars and various manuals. Below are details on project management and measures to prevent corruption within the Bank.

1. Government Savings Bank Anti-Corruption Action Plan for 20255

In 2025, the Bank reviewed the Government Savings Bank Anti-Corruption Action Plan, which was approved by the GSB Anti-Corruption Committee. The implementation focuses on the key strategies as follows:



Strategy 1 Corruption and Misconduct Prevention

- Goal 1 Officers and employees have a culture and behavior of integrity.
- Goal 2 Corruption and misconduct cases decrease.



Strategy 2 Corruption Suppression

- Goal 3 The prosecution of corruption cases is swift, fair, transparent, and non-discriminatory.

The Bank has established plans or projects under the Anti-Corruption Action Plan covering both the prevention of corruption and misconduct and the suppression of corruption to ensure the efficient operation of the Bank, as follows:

Targets	Plans / Projects	Indicators
1. Prevention of Corruption and Misconduct		
1. Officers and employees have a culture and behavior of integrity.	1. Communicate and build knowledge and understanding of integrity, ethics, and corruption prevention among newly appointed officers.	- At least 80% of newly appointed officers have knowledge and understanding of integrity, ethics, and corruption prevention.
	2. Communicate and build knowledge and understanding of integrity, ethics, and corruption prevention among officers and employees.	- At least 80% of officers and employees have knowledge and understanding of integrity, ethics, and corruption prevention.
	3. Assess the behavior of officers and employees: - Fostering a culture and values of integrity, as well as attitudes and behaviors against corruption and misconduct.	- At least 80% of officers and employees demonstrate a culture and values of integrity, as well as attitudes and behaviors against corruption and misconduct.
	4. Support the Thai Private Sector Collective Action Against Corruption (CAC): (1) Apply for CAC certification. (2) Review, improve, and implement CAC procedures and guidelines. (3) Monitor the implementation of the improvement plan in accordance with CAC criteria.	- Apply for certification by 27 April 2025. - Complete 100% of the review and improvement plan. - Present the results to the Audit Committee every quarter.
	5. Comply with the annual policy on not accepting any gifts or gratuities in connection with the performance of duties by officers and employees (No Gift Policy).	- All officers and employees do not accept any gifts or gratuities in connection with the performance of their duties.
	6. Report annually on the prevention of conflicts between personal interests and the public interest.	- 100% of officers and employees do not engage in conflicts between personal interests and the public interest.
	7. Increase transparency in human resource management.	- The annual rate of complaints from officers and employees regarding human resource management does not exceed 0.1%.
	8. Increase transparency in budget management: (1) Publish the annual Government Savings Bank Action Plan and Budget on the Bank's website. (2) Disclose budget expenditure reports on the intranet.	- The annual Government Savings Bank Action Plan and Budget is published on the Bank's website every year. - Budget expenditure reports are disclosed on the intranet every month.

Targets	Plans / Projects	Indicators
	9. Measures to increase transparency in procurement: (1) Announce the commitment to the "Governance Policy for Transparent and Fair Procurement." (2) Publish procurement information on the Bank's website. (3) Require procurement committee members to sign a declaration confirming the absence of conflicts of interest.	- The commitment to the "Governance Policy for Transparent and Fair Procurement" is published on the Bank's website. - Procurement information is published on the Bank's website every year. - Declarations confirming the absence of conflicts of interest are signed by procurement committee members for 100% of procurement contracts.
	10. Annual Integrity and Transparency Assessment (ITA) Project for state enterprises.	- The ITA score is higher than 98 points.
	11. Participate in anti-corruption activities with external organizations.	- The Bank participates in anti-corruption activities with external organizations > twice per year.
2. **Corruption and misconduct cases are reduced.**	12. Manage complaints concerning corruption and misconduct.	- The number of allegations or complaints reported to the Ministry of Finance Anti-Corruption Operation Center concerning government officials under the Bank who commit corruption or misconduct, or cases in which corruption is substantiated, decreases by 10% from the previous year.
	13. Communicate case studies on corruption and the penalties imposed to officers and employees.	- By December of every year.
	14. Establish an internal control system and report on the analysis of internal control performance in accordance with the Ministry of Finance Regulation on Standards and Criteria for Internal Control Practices for Government Agencies, B.E. 2561 (2018).	- Prepare GSB's annual internal control assessment report and submit it to the Comptroller General's Department within 90 days from the end of each calendar year.
	15. Develop the Fraud Monitoring system, covering the evaluation of anomalous transaction detection and the regular review and improvement of Rules.	- Implement on an ongoing basis.
	16. Disclose procurement transparency information for GSB projects participating in the Integrity Pact or the Infrastructure Transparency Initiative (CoST).	- The Bank discloses procurement transparency information in accordance with the Integrity Pact or CoST criteria.

Targets	Plans / Projects	Indicators
2. Corruption Suppression		
3. **Corruption proceedings are conducted promptly, fairly, transparently, and without discrimination.**	17. Provide training to officers involved in disciplinary proceedings to ensure that the proceedings are conducted in accordance with legal requirements.	- At least 80% of officers involved in disciplinary proceedings understand the relevant laws.
	18. Control, supervise, and monitor disciplinary proceedings to ensure that they are completed within the timeframes prescribed by law.	- Extensions of the timeframes for all corruption cases under proceedings do not exceed 20%.
	19. Prepare a manual on procedures for legal proceedings in corruption cases.	- Prepare and review the manual on procedures for legal proceedings in corruption cases to ensure that it remains up to date.

2. Measures to Prevent Corruption Related to Bribery



GSB has declared its commitment to the policy of not accepting any gifts or gratuities in connection with the performance of duties (No Gift Policy), both before and after the performance of duties, to reflect transparency, integrity, and fair competition. This covers effective treatment of all stakeholder groups, including business partners, competitors, creditors, and procurement suppliers, reinforcing the Bank's commitment to balancing business operations with social responsibility. The Bank has promoted a culture of integrity (Organization of Integrity) by disseminating the policy and public relations materials (infographics) through internal and external channels, such as the Bank's website and Facebook GSB Society.

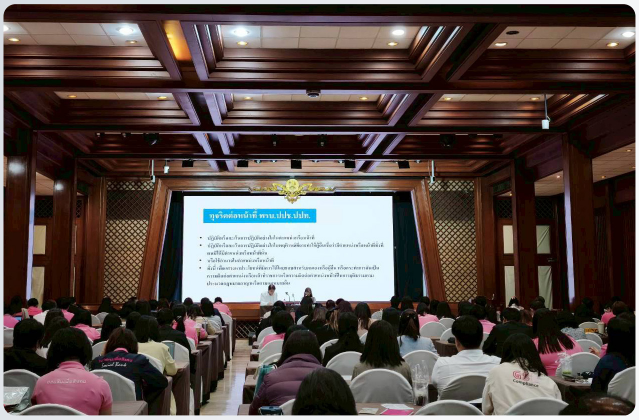
In addition, the Bank organized a training course entitled "Building a No Gift Policy Culture to Prevent Conflicts between Personal Interests and the Public Interest" for all executives, officers, and employees to ensure strict compliance. The Bank also held a meeting to explain the criteria for the 2025 Integrity and Transparency Assessment (ITA) of government agencies in order to raise awareness and encourage personnel at all levels to participate in organizational development in accordance with good governance principles and sustainable corruption prevention and suppression.

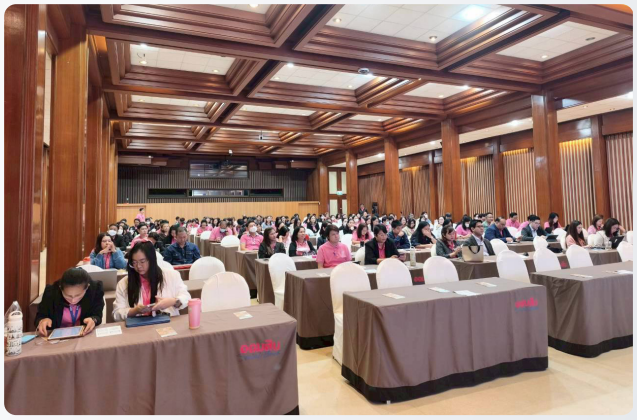
Training on "Building a No Gift Policy Culture to Prevent Conflicts between Personal Interests and the Public Interest" for GSB executives and officers





Special lecture on "Ethical Performance of Duties, Code of Conduct, Corruption Prevention, and Compliance with the No Gift Policy in the Performance of Duties" for GSB executives, officers, and employees





3. Promoting Integrity and Transparency

The National Anti-Corruption Commission has adopted the Integrity and Transparency Assessment (ITA) of government agencies as a key tool to encourage agencies to recognize the importance of integrity and use the results to strengthen their operational mechanisms, achieving fairness and transparency in tangible ways. GSB has continuously participated in this assessment since 2014. Over the years, the Bank has used recommendations from each year's assessment as guidelines for organizational development and has prepared a plan to improve its assessment score through GSB's Measures to Promote Integrity and Transparency for 2025, with details of the implementation as follows:

GSB's Measures to Promote Integrity and Transparency for 2025 [2-25]

Topic / Issue	Measures and Guidelines
1. **Transparent and efficient operational processes**	• Improve and develop operational processes to enhance transparency, accountability, and efficiency, such as developing systems for reporting and disclosing conflicts of interest; developing a system for promptly reporting the improper receipt of assets or other benefits; disseminating the Government Savings Bank Code of Ethics and Conduct; declaring a commitment to integrity in the performance of duties and the No Gift Policy; participating in the Integrity and Transparency Assessment (ITA); and participating in the Moral Organization initiative. • Provide training/communication on operational procedures and service delivery to enhance efficiency, such as training on compliance with relevant rules and regulations; the credit process, credit analysis, approval submissions, and supporting documents; communication on conflicts between personal interests and the public interest; communication to build knowledge and understanding of integrity, ethics, and corruption prevention; training on personal data protection; and communication of operational knowledge in accordance with credit criteria, such as loan brochures and the Product Catalog.
2. **Service provision and E-Service systems**	• Improve and develop service quality to enhance efficiency, such as improving the Bank's operating or service manuals to provide appropriate details and make them easy to understand; preparing communication materials such as brochures, infographics, and information signs; providing training to develop officers' knowledge and skills in various areas, including personal loans, government policy loans, housing loans, and business and public sector loans; developing the Bank's service channels to enhance service efficiency, such as deposit return calculations and outstanding balance inquiries; and improving and developing services through the Call Center and Voice of Customer channels. • Improve and develop the quality of services provided through online channels (E-Service systems) and the Bank's applications, such as improving user manuals for online services (E-Service) to align with the Bank's applications, including CoIB, Mobile Banking (MYMO), and Coach AOM; developing and improving online services (E-Service) to make them easy, convenient, and fast to use, with clear primary channels for contacting the Bank; and improving and developing the Bank's applications to ensure that they are up to date, efficient, and secure.

Topic / Issue	Measures and Guidelines
3. Channels and formats for publicizing and disseminating government / Bank information	• Improve communication, information dissemination, and public relations channels to make them more diverse and convenient to use, such as expanding the Bank's communication channels through social media, including Facebook, TikTok, and Threads, thereby making the Bank's information more easily accessible and reaching a wider audience; expanding channels for reporting suspected corruption and misconduct or filing complaints, such as through postal mail, the website www.gsb.or.th, and email at whistleblower@gsb.or.th; as well as communicating news and public relations information through the Bank's website www.gsb.or.th. • Provide opportunities for external parties to participate in improving and developing the Bank's operations or services, such as conducting customer opinion surveys; providing QR Codes for feedback; organizing forums to receive opinions or meet with stakeholders; developing channels for complaints and suggestions; and using the GSB QR Voice system to receive public feedback.
4. Process for overseeing the use of the Bank's assets	• Communicate procedures for the use of the Bank's assets to prevent their use for personal benefit, such as establishing guidelines for the use of the Bank's assets and vehicles; clearly communicating procedures and guidelines for borrowing assets; fostering awareness of integrity; and publicizing manuals or guidelines to personnel. • Improve and develop the process for overseeing the use of the Bank's assets, such as establishing appropriate guidelines for overseeing and inspecting asset use; developing a system for disclosing conflicts between personal interests and the public interest; establishing processes for inspecting and reviewing operations; and reporting inspection results to the relevant committees.
5. Process for ensuring transparency in budget utilization and procurement	• Increase transparency in budget management, such as conducting surveys on awareness and understanding of action plans and budget expenditures; providing opportunities for personnel to participate in preparing annual action plans and budgets; disseminating action plans and budgets to relevant units; and communicating and disclosing channels for receiving opinions and suggestions regarding the Bank's budget. • Increase transparency and improve procurement operations, such as announcing a transparent and fair procurement policy; establishing Integrity Pacts for high-value projects; implementing CoST guidelines; disclosing procurement information through the Bank's website; establishing processes to identify and prevent conflicts of interest among relevant committee members; providing channels for complaints; and establishing clear guidelines for parties involved in the procurement process.
6. Process for controlling and monitoring the exercise of authority and human resource management	• Communicate procedures concerning the exercise of authority and human resource management, such as communicating the Bank's Code of Ethics and Conduct; establishing guidelines to prevent conflicts between personal interests and the public interest; transparently communicating criteria for recruitment, appointment, transfer, and promotion; and declaring a commitment to integrity in the performance of duties.

Topic / Issue	Measures and Guidelines
	• Improve the processes for controlling and monitoring the exercise of authority and human resource management, with a focus on preventing or addressing interference in human resource management, such as preparing human resource management and development plans; establishing fair criteria for recruitment, hiring, appointment, transfer, and promotion; establishing processes for monitoring and reporting performance; establishing channels for complaints and reporting cases of corruption or misconduct; and requiring relevant parties to certify that they have no conflicts of interest.
7. **Mechanisms and measures for preventing and addressing corruption within the organization**	• Communicate practices and organize activities to promote corruption prevention, such as communicating and building knowledge and understanding of integrity, ethics, and corruption prevention measures; announcing the No Gift Policy and the commitment to integrity; organizing activities to foster awareness and a transparent organizational culture; providing training on corruption prevention and suppression; and developing courses or learning materials through the GSB Wisdom system. • Improve and develop mechanisms and measures for addressing and preventing corruption, such as developing systems for reporting and disclosing conflicts of interest and the receipt of assets or other benefits; improving whistleblowing channels and establishing whistleblower protection measures; participating in the Thai Private Sector Collective Action Against Corruption (CAC); using risk detection systems such as Fraud Monitoring and Digital Fraud; establishing internal audit processes and control checklists; and using technology to monitor and prevent corruption.

4. Corruption and Misconduct Risk Assessment and Management for 2025 (Organizational and Project Levels) [2-25][205-1]

GSB recognizes the importance of sound internal control processes in supporting the sustainable growth and development of the organization. The Bank therefore conducts corruption risk assessments in accordance with the NACC (National Anti-Corruption Commission) and PACC (Office of the Public Sector Anti-Corruption Commission) frameworks. The Bank applies the qualitative assessment criteria under the Corruption Risk Management Systems (CRM) for fiscal year 2025, aligned with the PACC's risk assessment system and adapted from internationally recognized risk management principles. These include the Committee of Sponsoring Organizations of the Treadway Commission (COSO) frameworks, namely COSO 2013 Internal Control and COSO 2017 Enterprise Risk Management: Integrating with Strategy and Performance, as well as ISO 37001:2016 Anti-bribery Management Systems. The Bank also emphasizes implementing the PDCA cycle (Plan–Do–Check–Act) to enhance the effectiveness of corruption risk management.

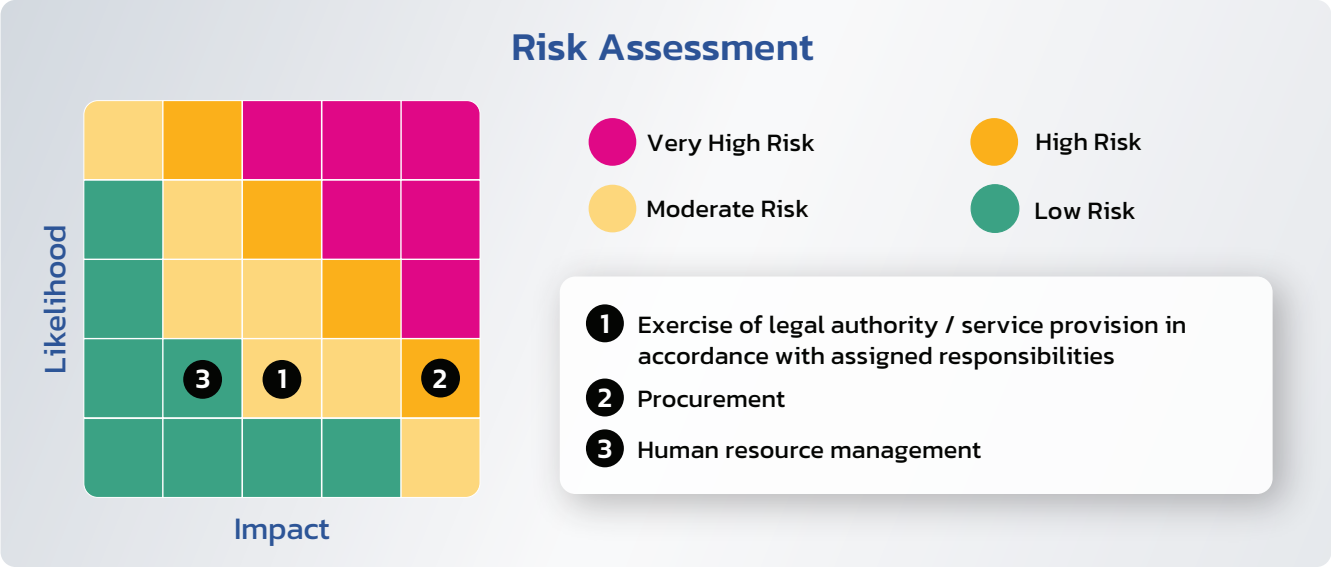
In addition, in 2025, the Bank conducted quarterly inspections covering all 1,026 branches, representing 100% of its branches. Deviations identified in the operations of various units were also reviewed to draw lessons learned and develop communication materials to raise awareness among executives, officers, and employees, enabling them to perform their duties correctly while helping reduce the risks and likelihood of corruption incidents.

Corruption Risk Assessment in accordance with the NACC Guidelines for 2025 (Organizational Level)

The Bank refers to the corruption risk management framework established by the National Anti-Corruption Commission (NACC). However, Category 1: Approval and authorization does not apply to the Bank because GSB has no approval or authorization responsibilities under the Licensing Facilitation Act, B.E. 2558 (2015). Therefore, no assessment was conducted for this category. Overall, the categories considered in the assessment are as follows:

Category 1 Approval and authorization under the Licensing Facilitation Act, B.E. 2558 (2015)
Category 2 Exercise of legal authority/service provision in accordance with assigned responsibilities
Category 3 Procurement
Category 4 Human resource management

The results of GSB's organizational-level corruption risk assessment for fiscal year 2025 are as follows:



Following the corruption risk assessment, the Bank summarized the key issues and established control and management measures as follows:

GSB Corruption Risk Management Plan [205-1]

Corruption Risk Events	Examples of Corruption Risk Control / Management Measures	Risk Level
1. **Exercise of legal authority or service provision in accordance with GSB's responsibilities** Officers responsible for providing the Bank's financial transaction services may solicit bribes, such as service fees, document preparation fees, facilitation fees, or other benefits from customers, in violation of the Bank's regulations, orders, rules, and requirements.	• The Bank has established regulations and orders as a framework for conduct and guidelines that all executives, officers, and employees must strictly follow, such as the Government Savings Bank Code of Ethics and Conduct; the Anti-Corruption Policy; Government Savings Bank Order on the Preparation of Operating Manuals and Specific Operating Manuals; financial service time standards (Service Level Agreement: SLA); Government Savings Bank Order on Voice of Customer and Complaint Management; and Government Savings Bank Order on Disciplinary Proceedings for Officers.	Moderate

Corruption Risk Events	Examples of Corruption Risk Control / Management Measures	Risk Level
	• A declaration of commitment has been made for executives, officers, and employees to perform their duties with integrity and oppose all forms of corruption. • A policy has been announced prohibiting all executives, officers, and employees from accepting any gifts or gratuities in connection with the performance of their duties (No Gift Policy). • The Bank requires its executives, officers, and employees to take an oath before the royal statue of King Rama VI at GSB Head Office and its 18 regional offices, pledging to perform their duties with integrity and transparency, uphold moral and ethical principles, and maintain a strong sense of responsibility, on 25 November of every year (King Vajiravudh Memorial Day).	
2. **Procurement** "Computer Systems and Equipment Replacement Project: Branch Operations Support / Infrastructure Development Plan" under Infrastructure Development, Activity 6: Procurement of Microsoft Online Service Usage Rights.	• The Information Technology Governance, Risk and Compliance Committee (ITGRC) is assigned responsibility for overseeing and assessing the Bank's significant digital technology risks by considering both current and future impacts, in accordance with policies and measures for addressing and managing risks that appropriately cover personnel, digital processes, and data. • A unit is designated to inspect the procurement process. • A five-member procurement inspection and acceptance committee is appointed. • The IT support unit is additionally assigned to review inspection and acceptance documents supporting payment disbursement under the "Procurement of Microsoft Online Service Usage Rights" project.	High
3. **Human resource management** Committee members authorized to recruit, hire, appoint, promote, transfer, or impose disciplinary penalties may corruptly solicit bribes or other benefits, or exercise their authority without legitimate grounds.	• The Bank has established regulations and orders as a framework for conduct and guidelines that all executives, officers, and employees must strictly follow, such as the Government Savings Bank Code of Ethics and Conduct; the Anti-Corruption Policy; human resource management regulations concerning recruitment, appointment, transfer, rotation, and promotion; the appointment and termination of officers; as well as the Bank's orders on disciplinary proceedings. • A declaration of commitment has been made for executives, officers, and employees to perform their duties with integrity and oppose all forms of corruption. • A policy has been announced prohibiting all executives, officers, and employees from accepting any gifts or gratuities in connection with the performance of their duties (No Gift Policy).	Low

Corruption Risk Events	Examples of Corruption Risk Control / Management Measures	Risk Level
	• The Bank requires its executives, officers, and employees to take an oath before the royal statue of King Rama VI at GSB Head Office and its 18 regional offices, pledging to perform their duties with integrity and transparency, uphold moral and ethical principles, and maintain a strong sense of responsibility, on 25 November of every year. • A disclosure report form on conflicts between personal interests and the public interest has been prepared.	

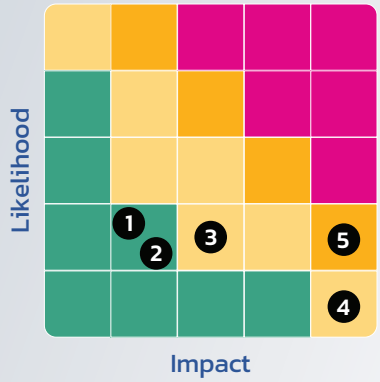
Corruption Risk Assessment in Accordance with the PACC Guidelines for 2025 (Project Level) [205-1]

In 2025, the Bank conducted a project-level corruption risk assessment in accordance with the Office of the Public Sector Anti-Corruption Commission (PACC) manual. The Bank selected the highest-budget project from its procurement projects for fiscal year 2025, in accordance with the PACC's corruption risk assessment criteria and manual. The selected project was the Computer Systems and Equipment Replacement Project: Branch Operations Support/Infrastructure Development Plan (Infrastructure), under the activity for the procurement of Microsoft Online Service usage rights. Risks were identified according to the following stages of implementation:

- Preparation of the draft Terms of Reference (TOR) and reference price
  1. Specification of requirements in a manner that favors a vendor
  2. Setting an excessively high reference price in a manner that favors a vendor
- Procurement
  3. Favoring a vendor in the selection process
- Inspection and acceptance of supplies
  4. Inspection and acceptance of supplies in a manner that favors a vendor
  5. Reduction of penalties in a manner that favors a vendor

The results of GSB's project-level corruption risk assessment for fiscal year 2025 are as follows:

Corruption Risk Assessment for Budget Expenditure



Very High Risk
High Risk
Moderate Risk
Low Risk

1. Specification of requirements in a manner that favors a vendor
2. Setting an excessively high reference price in a manner that favors a vendor
3. Favoring a vendor in the selection process
4. Inspection and acceptance of supplies in a manner that favors a vendor
5. Reduction of penalties in a manner that favors a vendor

Corruption Risk Management Plan for the Microsoft Online Service Usage Rights Procurement Project

Corruption Risk Events	Examples of Corruption Risk Control /Management Measures	Risk Level
1. **Specification of requirements in a manner that favors a vendor** Officers appointed to the committee responsible for preparing the draft TOR and determining the reference price may accept or solicit improper benefits in order to establish specifications and criteria that favor a particular company or vendor.	• Appoint a five-member committee to prepare the draft TOR and determine the reference price to ensure the supplies' specifications are standardized and benefit the Bank. • Assign a unit to inspect the procurement process.	Low
2. **Setting an excessively high reference price in a manner that favors a vendor** Officers appointed to the committee responsible for preparing the draft TOR and determining the reference price may accept or solicit improper benefits in order to set the price above the market price, thereby favoring a particular company or vendor.	• Establish appropriate minimum standards for anti-corruption policies and guidelines in procurement, with reference to the Notification of the Anti-Corruption Cooperation Committee on Procurement Thresholds and Minimum Standards for Anti-Corruption Policies and Guidelines in Procurement to be Established by Business Operators. • Assign a unit to inspect the procurement process.	Low
3. **Favoring a vendor in the selection process** The procurement committee may accept or solicit kickbacks in order to make a selection decision that favors a particular company or vendor.	• Appoint a five-member procurement committee to inspect the process. • Review the "Manual for Verification of Documents and Evidence Submitted by Procurement Bidders" to ensure that operational processes or procedures are clear and standardized. • Communicate the "Manual for Verification of Documents and Evidence Submitted by Procurement Bidders" to persons involved in the procurement process. • Assign the Information Technology Governance, Risk and Compliance Committee (ITGRC) responsibility for overseeing and assessing the Bank's significant digital technology risks.	Moderate
4. **Inspection and acceptance of supplies in a manner that favors a vendor** The inspection and acceptance committee may accept or solicit kickbacks from a vendor in exchange for not verifying the actual number of licenses or for accepting supplies without fully checking them against the items/details specified in the TOR, thereby favoring the vendor.	• Assign the Information Technology Governance, Risk and Compliance Committee (ITGRC) responsibility for overseeing and assessing the Bank's significant digital technology risks. • Assign a unit to inspect the procurement process.	Moderate

Corruption Risk Events	Examples of Corruption Risk Control /Management Measures	Risk Level
5. **Reduction of penalties in a manner that favors a vendor** The inspection and acceptance committee may accept or solicit kickbacks from a vendor in order to impose a penalty lower than the actual amount due in cases where supplies are delivered after the deadline specified in the TOR.	• Appoint a five-member inspection and acceptance committee to inspect the process. • Assign the IT support unit the additional responsibility of reviewing inspection and acceptance documents supporting payment disbursement under the "Procurement of Microsoft Online Service Usage Rights" project. • Assign the Information Technology Governance, Risk and Compliance Committee (ITGRC) responsibility for overseeing and assessing the Bank's significant digital technology risks. • Assign a unit to inspect the procurement process.	High

5. Corruption and Misconduct Audit Process

In the audit process, assessments are conducted based on the Bank's internal operational processes, taking into account internal control risk factors to reduce the risk and likelihood of corruption incidents. The process covers the following key activities:

1. Preparation of the Annual Audit Plan

The Annual Audit Plan is prepared by defining the Audit Universe based on Enterprise Architecture (EA) information, covering the Bank's key processes. The Audit Universe is then subject to risk assessment using various risk factors, including the Bank's risk factors (Risk Map), observations from external regulatory agencies, and fraud data, covering both internal and external fraud. The post-control risk assessment results for each process are then used to prioritize risks and allocate resources based on risk levels to determine which processes to audit each year.

In determining the Annual Audit Plan, the audit frequency is based on the results of the annual risk assessment for each audit process, as follows:

- High and very high risk: audited every year.
- Moderate risk: audited every 2–3 years.
- Low risk: audited every 3 years.

In 2025, the Internal Audit Group conducted audits of the following processes / units:

Process / Unit	Target	Performance	Percentage
Audit Process	40	40	100.00
Retail Credit Approval Office	18	18	100.00
SME Customer Business Credit Office	18	18	100.00
Debt Control and Management District	18	18	100.00
Branch Units	1.026	1.026	100.00

2. Internal Control Activities of GSB Branches

- Opening and closing of the vault door by the Daily Cash Inspection and Custody Committee.
- Use of cards/codes to manually record transactions in the system. Accounting for 100%

6. Management of Complaints Concerning Corruption and Misconduct [2-25][3-3]

The Bank has established measures to manage complaints concerning corruption and misconduct, protect whistleblowers or complainants, and maintain their confidentiality in a transparent, honest, and fair manner, while also receiving opinions and suggestions from all stakeholder groups. The Bank complies with the Bank of Thailand (BOT) criteria for governing Specialized Financial Institutions. The Bank has established clear processes and channels for reporting suspected corruption or filing corruption-related complaints, with responsible persons designated to receive such reports or complaints effectively. The Bank has also clearly communicated these processes and channels to the Board of Directors, executives, and officers.

To mitigate potential risks, the Bank has established detailed measures and guidelines to protect complainants and maintain confidentiality, safeguard their rights, and ensure the integrity of the information received. The Bank keeps information relating to whistleblowers or complainants confidential and does not disclose it to any person who has no relevant duty or has not been assigned to handle the matter. In doing so, the Bank considers the safety of whistleblowers or complainants and any harm they may suffer, and protects them from harassment, intimidation, destruction of evidence, adverse consequences, or unfair treatment resulting from reporting such misconduct. The Bank exercises discretion in protecting whistleblowers or complainants who are Bank officers and were involved in the misconduct, allowing them to serve as witnesses where the circumstances justify it. The Bank also designates the units responsible for reporting suspected corruption and misconduct or filing complaints, the timeframe for handling such matters, and the procedures for reporting the results of such actions.

If a complaint is made, or if an executive or officer is found to have violated the regulations, the head of the relevant unit shall conduct a fact-finding investigation and apply the criteria and procedures for disciplinary proceedings mutatis mutandis.

If a complaint is made, or it is found that a member of the Board of Directors or the GSB President and CEO has violated the regulations, the matter shall be reported to the GSB Board of Directors for consideration and appropriate action.

If the investigation finds that the conduct violates GSB's ethics provisions, the matter shall be reported to the Committee for Determination of Wrongdoing for further action in accordance with the regulations and procedures governing disciplinary proceedings for officers.

Where the investigation finds that the conduct constitutes a violation of the GSB Code of Conduct provisions but does not constitute a disciplinary offense under the Government Savings Bank Regulations on Discipline of Government Savings Bank Officers, the person concerned shall be given a warning or other action shall be taken as appropriate to the circumstances to ensure that the matter is corrected or properly addressed. The person may also be required to undergo development as deemed appropriate. The results of such action shall be reported to the Good Corporate Governance and Sustainability Committee through the Good Corporate Governance Department, and shall also be reported to the Human Resources Management Department.

A violation of these regulations shall be regarded as a significant violation for the Bank. If the violation

constitutes a criminal offense or causes damage to the Bank, the Bank shall also initiate criminal proceedings or take civil action to seek compensation for damages. In considering the appointment, promotion, or merit advancement of officers, discretion shall also be exercised to take into account the results of actions concerning ethics or the code of conduct.

Channels for Reporting Misconduct or Filing Complaints Concerning Corruption[2-25]

ช่องทางการสื่อสาร		รายละเอียด
	**GSB Contact Center**	Call 1115
	**Postal Mail**	• In the case of misconduct by a member of the Board of Directors, the matter shall be reported to the Chairman of the GSB Board of Directors. • In the case of misconduct by a senior executive, the matter shall be reported to the Chairman of the Audit Committee. • In the case of misconduct by an executive at the Department Director level or equivalent and below, or by an officer, the matter shall be reported to the Senior Executive Vice President, Internal Audit Group. Government Savings Bank Head Office 470 Phaholyothin Road, Samsen Nai, Phaya Thai, Bangkok 10400
	**Email**	E-mail : whistleblower@gsb.or.th
	**Website**	www.gsb.or.th - Customer Relations Center: Select the category “Complaints Concerning Corruption and Misconduct.”
	**GSB Connect**	LINE GSB Connect: Report suspected corruption

Procedures upon Receipt of a Report of Misconduct

When a report is received through any of the designated channels, the information is compiled and submitted to the authorized person for preliminary consideration and fact screening. If sufficient evidence is found, the matter will be submitted to the relevant committee for consideration and further action in accordance with the investigation process. However, if the information is insufficient or no clear facts are established, the Bank may close the matter as appropriate.

In addition, if the complaint is made against a senior executive, the matter will be escalated to the relevant committee or a higher-level authorized person for consideration to ensure the investigation is transparent, fair, and subject to review.

Statistical Data on Complaints Concerning Corruption and Misconduct [2-25] [205-3]

Statistical data on complaints concerning corruption and misconduct for fiscal year 2025

Month	Type of Complaint	Total Number of Complaints	Number of Complaints under Investigation	Number of Complaints Resolved	Disciplinary Actions against Officers
January	Corruption in the Performance of Duties 1) Deposits: 2 cases 2) Loans: 1 case 3) Others: 1 case (unauthorized use of another person's user account)	4	0	4	Dismissed: 4 officers
February	Corruption in the Performance of Duties 1) Deposits: 3 cases 2) Loans: 1 case	4	1	3	Dismissed: 3 officers; 1 officer under investigation
March	No complaints concerning corruption	0	0	0	None
April	Corruption in the Performance of Duties 1) Others: 1 case (embezzlement)	1	1	0	Under investigation: 1 officer
May	Corruption in the Performance of Duties 1) Deposits: 1 case	1	0	1	Dismissed: 1 officer
June	Corruption in the Performance of Duties 1) Deposits: 1 case	1	0	1	Dismissed: 1 officer
July	Corruption in the Performance of Duties 1) Loans: 1 case 2) Others: 1 case (document forgery)	2	1	1	Dismissed: 1 officer; 1 officer under investigation
August	Corruption in the Performance of Duties 1) Deposits: 1 case 2) Loans: 1 case	2	2	0	Under investigation: 2 officers
September	Corruption in the Performance of Duties 1) Others: 1 case (theft)	1	1	0	Under investigation: 2 officers

Month	Type of Complaint	Total Number of Complaints	Number of Complaints under Investigation	Number of Complaints Resolved	Disciplinary Actions against Officers
October	Corruption in the Performance of Duties 1) Loans: 1 case	1	1	0	Under investigation: 1 officer
November	Corruption in the Performance of Duties 1) Others: 1 case (theft)	1	1	0	Under investigation: 1 officer
December	Corruption in the Performance of Duties 1) Others: 2 cases (embezzlement and false expense claims)	2	0	2	Under investigation: 1 officer
Total		**20**	**8**	**12**	**Dismissed: 12 officers; 8 officers under investigation**

Note: In 2025, the Bank found no cases in which contracts with business partners were terminated due to corruption or ethics violations.

Quantitative Performance [3-3]

Performance on Ethics and Anti-Corruption

Data on Corruption or Misconduct by GSB Executives, Officers, and Employees [2-27]

In 2025, the Bank identified 20 cases of corruption or misconduct, representing 0.092% of the total number of officers, an increase from 15 cases in 2024. However, the number remained lower than the 23 cases recorded in 2023, reflecting the Bank's continued ability to maintain corruption risk at a low level.

Indicator	2023	2024	2025
Corruption or Misconduct (Cases / Percentage)	**23 cases (0.108%)**	**15 cases (0.070%)**	**20 cases (0.092%)**

Note:*The percentage is calculated based on the number of executives, officers, and employees in the year for which the percentage is calculated.

Integrity and Transparency Assessment (ITA) Rating of Government Agencies by the National Anti-Corruption Commission

Indicator	2023	2024	2025
Maintain an AA (Excellent) rating in the Integrity and Transparency Assessment (ITA) of government agencies conducted by the National Anti-Corruption Commission on a continuous annual basis, with a score of 95 points or higher.	98.56 points (2nd among state enterprises)	98.96 points (1st among state enterprises)	**97.51 points (2nd among state enterprises)**

Complete Collection of Data and Supporting Documents in Accordance with the 71-Item Assessment Form or Checklist

Indicator	2023	2024	2025
Certified by the Thai Private Sector Collective Action Against Corruption (CAC) and became the first Specialized Financial Institution to receive CAC certification (by March 2025).	Declared its intention to join the CAC and developed an action plan to close gaps in corruption prevention in accordance with the CAC criteria.	In progress	**Joined the CAC and received certification on 30 June 2025.**

Report on the Results of Anti-Corruption Measures under the Government Savings Bank Anti-Corruption Action Plan for 2025

In 2025, GSB reported 20 allegations and complaints concerning corruption or misconduct by government officials under the Bank's supervision to the Anti-Corruption Operation Center (ACOC), Ministry of Finance. This was down from 21 cases in 2024, a decrease of 4.76%. Details of the results of anti-corruption measures under the Bank's Anti-Corruption Action Plan are available on the website.

Scan the QR Code
to view details of the results of anti-corruption measures under the Bank's Anti-Corruption Action Plan.

Disclosure of the Bank's Expenditure of Money or Use of Assets for the Media

GSB has prepared and disclosed information on the Bank's expenditure of money or use of assets for the media for advertising or public relations purposes in accordance with the Notification of the State Audit Commission on the Disclosure of Expenditure of Money or Use of Assets for the Media for Advertising or Public Relations Purposes. The Notification requires government agencies to disclose relevant details to the State Audit Commission and make them publicly available within 30 days of spending money or providing assets to the media. The Notification has been effective since 22 April 2020. Details of the Bank's disclosure of expenditure of money or use of assets are available on the website.

Scan the QR Code
to read details of the "Disclosure of the Bank's Expenditure of Money or Use of Assets for the Media."

Compliance with Laws and Compensation for Damages [2-27]

In 2025, the Bank paid compensation for damages to external parties pursuant to court orders/judgments and orders issued by government agencies in a total of 11 cases, amounting to 5,748,628.42 Baht, as follows:

1) Eight cases in which external parties filed lawsuits with the courts seeking compensation for damages, amounting to 5,143,390.92 Baht.
2) One case in which an external party filed a case with the National Anti-Corruption Commission (NACC) seeking compensation for damages, amounting to 600,000 Baht.
3) Two cases in which damage to the Bank's property caused damage to the property of external parties, amounting to 5,237.50 Baht.

Note:
- During the reporting year, the Bank identified no significant instances of non-compliance with laws and regulations that resulted in non-monetary sanctions.
- In 2024, the Bank paid compensation for damages to external parties arising from complaints and legal proceedings that occurred in previous reporting periods, totaling eight cases with a value of 4,002,555.34 Baht. These cases involved lawsuits seeking compensation for damages, compensation negotiations, and payments in accordance with the terms and conditions of the Bank's insurance policies.



Communication and Education on Ethics and Anti-Corruption

To strengthen the competencies of the Bank's personnel, including members of the Board of Directors, executives, and officers, and enhance their knowledge and understanding of laws related to corruption prevention, the Bank communicates its anti-corruption policies and measures through various channels. These include training on good corporate governance, corruption prevention, ethical performance of duties, and the code of conduct. In 2025, the Bank communicated its anti-corruption policies and promoted training for all Bank personnel to raise awareness and establish appropriate practices. The Bank also prepared summaries of the key policy points and a questionnaire to assess knowledge and understanding of the anti-corruption policies. The Bank emailed these to all users for acknowledgment, and they completed the questionnaire online through the GSB Wisdom system. Details of the performance results are as follows:

Indicator	Performance
Successful review of the Anti-Corruption Policy (once a year or whenever there is a significant change) (by September)	Reviewed and promulgated on **21 September 2025**
Key content of the policy covers 100% of the criteria prescribed by regulatory agencies	**100% coverage**
Follow up on corruption cases and establish preventive measures at least once for each corruption case.	Audits were conducted at all 1,026 branches, representing **100%** of branches, on a continuous quarterly basis.
At least 90% of executives, officers, and employees meet the criteria for knowledge and understanding of the Anti-Corruption Policy	**94.67% met the criteria.**

GSB Personnel Receiving Communication and/or Training on the Bank's Anti-Corruption Policies and Practices [205-2]

Personnel Category	Total Number of Personnel Receiving Communication on the Organization's Anti-Corruption Policies and Practices (Persons)	Percentage of Total Personnel
GSB Board of Directors	14	100
GSB President and CEO and executives at the level of Senior Executive Vice President or equivalent and above	49	100
Executives at the Department Director level or equivalent and below	5,723	100
Officers and employees	15,880	100

Personnel Category	Total Number of Personnel Receiving Training on the Organization's Anti-Corruption Policies and Practices and Legal Compliance	Percentage of Total Personnel
GSB Board of Directors	14	100
GSB President and CEO and executives at the level of Senior Executive Vice President or equivalent and above	49	100
Executives at the Department Director level or equivalent and below	5,723	100
Officers and employees	15,880	100

Business Partners with Procurement Contracts with GSB Receiving Communication on the Bank's Anti-Corruption Policies and Practices

Indicator	Percentage of Total Business Partners Receiving Communication on the Organization's Anti-Corruption Policies and Practices
Business partners with procurement contracts with the Bank for procurements valued at more than 500,000 Baht: 545 contracts	100



GRI Content Index

Statement of use	Government Savings Bank has reported in accordance with the GRI Standards for the period 1 January 2025 to 31 December 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	(N/A)

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
General Disclosure						
GRI 2: General Disclosures 2021	2-1 Organizational details	Sustainability Report p.11, 15				SDG 16
	2-2 Entities included in the organization's sustainability reporting	Sustainability Report p.3				SDG 16
	2-3 Reporting period, frequency and contact point	Sustainability Report p.3, 42				SDG 16
	2-4 Restatements of information	Sustainability Report p.3				SDG 16
	2-5 External assurance	Sustainability Report p.3				SDG 16 SDG 17
	2-6 Activities, value chain and other business relationships	Sustainability Report p.16-17, 22				SDG 16 SDG 17
	2-7 Employees	Sustainability Report p.123-124	b. report the total number of iii. non-guaranteed hours employees, and a breakdown by gender and by region v. part-time employees, and a breakdown by gender and by region	Not applicable	GSB does not employ non guaranteed hours employees or part - time employees.	SDG 8 SDG 10

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
	2-8 Workers who are not employees	Sustainability Report p.123-124	a. report the total number of workers who are not employees and whose work is controlled by the organization and describe i. the most common types of worker and their contractualrelationship with the organization ii. the type of workthey perform	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 8
	2-9 Governance structure and composition	Website: Board of committee Annual Report p.151 Sustainability Report p.253				SDG 5 SDG 16
	2-10 Nomination and selection of the highest governance body	Sustainability Report p.259				SDG 16
	2-11 Chair of the highest governance body	Sustainability Report p.259				SDG 16
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Report p.33-34, 258				SDG 16
	2-13 Delegation of responsibility for managing impacts	Sustainability Report p.32-33				SDG 16

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Report p.32-34, 39				SDG 16
	2-15 Conflicts of interest	Annual Report p.221 Sustainability Report p.262				SDG 16
	2-16 Communication of critical concerns	Sustainability Report p.32				SDG 16
	2-17 Collective knowledge of the highest governance body	Sustainability Report p.261				SDG 16
	2-18 Evaluation of the performance of the highest governance body	Sustainability Report p.261				SDG 16
	2-19 Remuneration policies	Annual Report p.168 Sustainability Report p.262				SDG 8 SDG 16
	2-20 Process to determine remuneration	Annual Report p.159 Sustainability Report p.263	b. report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable.	Not applicable	GSB is a state enterprise; remuneration policies are governed by the Cabinet, and shareholder approval is not applicable.	SDG 8 SDG 16

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
	2-21 Annual total compensation ratio	Sustainability Report p.127				SDG 8 SDG 10
	2-22 Statement on sustainable development strategy	Sustainability Report p.5, 7				SDG 16
	2-23 Policy commitments	Sustainability Report p.12, 35, 258				SDG 16
	2-24 Embedding policy commitments	Sustainability Report p.25, 258, 261				SDG 16
	2-25 Processes to remediate negative impacts	Sustainability Report p.18, 293, 295, 302-304, 310-312				SDG 8 SDG 10 SDG 16
	2-26 Mechanisms for seeking advice and raising concerns	Sustainability Report p.209				SDG 16
	2-27 Compliance with laws and regulations	Sustainability Report p.263, 313, 315				SDG 16
	2-28 Membership associations	Sustainability Report p.31				SDG 17
	2-29 Approach to stakeholder engagement	Sustainability Report p.39, 204				SDG 3 SDG 11 SDG 16 SDG 17
	2-30 Collective bargaining agreements	Sustainability Report p.120				SDG 8
Material Topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Report p.38-39, 42				SDG 16 SDG 17

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
	3-2 List of Material topics	Sustainability Report p.42				SDG 16 SDG 17
Climate change management and greenhouse gas emission reduction						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.72, 74, 76-77				SDG 7 SDG 13 SDG 17
GRI: 103 Energy 2025 *Note that GRI 103 will be officially effective from 1 Jan 2027 onwards.*	103-1 Energy policies and commitments	Sustainability Report p.55-56				SDG 7 SDG 13 SDG 17
	103-2 Energy consumption and self-generation within the organization	Sustainability Report p.68	a. Report total fuel consumption within the organization in joules, watt - hours, or multiples, and a breakdown of this total by ii. each activity in which the fuel is consumed for each renewable and non-renewable energy source	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 7 SDG 13
			d. Report total self-generated electricity, heating, cooling, and steam sold in joules, watt hours, or multiples, and a breakdown of this total by i. renewable and non-renewable energy sources ii. electricity, heating, cooling, and steam sold for each renewable and non renewable energy source	Not applicable	GSB does not sell self-generated electricity, heating, cooling, or steam	SDG 7 SDG 13

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
			e. Report whether contractual instruments are used to disclose information on purchased electricity, heating, cooling, and steam consumption, and if so, describe how the contractual instruments adhere to quality criteria to ensure accuracy and consistency	Not applicable	GSB does not sell self-generated electricity, heating, cooling, or steam	SDG 7 SDG 13
	103-4 Energy Intensity	Sustainability Report p.69				SDG 7 SDG 13
	103-5 Reduction of energy consumption	Sustainability Report p.68				SDG 7 SDG 13
GRI 102: Climate Change 2025 *Note that GRI 102 (2025) will be officially effective from 1 Jan 2027 onward*	102-1 Transition plan for climate change mitigation	Sustainability Report p.56, 58, 60, 75	c. Report the total expenditure incurred by the implementation of the transition plan as monetary value and percentage of the total expenditure incurred in the reporting period	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 7 SDG 13
			g. Describe how the transition plan aligns with just transition principles and how engagement with stakeholders informs its development and implementation	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 8 SDG 13

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
			h. Describe the impacts on people and the environment from implementing the transition plan and the actions taken to manage them, including i. workers, local	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 8 SDG 13
	102-2 Climate change adaptation plan	Sustainability Report p.55	b. Describe its adaptation plan, including i. policies and actions to adapt to climate change ii. the source of the climate change-related scenarios used, the temperature projection included in the scenarios, and the methodologies and assumptions used to develop the adaptation plan iii. the total expenditure incurred by the implementation of the adaptation plan as monetary value and percentage of the total expenditure incurred in the reporting period iv. the governance bodies or individual roles responsible for overseeing and implementing the adaptation plan and their responsibilities v. the targets to achieve the adaptation plan and progress toward them vi. how the adaptation plan aligns with just	Information unavailable / incomplete	GSB is in the process of developing climate change adaptation plan	SDG 11 SDG 13

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
			c. Describe the impacts on people and the environment from implementing the adaptation plan and the actions taken to manage them, including for i. workers, local communities, and Indigenous Peoples ii. biodiversity	Information unavailable / incomplete	GSB is in the process of developing climate change adaptation plan	SDG 8 SDG 13 SDG 15
			d. Explain, in the absence of an adaptation plan, why it does not exist, and describe the steps being taken to develop it and the expected time frame	Information unavailable / incomplete	GSB is in the process of developing climate change adaptation plan	SDG 13 SDG 16
	102-3 Just transition	-	a. Report the total number of new employees recruited and a breakdown of this total by i. gender ii. employee type	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 8 SDG 13
			b. Report the total number of employees whose work was terminated and a breakdown of this total by i. gender ii. employee type	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 8 SDG 13
			c. Report the total number of redeployed employees and a breakdown of this total by i. gender ii. employee type	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 8 SDG 13

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
			d. Report the total number of employees who received training for up- and re-skilling, and a breakdown of this total by i. gender ii. employee type	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 8 SDG 13
			e. Report the total number of new workers who are not employees recruited and a breakdown of this total by gender	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 8 SDG 13
			f. Report the total number of workers who are not employees whose work was terminated and a breakdown of this total by gender	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 8 SDG 13
			g. Report the total number and percentage of new employees recruited whose basic pay is at or above the cost-of-living estimate, and describe actions taken or commitments made to address any gaps between basic pay and the cost-of-living estimate for workers reported under 102-3-a and 102-3-e	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 8 SDG 13
			h. List the locations of operation where the organization has impacts on local communities and Indigenous Peoples	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 11 SDG 13 SDG 16

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
			i. Report the percentage of locations of operation listed under 102-3-h in which an agreement has been reached with affected or potentially affected local communities or Indigenous Peoples to safeguard their interests	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 10 SDG 11 SDG 16
			j. Report contextual information necessary to understand the data reported under 102-3 and describe the methodologies and assumptions used to compile the data, including whether the numbers are reported:	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 10 SDG 11 SDG 16
	102-4 GHG emissions reduction targets and progress	Sustainability Report p.63-64	b. for each gross GHG emissions reduction target, report whether biogenic CO_2 emissions are included in the target	Not applicable	GSB does not have biogenic emission sources	SDG 13 SDG 16
	102-5 Direct (Scope 1) GHG emissions	Sustainability Report p.62, 69	b. Provide a breakdown of gross Scope 1 GHG emissions by CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, and NF_3 in metric tons and metric tons of CO_2 equivalent	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 13 SDG 16

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
			c. Report biogenic CO_2 emissions from the combustion or biodegradation of biomass from owned or controlled sources in metric tons, separately from gross Scope 1 GHG emissions	Not applicable	GSB does not have biogenic emission sources	SDG 13 SDG 16
	102-6 Energy Indirect (Scope 2) GHG emissions	Sustainability Report p.62, 69	b. Provide a breakdown of gross location-based Scope 2 GHG emissions by CO_2, CH_4, and N_2O in metric tons and metric tons of CO_2 equivalent	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 7 SDG 13
			c. Report location-based and, if applicable, market-based biogenic CO_2 emissions from electricity use in metric tons, separately from gross Scope 2 GHG emissions	Not applicable	GSB does not have biogenic emission sources	SDG 7 SDG 13
	102-7 Other Indirect (Scope 3) GHG emissions	Sustainability Report p.62, 69	c. Report biogenic CO_2 emissions from the combustion or biodegradation of biomass in the upstream and downstream value chain in metric ton	Not applicable	Biogenic is not applicable to GSB as of now	SDG 13 SDG 16
	102-8 GHG emissions intensity	Sustainability Report p.70				SDG 7 SDG 13

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
Resource efficiency to minimize environmental impact according to the principles of the circular economy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.72, 74, 76-77				SDG 13 SDG 14 SDG 15
GRI 301: Materials 2021	301-1 Materials used by weight or volume	Sustainability Report p.74, 88				SDG 13 SDG 14 SDG 15
	301-2 Recycled input materials used	Sustainability Report p.88				SDG 13 SDG 14 SDG 15
	301-3 Reclaimed products and their packaging materials	-	a. Percentage of reclaimed products and their packaging materials for each product category	Not applicable	GSB does not produce or sell physical products or product packaging	SDG 13 SDG 14 SDG 15
			b. How the data for this disclosure have been collected			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Sustainability Report p.78	d. An explanation of the process for setting any water-related goals and targets that are part of the organization's approach to managing water and effluents, and how they relate to public policy and the local context of each area with water stress	Information unavailable / incomplete	GSB is in the process of setting targets	SDG 6 SDG 13
	303-2 Management of water discharge related impacts	Sustainability Report p.78				SDG 6 SDG 13

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
	303-3 Water withdrawal	Sustainability Report p.89	b. Total water withdrawal from all areas with water stress in megaliters, and a breakdown of this total by the following sources, if applicable: i. Surface water, ii. Groundwater, iii. Seawater, iv. Produced water v. Third-party water	Not applicable	GSB's primary water source is municipal water supply, and no water is withdrawn from water-stressed areas.	SDG 6
	303-4 Water discharge	Sustainability Report p.78, 89	c. Total water discharge to all areas with water stress in megaliters, and a breakdown of this total by the following categories: i. Freshwater (≤1,000 mg/L Total Dissolved Solids) and ii. Other water (>1,000 mg/L Total Dissolved Solids).	Not applicable	GSB does not discharge water to water-stressed areas.	SDG 6
			d. Priority substances of concern for which discharges are treated, including: i. how priority substances of concern were defined, and any international standard, authoritative list, or criteria used, ii. the approach for setting discharge limits for priority substances of concern, and	Not applicable	No incidents of non-compliance with discharge limits were reported.	SDG 6

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
			iii. number of incidents of non-compliance with discharge limits			
	303-5 Water consumption	Sustainability Report p.89	b. Total water consumption from all areas with water stress in megaliters	Not applicable	GSB's primary water source is municipal water supply, and no water is withdrawn from water-stressed areas.	SDG 6
			c. Change in water storage in megaliters, if water storage has been identified as having a significant water-related impact.	Not applicable	GSB has assessed changes in water storage as not material to its operations and value chain.	SDG 6
306: Waste 2020	306-1 Waste generation and significant waste - related impacts	Sustainability Report p.77				SDG 11 SDG 13 SDG 15
	306-2 Management of significant waste-related impacts	Sustainability Report p.77				SDG 11 SDG 13 SDG 15
	306-3 Waste generated	Sustainability Report p.77, 89				SDG 11 SDG 13 SDG 15

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
	306-4 Waste diverted from disposal	Sustainability Report p.77, 89				SDG 11 SDG 13 SDG 15
	306-5 Waste directed to disposal	-	a. Total weight of waste directed to disposal in metric tons, and a breakdown of this total by composition of the waste	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 11 SDG 13 SDG 15
			b. Total weight of hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations i. Incineration (with energy recovery), ii. Incineration (without energy recovery), iii. Landfilling, and iv. Other disposal operations.	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 11 SDG 13 SDG 15
			c. Total weight of non-hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations: i. Preparation for reuse, ii. Recycling, iii. Other recovery operations.	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 11 SDG 13 SDG 15

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
			d. For each disposal operation listed in Disclosures 306-5-b and 306-5-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste directed to disposal: i. onsite and ii. offsite.	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 11 SDG 13 SDG 15
			e. Contextual information necessary to understand the data and how the data has been compiled	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 11 SDG 13 SDG 15
Financial Literacy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.169-171				SDG 1 SDG 3 SDG 4
Access to financial products						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.155-156, 158				SDG 1 SDG 3 SDG 17
Responsible Lending and Investment for social and environment						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.228-229, 231, 234, 236				SDG 8 SDG 16 SDG 17
Digital and Innovation for society and sustainability						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.279-283, 285, 292				SDG 8 SDG 9
203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Sustainability Report p.279-280, 285				SDG 8 SDG 9

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
	203-2 Significant indirect economic impacts	Sustainability Report p.279-280, 283				SDG 8 SDG 9
Community Development						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.179-180, 183				SDG 3 SDG 8 SDG 10 SDG 11 SDG 16 SDG 17
413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Sustainability Report p.197	a. Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of i. social impact assessments, including gender impact assessments, based on participatory processes ii. environmental impact assessments and ongoing monitoring iii. public disclosure of results of environmental and social impact assessments iv. local community development programs based on local communities' needs v. stakeholder engagement plans based on stakeholder mapping	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 8 SDG 16

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
			vi. broad based local community consultation committees and processes that include vulnerable groups vii. works councils, occupational health and safety committees and other worker representation bodies to deal with impacts viii. formal local community grievance processes			
	413-2 Operations with significant actual and potential negative impacts on local communities	-	a. Operations with significant actual and potential negative impacts on local communities, including i. the location of the operations ii. the significant actual and potential negative impacts of operations.	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 3 SDG 10 SDG 11 SDG 17
203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Sustainability Report p.187, 197				SDG 8 SDG 9
	203-2 Significant indirect economic impacts	Sustainability Report p.197				SDG 8 SDG 9
Human capital development						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.105, 109				SDG 3 SDG 8 SDG 10 SDG 11 SDG 16 SDG 17

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability Report p.125	a. Total number and rate of employee turnover during the reporting period, by age group, gender and region.	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 3 SDG 8
	401-2 Benefits provided to full - time employees that are not provided to temporary or part-time employees	Sustainability Report p.120				SDG 3
	401-3 Parental leave	Sustainability Report p.120				SDG 3
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Sustainability Report p.126				SDG 8
	404-2 Programs for upgrading employee skills and transition assistance programs	Sustainability Report p.112, 115-116				SDG 8
	404-3 Percentage of employees receiving regular performance and career development reviews	Sustainability Report p.126				SDG 8
Human Rights						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.128, 130, 132, 134				SDG 3 SDG 5

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
GRI 308: Supplier Environmental Assessment	308-1 New suppliers that were screened using environmental criteria	Sustainability Report p.151				SDG 3 SDG 5
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainability Report p.151				SDG 3 SDG 5
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Sustainability Report p.151				SDG 3 SDG 5
	405-2 Ratio of basic salary and remuneration of women to men	Sustainability Report p.151				SDG 3 SDG 5
GRI 406: Non discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Sustainability Report p.139				SDG 3 SDG 5 SDG 10
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Sustainability Report p.134				SDG 8
GRI 408: Child Labor	408-1 Operations and suppliers at significant risk for incidents of child labor	Sustainability Report p.132, 139				SDG 8

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Sustainability Report p.139				SDG 8
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	-	a. Percentage of security personnel who have received formal training in the organization's human rights policies or specific procedures and their application to security	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 16
			b. Whether training requirements also apply to third-party organizations providing security personnel	Information unavailable / incomplete	GSB is in the process of collecting data	SDG 16
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainability Report p.151				SDG 8 SDG 12
	414-2 Negative social impacts in the supply chain and actions taken	Sustainability Report p.140, 151				SDG 8 SDG 12
Good corporate governance						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.251-252, 255, 258				SDG 12 SDG 16
Risk management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.237-238, 246				SDG 8 SDG 16

GRI Standard / Other Source	Disclosure	Location	Omission			SDG Linkage To Disclosure
			Requirement(s) Omitted	Reason	Explanation	
Business ethic						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.293-294, 297, 310, 313				SDG 8 SDG 16
GRI 205: Anti - corruption 2016	205-1 Operations assessed for risks related to corruption	Sustainability Report p.304-306				SDG 8 SDG 10 SDG 16
	205-2 Communication and training about anti corruption policies and procedures	Sustainability Report p.316				SDG 8 SDG 10 SDG 16
	205-3 Confirmed incidents of corruption and actions taken	Sustainability Report p.252, 312				SDG 8 SDG 10 SDG 16
Cyber security and personal data protection						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.265				SDG 8 SDG 9
GRI: 418 Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Report p.276				SDG 8 SDG 9
Stakeholder engagement						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.198-199				SDG 12 SDG 16


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Sustainability Report

2025

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