



ESG Performance Report for Listed Companies in 2025

LH FINANCIAL GROUP PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : LH FINANCIAL GROUP PUBLIC COMPANY LIMITED Symbol : LHFG

Market : SET Industry Group : Financials Sector : Banking

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management, Fuel management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

Electricity Management

The company monitors environmental impacts and measures energy efficiency constantly with continuous improvements.

Fuel Management

The company has a policy to reduce carbon dioxide emission from the company's vehicles fuel combustion by employing the e-Car service system to support effective vehicle management. The company has also chosen alternative energy, energy efficiency and effective transportation

Water Management

The company has a plan to use water efficiently, so it regularly checks pipes, water meters and other equipment and uses water-saving sanitary wares, taps and bidet showers. It also focuses on raising employees awareness to conserve water.

Waste Management

The company has been separating wet waste, general waste, recyclable waste, and hazardous waste within the office according to the waste separation program to reduce GHG emissions of the Thai Listed Companies Association. The company also ran a campaign to encourage employees to properly sort out waste before disposal in order to create good waste disposal habits both at work and at home

Greenhouse Gas Management and Climate Change

The company has set targets for CFO by sending their personnel to join various activities, training sessions and seminars to enhance their preparedness and management skills. On March 8, 2021, LH Financial Group Public Company Limited signed the memorandum of agreement to expand carbon offsetting initiatives to promote the voluntary national carbon markets, hosted by VGREEN, Faculty of Environment, Kasetsart University, to be a pilot voluntary organization to quantify their GHG emissions and consider effective ways to alleviate GHG emission.

Reference link for environmental policy and guidelines : <https://investor.lhfg.co.th/en/downloads/business-sustainability-report>

Information on review of environmental policies, guidelines, and/or objectives over the past years

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year : Yes

Changes in environmental policies, guidelines, and/or goals : Electricity management, Fuel management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

Electricity Management

The company has set a target to reduce electricity consumption by 5% from 2025 with the aims to enhance energy efficiency by maintaining electricity usage at an optimal level through process improvements, the adoption of energy-saving technologies, and the promotion of employee engagement.

Fuel Management

The company has set the target to reduce fuel consumption by 3 percent from 2025

Water Management

The company has set a target to reduce water consumption by 25% from 2025. This is due to the company's campaign and initiatives focused on efficient water management and raising awareness among employees to support sustainable water conservation.

Waste Management

For the waste management goal for 2026, the company continues doing waste separation by following the 7R principles: Reduce, Reuse, Recycle, Replace, Refill, Repair, and Return. The goal is to maximize resource utilization, reduce daily waste, and efficiently manage leftovers as part of a circular economy.

The company urges its employees to use digital documents or e-Form, double-sided printing, purchasing environmentally friendly paper, and campaigning against single-use plastics such as plastic cups, thin food containers, lids, and food wrap by encouraging employees to use their own reusable cups or water bottles as well as supporting the use of recycled materials in product manufacturing.

Greenhouse Gas Management and Climate Change

The company sets the target to reduce GHG emissions from its own operations from 25 percent to 30 percent, compared to that of the base year 2020 within 2030*, or equivalent to GHG emission per one employee at not over 2.10 tCO₂eq.

* Scope 1 and 2 from own operation head office

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems, EU Eco - Management and audit scheme (EMAS)

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management : Thailand Greenhouse Gas Management Organization (TGO)
principles and standards

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	: Business Group
Total number of disclosure boundaries	: 4
Actual number of disclosure boundaries	: -
Data disclosure coverage (%)	: 0.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The company continues to manage electricity and tap water consumption to be efficient and effective, for example:

- Renovated the office building, maintained office equipment in an environmental-oriented manner, glass lamination to lower heat and other activities to reduce pollution and save energy.
- Reduced the number of outdated and single function automations by replacing them with new technologies with less pollution and energy saving. The ongoing project helps reduce energy-related costs and other expenses such as paper cost, maintenance cost and saving the office spaces for office equipment arrangements.
- Changed the printer type by replacing the single-function printers with the multi-function ones, arranged as a pool for shared use to lower power consumption and save space.
- Used LED tubes, with watts suitable for space, and the proper size of cables. The office decoration also employed soft colors and maximized natural light. The company had replaced fluorescent tubes with LED tubes since 2016, totaling 5,069 tubes, consisting of 4,420 long LED tubes and 649 short LED tubes, helping reduce energy consumption by 1,129,535 kWh or approximately 45 percent when compared to the use of fluorescent tubes. As LED tubes produce less heat than traditional fluorescent lamps, carbon dioxide emissions can be reduced by 564,655 kgCO₂eq over its lifetime, equivalent to planting 62,739 large trees to absorb carbon dioxide (CO₂)r equivalent to carbon absorption from forests covering the area of 1,872rai.

Replacement of Fluorescent Tubes with LED Tubes Project	
Number of fluorescent tubes replaced by LED tubes	5,069 tubes
Number of hours used	15,000 hours/tube
Amount of carbon dioxide emission reduced	564,655 kgCO ₂ eq
Number of large trees equivalent (absorbing CO ₂)	62,739 trees

- Adjusted the wind speed of air conditioners suitable for working environment
- Controlled office temperature in the range of 23-25 C
- Measured illumination (Lux Meter) of electrical appliances within an office to be in the range of 400 500 Lux every year in line with the standard criteria of the Labor Protection and Welfare Department
- Encouraged public to participate in EARTH HOUR, switch off lights for one hour simultaneously in 190 countries worldwide to combat global warming, taking place on March 22, 2025, from 8:30 pm. to 9:30 pm.

Workplace Light Intensity Measurement Project

The company recognizes the dangers of lighting that affect employees. Both insufficient and excessive lighting can harm eyesight. Therefore, the company regularly monitors the lighting intensity of its head office and branches annually to ensure that workplaces have appropriate and standard lighting.

Measurement and Data Collection Procedures:

1. 1. On-site measurement: This involves measuring the intensity of light in work areas that require focused vision or continuous visual focus.
2. 2. Average area measurement: This involves measuring the intensity of light in general areas such as hallways and work areas.

Results of the Workplace Light Intensity Measurement Project

In 2025, the company hired experts to measure light intensity based on actual conditions. The findings showed that the light intensity in all work areas was appropriate and met the standards of the Labor Protection and Welfare Department. That is, the standard for office areas was no less than 400-500 Lux.

Reference link for company's energy management plan : <https://investor.lhfg.co.th/th/downloads/business-sustainability-report>

Page number of the reference link : <https://in>

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of fuel consumption	-	2026 : Reduced by 3% or 3.00 Percentage
Reduction of electricity purchased and fuel consumption	-	2026 : Reduced by 5%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Results of the Workplace Light Intensity Measurement Project

In 2025, the company hired experts to measure light intensity based on actual conditions. The findings showed that the light intensity in all work areas was appropriate and met the standards of the Labor Protection and Welfare Department. That is, the standard for office areas was no less than 400-500 Lux.

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	1,972,718.00	1,959,474.00	2,936,168.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	1,972,718.00	1,959,474.00	2,936,168.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	0.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	1,102.69	1,099.59	1,554.35

Additional explanation : ^(*) Exclude electricity consumption outside of the Company

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	157.44000000	111.86000000	221.84000000

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	13,727,600.40	13,714,908.75	18,585,039.03
Percentage of total electricity expense to total expenses (%) ^(**)	0.12	0.11	0.15
Percentage of total electricity expense to total revenues (%) ^(**)	0.10	0.09	0.12
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	7,673.34	7,696.36	9,838.56

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Companys fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	25,769.90	21,473.31	24,917.60
Gasoline (Litres)	65,256.50	207,855.08	219,233.89
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

Companys fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	2,349,616.08	7,615,954.15	7,888,454.56
Percentage of total fuel expense to total expenses (%) ^(**)	0.02	0.06	0.06
Percentage of total fuel expense to total revenues (%) ^(**)	0.02	0.05	0.05

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	0.00	0.00	0.00

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00000000	0.00000000	0.00000000
Intensity of total energy consumption within the organization (Megawatt-Hours / m ²)	0.00000000	0.00000000	0.00000000

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	4
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

Water Management

The company uses tap water from the Metropolitan Waterworks Authority and Provincial Waterworks Authority for the whole business operation of which the most consumption is in an office for washing purposes. The company has a plan to use water efficiently, so it regularly checks pipes, water meters and other equipment and uses water-saving sanitary wares, taps and bidet showers. It also focuses on raising employees awareness to conserve water.

Reference link for company's water management plan : <https://investor.lhfg.co.th/en/downloads/business-sustainability-report>

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	-	2026 : Reduced by 25% Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2025, the total water consumption was 14,102 cubic meters, a 25 percent decrease compared to 2024. Water consumption is likely to decline, even though the company has included water usage data at all branches to report overall consumption of the organization. However, excluding branches, the consumption will decrease by 38 percent compared to 2024.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	20,913.00	18,972.00	14,102.00
Water withdrawal by third-party water (cubic meters)	20,913.00	18,972.00	14,102.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	11.69	10.65	7.47
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00	0.00	0.00

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	0.00	0.00	0.00
Total wastewater discharge (cubic meters)	0.00	0.00	0.00
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00

	2023	2024	2025
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	20,913.00	18,972.00	14,102.00

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	0.00	0.00	0.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00152801	0.00128406	0.00091488
Intensity of total water consumption (Cubic meters / m ²)	1.66000000	1.79000000	1.07000000

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	448,011.00	406,015.72	322,698.06
Total water withdrawal expense from third-party water (Baht)	448,011.00	406,015.72	322,698.06
Total water withdrawal expense from other sources (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	250.43	227.84	170.83

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The company has been separating wet waste, general waste, recyclable waste, and hazardous waste within the office according to the waste separation program to reduce GHG emissions of the Thai Listed Companies Association. The company also ran a campaign to encourage employees to properly sort out waste before disposal in order to create good waste disposal habits both at work and at home since current consumption patterns, including the increased ordering of goods and food online, are factors that contribute to the increase in waste.

The company launched a campaign to raise awareness on environment among employees by encouraging their participation in environmental activities, such as the "Mangrove Reforestation" project, which aims to restore the green coastal areas and unite efforts to reforest nature by planting mangroves and collecting trash at the Royal Thai Army Nature Education Center (Bang Pu).

Reference link for company's waste management plan : <https://investor.lhfg.co.th/en/downloads/business-sustainability-report>

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	-	2026 : Reduced by 0% or 0.00 Kilograms	<ul style="list-style-type: none">• Reuse• Recycle

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste : Yes

management

The company launched a campaign to raise awareness on environment among employees by encouraging their participation in environmental activities, such as the "Mangrove Reforestation" project, which aims to restore the green coastal areas and unite efforts to reforest nature by planting mangroves and collecting trash at the Royal Thai Army Nature Education Center (Bang Pu).

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	52,622.49	76,567.83	106,981.15
Total non-hazardous waste (kilograms)	52,610.79	76,550.93	106,978.85
Total hazardous waste (kilograms)	11.70	16.90	2.30
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.01	0.01
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.01	0.01
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00

Additional explanation : ^(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

^(**) Total revenues and expenses from consolidated financial statement

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	7,660.20	6,447.00	31,361.64

	2023	2024	2025
Reused/Recycled non-hazardous waste (Kilograms)	7,660.20	6,447.00	31,361.64
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	14.56	8.42	29.32
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	14.56	8.42	29.32
Percentage of reused/recycled hazardous waste to hazardous waste (%)	0.00	0.00	0.00

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	4
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

GHG Emissions Reduction

The company has utilized the assessment report of direct and indirect GHG emissions from various activities throughout its supply chain in 2020 as a base year. It has been reviewed with all relevant business units to map out improved guidelines on how to reduce GHG emissions more concretely.

* Scope 1 and 2 from own operation, head office

GHG Emissions Goal

The company sets the target to reduce GHG emissions from its own operations from 25 percent to 30 percent, compared to that of the base year 2020 within 2030*, or equivalent to GHG emission per one employee at not over 2.10 tCO₂e.

* Scope 1 and 2 from own operation head office

Before 2020, the base year, the company implemented various energy management measures, for example, gradually replacing fluorescent light bulbs with LED light bulbs, switching the working style from paper to electronic formats, and shifting from internal combustion vehicles to hybrid ones. Consequently, greenhouse gas emissions in the base year 2020 stood at 3,015 tCO₂e. The company has efficiently managed energy, resulting in a continuous decrease in greenhouse gas emissions from 2021 to 2025, down to 2,155, 2,378, 2,512, 3,998, and 3,418 tCO₂eq, respectively. Due to business expansion of the financial business group, the office space is insufficient, so it is deemed necessary to expand the office space to accommodate the growing employees from office space of 11,885.87 sq.m. in 2020 to 21,923.42 sq.m. in 2025. The company has the necessity to expand the scope of reporting greenhouse gas emissions from the operations of 71 branches of the bank. Therefore, the company's greenhouse gas emissions in 2025 increased by 11.8 percent compared to the emissions in the base year 2020.

However, when considering greenhouse gas emissions per area compared to the base year 2020, the emissions have been constantly declining since 2021 to 2025. The company reduced greenhouse gas emissions from its own operations by 28.52, 24.00, 20.97, 27.74 and 38.54 percent, respectively, from the base year which exceeded the target set at 25 percent from the base year. In 2025, the company has revised its GHG emission reduction target down to 30% from the base year.

Reference link for company's greenhouse gas management plan : <https://investor.lhfg.co.th/en/downloads/business-sustainability-report>

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2020 : Greenhouse gas emissions 3,015.00 tCO ₂ e	2025 : Reduced by 30% in comparison to the base year	2030 : Reduced by 30% in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : Net zero Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-3	2030 : Greenhouse gas emissions 3,015.00 tCO ₂ e	2030 : Reduced by 30% tCO ₂ e	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO)

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes
management

Certificate of recognition as a leading organization in the program Climate Action Leading Organization (CALO) to Achieve the Net-zero Greenhouse Gas Emissions

The company has received the certificate of recognition as a leading organization in the program Climate Action Leading Organization (CALO) to Achieve the Net-zero Greenhouse Gas Emissions from the Thailand Greenhouse Gas Management Organization (Public Organization).

Carbon Neutral Certificate

The company has received the Carbon Neutral Certificate after it succeeded in offsetting corporate carbon footprint of 3,998 tons of carbon dioxide equivalent (tCO₂e) by Thailand Greenhouse Gas Management Organization (Public Organization).

Carbon Footprint for Organization

The company has received the certificate of carbon footprint for the organization heading for explicit guidelines to effectively reduce the organizations greenhouse gas emissions from Thailand Greenhouse Gas Management Organization (Public Organization).

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	2,564.00	3,996.42	3,418.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	332.00	528.57	553.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	1,659.00	2,458.14	2,123.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	573.00	1,009.71	742.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000187	0.000270	0.000222
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	1.43	2.24	1.81
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m ²)	0.20500000	0.33425662	0.15600000

	2023	2024	2025
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Person (employee))	1.43320290	2.24354658	1.80900000

Additional explanation : (*) Total revenues and expenses from consolidated financial statement

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas : Yes
emissions

List of greenhouse gas verifier entity : Vekin (Thailand) Co., Ltd

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	272.79	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	272.79	N/A
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	N/A

Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	N/A

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ESG Performance

Company Name : LH FINANCIAL GROUP PUBLIC COMPANY LIMITED Symbol : LHFG

Market : SET Industry Group : Financials Sector : Banking

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

The company emphasizes the treatments of all stakeholders such as employees, surrounding communities and societies with fairness and equality; respect for life, occupational health and safety and dignity of all people, no forced labors and no child labor exploitation, building good relationship, no violations of basic rights, no violation of legal rights, and being cautious in taking any action that will affect public sentiments.

The company values the fair treatment of all employees to ensure they obtain appropriate returns and benefits; improves their potential for professional advancements; and encourages their engagement and open feedback.

Respect for human rights is a fundamental practice embedded in people management process, for example:

- Employment regardless of gender, sexual orientation, race, nationality, religion, and culture
- Define the number of leaves and holidays as required by law or beyond that required by law support work-life balance
- Promote learning and improve employees capabilities constantly
- Clearly determine the criteria for investigations and disciplinary actions for fair punishments under the same standard
- Promote activities that promote good relationships, engagement and harmony in the organization

Reference link for social and human rights policy and guidelines : <https://investor.lhfg.co.th/en/downloads/business-sustainability-report>

Information on review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year : Yes

Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Supplier rights

Respect for human rights is a fundamental practice embedded in people management process, for example:

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- Define the number of leaves and holidays as required by law or beyond that required by law support work-life balance
- Promote learning and improve employees capabilities constantly
- Clearly determine the criteria for investigations and disciplinary actions for fair punishments under the same standard
- Promote activities that promote good relationships, engagement and harmony in the organization

The company has established labor standards guidelines within its code of conduct to ensure that employees adhere to them, recognize their rights and duties, and has communicated them thoroughly to employees through internal communication channels such as the PacD application and e-mail. In addition, training sessions have been organized to enhance employees understanding and awareness.

The company has established a whistleblowing channel to accommodate complaints and reports of inappropriate conduct, bullying, or harassment in the workplace. Employees may submit information or complaints through designated channels such as the chairman of the Audit Committee, head of Legal and Compliance Group, supervisors, the companys internal intranet system, or via the companys website. The company will protect whistleblowers and will not take any bullying, punitive, or adverse actions against them, for example, accusations, salary reductions, demotions, or any form of discrimination. Whistleblowers information will be kept confidential.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

Human Right Risk Assessment Process

The company has a process to assess human right risks from business activities throughout the company's value chain according to human rights due diligence. The process covers identification, assessment and management of risk. This is to prevent and mitigate potential impacts on human rights from business operations.

1. Human rights due diligence

The company reviews and assesses human rights issues related to business activities throughout the value chain based on the frameworks for internationally accepted human rights best practices and integrates these practices into its operating procedures and risk management of the organization to ensure prudent, transparent operations and the prevention of potential risks.

2. Identify, assess and manage human right risk

The company has screened and identified significant risk issues relating to human rights issues related to business activities and assessed potential impacts to determine preventive and mitigating measures as well as monitoring, remediating and correcting processes in the event of having human right violations.

The company prioritizes human rights as an integral part of good corporate governance and sustainable business conduct with ongoing reviews and improvements of human rights risk control to align with the context of business operation and stakeholder expectations.

Reference link for the information and an HRDD : <https://investor.lhfg.co.th/en/downloads/business-process-sustainability-report>

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	1	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	1	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Details of incidents and corrective measures for significant social and legal violations

Year of incident	Details	Progress status
2024	<p>Incident</p> <p>A breach of personal data confidentiality by disclosing customers personal information to unauthorized persons.</p> <p>Impact that occurred or is expected to occur</p> <p><u>Non-financial impact</u></p> <p>-</p> <p>Corrective or remedial measures</p> <p>The bank contacted the customer to explain the cause and met with the customer and offered remedy</p>	Incident no longer subject to action

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	4
Data disclosure coverage (%)	:	0.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Safety and occupational health at work

The company prioritizes human resource management by setting as mission in developing and supporting human resource management in terms of knowledge and benefits of employees. The employment conditions have been set for working days and working hours, holidays and leaves, overtime work and working on holidays, right to receive compensation, overtime pay and holiday pay according to the Labor Protection Act.

The company has established the Human Resources Development Committee to manage and develop human resources effectively, efficiently and consistently with the company's strategies. Besides, the Welfare Committee has been set up for employees to receive feedback and suggestions regarding appropriate and sufficient welfare arrangements. The company will consider whether the proposed welfare can be arranged or not. This is to promote labor relations and reduce labor disputes and complaints.

The company has established labor standards guidelines within its code of conduct to ensure that employees adhere to them, recognize their rights and duties, and has communicated them thoroughly to employees through internal communication channels such as the PacD application and e-mail. In addition, training sessions have been organized to enhance employees understanding and awareness.

The company has established a whistleblowing channel to accommodate complaints and reports of inappropriate conduct, bullying, or harassment in the workplace. Employees may submit information or complaints through designated channels such as the chairman of the Audit Committee, head of Legal and Compliance Group, supervisors, the company's internal intranet system, or via the company's website. The company will protect whistleblowers and will not take any bullying, punitive, or adverse actions against them, for example, accusations, salary reductions, demotions, or any form of discrimination. Whistleblowers information will be kept confidential.

Reference link for employee and labor management plan	:	https://investor.lhfg.co.th/en/downloads/business-sustainability-report
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Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee	:	Yes
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and labor management goals?

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> • Fair employee compensation • Employee training and development • Promoting employee relations and participation • Migrant/foreign labor • Child labor • Safety and occupational health at work • Non-discrimination 	<p>Fair Employee Compensation</p> <p>The Company provides fair compensation to employees through annual salary adjustments and bonus payments based on business performance and individual performance. In addition, special salary adjustment cycles are conducted using market compensation survey data from the same or similar industries to support decision-making.</p> <p>Employee Training and Development</p> <p>The Company places great importance on enhancing employees skills and work efficiency by designing development plans aligned with the organizations strategies and goals. Training Needs Analysis is conducted in collaboration with management to ensure that development initiatives support each departments objectives.</p> <p>The Company has implemented a Learning Management System (LMS) for Competency Assessments, enabling supervisors and employees to jointly</p>	<p>-</p>	<p>2026: The company has set zero injuries at work in 2026.</p>

Target(s)	Indicator(s)	Base year(s)	Target year(s)
	<p>create learning plans. Employees are encouraged to learn through various channels, including internal training (In-house Training), external training (Public Training), and self-directed learning (e-Learning).</p> <p>Occupational Health and Safety The Company has set a target of achieving zero workplace injuries among employees in the year 2025.</p> <p>Non-Discrimination The Company is committed to treating all employees fairly by adhering to labor laws and human rights principles, without discrimination based on race, color, gender, religion, political opinion, nationality status, social origin, or any other form of discrimination affecting internal or external stakeholders. The Company does not use illegal labor or child labor. These practices apply to all employees at all levels, and the Company also provides opportunities for persons with disabilities to work within the organization.</p>		

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

The Internship Project is a project that accepts students from various universities to be interns in various units of the company. Courses and activities have been designed for students to learn more and open up opportunities to learn perspectives on financial and banking industries through hands-on experiences.

Welcome Newcomers Activity

The company has enhanced its orientation program by integrating the Mission to the Moon activity to communicate organizational goals, strategies, and expectations toward employees from the very beginning of their employment. This initiative aims to ensure that employees understand their roles in driving the organization, recognize the value of their work, and align their growth trajectory with the organizations long-term objectives.

The activity also fosters inspiration and a sense of belonging from the first day.

The company requires onboarding employees to complete the prescribed courses within 30 days of their first day at work. These courses are designed to cover essential knowledge and mandatory requirements for work performance. It includes compulsory programs such as work regulations and employee handbook, information technology and cybersecurity awareness, corporate governance principles, personal data protection and data security policies (PDPA, Clear Desk & Clear Screen Procedures, Whistleblowing Process), anti-money laundering and counter-terrorism financing (AML), as well as ESG knowledge, to ensure employees perform their duties correctly.

Knowledge Enhancement and IT Security Awareness

The company places importance on knowledge enhancement, understanding, and awareness of information security among personnel at all levels, aimed to support secure business operations in alignment with good corporate governance principles and requirements for customer and stakeholders data protection. Continuous training and knowledge development activities on IT security are provided, covering all employees and members of the Board of Directors. Learning formats are diverse, including onsite classroom training, online training, and self-learning through the companys e-learning platform, ensuring broad accessibility to knowledge.

The company has also organized awareness building activities on cybersecurity threats, including testing and training on e-mail phishing prevention, enabling employees to recognize various scam techniques and avoid falling victims that could lead to data leakage or organizational damage. These initiatives help reduce IT security risks, strengthen a culture of IT security awareness, and build confidence among customers, partners, and stakeholders.

Employee Competency Development

The company places strong emphasis on continuous improvement of employee capabilities to enhance readiness in performing tasks in line with roles and responsibilities as well as customer expectations. In this regard, the company has designed and implemented employee development programs focusing on both soft skills and hard skills as well as mindset, to support effective performance and deliver impressive customer experiences.

The company also prioritizes team collaboration by strengthening effective teamwork skills in communication, coordination, and cooperation, fostering strong teams that drive organizational goals in a unified direction. In addition, employees are encouraged to develop analytical thinking, systematic problem-solving, and rational decision-making skills. Such development initiatives elevate workforce capabilities, build high-performing teams, and support the companys sustainable and stable growth.

Future Skills Development

Continuous personnel development is a key driver for enabling organizations to adapt and grow amid technological shifts. The company places great importance on enhancing employees digital skills in alignment with the direction of digital transformation, thereby strengthening competitiveness.

Human Resource Development to Support Succession Planning

The company always pays attention to executives development to get them for key positions by implementing systematic succession planning that covers identifying key positions, development and follow-up, and readiness

assessment and management of career paths, in order to ensure leadership continuity, lower risks from position transitions, and prepare a workforce to align with the company's business direction.

Human Resource Development for Talent

The company prioritizes the management and development of talented employees to cultivate new gen leaders who can propel the business in the future by applying systematic approach, spanning selection, in-depth assessment, and personalized development to maintain a continuous leadership pipeline compatible with strategic direction. Talents have been evaluated through the Developing Leadership Quality Panel (DLQ), by analyzing potential and readiness across critical dimensions: leadership capability, growth commitment, achievement mindset, behavioral characteristics, and organizational engagement. The evaluation results will be used as the core database for designing Individual Development Plans (IDPs) to ensure targeted development.

Learning Management System Development

Building on the success in 2024 with the launch of the Individual Development Plan (IDP) features a significant milestone and becomes the foundation for operations in 2025 that will elevate employees learning experiences. The company put the focus on enhancing Learning Management System (LMS) into a strategic tool that meets organizational needs sustainably. For example, features such as Training Recording and Reporting and Employee Learning Transcript are added to consolidate training histories and learning records within a single system, providing data for workforce development planning.

The company also supports the creation of Learning Community by developing the LMS as a venue for employees to exchange knowledge, share experiences, and translate learning into practice, thereby promoting and embedding a culture of learning.

Promoting Financial Literacy through Financial Day Activities

The company recognizes that financial stability is one of key factors contributing to employees quality of life and well-being. To this end, the company has organized the Financial Day activity to promote financial knowledge and understanding alongside holistic well-being support. This initiative aims to strengthen employees personal financial management skills, enabling them to assess their financial status, plan spending, saving, and investing appropriately, reduce concerns arising from financial issues, and build long-term financial security.

The company has designed the Financial Day program by dividing the learning sessions into 2 rooms to align with various levels of experience and needs of employees.

The first classroom focuses on building a foundation in financial planning, suitable for employees who are beginning to manage their personal finances. It aims at developing an understanding of financial health, budgeting, saving, and setting appropriate financial goals.

The second classroom is designed for employees with investment experience, focusing on deepening knowledge in investment planning, portfolio management, and risk assessment. It aims to support prudent financial decision-making that aligns with long-term financial goals.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	1,789	1,782	1,889
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
Total employees (persons)	1789	1782	1889
Male employees (persons)	700	689	745
Percentage of male employees (%)	39.13	38.66	39.44
Female employees (persons)	1089	1093	1144
Percentage of female employees (%)	60.87	61.34	60.56
Total of workers who are not employees (Person)	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	115	126	133
Percentage of employees under 30 years old (%)	6.43	7.07	7.04

	2023	2024	2025
Total number of employees 30-50 years old (Persons)	1,387	1,314	1,435
Percentage of employees 30-50 years old (%)	77.53	73.74	75.97
Total number of employees over 50 years old (Persons)	287	342	321
Percentage of employees over 50 years old (%)	16.04	19.19	16.99

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	50	49	70
Percentage of male employees under 30 years old (%)	7.14	7.11	9.40
Total number of male employees 30-50 years old (Persons)	502	464	522
Percentage of male employees 30-50 years old (%)	71.71	67.34	70.07
Total number of male employees over 50 years old (Persons)	148	176	153
Percentage of male employees over 50 years old (%)	21.14	25.54	20.54

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	65	77	63
Percentage of female employees under 30 years old (%)	5.97	7.04	5.51

	2023	2024	2025
Total number of female employees 30-50 years old (Persons)	885	850	913
Percentage of female employees 30-50 years old (%)	81.27	77.77	79.81
Total number of female employees over 50 years old (Persons)	139	166	168
Percentage of female employees over 50 years old (%)	12.76	15.19	14.69

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	653	1,015	1,116
Percentage of employees in operational level (%)	36.50	56.96	59.08
Total number of employees in management level (Persons)	1,109	714	690
Percentage of employees in management level (%)	61.99	40.07	36.53
Total number of employees in executive level (Persons)	27	53	83
Percentage of employees in executive level (%)	1.51	2.97	4.39

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	244	356	419
Percentage of male employees in operational level (%)	34.86	51.67	56.24

	2023	2024	2025
Total number of male employees in management level (Persons)	437	297	281
Percentage of male employees in management level (%)	62.43	43.11	37.72
Total number of male employees in executive level (Persons)	19	36	45
Percentage of male employees in executive level (%)	2.71	5.22	6.04

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	409	659	697
Percentage of female employees in operational level (%)	37.56	60.29	60.93
Total number of female employees in management level (Persons)	672	417	409
Percentage of female employees in management level (%)	61.71	38.15	35.75
Total number of female employees in executive level (Persons)	8	17	38
Percentage of female employees in executive level (%)	0.73	1.56	3.32

Significant changes in the number of employees

Significant changes in number of employees over the : No
past 3 Years

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	N/A	N/A	745
Bangkok Metropolitan (Person)	N/A	N/A	704
Northern (Person)	N/A	N/A	10
Central (Person)	N/A	N/A	7
Northeastern (Person)	N/A	N/A	8
Southern (Person)	N/A	N/A	7
Eastern (Person)	N/A	N/A	9

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	N/A	1,144
Bangkok Metropolitan (Person)	N/A	N/A	1,017
Northern (Person)	N/A	N/A	22
Central (Person)	N/A	N/A	14
Northeastern (Person)	N/A	N/A	33
Southern (Person)	N/A	N/A	25
Eastern (Person)	N/A	N/A	33

Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	N/A	N/A	0
Total male employees working abroad (Person)	N/A	N/A	0

	2023	2024	2025
Total female employees working abroad (Person)	N/A	N/A	0

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	18	18	18
Percentage of disabled workers to total employment (%)	1.01	1.01	0.95
Total number of employees with disabilities (Persons)	18	18	18
Percentage of disabled employees to total employees (%)	1.01	1.01	0.95
Total number of workers who are not employees with disabilities (persons)	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	245,170,000.00	183,172,674.71	306,043,246.93
Total male employee remuneration (baht)	110,259,700.00	79,911,189.38	134,235,643.64
Percentage of remuneration for male employees (%)	44.97	43.63	43.86

	2023	2024	2025
Total female employee remuneration (baht)	134,910,300.00	103,261,485.33	171,807,603.29
Percentage of remuneration for female employees (%)	55.03	56.37	56.14
Average of remuneration of employees (Baht/persons)	137,043.04	102,790.50	162,013.36
Average of remuneration for male employees (Baht/persons)	157,513.86	115,981.41	180,182.07
Average of remuneration for female employees (Baht/persons)	123,884.57	94,475.28	150,181.47
Rate of average of remuneration between female employees and male employees	0.79	0.81	0.83

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

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

Implementation of Investment Governance Code for : Yes

Institutional Investors ("I Code") by Company's
Provident Fund Committee

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	1646	1688	1765
Number of employees joining in PVD (persons)	1633	1769	1748
Number of PVD members / Total employees (%)	91.28	94.00	92.54
Number of PVD members / Total eligible employees (%)	99.21	104.80	99.04

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	58,141,387.19	70,863,198.56	76,301,088.72
Total amount of provident fund contributed by employee (baht)	108,292,966.67	115,328,678.18	140,966,997.28

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
LH FINANCIAL GROUP PUBLIC COMPANY LIMITED	Yes	1,889	1,765	1,748	92.54	99.04

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Providing education or information on selecting appropriate investment policies

Providing education or information on selecting appropriate investment policies

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

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	3.37	33.00	77.00
Total amount spent on employee training and development (Baht)	17,482,133.44	15,150,163.06	12,387,699.86
Percentage of training and development expenses to total expenses (%) ^(*)	0.001567	0.001237	0.000995
Percentage of training and development expenses to total revenue (%) ^(*)	0.001277	0.001025	0.000804

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	N/A	N/A	0.00
Total number of hours worked by employees (Hours)	N/A	N/A	0.00
Total number of hours work by non-employee (Hours)	N/A	N/A	0.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
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	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	N/A	N/A	0.00
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	N/A	N/A	0.00

Additional explanation : (*) The company with the total number of employees over 100 or more

(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	332	299	295
Total number of male employee turnover leaving the company voluntarily (persons)	105	104	N/A
Total number of female employee turnover leaving the company voluntarily (persons)	227	195	N/A

	2023	2024	2025
Proportion of voluntary resignations (%)	18.56	16.78	15.62
Percentage of male employee turnover leaving the Company voluntarily (%)	31.63	34.78	N/A
Percentage of female employee turnover leaving the Company voluntarily (%)	68.37	65.22	N/A

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights.
- Reference link for responsible sales and marketing policy and guidelines :
Page number of the reference link :

Policy and guidelines on communicating the impact of products and services to customers / consumers

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications through digital channels

Information on customer management plan

Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

Responsible Production and Customer Service

The Company offers high-quality products and services that meet the needs of customers across all segments. Continuous improvements are made to enhance customer convenience and service accessibility. Product and service information is presented clearly, accurately, and comprehensively. Multiple channels are provided for customers to search for product information and promotional campaigns, enabling them to review details and make well-informed decisions. The Company also places importance on, and complies with, guidelines for providing high-quality and fair services (Market Conduct).

Communication of Product and Service Impacts to Customers/Consumers

- Consumers must be clearly informed about the differences between the Banks core financial products and investment or insurance products.
- Consumers must receive detailed product informationsuch as risks, conditions, returns, including APR (Annual Percentage Rate) or IRR (Internal Rate of Return)along with relevant assumptions.
- Consumers must receive advertising and marketing communications that are accurate, appropriate, and not misleading.

Enhancing Customer Satisfaction and Strengthening Customer Relationships

- Enhance comprehensive service quality with a focus on building longterm, sustainable customer relationships.
- Improve work processes to elevate customer service quality, ensuring convenience and faster service.
- Oversee and monitor the effectiveness of customer service delivery.
- Support customer relationship-building efforts and ensure that product information is consistently updated and communicated to customers.

Protection of Customer Personal Data

The Company recognizes the importance of personal data protection and compliance with the **Personal Data Protection Act B.E. 2562 (2019)** and other applicable laws and regulations. A Personal Data Protection Policy has been established to promote and support proper data protection practices. This policy serves as a guideline for safeguarding the personal data of data subjects whose information the Company collects, uses, or discloses.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	the company set a target for customer satisfaction level at a minimum of 95 percent.	-	2025: the company set a target for customer satisfaction level at a minimum of 95 percent.

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

In 2025, the company set a target for customer satisfaction level at a minimum of 95 percent.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers : Yes

Telephone : 1327

Fax : 02 677 7223

Email : presidentoffice@lhbank.co.th

Companys website : www.lhfg.co.th

Address : 5th floor, No.1 Q.House Lumpini Building, South Sathon Road, Thungmahamek, Sathon, Bangkok 10120

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

- Community development and engagement policies : Yes
- Reference link for community development and engagement policies : <https://investor.lhfg.co.th/en/downloads/business-sustainability-report>

Information on community and social management plan

Community and social management plan

- Company's community and social management plan : Yes
- Community and social management plan implemented by the company over the past year : Education, Religion and culture, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Reducing inequality

Education and Social Inequality Reduction

The Bank has a policy to support activities that promote sustainable education, recognizing that education is the foundation for success in all aspects. The Bank is committed to continuously enhancing education, knowledge, skills, and the quality of Thai youth through various initiatives such as:

- **Scholarship Support Program**

Aiming to provide opportunities for talented, diligent, and determined students nationwide who wish to pursue higher education but lack financial resources to continue their studies.

- **Learning Library Project**

Designed to create an inviting library environment that encourages learning and fosters reading habits, which are essential starting points for a lifelong learning culture. The library is designed to be open, bright, and welcoming to inspire youth to come and explore new knowledge.

- **Books and Learning Media Donation to the Department of Corrections Project**

Encouraging employees and customers to donate books to support the learning and personal development of inmates.

- **Donate Your Old Calendars Project**

Old calendars are collected and donated to the Bangkok School for the Blind, where they are used to produce Braille textbooks and notebooks for visually impaired students.

Religion and Culture

The Bank participates in traditional and cultural events in the communities it serves, such as supporting activities during the Chinese New Year festival and National Children's Day. These efforts promote and preserve local customs, traditions, and cultural heritage in collaboration with surrounding communities.

Occupational Health, Safety, Wellness and Quality of Life

The Bank organizes blood donation activities under the **Blood Donors Unite** campaign for the Thai Red Cross Society, in collaboration with the Thammasat Business School Alumni Association. The initiative aims to raise public awareness of the importance of blood donation and to help ensure adequate national blood reserves for patients in need across the country.

Support for the Underprivileged and Vulnerable Groups

The Bank organized the **We are Family RUN for LIFE** project to encourage employee participation in community and social activities while promoting good health. Employees joined forces by running to convert their distance into donation funds. A total of **867 employees** participated, raising **320,000 baht**, which was donated to the **Foundation for Slum Child Care under the Royal Patronage of HRH Princess Galyani Vadhana Krom Luang Naradhiwas Rajanagarindra**.

Reference link for company's community and social management plan : <https://investor.lhfg.co.th/th/downloads/business-sustainability-report>

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : No

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

- **108 continuing scholarships** for students from Grade 7 to Grade 12, totaling **905,000 baht**.
- **Social, environmental, and governance activity support expenses: 1,714,954.85 baht**.
- In 2025, the Bank donated **532 secondhand computer devices** to **Phra Dabos School in Samut Prakan Province**, and **10 tablet devices** to **Wat Prasat School (Prasat Pittaya)** in Nonthaburi Province.
- Calendars were collected and donated to the **Bangkok School for the Blind**, and used to produce **1,919 Braille textbooks and notebooks** for visually impaired students.
- Organized the **We are Family RUN for LIFE** project to encourage employees to contribute to society while promoting good health. Employees collectively ran to convert their distance into donation funds. A total of **867 employees** participated, resulting in **320,000 baht** in donations, which were presented to the **Foundation for Slum Child Care under the Royal Patronage of HRH Princess Galyani Vadhana Krom Luang Naradhiwas Rajanagarindra**.
- Donated **65,000 bottles of drinking water** to support flood victims in **Chiang Rai, Chiang Mai, Nan, and Songkhla** provinces. Additionally, the Bank provided drinking water, electrolyte beverages, bread, dried food, first-aid kits, and face masks to disaster relief units and rescue personnel assisting victims trapped in a collapsed building in the Chatuchak district. The company also supported the sale of jasmine garlands under the **Ruam Jai Rak Mae** project for the **Thai Red Cross Society**.
- Organized blood donation activities under the **Pan Lohit Hai Nong (Sharing Blood for Others)** initiative for the **Thai Red Cross Society**.
- The project aimed to create a library space that promotes learning and encourages reading habits, which are fundamental to building a culture of lifelong learning.
- Implemented a **Personal Financial Discipline Promotion Program** (Financial Literacy) for students of **Rajamangala University of Technology Krungthep**, in collaboration with the **National Institute of Development Administration (NIDA)**. The program focuses on enhancing knowledge and skills in personal financial planning.

- rganized blood donation activities under the **Pan Lohit Hai Nong (Sharing Blood for Others)** initiative for the **Thai Red Cross Society**.
- The project aimed to create a library space that promotes learning and encourages reading habits, which are fundamental to building a culture of lifelong learning.
- Implemented a **Personal Financial Discipline Promotion Program**(Financial Literacy) for students of **Rajamangala University of Technology Krungthep**, in collaboration with the **National Institute of Development Administration (NIDA)**. The program focuses on enhancing knowledge and skills in personal financial planning.

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits : No
from social development?

Non-financial benefits

Does the company measure the non-financial : No
benefits from social development?

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	2,000,000.00	2,193,933.00	2,622,954.85
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.017931	0.017913	0.021066
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.014613	0.014849	0.017017

Additional explanation : ^(*) Total revenues and total expenses from total financial statement

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : LH FINANCIAL GROUP PUBLIC COMPANY LIMITED Symbol : LHFG

Market : SET Industry Group : Financials Sector : Banking

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

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

Reference link for the full version of corporate governance policy and guidelines : <https://investor.lhfg.co.th/en/corporate-governance/corporate-governance-policy>

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation

Nomination of directors

Principle 4 : Ensure Effective CEO and People Management

The Board of Directors has appointed the Nomination and Remuneration Committee to be responsible for transparently selecting the president and top executives.

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

The company has established guidelines for managing succession plans, which include the following process:

1. Define Scope: Set the scope, goal and timeframe for preparing the succession plan
2. Define Key & Critical Position: Define the key positions of the organization including N and N-1 positions and determine the urgency of recruiting a successor (Urgency Wave). The urgency is divided into 3 stages:
 - Wave 1 (High Urgency) : means current position holders aged 57 years or older.
 - Wave 2 (Medium Urgency) : means current position holders aged between 55 - 57 years.
 - Wave 3 (Lower Urgency) : means current position holders aged less than 55 years old.
3. Success Profile Setting : Define qualifications regarding knowledge, skills, and experience required for the position, including:
 - 1) Bachelor's degree in Finance, Economics, Business Administration, or related fields
 - 2)

At least 15 years of experience in the banking industry and 5-7 years of senior management experience

3)

Knowledge of laws, regulatory framework, risk management, and corporate strategy

4) Strategic leadership and complex problem-solving skills

5) Holistic perspective, adherence to governance principles, and ability to professionally deal with stakeholders

4. Identify Successor : Identify a successor through the stock analysis assessment process, which evaluates the competencies required for the position both leadership and functional competency.

5. Competency Gap Analysis : Conduct a competency gap analysis through a 360-degree assessment to analyze strengths and development areas, and design an individual development plan.

6. Development & Monitor : Develop an Individual Development Plan (IDP) and regularly monitor progress, using appropriate development approaches such as strategic assignments and manager coaching.

7. Evaluate & Career Management Process : Conduct the successor readiness assessment and assign them to be acting or promoting them to higher positions when they are ready.

Nomination of Directors and Top Executives

According to the nomination of directors, the qualified candidates with sound knowledge, abilities, and experience in various areas and thorough understanding of banking, finance, economy, laws and related fields, will be carefully screened to ensure the complete composition of the board as required. The Nomination and Remuneration Committee will propose the Board of Directors to consider appointing directors and/or independent directors. In the case where the position of director is vacant for reasons other than retirement at the end of the term or propose the shareholders meeting to select directors and/or independent directors when a director vacates a position upon completion of term or appoint additional new directors, the following sources will be considered:

1. Nomination of new directors by the Board of Directors by considering the criteria according to the board skill matrix to select directors with broader knowledge and experience suitable for the nature of business operations, strategy and direction as follows:

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

1. 2. Nomination of directors by shareholders

To allow minority shareholders to participate in the selection for appointment of directors and to assure that minority shareholders can nominate qualified candidates to be elected directors to ensure independence to oversee the interests on their behalf. Therefore, the company gives an opportunity for shareholders at least 3 months to nominate a qualified candidate to be elected as director according to the specified criteria and procedures.

The criteria for nomination and appointment of independent directors indicate that each candidate must meet the qualifications of independent directors as required by the company and be in accordance with the notification of the

Capital Market Supervisory Board and corporate governance policy guidelines. Also, recruiting and appointing individuals to serve as executive directors and non-executive directors, they must possess knowledge and work experience related to the company's business.

In addition, in 2025, the Nomination and Remuneration Committee selected qualified director with appropriate qualifications in line with the company's business strategy to hold the position of director in place of the resigned director by nominating Mr. Achawin Asavabhokin and Mr. Hwang, Sheng-Wen, who possess sound knowledge, ability and experience related to the company's business and will be a great help to determine the direction and business plan of the company. This has been approved by the Board of Directors and become effective on August 1 and November 7, 2025, respectively.

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

Reference link for Nomination of directors : <https://investor.lhfg.co.th/storage/content/corporate-governance/corporate-governance-policy/20250304-lhfg-cg-policy-2024-en.pdf>

Determination of director remuneration

- The Nomination and Remuneration Committee chaired by an independent director shall lay down policies, methods and criteria for remuneration of directors and president with fairness, reasonableness and transparency in relation to the company's operating results and his performances. The remuneration must be on a par with the industry's standards and competitive enough to retain desired directors and president.
- Remuneration of directors is determined by the shareholders meeting both in monetary form and other forms considered and proposed by the Nomination and Remuneration Committee. The remuneration will be considered based on general practices by considering work experience, knowledge and competencies, coupled with duties and responsibilities and contributions to the company. The remuneration shall also be on par with those at other SET listed companies in similar industries and businesses and the average figures at listed companies according to the survey report on remuneration rates for listed companies directors by the Thai Institute of Directors.

Reference link for Determination of director remuneration : <https://investor.lhfg.co.th/storage/content/corporate-governance/corporate-governance-policy/20250304-lhfg-cg-policy-2024-en.pdf>

Independence of the board of directors from the management

- The Board of Directors is composed of experts with knowledge and abilities in various fields, expertise, vision, independence in decision making and experiences useful and necessary for business operations of the company. The Board of Directors also dedicates its time and performs its duties with accountability, duty of care and integrity in the best interest of the company and shareholders; and ensures the company's sound management.
- The structure of the Board of Directors is appropriate and to assure the independence of the chairman, the chairman of the Board of Directors and the chairman of the Audit Committee shall not be the same person as president. The explicit division of powers does not allow any of them to have unlimited power to maintain check and balance mechanism.
- The Board of Directors possesses the qualifications according to relevant laws, regulatory requirements, the company's Articles Association, and independent directors possess the qualifications of independent directors according to the notifications of the Capital Market Supervisory Board and the Bank of Thailand. The Board of Directors consists of at least 3 independent directors or at least one-third of the total number of directors, whichever is higher. The independent directors must not be employees or staff who receive salary from the company. They shall also be independent from the majority shareholders of the company and be able to protect the minority shareholders' interests.

Director development

Principle 4 : Ensure Effective CEO and People Management

The Board of Directors has appointed the Nomination and Remuneration Committee to be responsible for transparently selecting the president and top executives.

The company values the efficiency improvements of directors. Therefore, it has the policies to encourage them to attend trainings, seminars and various courses to promote, sharpen their skills and expand their knowledge and competencies necessary for performing their duties and support both short-term and long-term business growth.

Reference link for Director development : <https://investor.lhfg.co.th/en/corporate-governance/corporate-governance-policy>

Board performance evaluation

The Board of Directors provides self-assessment for the Board of Directors and sub-committees at least once a year to review their performance and challenges in the previous year. Self-assessment is an essential tool to assess the appropriateness of the Board of Directors composition and its performance. The assessment results and recommendations from directors shall be applied to improve the duties to be more efficient. The self-assessment form of the Stock Exchange of Thailand and the Thai Institute of Directors has been applied and adjusted to cover the duties of the board and the companys nature of business and environment. The self-assessment includes:

- Self-assessment of the Board of Directors and Sub-committees on a Collective Basis
- Self-assessment of the Board of Directors and Sub-committees on an Individual Basis
- Cross assessment of Directors
- Good Corporate Governance Self-assessment

Reference link for Board performance evaluation : <https://investor.lhfg.co.th/en/corporate-governance/corporate-governance-policy>

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Community and society

Shareholder

Principle 8: Ensure engagement and communication with shareholders

1. Rights of Shareholders

The company recognizes and values the rights of all groups of shareholders and ensures that no actions are taken to violate or undermine their rights. The company promotes the exercise of basic rights by all shareholders as stipulated by law and treats all shareholders fairly and equally.

2. Protection of Shareholders Rights and Fair Treatment of Shareholders

In recognition of the significance of shareholders' basic rights, the company is committed to ensuring the preservation of rights and benefits of all groups of shareholders equally and urging all individual and institutional shareholders to exercise their basic rights as stipulated by law such as the right to buy, sell or transfer securities they hold, the right to share profits of the company, the right to receive dividends, the right to appoint a proxy to attend the meetings and cast a vote, the right to participate in the meetings of shareholders and vote for the appointment or removal of directors, the right to determine directors remuneration, the right to appoint auditors and determine audit fees, the right to express their opinions and ask questions at the shareholders meetings and the right to obtain adequate and equitable information via easily accessible channels.

The Board of Directors places an emphasis on the rights of all groups of stakeholders, whether they are internal stakeholders: directors, executives and employees or external stakeholders: all shareholders, competitors, government sector and other related agencies. The company has an operational policy of transparency in conducting its business

and encourages active collaboration between the company and its stakeholders for mutual benefits, while ensuring all groups of stakeholders are well protected and treated.

The Board of Directors recognizes the importance of accurate, complete, timely and transparent disclosure of information and news through the company's website, www.lhfg.co.th, in both Thai and English to ensure that all groups of stakeholders are acknowledged.

The company encourages shareholders to fully exercise their rights by providing them with facilitation and channels to participate in shareholders meetings and fully cast their vote with ease and shall refrain from any action that may limit shareholders' opportunities for attending the meeting and voting. The voting is required to be conducted with simple procedures, for instance, providing significant information via the company's website, assigning the company secretary to directly communicate with shareholders, giving shareholders with opportunities to propose the agenda for the shareholders meetings and nomination of directors, and facilitating the attendance of shareholders meetings, etc.

The company disclosed the resolution of the Board of Directors meeting No. 2/2025, held on February 24, 2025, which determined the 2025 Annual General Meeting of Shareholders to be held on April 21, 2025. The agenda of the Annual General Meeting of Shareholders, both in Thai and English, has been disclosed via the SET since February 24, 2025.

3.Shareholders Meeting

The company provides the invitation letter to inform shareholders of the meeting schedule, agenda and supporting documents in both Thai and English, which clearly specifies whether the matters are for acknowledgement, approval or consideration including directors' opinions, facts and reasons of each agenda sufficient for making decisions. Such information and materials are disclosed to the public via SET and the company's website at www.lhfg.co.th 30 days prior to the meeting date (Posted on the website on March 18, 2025). Shareholders will be notified through the SETLink system of the Stock Exchange of Thailand. For the distribution of meeting invitation letters, the company has assigned Thailand Securities Depository Co., Ltd., the company's securities registrar, to send the invitation letters and supporting documents in both Thai and English, including the 56-1 One Report (in the form of a summary of the agenda and board opinions, and QR code), to shareholders at least 21 days prior to the meeting. This is to allow shareholders sufficient time to study the documents beforehand. The company will also advertise the notice of shareholders meeting in the newspaper for 3 consecutive days at least 3 days prior to the meeting date. The invitation letter sent to shareholders is as follows:

1. Invitation letter including the explanation and rationale for each agenda items and the Board of Directors opinions
2. Biographies of proposed directors for shareholders to elect and biographies of proposed auditors for shareholders to appoint
3. Details of the shareholders registration and identification documents before the meeting, proxy appointment, voting and method of vote counting
4. Articles of Association of the company, concerning the shareholders meeting
5. Proxy Form A, B and C
6. Biographies of independent directors for shareholders proxy appointment to attend the meeting
7. Definition of independent directors
8. Map of the meeting venue
9. Request form for a copy of annual report Form 56-1 One Report

In 2025, the company sent out the invitation letters and supporting documents in both Thai and English, as well as Form 56-1 One Report in the form of a concise agenda and Board of Directors opinions, and QR code. A proxy form, as prescribed by the Ministry of Commerce, will also be attached to facilitate shareholder participation if they wish to appoint a proxy. This aims to reduce resource consumption and support the reduction of greenhouse gas emissions, as part of the company's commitment to conducting responsible business towards society and environment. The company also prepared printed copies of the shareholders meeting invitation letters and supporting documents in both Thai and English, and Form 56-1 One Report, at the shareholder meeting room. Shareholders can also request the company to send the printed documents via email or fax.

The Annual General Meeting of Shareholders must be held within 4 months from the end of the fiscal year. The Board of Directors may call for an extraordinary meeting on the date, time, and location determined by the board. Additionally, one or more shareholders who hold at least 10% of the total shares altogether may submit a request in writing to the board to call an extraordinary shareholders' meeting at any time. However, the request must clearly specify the agenda and reasons for calling the meeting. In such cases, the Board of Directors must arrange the meeting within 45 days from the date the request has been received from the shareholders.

The company encourages and promotes all groups of shareholders, including institutional shareholders to attend the shareholders meeting as the shareholders have the right to own the company by appointing a director to act on their behalf and have the right to make decisions on significant changes of the company.

The company considers the rights of shareholders based on the good corporate governance principles by following the AGM checklist prepared by the Thai Investors Association. As a result, the company has received a full score of 100 for the 13th consecutive year under the 2025 Annual General Meeting Quality Assessment Project by the Thai Investors Association.

Process on the Meeting Date

- The company has attached the registration form together with the invitation letter of the Annual General Meeting of Shareholders for convenient registration for joining the meeting.
- The company carefully conducts the shareholders meeting to make it convenient and fast, starting with the preparation for participants information, attendance registration, processing of voting results on each agenda and shareholders meeting summary report.
- In the shareholders meeting date, shareholders can register 2.5 hours in advance.

The company provides convenience to shareholders prior to the meeting, for example, preparing the venue and arranging staff to ensure the quick and efficient registration of both shareholders and proxy holders.

- The company has implemented a computer system for the shareholders meeting to ensure that the meeting proceeds fast, accurately, and precisely, providing convenience to shareholders. This includes the registration process, printing of voting cards, processing of votes by agenda item, and reporting of the shareholders meeting results.
- The company provides staff to monitor the vote counting throughout the meeting.
- The company recorded the meeting's audio and video in a multimedia format and used the registration and vote counting system provided by Inventec Systems (Thailand) Co., Ltd., and published on the company's website.

Attending the Shareholders Meeting

- The company has provided staff to verify the documents of shareholders or proxy holders who are eligible to attend the meeting, as specified in the invitation letter, to maintain the rights and equality of all shareholders. Shareholders are allowed to register in advance before the meeting to ensure ample time and convenience for registration. The company has implemented a computer system for the registration process and to print voting cards for each agenda item, ensuring that the registration process is smooth, quick, and accurate.
- During the meeting, the shareholders can register to attend the meeting to exercise their voting rights on any agenda that has not yet been voted.
- At the 2025 Annual General Meeting of Shareholders, the company nominated 2 independent directors: Prof. Piphob Veraphong, the chairman of the Audit Committee, and Mr. Pradit Sawattananond, a member of the Audit Committee, along with their profiles, for shareholders consideration to act as their proxies. The company has sent the notice of AGM with Proxy Form A, B and C to the shareholders, enabling them to determine the direction of voting. In addition, the shareholders can download other types of proxy forms from the company's website which is available in both Thai and English.
- At the 2025 Annual General Meeting of Shareholders, there were 10 directors attending the meeting in person, 1 director attending via electronic media conference, and top executives of the companies in the financial business group also participated in the meeting.

- The company provides independent parties, namely the auditors, legal consultants and checkers of the vote counting, to act as intermediaries in observing the shareholders meeting whether it is held in a transparent manner in compliance with related laws and the Articles of Association.

1. 4. Open Session for Shareholders Queries and Comments

- Before the meeting date, the company has given the shareholders the opportunity to submit their questions in advance via the company's website at www.lhfg.co.th or the e-mail to the company secretary at presidentoffice@lhbank.co.th which the Board of Directors will clarify on the meeting date.
- At the shareholders meeting, the chairman of the meeting shall allocate appropriate time and encourage equal opportunity for shareholders to express their opinions and queries.
- The company shall endeavor to encourage all directors and top executives of the company and its subsidiaries, including the auditors to attend the shareholders meeting to answer any queries. Directors will clearly explain and clarify such matters. And the company will correctly and completely record the minutes of the meeting so that the shareholders can review it later.

Conducting the Meeting and Voting

- **Before the meeting starts**, the chairman welcomes and opens the meeting by presenting the number and proportion of shareholders and proxies attending the meeting as well as clarifying rules, voting rights required for each agenda item, voting procedures and vote counting.
- **Conducting the Meeting**
- The company accommodates the shareholders meeting by keeping the process correct following the related law, regulations and the good corporate governance principles.
- The company allows shareholders sufficient time to consider the meeting agenda in the order specified by the invitation letter, unless shareholders holding total number of shares not less than two-thirds of the total number of shareholders attending the meeting resolve to change the order of the agenda. In addition, the shareholders holding a total number of shares not less than one-third of the total number of paid-up shares may request the meeting to consider other matters in addition to those specified in the invitation letter.
- The company encourages shareholders to express their questions, comments, suggestions. Directors and related executives are responsible for explaining and answering their queries.

The 2025 Annual General Meeting of Shareholders was conducted according to the Articles of Association and arranged in the order as identified in the invitation letter. There was no addition or switch of agenda items as well as changes in material information without prior notice to shareholders.

- **Voting Process**

- The company uses voting cards to cast votes on each agenda item.
- For each agenda, a shareholder carries 1 share 1 vote. For the agenda of the appointment of directors, the voting shall be done on an individual basis, and voting results on each agenda will be announced to the meeting by specifying as Approved, Disapproved, Abstained and Voided Ballot.

5. Minutes Preparation and Resolution Disclosure

- **After the Shareholders Meeting**
- The company published the 2025 shareholders meeting resolutions with voting results for each agenda both in Thai and English within the meeting date on April 21, 2025, through the Stock Exchange of Thailand's channel within its specified period. This information was also published on the company's website at www.lhfg.co.th.
- The company prepared the minutes of shareholders meeting both in Thai and English, by completely recording minutes of meeting containing the comprehensive important information such as the list of directors attending and absent from the meeting (if any), executives attending the meeting, resolutions of the meeting, voting results for each agenda item divided into Approved, Disapproved, Abstained and Voided Ballot, queries and answers as well as opinions of the meeting.

- The company submitted the copies of the minutes of 2025 Annual General Meeting of Shareholders to the Stock Exchange of Thailand and the Department of Business Development, Ministry of Commerce within 14 days from the meeting date and also published the minutes on the company's website and submitted the minutes of the Annual General Meeting of Shareholders to the Stock Exchange of Thailand on April 30, 2025 and posted the news via SETLink.

6. Equitable Treatment of Shareholders

The company is fully aware of its duty to ensure that every shareholder will be treated and protected equally and fairly based on their fundamental rights, by providing measures to prevent conflicts of interest or the misuse of insider information for benefits of their own or others.

1. 7. Protection of Rights of Minority Shareholders

- The Board of Directors realizes the rights and equality of individual shareholders and treats all of them, whether they are majority or minority, individual or institution, foreign or Thai, fairly and equally. All shareholders shall receive important, accurate and complete information at the same time to protect their basic rights.
- The company pays attention to the shareholders meeting as an important opportunity, allowing shareholders to exercise their rights to participate in decision making on the company's crucial matters. The following efforts are made to facilitate the shareholders meeting:
 - **opportunities for shareholders and minority shareholders to propose queries, and agenda for the Annual General Meeting and to nominate qualified candidates to be elected directors**

The company gives an opportunity for shareholders in both individuals and groups who hold shares of not less than 0.01 percent of the total issued and paid-up capital of the company, to propose questions and agendas that are beneficial for business and they deem worthy of being included on the Annual General Meeting of Shareholders agenda, and to nominate qualified candidates for appointments as the company's directors. The proposals of such matters are required to be submitted within 3 months before the end of accounting period. The company publishes all related rules and details on the company's website as well as the invitation via SETLink. Shareholders can submit their proposals to the company via the following channels:

- Company's website at www.lhfg.co.th
- E-mail to the company secretary at presidentoffice@lhbank.co.th
- Letter to the company secretary
- Fax number 0 2677 7223

For the proposal of qualified candidates to be elected as directors, the Nomination and Remuneration Committee will consider and propose to the Board of Directors for a further proposal to the shareholders meeting. For any matters that are not received with consent from the Board of Directors and/or the Nomination and Remuneration Committee, the company will notify the shareholders together with the reasons at the Annual General Meeting of Shareholders and will also post them on the company's website and other channels as deemed appropriate.

In the 2025 Annual General Meeting of Shareholders, the company announced and notified the opportunity for minority shareholders to propose various matters and nominate individuals with appropriate qualifications for consideration to be elected as directors. This announcement was made on September 23, 2024, with the period for submitting proposals running from September 23, 2024 to December 31, 2024. On January 21, 2025, the company reported the results of granting the minority shareholders the right to propose matters for inclusion in the agenda of the 2025 AGM on the company's website.

- The company will not add an item on the shareholders meetings agenda which is not notified in advance without necessity, especially a special item which the shareholders need to spend time studying the information before making a decision.

- The company has followed the shareholders meeting process in accordance with the criteria for evaluating the quality of shareholders meetings and has complied with the corporate governance assessment set by the Thai Investors Association and the Thai Institute of Directors for listed companies.

8. Protection of Insider Trading

Insider Trading Policy

The Board of Directors realizes the importance in keeping and protecting the use of insider trading, the company has set up the policy in writing to oversee the use of insider trading as a guideline for maintaining confidentiality of the company, to ensure equal information access and to prevent the misuse of insider trading for benefits of directors, executives and employees, including their spouses and minor children so that they can perform duties with honesty, fairness, compliance with laws and regulations and do not give priority to their own interests over the responsibilities towards the company. Moreover, employees are not allowed to use insider trading for personal gains to enhance good corporate governance.

Reference link for Shareholder : <https://investor.lhfg.co.th/en/corporate-governance/corporate-governance-policy>

Employee

- Provide appropriate compensation and welfare benefits to ensure employees wellbeing and quality of life.
- Establish a provident fund for employees.
- Establish the Company's business ethics and code of conduct as guidelines for all stakeholders, including internal stakeholders (employees and executives) and external stakeholders (shareholders, customers, business partners, competitors, government agencies, and other relevant parties). The Company emphasizes transparent operations and encourages cooperation with stakeholders to create mutual benefits while ensuring all stakeholders are treated fairly and responsibly.
- Set ethical standards for directors and employees, and promote participation in upholding principles of ethical behavior, honesty, integrity, prudence, and compliance. These standards help prevent any actions that violate rules, regulations, or policies that could negatively impact the Company's reputation.
- Define an AntiCorruption and Conflict of Interest Prevention Policy to align with the Company's certification as a member of the Collective Action Coalition (CAC) of the Thai private sector against corruption. This policy ensures that directors and employees understand their duties and responsibilities in combating corruption, conducting business ethically, and adhering to principles that prevent all forms of corrupt practices.
- Establish guidelines for employee conduct, requiring employees to perform their duties with honesty, fairness, and in full compliance with applicable laws, rules, and regulations. Employees must not prioritize personal interest over their responsibilities to the Company, including refraining from using internal or confidential information for personal gain.

Reference link for Employee : <https://investor.lhfg.co.th/en/corporate-governance/corporate-governance-policy>

Customer

- The Board of Directors establishes the Company's objectives and key goals to ensure longterm sustainability and alignment with value creation for the Company, customers, stakeholders, and society as a whole.
- The Company has established business ethics and a code of conduct as guidelines for all stakeholder groups both internal stakeholders, including employees and executives, and external stakeholders, such as all categories of shareholders, customers, business partners, competitors, government authorities, and other relevant agencies. The Company emphasizes transparent business operations and encourages cooperation between the Company and its stakeholders to create mutual benefits, while ensuring that stakeholders are protected and treated fairly.

Reference link for Customer : <https://investor.lhfg.co.th/en/corporate-governance/corporate-governance-policy>

Business competitor

The Company has established its business ethics and code of conduct as guidelines for all stakeholder groups both internal stakeholders, such as employees and executives, and external stakeholders, including all categories of shareholders, customers, business partners, competitors, government agencies, and other relevant entities. The Company emphasizes transparent operations and promotes cooperation between the Company and its stakeholders to create mutual benefits, while ensuring that stakeholders are protected and treated fairly.

Reference link for Business competitor : <https://investor.lhfg.co.th/en/corporate-governance/corporate-governance-policy>

Business partner

The Company has established its business ethics and code of conduct as guidelines for all stakeholder groups both internal stakeholders, such as employees and executives, and external stakeholders, including all categories of shareholders, customers, business partners, competitors, government agencies, and other relevant entities. The Company emphasizes transparent operations and promotes cooperation between the Company and its stakeholders to create mutual benefits, while ensuring that stakeholders are protected and treated fairly.

Reference link for Business partner : <https://investor.lhfg.co.th/en/corporate-governance/corporate-governance-policy>

Creditor

Promote fair treatment of all stakeholders in terms of both costs and returns, such as in procurement, hiring, providing adequate delivery timelines, and establishing fair commercial contracts. The Company must not engage in any activities that violate property rights or intellectual property rights. Fair practices also include proper payment and acquisition of assets, such as making payments to creditors according to agreed schedules.

Reference link for Creditor : <https://investor.lhfg.co.th/en/corporate-governance/corporate-governance-policy>

Community and society

- Establish strategies that take into account sustainable business practices, including environmental, social, and governance (ESG) factors.
- The Board of Directors ensures that the Company delivers governance outcomes in the following areas:
 - **Benefits to society and continuous development or reduction of environmental impacts.**
 - The Board of Directors establishes the Companys objectives and key goals to ensure longterm sustainability and alignment with value creation for the Company, customers, stakeholders, and society as a whole.
 - Foster ethical awareness and encourage employees to use ethical principles as a guideline in performing their duties. Employees are expected to act with honesty, integrity, and fairness in their interactions with the Company, all stakeholder groups, the public, and society.
 - Focus on social responsibility both **within core business processes (CSRinProcess)** and **outside core business operations (CSRafterProcess)**.

Reference link for Community and society : <https://investor.lhfg.co.th/en/corporate-governance/corporate-governance-policy>

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Establish the Company's business ethics and code of conduct in written form to serve as guidelines for interacting with all stakeholder groups both internal stakeholders, such as employees and executives, and external stakeholders, including shareholders, customers, business partners, competitors, government agencies, and other relevant entities. The Company emphasizes transparent operations and encourages cooperation between the Company and its stakeholders to create mutual benefits, while ensuring that all stakeholders are protected and treated fairly.

Reference link for the full version of business code of conduct : <https://investor.lhfg.co.th/en/corporate-governance/corporate-governance-policy>

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management

Prevention of Conflicts of Interest

Prevention or Avoidance of Actions That May Lead to Conflicts of Interest

Any business activities conducted by directors and executives with the Bank must be carried out at an appropriate level or as transactions under normal commercial terms, similar to those conducted with unrelated parties. The primary objective must be the benefit of the Bank. Potential or expected conflicts of interest must be avoided. If a conflict of interest arises, it must be managed fairly and promptly.

Measures for Managing Conflicts of Interest in Business Operations

- Prevention of Insider Information Misuse

Establish measures to control securities trading and require disclosure of securities trading accounts held by directors, executives, and employees who may have access to insider information, including related persons, in order to prevent the misuse of information obtained from their position, duties, or work for improper personal or third-party benefit.

Implement segregation of work locations or establish safeguards to prevent information leakage between departments by separating units whose functions may involve potential conflicts of interest.

- Transactions with Related Parties and Connected Transactions

Transactions between the Bank and its directors, executives, major shareholders, and related persons must not involve the transfer of the Bank's benefits to related parties.

Bank employees who have an interest in or are involved in any transaction must not participate in the decision-making or consideration process for that transaction, ensuring that decisions are made entirely in the best interest of the Bank.

Regulations regarding connected transactions must be established, including a careful review process to ensure that such transactions serve the best interests of the Bank and its shareholders.

Directors, executives, and employees must not seek personal gain for themselves or related persons by using undisclosed internal information or confidential information, nor disclose such information to external parties or engage

in actions that create conflicts of interest, whether intentional or unintentional, with third parties. They must not use information obtained through their position or duties for personal financial benefit or for the financial benefit of others.

Reference link for Prevention of Conflicts of Interest : <https://investor.lhfg.co.th/en/corporate-governance/corporate-governance-policy>

Anti-corruption

Perform duties with honesty, integrity, and ethical conduct, and with a strong sense of responsibility. Operations must comply strictly with applicable laws, regulations of government authorities, and related internal rules. This includes adherence to the **Anti-Corruption Policy**, the **Anti-Money Laundering Policy**, and the **Counter-Terrorism Financing Policy**.

Whistleblowing and Protection of Whistleblowers

Provide appropriate channels for filing complaints or reporting misconduct.

- **Establish various channels for reporting concerns, whistleblowing, or raising suspicions regarding integrity issues or any conduct that violates laws or applicable regulations.**

Prevention of Misuse of Inside Information

Keep confidential information and refrain from using inside information or confidential data for improper personal gain or for the benefit of others.

- **Implement controls over securities trading**, including requiring disclosure of securities trading accounts held by directors, executives, employees who may have access to inside information, as well as related persons. This is to prevent the misuse of information obtained through position, duties, or work responsibilities for improper personal benefit or for others.
- **Establish measures for physical and operational segregation** to prevent information leakage between departments by separating units whose duties may pose potential conflicts of interest.

Gift giving or receiving, entertainment, or business hospitality

Receiving and Giving Gifts, Hospitality, and Other Benefits

1. The giving or receiving of gifts, hospitality, and other benefits by the Company is intended to strengthen business relationships. Such practices must be conducted with caution and careful consideration, be reasonable, and have an appropriate value in accordance with the occasion, customs, and traditions.
 2. No bribery, compensation, offers, or requests for any inappropriate benefit either directly or indirectly may be made to customers, government agencies, private organizations, or third parties in order to influence objective judgment in decision-making, influence others in the performance of their duties, or obtain any improper advantage.
- Employees should avoid accepting valuable gifts or presents. If it is unavoidable or inappropriate to refuse, it should always be understood that the item is accepted on behalf of the Bank in its capacity as a service provider, and not for personal benefit.

Compliance with laws, regulations, and rules

The Bank's business operations are conducted in accordance with laws, regulations, rules, standards, guidelines issued by regulatory authorities, and various applicable requirements. Therefore, the Board of Directors, as representatives of the shareholders, establishes policies, while the Bank's management, as the executive body, is responsible for driving and implementing those policies effectively and appropriately in practice. In addition, an effective internal control system must be established to ensure that the Bank conducts its business in strict compliance with all applicable laws, regulations, and rules.

Information and assets usage and protection

In the Bank's operations, **confidentiality** refers to the safeguarding of all important information of the Bank, as well as customer information.

Anti-unfair competitiveness

The Bank will conduct its business in a free and fair competitive manner, without any collusion with other banks in setting purchase prices, selling prices, or service conditions that would be unfair to customers.

Information and IT system security

Confidentiality and Protection of Information

1. Supervisors should create an environment within the Bank that facilitates the protection of confidential information.
2. The Bank shall establish a dedicated unit to monitor and ensure that employees comply with the requirements for maintaining the confidentiality of information.
3. Maintaining the confidentiality of the Bank and its customers is a fundamental principle in the Banks business operations. Bank employees must protect customer confidentiality and must not disclose any information of the Bank that has not been publicly disclosed, unless authorized by the customer, required by law, or approved by senior management.
4. Bank employees must not use any information obtained or created through their duties at the Bank for personal benefit or for the benefit of any other person.
5. Bank employees must strictly maintain the confidentiality of all customer information and must not use such information for personal benefit.
6. In certain circumstances, bank employees should not disclose customer information to other employees within the Bank or to other parties if doing so may result in a **conflict of interest**.
7. Employees who are responsible for handling personal information of staff members including information related to income and benefits may disclose such information to internal or external parties only when absolutely necessary. Such disclosure must be handled with the utmost caution and strict confidentiality.
8. Bank employees should not disclose or criticize personal matters or information concerning customers or colleagues in a manner that may cause reputational harm.

Environmental management

The Bank is committed to conducting its business with responsibility toward society and the environment. It exercises caution when considering any actions that may affect public sentiment and encourages employees to be conscious of and responsible for environmental protection.

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and : Yes
employees to comply with the business code of
conduct

Code of Business Ethics

The Board of Directors has determined the code of conduct and code of business ethics to be guidelines for all groups of stakeholders and to operate with integrity and encouraged active collaboration between the company and its stakeholders for mutual benefits, while ensuring all groups of stakeholders are well protected and treated equally to create competitiveness and trust among shareholders, investors, stakeholders and all relevant parties; and is fundamental to business operations with efficiency, transparency and credibility. The company also defines the code of ethics for directors and employees and urges for their engagement so that they have principles and practical guidelines and behave with ethics, sincerity, moral and caution as well as prevent any acts to violate rules or regulations, which lead to the defamation of the company.

Process for Management and Prevention of Violations of Business Ethics

The company has published the code of conduct and code of ethics for directors and employees with the purpose of providing the best practices and standards for all levels of employees and directors. The content covers the code of business ethics, roles of directors and executives, service standards, working environments, responsibility toward customers, protection against conflicts of interest, information and communication management, confidentiality, corporate governance oversight, free and fair competition, dispute settlement, social and environmental responsibility,

awareness of occupational health and safety, whistleblowing channel and handling process, and disciplinary action against unethical business conduct.

In 2025, the company conducted the code of conduct and business ethics as follows:

1. The company has communicated to the directors and employees regarding the code of conduct and code of ethics for directors and employees to create understanding and ability to perform their duties appropriately via the company's application PacD and intranet as well as communicated to new employees for acknowledgement and put them into practice, accounting for 100 percent.
1. The company had no violations against the code of ethics and code of conduct.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : Yes

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)

CAC membership certification status : Certified

Certification document of CAC membership status : Logo
ตรา Certified CAC.pdf

Diagram of participation in anti-corruption networks



executives and employees participated in International Anti-Corruption Day (Thailand) under the theme HERO OF THE TRUTH: United Against Corruption

Information on material changes and developments in policy and corporate governance system over the past year

Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors charter : Yes

Material changes and developments in policy and guidelines over the past year : Yes

Key Changes and Developments of Policy, Guideline and Corporate Governance in 2025

- The Board of Directors reviews the corporate governance policy annually to enhance the company's good corporate governance practices and ensure alignment with the good corporate governance principles. In 2025, the company reviewed its corporate governance policy during the Board of Directors Meeting No. 12/2025, held on December 19, 2025, and communicated it to the executives and employees through various channels of the company. The executives and employees have fully complied with the company's corporate governance policy.
- Received a SET ESG Rating of AA (Existing A) from the Stock Exchange of Thailand, and has been ranked among SET ESG Rating for the 5th consecutive year.
- Land and Houses Bank Public Company Limited has prepared its report on the progress in aligning with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations. This report has been published on the website of LH Financial Group Public Company Limited and the website of Land and Houses Bank Public Company Limited.
- There are no cases of independent directors, non-executive directors, or executive directors resigning due to the company's corporate governance issues.

The company has some practical guidelines not yet implemented as follows:

CG Code Practical Guidelines	Reason
The chairman should be an independent director.	The chairman is a non-executive director, not an independent director.

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Mostly used in practice

Principle 1 Establish clear leadership roles and responsibilities of the board of directors as the role model of organization that creates values for sustainable business

Principle 2 Define objectives and goals attributable to sustainability

Principle 3 Strengthen the board of directors effectiveness

Principle 4 Recruit and develop top executives and people management

Principle 5 Nurture innovation and responsible business

Principle 6 Strengthen effective risk management and proper internal control

Principle 7 Ensure information disclosure and financial integrity

Principle 8 Ensure engagement and communication with shareholders

Other corporate governance performance and outcomes

Good Corporate Governance Assessment

The company has received the excellent score with 5 Stars for the 11th consecutive year from the Good Corporate Governance Report of Thai Listed Companies 2025 from the Thai Institute of Directors.

Quality Assessment of Annual General Meeting of Shareholders

The company has received a full score of 100 for the 13th consecutive year from the quality assessment of the 2025 Annual General Meeting of Shareholders by Thai Investors Association.

SET ESG Ratings

The company was evaluated under the SET ESG Ratings 2025 and achieved an AA rating from the Stock Exchange of Thailand. The company has been recognized as a sustainable listed stock for the 5th consecutive year.

ESG100 Decade Award

The company has received the ESG100 Decade Award for its consistently outstanding ESG performance and has been included in the universe of ESG100 for the 10th consecutive year.

Climate-aligned Governance Alliance (CAG Alliance)

The company has joined the Climate-aligned Governance Alliance (CAG Alliance) as a leading company in climate-related corporate governance across the entire business value chain, in collaboration with Thaipat Institute.

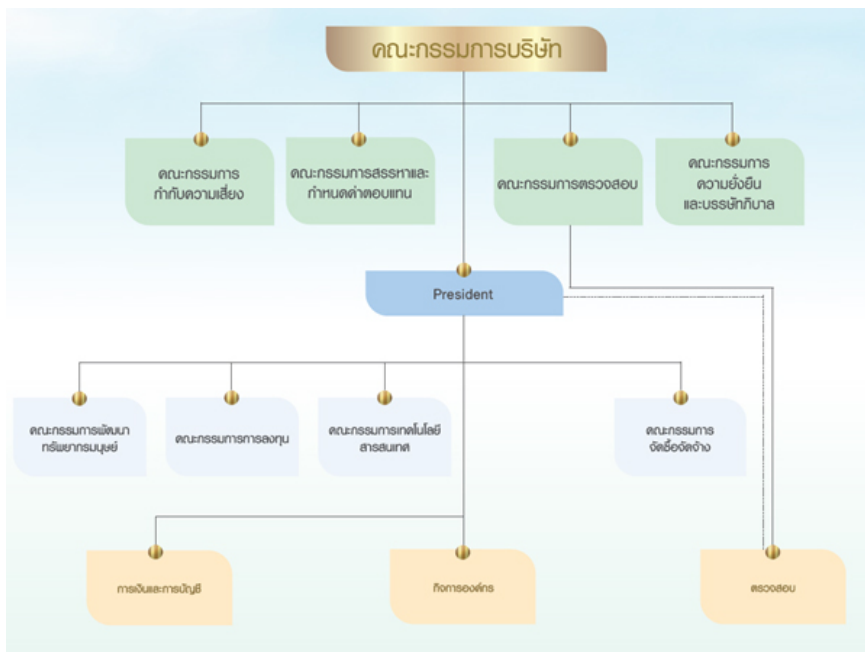
Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	11		11		11	
	10	1	10	1	10	1
Executive directors	5		5		5	
	5	0	5	0	5	0
Non-executive directors	6		6		6	
	5	1	5	1	5	1
Independent directors	4		4		4	
	3	1	3	1	3	1
Non-executive directors who have no position in independent directors	2		2		2	
	2	0	2	0	2	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	90.91	9.09	90.91	9.09	90.91	9.09
Executive directors	45.45		45.45		45.45	
	45.45	0.00	45.45	0.00	45.45	0.00
Non-executive directors	54.55		54.55		54.55	
	45.45	9.09	45.45	9.09	45.45	9.09
Independent directors	36.36		36.36		36.36	
	27.27	9.09	27.27	9.09	27.27	9.09
Non-executive directors who have no position in independent directors	18.18		18.18		18.18	
	18.18	0.00	18.18	0.00	18.18	0.00

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	67		68		66	
	67	70	68	71	65	72

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. VORAPOL SOCATIYANURAK Gender: Male Age : 70 years Highest level of education : Doctoral degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p> <p><u>Reference link for the shareholding</u></p> <p>https://www.lhfg.co.th/en/committees-and-management/board-of-directors</p>	<p>Chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>25 Oct 2021</p>	<p>Finance, Leadership, Banking, Finance & Securities, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. NAPORN SUNTHORNCHITCHAROEN Gender: Male Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p> <p><u>Reference link for the shareholding</u></p> <p>https://www.lhfg.co.th/en/committees-and-management/board-of-directors</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>3 May 2011</p>	<p>Property Fund & REITs, Business Administration, Property Development, Engineering</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mrs. SUPRIYA KUANDACHAKUPT Gender: Female Age : 72 years Highest level of education : Doctoral degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p> <p><u>Reference link for the shareholding</u></p> <p>https://www.lhfg.co.th/en/committees-and-management/board-of-directors</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Aug 2017	Sustainability, Risk Management, Audit, Internal Control, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. SHIH, JIING-FUH Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 5,000,000 Shares (0.023603 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p> <p><u>Reference link for the shareholding</u></p> <p>https://www.lhfg.co.th/th/committees-and-management/board-of-directors</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>1 Aug 2017</p>	<p>Banking, Information & Communication Technology, Accounting, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. PRADIT SAWATTANANOND Gender: Male Age : 77 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	23 Apr 2018	Sustainability, Risk Management, Audit, Internal Control, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. PICHAJ DUSDEEKULCHAI Gender: Male Age : 73 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p> <p><u>Reference link for the shareholding</u></p> <p>https://www.lhfg.co.th/en/committees-and-management/board-of-directors</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	22 Jun 2020	Sustainability, Risk Management, Audit, Governance/ Compliance, Statistics

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. VICHIAN AMORNPOONCHAI Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 82 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p> <p><u>Reference link for the shareholding</u></p> <p>https://www.lhfg.co.th/en/committees-and-management/board-of-directors</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	25 Oct 2021	Banking, Accounting, Finance, Internal Control, Commerce

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. PIPHOB VERAPHONG Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p> <p><u>Reference link for the shareholding</u></p> <p>https://www.lhfg.co.th/en/committees-and-management/board-of-directors</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>29 Jun 2022</p>	<p>Law, Risk Management, Audit, Internal Control, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. LEE YU-CHOU Gender: Male Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : No Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p> <p><u>Reference link for the shareholding</u></p> <p>https://www.lhfg.co.th/en/committees-and-management/board-of-directors</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>3 Jul 2023</p>	<p>Business Administration, Banking, Finance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. Achawin Asavabhokin Gender: Male Age : 50 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p> <p><u>Reference link for the shareholding</u></p> <p>https://www.lhfg.co.th/en/committees-and-management/board-of-directors</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	<p>1 Aug 2025</p>	<p>Economics, Property Development, Risk Management, Business Administration, Sustainability</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Mr. HWANG SHENG-WEN</p> <p>Gender: Male</p> <p>Age : 53 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : No</p> <p>Residence in Thailand : No</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p> <p><u>Reference link for the shareholding</u></p> <p>https://www.lhfg.co.th/en/committees-and-management/board-of-directors</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	7 Nov 2025	Business Administration, Finance, Banking, Data Analysis, Accounting

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of board of directors who resigned / vacated their position during the year⁽¹⁾

Remark: ⁽¹⁾ Mr. Khunawut Thumpomkul Mr. Wu, Kuo-Chin

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. VORAPOL SOCATIYANURAK	Chairman of the board of directors		✓		✓	
2. Mr. NAPORN SUNTHORNCHITCHAROEN	Director	✓				✓
3. Mrs. SUPRIYA KUANDACHAKUPT	Director		✓	✓		
4. Mr. SHIH, JIING-FUH	Director	✓				✓
5. Mr. PRADIT SAWATTANANOND	Director		✓	✓		
6. Mr. PICHAI DUSDEEKULCHAI	Director		✓	✓		
7. Mr. VICHIAN AMORNPOONCHAI	Director	✓				✓
8. Mr. PIPHOB VERAPHONG	Director		✓	✓		
Total (persons)		5	6	4	2	5

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
9. Mr. LEE YU-CHOU	Director	✓				✓
10. Mr. Achawin Asavabhokin	Director		✓		✓	
11. Mr. HWANG SHENG-WEN	Director	✓				✓
Total (persons)		5	6	4	2	5

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	9.09
2. Banking	5	45.45
3. Finance & Securities	1	9.09
4. Property Fund & REITs	1	9.09
5. Property Development	2	18.18
6. Commerce	1	9.09
7. Information & Communication Technology	1	9.09
8. Law	1	9.09
9. Accounting	3	27.27
10. Finance	4	36.36

Skills and expertise	Number (persons)	Percent (%)
11. Sustainability	4	36.36
12. Data Analysis	1	9.09
13. Statistics	1	9.09
14. Engineering	1	9.09
15. Leadership	1	9.09
16. Strategic Management	1	9.09
17. Risk Management	6	54.55
18. Audit	4	36.36
19. Internal Control	4	36.36
20. Governance/ Compliance	4	36.36
21. Business Administration	4	36.36

Information about the other directors ^{(*)(**)}

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	No	No
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	No	No

Additional explanation :

(*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of directors and the Management : Have

Methods of balancing power between the board of directors and Management : Others : An appropriate proportion or number of independent directors shall be established on the Board of Directors.

The Board of Directors shall consist of an appropriate and sufficient number of directors to effectively conduct the company's business, with no fewer than five directors, in accordance with the Company's Articles of Association.

To ensure the independence of the Chairman of the Board and a clear separation of duties, the Chairman of the Board shall not be the same person as the Managing Director. Authority and responsibilities are clearly separated so that no individual holds unlimited power, thereby ensuring proper checks and balances and effective oversight of management.

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors has a duty to supervise the company's operations with duty of loyalty and duty of care in order to protect the best interests of the company and prevent conflicts of interest of any or group of shareholders.

Their duties and responsibilities are as follows:

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

12. Provide the check-and-balance mechanism between the management and/or major shareholders at appropriate levels by determining an appropriate composition or number of the independent directors in the Board of Directors
13. Ensure that each director shall attend the meeting at least 75 percent of the total meetings held each year unless a reasonable ground is provided
14. To approve any proposal, the quorum shall be at least two-thirds of total directors

Reference link for the board charter : <https://investor.lhfg.co.th/en/corporate-governance/corporate-governance-policy>

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

- 1) Review the financial reporting of the company to ensure that it is accurate and adequate
- 2) Review and evaluate whether the company has set an appropriate and effective internal control and internal audit
- 3) Ensure that the company complies with the laws relevant to its business
- 4) Consider, select, and propose the appointments and terminations of auditors and their remunerations
- 5) Consider the accuracy and completeness of the company's information disclosure, especially the related-party transactions or transactions with conflicts of interest
- 6) Supervise the Internal Audit Group to conduct the internal audit effectively with appropriate number of employees and working systems, be independent from any departments to be audited, and align with the professional standard for internal audit and the Bank of Thailand's guidelines on internal audit of financial institutions
- 7) Ensure the company has adequate internal control and complies with the whistleblower policy
- 8) Provide guidelines and internal control to prevent any corruption and monitor potential risks of corruption in the companies in the financial business group
- 9) Obtain regular updates from the Risk Oversight Committee for matters requiring improvements to be in line with the policies and strategies of the company
- 10) Share opinions with the Audit Committee and the Risk Oversight Committee in case of a review of the adequacy and efficiency of policies, overall risk management strategies and risk appetite as to evaluate whether they can cover all kinds of risks, including emerging risks, and also the effective and efficient implementation of the policies and strategies
- 11) Provide the corporate governance report of the Audit Committee and disclose it in the annual report
- 12) Report its performance to the Board of Directors
- 13) Perform other tasks assigned by the Board of Directors with the consent from the Audit Committee

Reference link for the charter

www.lhfg.co.th/en/committees-and-management/audit-committee

Sustainability and Corporate Governance Committee

Role

- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

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

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

Reference link for the charter

<https://www.lhfg.co.th/en/committees-and-management/corporate-governance-committee>

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

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

1. Determine policies, criteria, qualifications, and methods for the selections of candidates for directors, persons with power of management, advisors, members of other sub-committees as well as their remunerations and other benefits that reflects the goals, their duties and responsibilities and relevant risks with clear and transparent criteria before proposing them to the Board of Directors for approval
2. Select and nominate qualified candidates that comply with the notification of the Bank of Thailand on Regulations on the Approval of Appointment of Directors, Managers, Persons with Power of Management, or Advisors of Financial Institutions, Financial Institutions Parent Companies, and Subsidiaries Undertaking Financial Business, and propose them to the Board of Directors for approval including:

- 2.1 Directors
- 2.2 Persons with power of management
- 2.3 Advisors
- 2.4 Members of sub-committees
- 3. Supervise and ensure the Board of Directors has the members and the composition that is appropriate for the organization, adjust them according to changing environments, ensure that the mechanism or tool to support the process of selection and nomination of new directors are in place. Rest assured that the Board of Directors shall compose of qualified candidates with appropriate behaviors, knowledge, abilities and experiences in various areas which are beneficial for long-term operations, and suitable for the corporate directions and strategies. The Nomination and Remuneration Committee is also responsible for ensuring the development of a skill matrix.
- 4. Ensure that directors and persons with power of management receive remunerations commensurate with their duties and responsibilities
- 5. Consider the budget for merit increase, bonus and other benefits as follows:
 - 5.1 Consider the budget for merit increase, bonus and other benefits of employees
 - 5.2 Consider the overall remuneration structure and benefits for expatriates, such as housing allowances, living expenses, fees and service charges relating to work as agreed upon the managements proposals
- 6. Oversee the formulation of succession plans for key positions to ensure the continuity of administration
- 7. Define the hiring criteria for retired employees
- 8. Determine the evaluation guideline for directors and persons with power of management as to consider adjusting annual remuneration by taking into account their duties, responsibilities, related risks and increased value of owners equity in the long term
- 9. Ensure that the policy and details of the selection method for directors and persons with power of management, remuneration policy and various forms of remunerations are disclosed, and prepare remuneration report, at least, to contain the details about the factors used for determining overall performance, goals and operations as well as the opinion of the Nomination and Remuneration Committee including methods and channels for paying compensation to reflect the risks in the annual report Form 56-1 One Report.
- 10. Perform other tasks assigned by the Board of Directors

Reference link for the charter

<https://www.lhfg.co.th/en/committees-and-management/nomination-remuneration-committee>

Risk Oversight Committee

Role

- Risk management

Scope of authorities, role, and duties

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

- 1. Supervise the operations of the company and the companies in the financial business group as follows:
 - 1.1 Ensure the formulation of risk management policies on key matters such as credit risk, market risk, liquidity risk, operational risk, and reputational risk as well as determine the comprehensive framework for IT risk management in accordance with international standards
 - 1.2 Provide proper assessment and monitoring systems to oversee risk management of the management according to the companys policies and ensure the appropriate risk management of the company is competitive, and supervise the management to provide measures to protect, correct and control risks appropriately, especially for the concentration of any particular risk
 - 1.3 Provide the system or procedure for reviewing policies, risk management strategies and overall risk management systems at least once a year or upon significant changes that may affect the company's stability by taking into

consideration overall risk profile, risk appetite and risk management strategy

1.4 Provide capital forecasts under stress test by determining scenarios consistent with the nature, volume and complexity of transactions

1.5 Provide the organization structure that supports risk governance

1.6 Provide the IT risk management and the procedures of risk management that cover the continuous assessment and monitoring IT risks, cyber risks while ensuring the cyber security and reporting to the Board of Directors about key IT risks and cyber risks

1.7 Ensure IT risk awareness culture throughout the organization by encouraging all employees to be aware of IT risks and cyber risks and to have sufficient knowledge for risk prevention on a regular basis

1.8 Provide the proper development of the personnel specialized in IT and cyber security risk management

1.9 Provide the risk management of conduct risk with appropriate procedures to ensure the business operations compliance with the principles and guidelines of market conduct as well as preventive procedures for the risks arising from service mistakes, procedures to handle complaints from customers, and procedures to manage the impact in accordance with regulatory requirements

1.10 Oversee and ensure that top executives and head of Risk Management Group comply with risk policies and risk management strategies as well as risk appetite

1.11 Formulate capital and liquidity management strategies to cope with risks and control them to be in line with approved risk appetite

1.12 Report to the Board of Directors about the risk profile, efficiency of risk management and compliance status with the risk culture, including significant factors, challenges, and issues required improvements to align with risk policies and risk management strategies

2. Provide the Board of Directors with advice on the risk oversight framework

3. Discuss and exchange ideas with the Audit Committee to assess all risk and emerging risk policies and risk management strategies as well as the execution of such policies and strategies is effective and efficient

4. Provide comments or participate in the assessment of the performance of the head of Risk Management Group

Reference link for the charter

<https://www.lhfg.co.th/en/committees-and-management/risk-oversight-committee>

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
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List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. PIPHOB VERAPHONG Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	20 Jun 2022	Law, Risk Management, Audit, Internal Control, Governance/ Compliance
<p>2. Mrs. SUPRIYA KUANDACHAKUPT^(*) Gender: Female Age : 72 years Highest level of education : Doctoral degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	1 Aug 2017	Sustainability, Risk Management, Audit, Internal Control, Governance/ Compliance
<p>3. Mr. PRADIT SAWATTANANOND^(*) Gender: Male Age : 77 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	24 Apr 2018	Sustainability, Risk Management, Audit, Internal Control, Governance/ Compliance

List of directors	Position	Appointment date of audit committee member	Skills and expertise
4. Mr. PICHAI DUSDEEKULCHAI Gender: Male Age : 73 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : No Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	24 Jun 2020	Sustainability, Risk Management, Audit, Governance/ Compliance, Statistics

Additional explanation :

(*) Directors with expertise in accounting information review

List of audit committee members who resigned / vacated their position during the year

List of executive committee members

List of executive committee members who resigned / vacated their position during the year

Other Subcommittees

Subcommittee name	Name list	Position
Sustainability and Corporate Governance Committee	Mr. PIPHOB VERAPHONG	The chairman of the subcommittee (Independent director)
	Mrs. SUPRIYA KUANDACHAKUPT	Member of the subcommittee (Independent director)
	Mr. PRADIT SAWATTANANOND	Member of the subcommittee (Independent director)
Nomination and Remuneration Committee	Mr. PICHAI DUSDEEKULCHAI	The chairman of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mrs. SUPRIYA KUANDACHAKUPT	Member of the subcommittee (Independent director)
	Mr. PRADIT SAWATTANANOND	Member of the subcommittee (Independent director)
Risk Oversight Committee	Mr. PRADIT SAWATTANANOND	The chairman of the subcommittee (Independent director)
	Mr. SHIH, JIING-FUH	Member of the subcommittee
	Mr. PICHAJ DUSDEEKULCHAI	Member of the subcommittee (Independent director)

List of subcommittees who resigned / vacated their position during the year

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
1. Mr. VICHIAN AMORNPOONCHAI Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy President of Corporate Affairs Group	1 Feb 2021	Banking, Accounting, Finance, Internal Control, Commerce

List of executives	Position	First appointment date	Skills and expertise
<p>2. Ms. Thanawan Teekautamakorn^(***)</p> <p>Gender: Female</p> <p>Age : 60 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Head of Internal Audit Group</p>	<p>8 Sep 2021</p>	<p>Law, Accounting, Audit, Internal Control</p>
<p>3. Mr. WARAVOOT TOCHAROENTANAPOL^{(*)(**)}</p> <p>Gender: Male</p> <p>Age : 56 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : Yes</p>	<p>President and Head of Finance and Accounting Group</p> <p>(The highest-ranking executive)</p>	<p>1 Dec 2022</p>	<p>Business Administration, Banking</p>

List of executives	Position	First appointment date	Skills and expertise
<p>4. Ms. Vasinee Thangtongyok Gender: Female Age : 38 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Head of Financial Planning and Analysis Division</p>	<p>3 Feb 2025</p>	<p>Accounting</p>
<p>5. Mr. Detphon Morratowan Gender: Male Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Vice President - Information Technology Audit</p>	<p>1 Jul 2016</p>	<p>Accounting</p>

List of executives	Position	First appointment date	Skills and expertise
<p>6. Mr. Worrasade Lertarhiyamongkhol Gender: Male Age : 59 years Highest level of education : Bachelor's degree Study field of the highest level of education : Faculty of Social Sciences Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Vice President - Internal Audit Professional Practice Standards and Strategy</p>	<p>1 Jan 2024</p>	<p>Audit</p>
<p>7. Mr. Jirat Sirapastuwanon Gender: Male Age : 57 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Vice President - Facility Management</p>	<p>10 Jul 2014</p>	<p>Design, Project Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>8. Ms. Sajika Jankid Gender: Female Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Faculty of Mass Communication Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Vice President - Corporate Communication and CSR	1 May 2021	Media & Publishing, Information & Communication Technology
<p>9. Ms. Chayawan Budsayalap Thaidech Gender: Female Age : 41 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Vice President - Company Secretary and Translator	24 Apr 2023	Law

List of executives	Position	First appointment date	Skills and expertise
<p>10. Mr. Sunchai Nitirutpadung Gender: Male Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Vice President - Administration	1 Oct 2024	Business Administration
<p>11. Ms. Supattiya Teerapatnoppakun Gender: Female Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Vice President - Accounting	1 Jan 2020	Accounting, Business Administration

List of executives	Position	First appointment date	Skills and expertise
<p>12. Ms. Siwakran Seenon Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Vice President - Financial Planning and Operation	1 Jan 2020	Economics, Business Administration
<p>13. Mr. Burapha Boonyaworakul Gender: Male Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Master of Public Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Vice President - Financial Report	1 Oct 2022	Business Administration, Public Administration

List of executives	Position	First appointment date	Skills and expertise
<p>14. Ms. Piskamon Limsuntorn Gender: Female Age : 36 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Vice President - Accounting Policy, Tax and Statement</p>	<p>1 Nov 2023</p>	<p>Accounting, Business Administration</p>
<p>15. Ms. Jaechita Singseng Gender: Female Age : 43 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Vice President - Financial Planning and Analysis 2</p>	<p>1 Mar 2024</p>	<p>Economics</p>
<p>16. Mr. Vorapat Submoke Gender: Male Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Head of Financial Data Management Department</p>	<p>1 Mar 2024</p>	<p>Business Administration</p>

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive

ข้อมูลสำคัญเกี่ยวกับผู้บริหาร

บริษัทมีผู้บริหารจำนวน 16 ท่าน ดังนี้

รายชื่อผู้บริหาร	ตำแหน่งในบริษัท	ตำแหน่งที่ได้รับมอบหมายในบริษัทย่อย ^{1/}	ตำแหน่งที่ได้รับมอบหมายในบริษัทย่อย ^{2/}	ตำแหน่งที่ได้รับมอบหมายในบริษัทย่อย ^{3/}
1. นายวรวุฒิ โดเจริญผล	President หัวหน้ากลุ่มงานการเงินและบัญชี ผู้รับผิดชอบสูงสุด ในสายงานบัญชีและการเงิน	-	-	-
2. นายวิเชียร อมรพูนชัย	รองกรรมการผู้จัดการ สายงานกิจการองค์กร	กรรมการ	-	-
3. นางสาวธนวรรณ ชีชาอุดมกร	หัวหน้ากลุ่มงานตรวจสอบ	-	-	-
4. นางสาวศินี ดั่งทองหยก	หัวหน้าสายงานควบคุม ทางการเงิน	-	-	-
5. นายเดชพล มรโอรรถน	ผู้อำนวยการตรวจสอบ เทคโนโลยีสารสนเทศ	-	-	-
6. นายวเรศรุทธิ์ เลิศอรียามงคล	ผู้อำนวยการมาตรฐานและ กลยุทธ์งานตรวจสอบ	-	-	-
7. นายจิรัฐ ศิริภัสสุวานนท์	ผู้อำนวยการบริหาร สำนักงาน	-	-	-
8. นางสาวศจิกา เจนคิด	ผู้อำนวยการสื่อสารองค์กร และกิจกรรมเพื่อสังคม	-	-	-
9. นางสาวชยวรรณ บุขยลาภ ไทยเดช	ผู้อำนวยการเลขานุการ บริษัทและล่าม	เลขานุการธนาคาร	-	-
10. นายสันชัย นิธิรัตน์ผดุง	ผู้อำนวยการธุรการ	-	-	-
11. นางสาวศุภัสฐิญา ชีร์ภักทร์พคุณ	ผู้อำนวยการบัญชี	-	-	-
12. นางสาวศิวกานต์ สิ้นน	ผู้อำนวยการวางแผนและ ปฏิบัติการด้านการเงิน	-	-	-
13. นายบุรพา บุญญการกุล	ผู้อำนวยการรายงาน ทางการเงิน	-	-	-
14. นางสาวพิศกมล ลิมสุนทร	ผู้อำนวยการนโยบายบัญชี, ภาษีอากรและงบการเงิน	-	-	-
15. นางสาวเจชิตา สิงห์เส็ง	ผู้อำนวยการวางแผนและ วิเคราะห์การเงิน 2	-	-	-
16. นายรพรัตน์ ทรัพย์โมกษ์	ผู้อำนวยการวางแผนและ วิเคราะห์การเงิน 1	-	-	-

หมายเหตุ: บริษัท หมายถึง บริษัท แอล เอช ไฟแนนซ์เซียล กรุ๊ป จำกัด (มหาชน)
บริษัทย่อย^{1/} หมายถึง ธนาคารแลนด์ แอนด์ เฮาส์ จำกัด (มหาชน)
บริษัทย่อย^{2/} หมายถึง บริษัทหลักทรัพย์ แลนด์ แอนด์ เฮาส์ จำกัด (มหาชน)
บริษัทย่อย^{3/} หมายถึง บริษัทหลักทรัพย์จัดการกองทุน แลนด์ แอนด์ เฮาส์ จำกัด

Remuneration policy for executive directors and executives

Policies, procedures, and criteria for determining the remuneration of directors and the Managing Director shall be established to ensure that compensation is fair, reasonable, and transparent. Such remuneration shall be linked to and consistent with the duties and responsibilities, the Company's performance, and individual performance, and shall be comparable with industry standards. It must also be appropriate and sufficient to attract and retain qualified directors. The remuneration of directors shall be proposed for approval at the shareholders meeting.

Reference link for remuneration policy for executive directors and executives : <https://investor.lhfg.co.th/en/corporate-governance/corporate-governance-policy>

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	54,340,000.00	39,710,000.00	55,800,000.00
Total remuneration of executive directors (baht)	N/A	0.00	N/A
Total remuneration of executives (baht)	N/A	39,710,000.00	55,800,000.00

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	653,388.00	752,558.60	1,477,344.92
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

President Remuneration Policy

1. **Other Compensation**, such as provident fund contributions and retirement benefits.
2. **Benefits**, such as annual health check-ups, life insurance, accident insurance, health insurance, social security, loan benefits, etc.

Senior Executive Remuneration Policy

1. **Other Compensation**, such as provident fund contributions and retirement benefits.
2. **Benefits**, such as annual health check-ups, life insurance, health insurance, social security, loan benefits, a company car, telephone allowance, etc.

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year : 0.00

Estimated remuneration of executive directors and executives in the current year : 0.00

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. Waravoot Tocharoentapol	WaravootT@lhbanks.co.th	02-359-0000 ต่อ 5747

List of the company secretary

General information	Email	Telephone number
1. Mr. Vichian Amornpoonchai	VichianA@lhbanks.co.th	02-359-0000 ต่อ 2020

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Thanawan Theekauttamakorn	Thanawant@lhbanks.co.th	023590000 ต่อ 6002

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Montita Daorerg	MontitaD@lhbanks.co.th	02-359-0000 ต่อ 6006

Head of investor relations

Does the Company have an appointed head of : Have
investor relations

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Vichian Amornpoonchai	VichianA@lhbanks.co.th	02-359-0000 ต่อ 2020

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED No. 1 Empire Tower Building, 50th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone number 0 2677 2000	1,020,000.00	-	1. Mr. CHOKECHAI NGAMWUTIKUL Email: chokechai@kpmg.co.th Telephone number: 02-677-2000 License number: 9728 2. Mr. JEDSADA LEELAWATANASUK Email: Jedsada@kpmg.co.th Telephone number: 02-677-2000 License number: 11225

Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees		
990,000.00	-		

Assigned personnel in case of a foreign company

Does the company have any individual assigned to : No
be representatives in Thailand

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. Achawin Asavabhokin	Director	1 Aug 2025	Economics, Property Development, Risk Management, Business Administration, Sustainability
Mr. HWANG SHENG-WEN	Director	7 Nov 2025	Business Administration, Finance, Banking, Data Analysis, Accounting

List of newly appointed director not being replaced the ex-director

Selection of independent directors

Criteria for selecting independent directors

Nomination of Directors and Independent Directors

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

independent directors. The company has given opportunities for shareholders to nominate candidates for election as directors during the Annual General Meeting of Shareholders according to the rules of the company. Details of this matter are presented in the topic of corporate governance policy.

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

Election of Directors

1. In casting votes for directors, the shareholders meeting shall comply with the following rules and procedures:
 - a. Each shareholder is entitled to cast one vote for one share held.
 - b. Each shareholder may exercise all the votes he or she has for any individual director, or a group of directors by non-cumulative voting. Splitting the number of votes to any person in a group is not allowed.
 - c. The candidates shall be ranked in descending order, from the highest number of votes to the lowest, and shall be elected as directors equal to the number of directors that are required or to be elected at that time. Where the votes cast for candidates in descending order are tied, which would otherwise cause the number of directors to exceed the required number, the chairman of the meeting shall exercise a casting vote.
1. Termination of Office and Removal of Directors
 - a. Retirement by rotation
 - At every Annual General Meeting of Shareholders, one-thirds of the directors must vacate their offices.
 - For directors who will retire by rotation in the first and second years after the company registration, a drawing of lots must be held to decide which directors shall retire. For subsequent years, the directors who have served in office for the longest terms shall retire.
 - Any director who retired by rotation can be re-elected.
 - b. Death
 - c. Resignation
 - d. Being disqualified or prohibited under the laws
 - e. Being removed by a resolution of the shareholders meeting with votes of not less than three-quarters of the attending shareholders with voting rights and the aggregate number of shares of not less than half of the shares held by all the shareholders attending the meeting and having the voting rights.
 - f. Being removed by the court order
1. 3. In the event of a vacancy of directors for any reason other than retirement by rotation, the Board of Directors shall elect a qualified person with no prohibited characteristics under the Public Companies Limited Act to be the director in their next meeting unless the remaining term of office of the vacating director is less than two months. The substitute director shall serve only for the remaining term of office of the director whom he or she replaces. Such resolution by the Board of Directors shall require the votes of not less than three-quarters of the remaining directors.

Selection Process of Directors

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

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

Case 2 To appoint a new director to replace the resigned director before the end of the term, the Nomination and Remuneration Committee shall select and screen persons with proper qualifications, knowledge, extensive experiences and adequate understanding in banking, finance, economics and laws, consistent with business strategies by taking into account the organizations necessity and good corporate governance. The list of qualified persons shall then be proposed to the Board of Directors for approval.

Nomination of Executives

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

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

Qualifications of Independent Directors

To nominate and appoint independent directors, candidates must possess the qualifications required by the company and consistent with the good corporate governance policy according to the regulations of the Capital Market Supervisory Board. The qualifications of independent directors are as follows:

1. Holding not more than 0.5% of the total number of voting shares of the company, or parent company, subsidiaries, associated companies, major shareholders or control person, which shall be inclusive of the shares held by any related person of such an independent director.
2. Neither being nor having been a director participating in management roles, or an employee, an officer, an advisor who receives regular salary, or a person having control power of the company or parent company, subsidiaries, associated companies, a subsidiary at the same level, major shareholders, or control person, unless the foregoing status has ended at least two years prior to the date on which such an independent director has been appointed.
3. Not being a person related by blood or legal registration as a father, mother, spouse, sibling, and child, including as a spouse of a child of other directors, management, major shareholders, control person, or the person being nominated to be a director, management or a control person of the company or its subsidiaries.
4. Neither holding nor having held any business relationship with the company or parent company, subsidiaries, associated companies, major shareholders, or control in the manner in which his/her independent discretion might be affected, and is not and has not been a significant shareholder or a control person of the person that has business relationship with the company, or the parent company, subsidiaries, associated companies, major shareholders, or control person, unless the foregoing status has ended at least two years prior to the date on which such an independent director has been appointed.

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

5. Neither being nor having been an auditor of the company or parent company, subsidiaries, associated companies, major shareholders, or control person, and is not a significant shareholder, a control person, or a partner of any

audit firm or office for which the auditor of the company, or the parent company, subsidiaries, associated companies, major shareholders, or control person is working, unless the foregoing status has ended at least two years prior to the date on which such an independent director has been appointed.

6. Neither being nor having been any professional service provider, including legal or financial advisor who obtains fee of more than Baht two million per year from the company or parent company, subsidiaries, associated companies, major shareholders, or control person, and not be a significant shareholder, or a control person, or a partner of any of such professional service provider unless the foregoing status has ended at least two years prior to the date on which such an independent director has been appointed.
7. Not being a director who has been appointed as a representative of a director, a representative of a major shareholder, or a representative of a shareholder who is a related person of a major shareholder.
8. Not undertaking any business the nature of which is the same as that of company or subsidiaries and which, in any material respect, is competitive with the business of the company or subsidiaries, or not be a significant partner in a partnership, or a director engaging in any management role, an employee, an officer, an advisor with regular salary, or a shareholder holding more than 1% of the shares with voting rights of other companies engaging in any business the nature of which is the same as that of the company or its subsidiaries and is competitive with the business of the company or subsidiaries.
9. Not having any other characteristics that prevent the exertion of independent opinions concerning business operation. After having been appointed, an independent director may be assigned by the Board of Directors to take part in the collective decision-making process of the company, parent company, subsidiaries, associated companies, sister companies or major shareholders, or a control person.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year : No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : Yes

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : Yes

Number of directors from major shareholders

Rights of minority shareholders on director appointment

Providing Opportunities for Shareholders and Minority Shareholders to Submit Questions, Propose Agenda Items for the Annual General Meeting of Shareholders, and Nominate Candidates for Directorship

The Company provides an opportunity for shareholders holding not less than **0.01% of the total issued shares of the Company**, whether individually or collectively, to submit questions, propose matters considered important and beneficial to the Company's business operations for inclusion as agenda items in the **Annual General Meeting of Shareholders (AGM)**, and nominate qualified individuals with appropriate knowledge, capability, and qualifications for consideration for election as directors.

The Company opens a submission period of **three months prior to the end of the Company's accounting period**. The criteria and relevant details are published on the Company's website. In addition, an invitation to shareholders is announced through the disclosure channels of the **Stock Exchange of Thailand**.

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
Economics, Banking, Finance & Securities, Information & Communication Technology, Law, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance, Business Administration	Banking, Law, Risk Management, Audit, Governance/ Compliance

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation

List of directors	Participation in training in the past financial year	History of training participation
<p>1. Mr. VORAPOL SOCATIYANURAK (Chairman of the board of directors)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2004: Director Certification Program (DCP) • 2004: Role of the Chairman Program (RCP) • 2003: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Information Technology Security Awareness Training 2025 • 2024: AML/CFT risks and money laundering trends • 2024: Sustainable Finance 2024 • 2023: ESG & Climate Risk Management 2023 • 2023: PDPA Update 2023
<p>2. Mr. NAPORN SUNTHORNCHITCHAROEN (Director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2005: Director Certification Program (DCP) • 2004: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Information Technology Security Awareness Training 2025 • 2024: AML/CFT risks and money laundering trends • 2024: Sustainable Finance 2024 • 2023: PDPA Update 2023 • 2011: Financial Institutions Governance Program (FGP) • 2006: National Defense College of Thailand, Class 2006

List of directors	Participation in training in the past financial year	History of training participation
<p>3. Mrs. SUPRIYA KUANDACHAKUPT (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2022: Risk Management Program for Corporate Leaders (RCL) • 2018: Advanced Audit Committee Program (AAP) • 2010: Financial Statements for Directors (FSD) • 2007: Director Certification Program (DCP) • 2006: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Information Technology Security Awareness Training 2025 • 2024: AML/CFT risks and money laundering trends • 2024: Enhancing Governance, Standards, and Financial Insights 4/2024 • 2024: Hot Issue for Directors (HOT) 4/2024 • 2024: Sustainable Finance 2024 • 2023: PDPA Update 2023 • 2013: How to Develop a Risk Management Plan (HRP)

List of directors	Participation in training in the past financial year	History of training participation
<p>4. Mr. SHIH, JIING-FUH (Director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2018: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Information Technology Security Awareness Training 2025 • 2024: AML/CFT risks and money laundering trends • 2024: Sustainable Finance 2024 • 2023: PDPA Update 2023
<p>5. Mr. PRADIT SAWATTANANOND (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2013: Advanced Audit Committee Program (AACP) • 2000: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: ESG Risks Mitigation • 2025: Information Technology Security Awareness Training 2025 • 2025: The Evolving Role of Audit Committee in Fostering Trust and Transparency • 2024: AML/CFT risks and money laundering trends • 2024: Enhancing Governance, Standards, and Financial Insights 4/2024 • 2024: Sustainable Finance 2024 • 2023: PDPA update 2023

List of directors	Participation in training in the past financial year	History of training participation
<p>6. Mr. PICHAI DUSDEEKULCHAI (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2020: Advanced Audit Committee Program (AAP) • 2019: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: A Practical Guide for Board ESG 7/2025 • 2025: Information Technology Security Awareness Training 2025 • 2024: AML/CFT risks and money laundering trends • 2024: Sustainable Finance 2024 • 2023: ESG & Climate Risk Management 2023 • 2023: PDPA update 2023 • 2020: Cyber Resilience Leadership Tone from the Top 2020

List of directors	Participation in training in the past financial year	History of training participation
7. Mr. VICHIAN AMORNPOONCHAI (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2025: Director Certification Program (DCP) • 2022: Financial Statements for Directors (FSD) • 2020: Ethical Leadership Program (ELP) • 2018: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2025: Cyber Defense with AI and Innovation Strategies • 2024: AML/CFT risks and money laundering trends • 2024: Enhancing Governance, Standards, and Financial Insights 4/2024 • 2024: Enhancing Governance, Standards, and Financial Insights 4/2024 • 2024: Information Technology Security Awareness Training 2025 • 2024: Successful Formulation & Execution of Strategy (SEF) 45/2024 • 2024: Sustainable Finance 2024 • 2023: Hot Issue for Directors: Climate Governance

List of directors	Participation in training in the past financial year	History of training participation
<p>8. Mr. PIPHOB VERAPHONG (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2017: Director Certification Program (DCP) • 2006: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Information Technology Security Awareness Training 2025 • 2025: The Evolving Role of Audit Committee in Fostering Trust and Transparency 1/2025 • 2024: AML/CFT risks and money laundering trends • 2024: Enhancing Governance, Standards, and Financial Insights 2/2024 • 2024: Sustainable Finance 2024 • 2023: PDPA update 2023
<p>9. Mr. LEE YU-CHOU (Director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2023: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Information Technology Security Awareness Training 2025 • 2024: AML/CFT risks and money laundering trends • 2024: Sustainable Finance 2024 • 2023: PDPA Update 2023

List of directors	Participation in training in the past financial year	History of training participation
10. Mr. Achawin Asavabhokin (Director)	Participating	Thai Institute of Directors (IOD) • 2014: Director Certification Program (DCP) Other • 2025: Information Technology Security Awareness Training 2025
11. Mr. HWANG SHENG-WEN (Director)	Participating	Other • 2025: Information Technology Security Awareness Training 2025

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Performance evaluations of the **Board of Directors**, including its **sub-committees**, shall be conducted at least once a year. The evaluations shall cover **board-level assessments, individual assessments, and cross-evaluations**.

These evaluations aim to review performance, as well as identify problems and obstacles encountered during the past year, in order to enhance the effectiveness and efficiency of the Boards performance and to ensure that practices remain appropriate and aligned with the evolving business environment.

Evaluation of the duty performance of the board of directors over the past year

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

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

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

Assessment results of good corporate governance, most items were marked in Yes.

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The **Board of Directors** has assigned the **Nomination and Remuneration Committee** to conduct the **annual performance evaluation**, as well as determine the **remuneration and bonus of the Managing Director**, as follows:

- The **Chairman of the Board** evaluates the annual performance of the **Managing Director** in accordance with the guidelines set by the **Nomination and Remuneration Committee**. The evaluation is based on key performance indicators that align with the Company's **vision, mission, and objectives**, taking into consideration duties and responsibilities, achievement of targets, as well as the prevailing business conditions and circumstances. The evaluation form is divided into **two main components: Financial KPIs and Non-Financial KPIs**. The evaluation results are then submitted to the **Nomination and Remuneration Committee** for consideration and approval in determining the annual remuneration and bonus. Subsequently, the evaluation results, along with the proposed remuneration and annual bonus, are presented to the **Board of Directors** for final approval.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the : 12
past year (times)
Date of AGM meeting : 21 Apr 2025
EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. VORAPOL SOCATIYANURAK (Chairman of the board of directors)	12	/	12	1	/	1		/	
2. Mr. NAPORN SUNTHORNCHITCHAROEN (Director)	12	/	12	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
3. Mrs. SUPRIYA KUANDACHAKUPT (Director, Independent director)	12	/	12	1	/	1		/	
4. Mr. SHIH, JIING-FUH (Director)	12	/	12	1	/	1		/	
5. Mr. PRADIT SAWATTANANOND (Director, Independent director)	12	/	12	1	/	1		/	
6. Mr. PICHAI DUSDEEKULCHAI (Director, Independent director)	12	/	12	1	/	1		/	
7. Mr. VICHIAN AMORNPOONCHAI (Director)	12	/	12	1	/	1		/	
8. Mr. PIPHOB VERAPHONG (Director, Independent director)	12	/	12	1	/	1		/	
9. Mr. LEE YU-CHOU (Director)	12	/	12	1	/	1		/	
10. Mr. Achawin Asavabhokin (Director)	5	/	5	0	/	0		/	
11. Mr. HWANG SHENG-WEN (Director)	1	/	2	0	/	0		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. VORAPOL SOCATIYANURAK (Chairman of the board of directors)	12/12 (100.00%)	1/1 (100.00%)	N/A
2. Mr. NAPORN SUNTHORNCHITCHAROEN (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
3. Mrs. SUPRIYA KUANDACHAKUPT (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
4. Mr. SHIH, JIING-FUH (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
5. Mr. PRADIT SAWATTANANOND (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
6. Mr. PICHAI DUSDEEKULCHAI (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
7. Mr. VICHIAN AMORNPOONCHAI (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
8. Mr. PIPHOB VERAPHONG (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
9. Mr. LEE YU-CHOU (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
10. Mr. Achawin Asavabhokin (Director)	5/5 (100.00%)	N/A	N/A
11. Mr. HWANG SHENG-WEN (Director)	1/2 (50.00%)	N/A	N/A
Average meeting attendance rate	95.46%	100.00%	N/A

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Remuneration of the board of directors

Types of remuneration of the board of directors

Remuneration of Directors

The remuneration of directors has been determined by the shareholders meeting, which had been considered and proposed by the Nomination and Remuneration Committee. Both amounts and components of such remuneration must be attractive to the directors who are talented and critical to the performance of the board. Excessive remuneration payment shall be avoided. Remuneration for directors shall be determined based on the industry practices by considering work experiences, knowledge, abilities, dedication and other benefits that each director has contributed to the company and comparing with listed companies of the similar size in the same industry as well as the average of registered firms based on the survey report on directors remuneration by the Thai Institute of Directors (IOD).

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

Monetary Remuneration

Remuneration of Directors

The remuneration of directors covers monthly remuneration and meeting allowance. The 2025 Annual General Meeting of Shareholders held on April 21, 2025 resolved to approve the following monthly remuneration, meeting allowances and gratuity for directors

Other Benefits of Directors

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

- None

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. VORAPOL SOCATYANURAK (Chairman of the board of directors)			3,803,470.00		0.00
Board of Directors (Chairman of the board of directors)	360,000.00	3,443,470.00	3,803,470.00	No	
2. Mr. NAPORN SUNTHORNCHITCHAROEN (Director)			1,475,650.00		440,000.00
Board of Directors (Director)	300,000.00	1,175,650.00	1,475,650.00	No	
3. Mrs. SUPRIYA KUANDACHAKUPT (Director, Independent director)			2,075,650.00		1,120,000.00
Board of Directors (Director)	300,000.00	1,175,650.00	1,475,650.00	No	
Audit Committee (Member of the audit committee)	240,000.00	0.00	240,000.00	No	
Sustainability and Corporate Governance Committee (Member of the subcommittee)	240,000.00	0.00	240,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination and Remuneration Committee (Member of the subcommittee)	120,000.00	0.00	120,000.00	No	
4. Mr. SHIH, JIING-FUH (Director)			1,595,650.00		0.00
Board of Directors (Director)	300,000.00	1,175,650.00	1,475,650.00	No	
Risk Oversight Committee (Member of the subcommittee)	120,000.00	0.00	120,000.00	No	
5. Mr. PRADIT SAWATTANANOND (Director, Independent director)			2,255,650.00		307,000.00
Board of Directors (Director)	300,000.00	1,175,650.00	1,475,650.00	No	
Audit Committee (Member of the audit committee)	240,000.00	0.00	240,000.00	No	
Risk Oversight Committee (The chairman of the subcommittee)	180,000.00	0.00	180,000.00	No	
Sustainability and Corporate Governance Committee (Member of the subcommittee)	240,000.00	0.00	240,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination and Remuneration Committee (Member of the subcommittee)	120,000.00	0.00	120,000.00	No	
6. Mr. PICHAI DUSDEEKULCHAI (Director, Independent director)			2,015,650.00		360,000.00
Board of Directors (Director)	300,000.00	1,175,650.00	1,475,650.00	No	
Audit Committee (Member of the audit committee)	240,000.00	0.00	240,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	180,000.00	0.00	180,000.00	No	
Risk Oversight Committee (Member of the subcommittee)	120,000.00	0.00	120,000.00	No	
7. Mr. VICHIAN AMORNPOONCHAI (Director)			1,175,650.00		300,000.00
Board of Directors (Director)	0.00	1,175,650.00	1,175,650.00	No	
8. Mr. PIPHOB VERAPHONG (Director, Independent director)			2,195,650.00		180,000.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	300,000.00	1,175,650.00	1,475,650.00	No	
Audit Committee (Chairman of the audit committee)	360,000.00	0.00	360,000.00	No	
Sustainability and Corporate Governance Committee (The chairman of the subcommittee)	360,000.00	0.00	360,000.00	No	
9. Mr. LEE YU-CHOU (Director)			1,475,650.00		805,700.00
Board of Directors (Director)	300,000.00	1,175,650.00	1,475,650.00	No	
10. Mr. Achawin Asavabhokin (Director)			325,000.00		0.00
Board of Directors (Director)	125,000.00	200,000.00	325,000.00	No	
11. Mr. HWANG SHENG- WEN (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	2,585,000.00	13,048,670.00	15,633,670.00
2. Audit Committee	1,080,000.00	0.00	1,080,000.00
3. Sustainability and Corporate Governance Committee	840,000.00	0.00	840,000.00
4. Nomination and Remuneration Committee	420,000.00	0.00	420,000.00
5. Risk Oversight Committee	420,000.00	0.00	420,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	4,820,000.00	4,970,000.00	5,345,000.00
Other monetary remuneration (Baht)	13,170,812.00	14,331,440.00	13,048,670.00
Total (Baht)	17,990,812.00	19,301,440.00	18,393,670.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the : 0.00
board of directors over the past year
(Baht)

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

Mechanism for overseeing management and taking : Others : Operation plan and strategic target of the financial
responsibility for operations in subsidiaries and business group
associated companies approved by the board of
directors

The company oversees the companies in the financial business group with integrity and prudence in protecting the company's interests. The company conducts sustainable business by taking into consideration environmental, social,

and governance factors. The company ensures the establishment of a sound risk governance framework and fosters a corporate risk culture. The Board of Directors sets the overall directions and strategic goals for the companies in the financial business group and approves their operational plans and strategic goals. Additionally, the Board oversees the companies within the financial business group as follows:

- Monitor the performance against goals, peer analysis, performances of internal audit, compliance and risk management regularly
- Ensure compliance with laws, companys Articles of Association, and regulatory authorities, including the disclosure of financial position and performance, related party transactions, acquisitions or disposals of assets, as well as other significant transactions with accuracy and completeness

The Board of Directors has determined that the companies in the financial business group shall proceed as follows:

- Report their performance to the Board of Directors on a monthly basis and when there is any significant change that may affect the company's financial position and reputation
- Report the oversight of audit activities and internal control to the companys Audit Committee and the Board of Directors on a quarterly basis
- Report the oversight of risk management, various risk profiles and investment profiles to the company's Risk Oversight Committee and the Board of Directors on a quarterly basis

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

The Board of Directors takes heed of transactions with potential conflicts of interest, inappropriate connected transactions and related party transactions whose pricing and conditions should be determined similarly to those of external parties. In addition, the disclosure of information shall conform to rules, regulations and laws.

Number of cases or issues related to conflict of interest

	2023	2024	2025

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of : Yes
inside information to seek benefits over the past year

A policy to prevent the use of insider trading information to illicit personal gain shall be established.

Insider Trading Policy

The Board of Directors realizes to keep and protect the use of insider trading, the company has set up the policy in writing to oversee the use of insider trading as a guideline for maintaining confidentiality of the company, to ensure equal information disclosure and to prevent the misuse of insider trading for benefits of directors, executives and employees, including their spouses and minor children so that they can perform duties with honesty, fairness, compliance with laws and regulations and do not give priority to their own interests over the responsibilities towards the company. Moreover, employees are not allowed to use insider trading for personal gain to enhance good corporate governance.

Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over : Yes
the past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Communication and training for employees on anti-corruption policy and guidelines

GOOD CORPORATE GOVERNANCE POLICY

An anti-corruption policy shall be established to align with accreditation and membership of Collective Action Coalition Against Corruption (CAC) of Thailand's Private Sector against the corruption as guidelines for operations. The principles and procedures are as follow so that directors and employees are aware of their duties and responsibilities, have a sense of responsibility to combat corruption, transact business with ethics, code of conduct, and in opposition to all kinds of corruption.

The company and companies in the financial business group has signed up to be a member of Thai Private Sector Collective Action Against Corruption (CAC) and established the anti-corruption policy and anti-corruption measures as a fundamental framework for conducting various activities so that directors, executives, and employees at all levels strictly and properly adhere to. The company and Land and Houses Bank received a certificate of recognition from the Thai Institute of Directors on December 19, 2013, with the first renewal in 2018, the second time in 2021, and the third time in 2024.

Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes
procedures over the past year

GOOD CORPORATE GOVERNANCE POLICY

Determine a whistleblower policy to ensure the effectiveness of whistleblowing and open up opportunities for both external and internal stakeholders to whistle blow clues of corruptions, voice their complaints, and suggest constructive advice; and put in place procedure and channels of receiving and handling complaints and whistleblowing reports or other significant matters through independent directors and the companys website. The company protects whistleblowers from any threat or damages

Financial Crimes Hotline: 0 2359 0000 press 8

In 2024, the bank took actions to preventive financial crimes which can be summarized as follows:

1. 1.The bank has reviewed a fraud management policy, which was approved by the Risk Oversight Committee meeting No. 12/2024 on December 19, 2024.
2. 2.The bank has established the Fraud Management Sub-committee.
3. 3.The bank has communicated its fraud risk management policy through the bank's intranet system, with 100% acknowledgement by executives and employees.
4. 4.The bank has discovered 3,617 of grey mule accounts, and it has implemented measures to detect and block such transactions from these accounts.
5. 5.The bank has tools and processes for detecting and managing activities such as account openings, loan applications, and transactions through various banking channels, with a system in place to block all accounts identified as known fraud.
6. 6.There were 2,143 incidents related to financial crimes, and the bank has implemented measures to assist and compensate affected customers, handled by the Fraud Management Sub-committee.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 12

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PIPHOB VERAPHONG (Chairman of the audit committee)	12	/	12	12/12 (100.00%)
2 Mrs. SUPRIYA KUANDACHAKUPT (Member of the audit committee)	12	/	12	12/12 (100.00%)
3 Mr. PRADIT SAWATTANANOND (Member of the audit committee)	12	/	12	12/12 (100.00%)
4 Mr. PICHAI DUSDEEKULCHAI (Member of the audit committee)	12	/	12	12/12 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

Duties and Responsibilities of Audit Committee

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

1. Review the financial reporting of the company to ensure that it is accurate and adequate
2. Review and evaluate whether the company has set an appropriate and effective internal control and internal audit
3. Ensure that the company complies with the laws relevant to its business
4. Consider, select, and propose the appointments and terminations of auditors and their remunerations
5. Consider the accuracy and completeness of the company's information disclosure, especially the related-party transactions or transactions with conflicts of interest
6. Supervise the Internal Audit Group to conduct the internal audit effectively with appropriate number of employees and working systems, be independent from any departments to be audited, and align with the professional standard for internal audit and the Bank of Thailand's guidelines on internal audit of financial institutions
7. Ensure the company has adequate internal control and complies with the whistleblower policy
8. Provide guidelines and internal control to prevent any corruption and monitor potential risks of corruption in the companies in the financial business group
9. Obtain regular updates from the Risk Oversight Committee for matters requiring improvements to be in line with the policies and strategies of the company
10. Share opinions with the Audit Committee and the Risk Oversight Committee in case of a review of the adequacy and efficiency of policies, overall risk management strategies and risk appetite as to evaluate whether they can cover all kinds of risks, including emerging risks, and also the effective and efficient implementation of the policies and strategies
11. Provide the corporate governance report of the Audit Committee and disclose it in the annual report
12. Report its performance to the Board of Directors
13. Perform other tasks assigned by the Board of Directors with the consent from the Audit Committee

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Sustainability and Corporate Governance Committee

Meeting Sustainability and Corporate Governance Committee (times) : 12

List of Directors	Meeting attendance of Sustainability and Corporate Governance Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PIPHOB VERAPHONG (The chairman of the subcommittee, Independent director)	12	/	12	12/12 (100.00%)
2 Mrs. SUPRIYA KUANDACHAKUPT (Member of the subcommittee, Independent director)	12	/	12	12/12 (100.00%)
3 Mr. PRADIT SAWATTANANOND (Member of the subcommittee, Independent director)	12	/	12	12/12 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Sustainability and Corporate Governance Committee

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

1. Review the good corporate governance policy to be in accordance with the corporate governance code (CG Code) of the Securities and Exchange Commission and the Corporate Governance of Financial Institutions of the Bank of Thailand by putting an emphasis on the good corporate governance and code of conduct of business to increase the competitiveness and confidence for shareholders, investors, stakeholders and all parties involved. These are the fundamentals for operating the business with efficiency, transparency and reliability.
2. Review the corporate social responsibility for business sustainability policy. The company had participated in social responsibility activities in accordance with the Corporate Social Responsibility Institute, the Securities and Exchange Commission and the Stock Exchange of Thailand.
3. Review the compliance policy and charter so that executives and employees are aware of the scope, power, roles and responsibilities of compliance to comply with laws and relevant regulations and set operational guidelines and code of conduct of Compliance Division

4. Review the anti-corruption policy with the commitment to conduct the business under the rules of law, integrity and ethics in compliance with good corporate governance principles and participate in regulators and organizations activities to express the companys intention and determination to fight against all forms of corruption
5. Review the whistleblowing policy to ensure that an effective supporting system is in place and realize the importance of protection and alleviate sufferings of the whistleblower as well as communicate the policy to the employees on an annual basis
6. Encourage the company to consider the environment and climate change, society and good governance (Environmental, Social and Governance : ESG) substantially

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

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 6
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PICHAI DUSDEEKULCHAI (The chairman of the subcommittee, Independent director)	6	/	6	6/6 (100.00%)
2 Mrs. SUPRIYA KUANDACHAKUPT (Member of the subcommittee, Independent director)	6	/	6	6/6 (100.00%)
3 Mr. PRADIT SAWATTANANOND (Member of the subcommittee, Independent director)	6	/	6	6/6 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination and Remuneration Committee

The Nomination and Remuneration Committee has performed its duties within the scope of responsibilities as assigned by the Board of Directors. In 2025, the Nomination and Remuneration Committee held 6 meetings in total and reported its performance to the Board of Directors as follows:

1. 1. Select and nominate candidates for executives and directors
2. 2. Consent to the promotion of senior management positions
3. 3. Consent to the department restructuring
4. 4. Consent to the extension of executives after retirement
5. 5. Consider performance evaluation to approve the bonus payment for 2024 and merit increase for 2025 of CEO and President and propose it to the Board of Directors
6. 6. Consent to the budget for 2025 bonuses for employees, budget for merit increase in case of promotion/adjustment of position and special adjustments for employees to be competitive in the market in 2026 and propose it to the Board of Directors

7. 7.Consent to the directors' remuneration and meeting allowance for 2025 and director's gratuity for 2024
8. 8.Acknowledge the progress of succession plan implementation for 2025
9. 9.Acknowledge the progress of talent development program for 2025

Meeting attendance of Risk Oversight Committee

Meeting Risk Oversight Committee (times) : 6

List of Directors	Meeting attendance of Risk Oversight Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRADIT SAWATTANANOND (The chairman of the subcommittee, Independent director)	6	/	6	6/6 (100.00%)
2 Mr. SHIH, JIING-FUH (Member of the subcommittee)	6	/	6	6/6 (100.00%)
3 Mr. PICHAI DUSDEEKULCHAI (Member of the subcommittee, Independent director)	6	/	6	6/6 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Risk Oversight Committee

The Risk Oversight Committee has performed its duties in accordance with the scope of responsibilities assigned by the Board of Directors. In 2025, the Risk Oversight Committee held 6 meetings in total and reported its performance to the Board of Directors as follows:

1. 1. Review risk management policies i.e. the risk management policy of the financial business group, intragroup transaction risk management policy, etc., taking into account the risk governance framework, create and cultivate organizations risk culture that is consistent and in accordance with the risk governance guidelines prescribed by the Bank of Thailand
2. 2.Report the results of assessment and monitoring of risk management, efficiency of risk management and ensure the management has measures in place to prevent, correct and limit risks appropriately
3. 3. Report risk status and changes to the risk appetite to assure the Board of Directors about the supervision and management of various aspects of risks

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The company is aware of operating business under the social responsibility leading the business sustainability by paying close attention to taking care of the stakeholders, economy, society and environment with morality, ethics, corporate governance and conducting business operations with honesty, transparency and fairness. The negative impact on the economy, society and environment must be well aware. Consequently, the company regulates the policy on corporate social responsibility for sustainable business development so that directors, executives and employees can adhere to in 9 areas below:

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

Reference link for sustainability policy : <https://investor.lhfg.co.th/en/sustainability/sustainability-policy>

Sustainability management goals

Does the company set sustainability management goals : Yes

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

Guidelines and Policies for Sustainable Operation

Economic

- Develop products and services that responsibly meet customer needs, and promote sustainable finance
- Increase the revenue contribution from products and services that support sustainable development, the target for sustainable finance lending is Baht 3,000 million in 2025
- Support SMEs and industrial sectors that play a key role in the country's economic growth.
- Leverage innovation, technology, and digital solutions to enhance efficiency

Environmental

- Reduce environmental impacts across value chains and support the transition toward a low-carbon economy
- Promote environmental awareness within the organization
- Manage energy, water, resources, and waste efficiently

Set a target to reduce greenhouse gas emission intensity from own operations by 30% by 2030, compared with the 2020 baseline

* Scope 1, 2 from Own Operation at Head Office

Social

- Create a safe working environment and enhance employee engagement
- Develop programs to enhance financial, digital, and ESG knowledge for community
- Promote workforce and social development activities through regular public-oriented initiatives

Governance

- Achieve standards in governance, risk oversight, and responsible business
- Prevent fraud and promote an organizational culture with ethical conduct
- Enhance ESG disclosure to be transparent and reliable

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : Yes

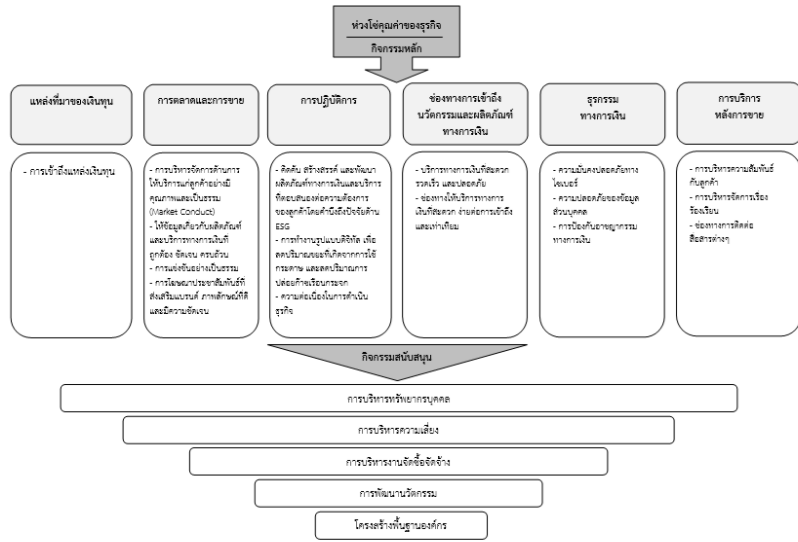
The **Corporate Social Responsibility Policy for Sustainable Business Development** is reviewed annually with no changes, to ensure that directors, executives, and employees at all levels adhere to it as a guideline for their operations.

Information on impacts on stakeholder management in business value chain

Business value chain

The Company recognizes the importance of stakeholders throughout the business value chain, from upstream to downstream. It focuses on conducting business sustainably while minimizing impacts on society and the environment across the entire value chain. At the same time, the Company analyzes the needs of both internal and external stakeholder groups in order to respond to their expectations and reflect responsible operations toward society and the environment for sustainable business development.

Business value chain diagram



Value Chain

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> • Creditor • Board of director • Competitors • Suppliers • Community • Shareholders • Employees • Customers • Society 	<p>1. Shareholders</p> <ul style="list-style-type: none"> - Appropriate compensation and sustainable growth - Good business performance and stable growth under appropriate risk - Work with transparency, fairness and accountability - Prudent risk management - Operate business ethically and consider society, economy, 	-	<ul style="list-style-type: none"> • Press Release • Social Event • Online Communication • Internal Meeting • Annual General Meeting (AGM) • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>environment and governance</p> <ul style="list-style-type: none"> - Qualification and experience of directors and executives and proportion of independent directors - Disclose information with completeness, correctness, equality, transparency and verifiable - Prevent any violations, right of shareholders and personal data of shareholders <p>2. Board of Directors</p> <ul style="list-style-type: none"> - Perform duties with transparency and honesty following the corporate governance principles for sustainable growth of the organization - Treat all stakeholders on the basis of fairness and equality for the 		

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>best interest of the company and shareholders by taking into account all groups of stakeholders</p> <ul style="list-style-type: none"> - Oversee sustainable growth of organizational performance - Promoting gender diversity on the board to support effective governance and a well-rounded perspective <p>3. Employees</p> <ul style="list-style-type: none"> - Have a chance to improve knowledge, skill and potential - Keep a workplace hygienic, clean and safe - Provide appropriate tools and equipment at work - Provide suitable compensation and benefits with 		

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>proper career growth</p> <ul style="list-style-type: none"> - Flexible working arrangements and work-life balance <p>4. Customers</p> <ul style="list-style-type: none"> - Customers relationship management - Provide services for customers with quality and fairness (Market Conduct) - Satisfaction with a wide variety of quality products and excellent services - Promptness in hearing and responding to customers requirements - Maintain customer confidentiality - Equal treatment of customers <p>5. Community, Environment and Society</p> <ul style="list-style-type: none"> - Support communities activities 		

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> - Promote and enhance learning - Develop the quality of life and promote income generation to community through various CSR activities - Promote and support government policies - Preserve environments and effective use of resources - Handle Social and environmental impacts that might arise from the companys operations - Collect the voice of neighboring communities <p>6. Business Partners</p> <ul style="list-style-type: none"> - Conduct the business with transparency and fairness - Treat all business 		

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>partners with fairness and equality</p> <ul style="list-style-type: none"> - Provide accurate, sufficient and equal information - Fair selection of business partners - Transparent procurement process with fair compensation - Network extension: extend networks together with partners - Keep customers information confidential <p>7. Competitors</p> <ul style="list-style-type: none"> - Perform business with transparency and fairness and comply with the rules of honest and fair competition <p>8. Creditors</p> <ul style="list-style-type: none"> - Pay interest and payback when due 		

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

Over the past year, the company has reviewed its : Yes
sustainability materiality topics

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Environment	• Greenhouse Gas Management

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Reference link for corporate sustainability report : <https://investor.lhfg.co.th/en/downloads/business-sustainability-report>

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards, Others : Corporate Social Responsibility
standards or guidelines Institute

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The financial business group has determined risk management policy to oversee financial transactions both inside and outside the financial business group to be under risk appetite with proper, adequate and efficient internal control in conformity with the best practices according to the regulations of the Bank of Thailand and regulators as well as standard operating procedures by identifying, assessing, controlling, monitoring and reporting risks.

The financial business group has a systematic risk management process with clear roles, duties, responsibilities, and persons in charge of risk management process, builds up risk management culture and urges executives and employees to pay attention to and have clear understanding of the importance of risk management guideline so that they can properly and efficiently control, monitor and handle risks in accordance with volumes and complexities of transactions according to the natures of businesses of each company in the financial business group.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Pandemic Risk

Related risk factors : Strategic Risk
• Pandemic risk

ESG risk factors : Yes

Risk characteristics

It is the risk from the spread of diseases such as SARS, Avian Influenza, Influenza, Middle East Respiratory Syndrome or MERS, Zika virus outbreak and COVID-19

Risk-related consequences

- The customers are unable to use the services at the offices of the company and companies in the financial business group
- Employees cannot come to work in the office, affecting services for customers and the performance potentially

Risk management measures

- Set up the response measures in the Business Continuity Plan (BCP) to mitigate risks and impacts that may occur from the pandemic to ensure continuous operations and services, for example:

- Management of office space and branches in compliance with the measures prescribed by official agencies, for example, the Department of Disease Control, the Ministry of Public Health, such as screening customers and employees before entering building, social distancing, wearing a mask, etc.
- Allow employees to work from home

Risk 2 Risk from Climate Change

Related risk factors : Strategic Risk
 • Climate change and disasters

ESG risk factors : Yes

Risk characteristics

Climate change situations in the form of various natural disasters that tend to increase in the future, such as storms, floods, and droughts that may affect inflation and economic growth

Risk-related consequences

Impact of climate change that may affect business operations, performance and financial position of customers that the company and companies in the financial business group provide support. In addition, this impact poses a risk to the reputation and creditability and can cause damage to the company and companies in the financial business group

- Climate change increases customers cost. If they do not have proper and prompt adjustment, it will affect their competitiveness in business and debt serviceability. As a result, it will also impact asset quality
- The impact from climate change causes natural disasters, causing the bank branches to stop service or damaging the bank/branch assets

Risk management measures

- Determine the risk appetite and monitor risks in loan portfolios and investment portfolios in private bonds for businesses or activities sensitive to environmental risk and climate change and report to top executives and related committees
- Define the lending policy, environment and climate change risk management policy with risk assessment
- Manage loan portfolios of customers running businesses that highly impact environment to be lower under the sector limit and encourage them to prepare a transition plan or sustainable business transformation plan
- Establish a sustainable finance target and develop loan products and services such as green loans, sustainability-linked loans and green transition loans to support carbon reduction across all business sectors
- In 2025, set the goal to offset carbon credits to be neutral (Carbon Neutral)
- Reduce the intensity of greenhouse gas emissions from its own operations by 30 percent, from the base year 2020 till 2030*

* Scope 1 and 2 from own operations of head office

- Net Zero by 2050
- Determine the response measures in the Business Continuity Plan (BCP) to reduce potential impacts of natural disasters as well as purchase insurance package to cover potential damages from natural disasters

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

Provided the Business Continuity Plan (BCP) to run its business under any emergencies such as potential casualties and disasters for the sake of maintaining the continuity of the operations or reducing any disruptions to be under acceptable level. All departments have been involved in planning and revised the plan annually. They also take BCP

test, rehearse computer system restoration and check the operations of significant transactions annually to ensure the bank efficiently undergoes its business under stress conditions.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Companys sustainable supply chain management : Yes
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Companys sustainable supply chain management : Yes
plan

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

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

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

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

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening : No
criteria with new suppliers?

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes
Reference link to supplier code of conduct : <https://investor.lhfg.co.th/storage/content/corporate-governance/code-of-conduct/20180330-lhfg-conduct-ethics-en.pdf>
Page number of the reference link : 10

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : No

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : No

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	4,661,554.00	3,607,316.00	8,751,054.00

Additional explanation for research and development (R&D) expenses over the past 3 years

The bank is committed to creating innovations that can benefit business and society at the same time and support the new era that drives towards digital transformation and the government's policy to move forward to digital economy. The bank is aware of these significant trends; therefore, it enhances the innovations for financial products and services in the form of digital banking, helping customers save travel time, reduce costs and get more convenient services. Moreover, the bank has communicated with customers to receive accurate information for their best interest, such as mobile banking services that allow for comprehensive and fast financial transactions at any day, anywhere anytime.

The bank has applied Robotic Process Automation (RPA) technology to improve work processes to be more flexible, reduce errors and redundancies, increase work efficiency, reduce paper usage, help reduce greenhouse gas emissions, support ESG goals in the environmental aspect, including using data analytics to analyze in-depth data in real time to support strategic decision making.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : No
innovation culture

The bank has applied Robotic Process Automation (RPA) technology to improve work processes to be more flexible, reduce errors and redundancies, increase work efficiency, reduce paper usage, help reduce greenhouse gas emissions, support ESG goals in the environmental aspect, including using data analytics to analyze in-depth data in real time to support strategic decision making.

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits : Yes
from innovation development?

	2023	2024	2025
Revenue or sales generated from the innovations development of product, service, or process (Baht)	10,000,000.00	16,500,000.00	21,000,000.00

Non-financial benefits

Does the company measure the non-financial : No
benefits from innovation development?

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