

Practice 4: Nomination and Development of Senior Executives and People Management

Nomination, Development, and Succession Plans for Senior Executives

- The President and Chief Executive Officer shall propose the nomination/ promotion/ appointment criteria for Executive Vice President level and above to the Nomination and Remuneration Committee for consideration, whereby its details appear in the Annual Registration Statement /Annual Report (Form 56-1 E-One Report) under the topic, 'The Nomination of Senior Executives'.

- Krungsri provides opportunities for executives to perform their duties independently under their assigned roles and responsibilities. Moreover, Krungsri provides them training courses in various areas appropriately and on a regular basis, for their personal development and career path as well as business growth and achievement of the sustainability mission statement of Krungsri.

- To ensure that Krungsri has a well-structured plan and readiness for critical positions essential to business operations, and that in the event of a vacancy, a qualified successor can assume the role seamlessly and appropriately, the President and Chief Executive Officer presents the Senior Executive Succession Plan to the Nomination and Remuneration Committee for review prior to submission to the Bank's Board of Directors for approval. The succession plan for senior executives is reviewed annually. Krungsri categorizes Successor's Readiness into four levels

- Ready now – Successors is immediately ready to assume the position.
- Ready within one-two years – Successors will be ready within one-two years.
- Ready within three-five years – Successors will be ready within three-five years.
- Ready in more than five years Successors will be ready in more than five years.

In addition, the Bank designates a Business Contingency Plan Candidate to assume the role on an interim basis in the event of unforeseen changes or emergencies affecting an executive that result in a sudden vacancy.

For the development of successors, Krungsri prepares an Individual Development Plan (IDP) for every senior executive, in addition to capability development under the Competency-Based Management framework. The Bank also implements career development planning to ensure that executives gain the critical experiences required for taking on key leadership positions. These include job rotation opportunities and action-learning-based development, such as job shadowing. Throughout the process, the Human Resources Group monitors the progress of each successor's career and competency development through regular meetings with relevant executives and committees. The Chief Human Resources Officer reports the performance results of the Succession Plan and executive development initiatives to the Bank's Board of Directors on an annual basis.

Positions in Other Companies Held by the President and Chief Executive Officer, and Senior Executives

Krungsri allows the President and Chief Executive Officer and senior executives to hold directorships of no more than five companies of Krungsri Group, whereby the President and Chief

Executive Officer shall review the propriety of the appointment and propose the appointment to the Board of Directors for approval via the Nomination and Remuneration Committee. However, they shall not hold directorships of any other listed companies outside Krungsri Group. In case of necessity, approval must be obtained from respective line managers/ Head of Group/ Chief Officer, Chief Human Resources Officer, and the President and Chief Executive Officer.

The Determination of Remuneration Structure and Performance Evaluation of the President and Chief Executive Officer

- The Nomination and Remuneration Committee is responsible for considering and proposing to the Board of Directors for approval on the remuneration of the President and Chief Executive Officer and senior executives; however, executive directors do not participate in considering the remuneration of the President and Chief Executive Officer. Remuneration criteria are stipulated by the Board of Directors.

- Krungsri stipulates a fair, reasonable, and incentivizing remuneration in order to retain proficient executives as well as create long-term value for shareholders. The remuneration is also associated with Krungsri's performance and targets, both short-term and long-term, as well as KPI results of each individual's performance against targets under the Balanced Scorecard criteria, including performance indicators aligning with organizational strategies, and a scope of responsibilities of an individual executive which is comparable to the industry benchmark. As for executives who also serve as members of oversight committees or management committees, including directors in any of Krungsri's subsidiaries, they do not receive additional remuneration.

- Krungsri annually conducts a performance assessment of the President and Chief Executive Officer, whereby its criteria, targets, and performance assessment using the Balanced Scorecard are endorsed by the Nomination and Remuneration Committee and in line with Krungsri's objectives, targets, and strategies, as well as short-term and long-term benefits.

- The Board of Directors (except for the executive directors) shall assess the performance of the President and Chief Executive Officer, and the assessment results will be used for considering bonus payment and annual compensation increment. Assessment criteria and results are communicated to the President and Chief Executive Officer.

Human Resources Management and Development

- Krungsri recognizes that every employee is a valuable resource and a key driving force in achieving both short-term and long-term strategic objectives. Accordingly, the Bank has established appropriate human resource management policies, focusing on fair recruitment and employment practices, providing competitive compensation and benefits, retaining skilled employees, and promoting career advancement opportunities.

- Krungsri is committed to developing employees' skills and capabilities through diverse learning programs and ensuring equal and convenient access to learning platforms. These initiatives aim to prepare the workforce for the fully digital business era and the emerging AI-driven landscape,

enabling readiness for future changes, fostering creative transformation, and productivity improvement amid various challenges.

- Krungsri also gives importance to employee engagement and retention, as well as nurturing high-potential talent and successors across multiple dimensions. These efforts are designed to strengthen competitiveness and maximize organizational value while driving responsible business practices. Krungsri strives to become a leading regional bank for sustainability, emphasizing sustainable growth and maintaining business leadership, while supporting customers in their transition toward sustainability and creating positive impacts on the economy and society

- Krungsri adheres to human rights standards and fair and equitable treatment by establishing fair employment guidelines and the Policy for Human Resources covering equal employment and layoffs, and attaching importance to job qualifications, with non-discrimination in terms of race, gender, religion, and age. Krungsri also ensures strict compliance with labor laws, while also promoting a positive workplace culture and respect for employees' privacy. Details are shown in Krungsri's Sustainability Report under the topic, 'Fair Labor Practices and Respect for Human Rights'.

- Krungsri establishes appropriate and fair remuneration, and the compensation structure is also reviewed annually, considering labor fee criteria together with compensation surveys from other financial institutions, in order to manage the compensation more appropriately and competitively with remuneration of employees of other companies in the industry while being consistent with Krungsri's operations, both short-term and long-term performance.

- In terms of performance evaluation, Krungsri has implemented a Bank-wide process by setting key performance indicators, goals, as well as performance evaluation under the Balanced Scorecard, which covers financial and non-financial perspectives (customer service, social responsibility, internal operations management, and human resources management and development). Corporate KPIs are normally cascaded to Individual KPIs in order to reflect short-term performance and to measure against Krungsri's long-term strategic plan. In this regard, the functions responsible for internal control or audit set KPIs that focus on controlling the Bank's operation in compliance with legal and regulatory requirements, both internally and externally. These functions have proportional objectives and indicators that give significantly more importance to non-financial aspects than financial aspects. In addition, Krungsri has created individual development plans and an executive development program to enhance executives' potential, ensure sufficient readiness and competency for their given duties, and lead the organization to future business growth as well as succession planning and the development of high-potential employees.

- Krungsri provides welfare benefits that exceed legal requirements, which includes other forms of benefits, for the purpose of retaining employees and incentivizing them to perform their duties to support long-term value creation for Krungsri and its shareholders, e.g., establishing a provident fund for employees, to which Krungsri is obliged to make partial contributions, so that

employees have savings for retirement, resignation, disability, or as life insurance for their families. In 2025, the number of employees who contributed to the provident fund accounted for 95 percent of the total number of employees.

- In addition, Krungsri communicates with its employees via various channels such as email and training programs in order to enhance their knowledge and understanding of the provident fund, its benefits, the fund's investment policy, and the risks associated with the investment. At present, Krungsri has changed the investment policy from a 'single fund with one investment policy' approach to a 'single fund with multiple investment policies' approach to allow employees to choose their desired investment policy or investment plan (Employee's Choice) based on their age, expected returns, and risk appetite.

- Krungsri provides other welfare benefits to meet employees' potential future needs. These benefits aim to help relieve employee stress. Welfare benefits are divided into three major categories: 'financial aid', 'health and insurance', and 'employee loans'. Details are conveyed to employees for their acknowledgement via the Employee Handbook and the Krungsri People online system, so that they may see the benefits for themselves and their families.

- Krungsri places strong emphasis on leadership development and workforce readiness to drive the organization into the future. The Bank has introduced structured leadership development programs for senior executives, talents, and successors, including TRANSPIRE, TRANSCEND, and TRANSITION, under the concept of "Leading in the age of digital disruption and moving our organization to the NEXT level." These programs are designed to strengthen strategic vision, decision-making capabilities, and readiness to lead in the AI era.

- Krungsri has launched the Coaching for Xponential Organization (CXO) program to elevate leaders as Positive Influencers by fostering a strong coaching culture across the organization. This initiative supports agile adaptation, strengthens leadership capability, and develops future-ready skills while enhancing operational standards in line with the ambition to become The Leading Sustainable and Regional Bank.

- Krungsri is also committed to preparing its workforce for a rapidly changing business environment through continuous upskilling and reskilling initiatives. These programs aim to enhance efficiency, improve productivity, and prepare employees for long-term growth with the Bank. A strong focus is placed on developing young talents with leadership potential through structured learning journeys and hands-on experience. Core capability-building platforms include:

- **Krungsri School of Data** - Enhancing data literacy for advanced analytics and strategic decision-making, driving the organization toward becoming a data-driven organization.
- **Krungsri School of Digital and Tech** - Developing digital and technology skills to prepare employees for future roles.
- **Krungsri School of Innovation** - Creating new innovators and promoting an innovation culture

- **Productivity & Efficiency Improvement Hackathon** - Improving efficiency and outcomes for individuals, teams, and the organization.
- Krungsri advances workforce development through Digital & Micro Learning Solutions designed to cover essential current and future skills, enhance competencies, and improve learning agility. These solutions ensure convenient and equitable access for employees at all levels through initiatives such as:
 - **Krungsri e-Learning** – An internal learning platform offering courses on essential skills, including Core Values, Corporate Governance, and functional knowledge.
 - **External Partner Platforms and institutes** – To strengthen future skills, financial and banking knowledge, digital capabilities, and other areas of interest.
 - **The Inspirer (Micro Learning Series)** – Short content designed to reinforce growth mindset and inspire both leaders and employees.
- In addition, Krungsri co-develops customized online programs that support the organization goals and curates strategic learning journeys through the Digital Learning Series, including the AI Learning Pathway, to accelerate upskilling and reskilling efforts and build a future-ready workforce.
- In addition to developing employee excellence through strengthening Krungsri Values, strong leadership, and professionalism to deliver the best customer experience, Krungsri is committed to developing employees as ethical and responsible corporate citizens for all stakeholders, society, and the environment. To support this, the Bank offers governance and corporate citizenship learning programs such as Personal Data Protection (Personal Data Protection Act: PDPA), Anti-Money Laundering and Combating Financing of Terrorism (AML/CFT), and Policy for Enterprise Information Security (IT), ensuring essential knowledge for transparent and responsible operations. For ESG & Sustainability Development, Krungsri has also developed comprehensive learning programs for the Board of Directors, executives, and employees at all levels, including Climate Foundation and Sustainable Finance: Essential for Banking Professionals, Thailand’s Climate Change Act, Environment and Climate Risk Management – Level 1 Introduction, and Climate Reporting Requirements. External experts were invited to provide in-depth insights, complemented by in-house programs such as ESG Financing and Thailand Taxonomy, helping embed the Krungsri Sustainability DNA and strengthen the Bank’s capability to support customers in their sustainability transition.
- Beyond sustainability, Krungsri also prioritizes holistic employee development based on the “Wholeness of Being” concept, covering multiple dimensions: Mental & Emotional, Wealth, Work Environment, and Purpose & Spiritual. Employees are encouraged to choose learning programs that match their interests to strengthen physical, emotional, and mental well-being, leading to a truly Happy Workplace. This aligns with the Work Longevity concept, which aims to support employees to work happily, stay energized, and grow with the organization in the long term. Examples of learning

programs include The Power of Diversity, Equity and Inclusion; 3Cs – Care: Work hard but Care harder!; 3Cs – Communicate: Powerful Communication; Work Longevity: Working with Happiness, Living with Energy; and Empowering a Positive Workplace: Winning Over Unconscious Bias and Bullying. In addition, Krungsri supports employees' long-term growth through continuous career development programs such as Creating Meaningful Career Discussion and The Key to Career Growth: Aspiration, helping strengthen readiness and growth opportunities based on each employee's potential. All programs aim to enhance employees' capabilities in all dimensions and support the Bank's strong and sustainable growth in the long run.

- In 2025, all employees participated in these programs, averaging 48.31 hours of training per person.

- In terms of employees' safety and healthcare, Krungsri established a set of principles on the working environment, health, and safety as stated in S&L. Krungsri has set up a committee specifically to oversee safety and occupational health of employees and engaged employees to elect their own representatives to serve on the committee. Safety Officers at Management Level and Supervisor Level have been appointed and provided the required training. Krungsri has also created a safe working environment to ensure that employees' lives and property are always secure. For example, Krungsri provides fire drill training, annual physical examinations, annual influenza vaccinations, and health examinations for respiratory- and hearing-vulnerable groups. Other services include a Krungsri medical room, antiseptic spraying at workplaces, and cleaning of office equipment and devices to prevent the spread of contagions. In addition, Krungsri has offered health, life, and accident insurance programs to complement the government's social security program, and set up the Krungsri Happy Heart Center to provide psychological consultancy by mental health experts for employees who are suffering from work- or life-related stress. Krungsri has always attached importance to employees' health and well-being, and continued in its commitment to ensuring employees' good health. Employees' well-being agenda has been taken to the next level through new healthcare channels and online medical services initiatives so employees can enjoy enhanced convenience and timely service, for example, electronic health insurance card, online medical claim, etc. In addition, a '5 Soh' activity has been organized, and an indoor exercise area has been provided for employees to relax from work. A number of clubs including bicycling, jogging, badminton, and soccer have been established. Details are shown in Krungsri's Sustainability Report. In 2025, no employee suffered work-related accidents and no employee had a work-related illness.

- Krungsri is strongly committed to and places great importance on employee well-being. In addition to providing comprehensive health-related benefits, such as annual health check-ups, influenza vaccination services, on-site medical rooms, and regular communication of health information and knowledge, the Bank has also established the "Happy Heart Center" to support and provide mental well-being counseling for employees and their families. This service is delivered by expert psychologists from the Faculty of Psychology, Chulalongkorn University. Furthermore,

Krungsri offers additional benefits to support employees' overall well-being and safety, provides assistance and stands by employees when they face various disaster situations, and implements measures and guidelines to ensure employee safety.

- Krungsri believes that employees are the key drivers of the organization's sustainable success. Employee engagement is therefore a core component of the Bank's human resources strategy, aiming to foster pride, dedication, commitment, and a sense of shared responsibility among employees to achieve positive business outcomes for their teams, the organization, customers, and stakeholders. Following the implementation of the Voice of Krungsri (VOK) employee engagement and feedback survey since 2023, Krungsri has continued to advance its Employee Engagement initiatives through 2025. The goal is to enhance employee experience and refine human resource management approaches to meet real employee needs. Krungsri remains committed to developing mechanisms, tools, and activities that support continuous listening to employee voices and building lasting engagement.

- Key Employee Engagement initiatives in 2025 include:
 - **Development of the employee feedback tool, Krungsri Pulse:** New features have been introduced in the KarE application to facilitate surveys on employee opinions, work experience, engagement, and organizational culture. This allows employees to provide feedback conveniently, consistently, and continuously.
 - **Development of the engagement follow-up system, Few Simple Things:** A system for storing data and tracking action plans for improving employee engagement at team and department levels has been developed on the KLC platform. This enables tangible results and clear progress monitoring. Both Krungsri Pulse and Few Simple Things are scheduled to be officially implemented in the engagement survey and development process in 2026.
 - **Development of Engagement Leaders (VOK Champions):** The Human Resources function organizes various activities and learning programs, such as action learning, training sessions, and company visits to leading organizations. These initiatives aim to strengthen the capabilities of leaders, change agents and stakeholders in driving effective engagement, with 100 percent of departments' progress tracked by July 2025.
 - **Ongoing engagement activities:** The Learning and Human Resources Development team organizes activities throughout the year to promote engagement across the organization, fostering a positive work environment and encouraging a sense of involvement at both team and organizational levels.

Shareholders Structure and Relationship

The Board of Directors understands shareholders structure and relationship and is aware of MUFG Group's policy as Krungsri's parent company. Krungsri closely cooperates with them with the

aim of enhancing the efficiency and development of Krungsri's operations in various areas for the maximum benefit of all shareholders as well as fairness to all groups of stakeholders.