

Sustainability Report 2024

EXPORT-IMPORT BANK OF THAILAND



GO GREEN
GO BLUE



Vision

“To take the lead in driving Thailand’s trade and investment strategies to grow on the global stage in a sustainable manner.”

Missions:

To promote and support exports, imports, and investments both domestically and internationally to drive the country’s development through the following missions:

1. **Total Solution:** Empower entrepreneurs with fully integrated services on the global stage.
2. **Policy Operation:** Serve as a government mechanism in advancing Thailand’s economic development policies.
3. **Economic Competitiveness:** Strengthen the competitiveness of Thai industries.
4. **Sustainable Development:** Propel sustainable economic development of Thailand and the region.

Core Values and Culture

E

Exploration

Think beyond boundaries and continuously evolve to achieve sustainable growth.

- Learn from both successes and failures.
- Develop broad and deep knowledge while staying ahead of technological advancements.
- Remain open-minded and humble at all times.
- Practice creative and comprehensive thinking by embracing different perspectives.

X

Experienced

Uphold professionalism to create positive experiences for customers, stakeholders, and employees.

- Deliver high-quality work.
- Optimize resource management for maximum efficiency.
- Listen empathetically and provide proactive solutions.
- Foster collaboration for shared success

I

Inclusiveness

Respect and embrace diversity to enrich team dynamics.

- Appreciate the value of diversity.
- Be humble, show respect, and accept differences.
- Motivate and uplift team spirit.
- Encourage continuous learning and knowledge sharing.

M

Growth Mindset

Be willing and ready to embrace change and make a difference.

- Face challenges with resilience.
- Act as a catalyst for change.
- Manage risks strategically.
- Stay technologically and digitally savvy.



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Message from the Chairman and the President⁽²⁻²²⁾

Sources of funding are crucial to the transition to a low-carbon society. Financial institutions are thus a key mechanism in supporting this transition, facilitating business entities' access to financial sources in diverse forms to drive business and industrial sectors' collaboration in advancing their organizations to achieve the Sustainable Development Goals (SDGs) set by the United Nations. Export-Import Bank of Thailand (EXIM Thailand), as a development bank, has employed sustainable business operation guidelines for drawing up our organizational strategies with adherence to the code of ethics and transparency in business operation, and responsibility for the economy, the society and the environment. We have also taken part in supporting and encouraging stakeholders across the value chain, including our clients, to operate their businesses with agility and resilience so that they would be able to grow sustainably amid challenges from the climate change, international political tensions, and money and capital market volatility, and use digital technology to drive the economy at all levels through the operation in environmental, social and governance (ESG) dimensions, as follows:

Environmental Dimension: Over the past 31 years, EXIM Thailand has financed over 400 green business projects in numerous countries, involving more than 600,000 million baht in financial facilities. This has contributed to reduction in Greenhouse Gas (GHG) emissions by over 100 million tons of carbon dioxide equivalent. As of 2024, the proportion of eco-friendly loans represent 39.93% of the total outstanding loans in the Bank's portfolio.

EXIM Thailand has established an operational framework to cope with the intensifying climate change on a probable scientific and technological basis. We have declared our intent and determination to propel the organization to attain carbon neutrality and expand our green portfolio to 50% by 2027. Greenovation has been developed to drive green economy and blue economy. EXIM Thailand was the first Thai financial institution to issue and offer THB Blue Bond worth 3 billion baht aiming

to raise funds for financing businesses dedicated to marine resource conservation. We have concurrently utilized big data to create products and schemes tailored to entrepreneurs aspiring to transform their businesses into low-carbon ones, such as EXIM 1 SME, EXIM Green Start, EXIM Green Gold, and so on. Besides, a definite timeframe has been set to terminate financing of coal business, which is GHG emission-intensive, by 2041. This has reflected the Bank's commitment to spearheading toward the goal of a net-zero emission organization.

Social Dimension: EXIM Thailand has remained steadfast in empowering Thai entrepreneurs as economic warriors on the global front. Since 2020, over 22,000 SMEs have undergone capability development through training programs, provision of business consultancy, and business matching activities organized by Export Studio of EXIM Excellence Academy (EXAC).

Besides promotion of financial literacy and business management know-how for export and international investment, EXIM Thailand has played a pivotal role in raising Thai entrepreneurs' awareness and understanding of investment requirements to mitigate impacts from trade measures related to climate change, uplifting their potential for participating in the green export supply chain, and developing as well as integrating ecosystems of new industries, such as green industry ecosystem which is instrumental to Thailand's sustainability based on fair and equitable transition to the green industries.

As regards employees who are a key driving force of the organization, EXIM Thailand has given a high priority to people development by improving employees' capabilities with fulfillment of future skills, data analytics and digital skills in particular, to broaden their career opportunities and foster growth in the digital era, alongside transforming the way of work with personal and professional needs blended as work-life integration in response to employee diversity in gender, age and status, and in line with diversity equity and inclusion principles.

Governance Dimension: EXIM Thailand has been recognized as "Role Model Moral Organization" for three consecutive years.

EXIM Thailand has operated business under the ethical and transparent principles embedded in our core values and upheld as the basis for our decision-making and engagement with all groups of stakeholders. We seek to build confidence, reliability, credibility and trust in joint efforts to strengthen Thai businesses as a solid economic foundation with long-term social and environmental benefits taken into account, which aligns with sustainable banking principles.

EXIM Thailand remains committed and determined to perform as one of the government mechanisms in national development toward sustainability. Our main missions are to enhance Thailand's international trade and investment ecosystem and promote eco-friendliness of Thai businesses end-to-end from upstream to downstream, particularly in their transition to low-carbon economy, by way of communication and provision of knowledge and financial solutions to support entrepreneurs of all sectors and all sizes in their transformation into green businesses in an equitable manner in parallel with capacity development of those in the vulnerable groups, so as to enable them to brave challenges and grow further sustainably. EXIM Thailand believes that, with our professionalism and transparency in the operation, we would be able to leverage our more than 3-decade long accumulated experience, knowledge, capabilities and resilience, and bring our organization to transcend all limitations in conventional business operation in conjunction with doing good deeds to contribute positively to the society, the country, the region, and the world at large toward sustainability.

Mr. Teeralak Sangsnit
Chairman

Dr. Rak Vorrakitpokatorn
President

Highlights of Sustainability Performance 2024



Governance and Economic Dimension

- Loan outstanding and contingents **189,827 million baht**
- Insurance business turnover **193,536 million baht**
- No personal data has been compromised.
- Zero cases of fraud or ethics violations were found.



Social Dimension

- Thailand Quality Class Plus: Societal Contribution 2024
- People Management Award of Thailand
- **2,928 entrepreneurs** across all regions of Thailand have enhanced their potential through Export Studio.
- Loan approval for SMEs **77.261 million baht.**
- Empowered 4,231 SME entrepreneurs with financial support.



Environment Dimension

- Loan outstanding and contingents for sustainability **75,767 million baht.**
- Issue Blue Bond at total of **3,000 million baht.**
- Loan outstanding for renewable and alternative energy **37,332 million baht**
- Certified Carbon Footprint for Organization (CFO) Report by ISO 14064-1: 2018

ABOUT EXIM THAILAND

- ◎ Profile of EXIM Thailand
- ◎ Business Structure
- ◎ Business Strategies
- ◎ EXIM Thailand's Value Chain

Profile of EXIM Thailand^(2-1, 2-2)

Export-Import Bank of Thailand (EXIM Thailand) is a state-owned specialized financial institution under the supervision of the Ministry of Finance. Established by the Export-Import Bank of Thailand Act, 1993 (B.E. 2536), which took effect on September 7, 1993, the Bank's objective is to conduct business which promotes and supports Thai export, import, and investment for the purpose of national development by providing credit facilities, guarantees, insurance against risks, or other services conducive to the achievement of its goals.

In addition to capital increases from the Ministry of Finance to accommodate its business operations in various periods (most recently in 2023), EXIM Thailand maintains financial self-reliance through fundraising. This includes borrowing from domestic and international financial institutions and issuing short- and long-term financial instruments to financial institutions and state agencies to raise funds for credit facilities extended to Thai exporters and investors.



1993

Establishment of EXIM Thailand

pursuant to EXIM Thailand Act, 1993 (B.E. 2536) as a state-owned specialized financial institution to provide financial facilities in support of international trade and investment



1998

Capital increase of 4 billion baht

for liquidity enhancement measures to ensure continued export growth, while most commercial banks stopped expanding credit due to a severe economic crisis in Thailand



2008

Capital increase of 1.3 billion baht

to enable greater promotion and support of export, import, and domestic and international investment



2016

Driving organization transformation

in line with EXIM Thailand's redefined role and strategies to drive national strategies and sustainable development



2021

Approval of capital increase of 4.198 billion baht, with the first installment of 2.198 billion baht

paid on November 17, 2021 to expand EXIM Thailand's role as a development bank



1994

Official commencement of operations

on February 17, 1994 with an initial capital of **2.5 billion baht** from the Ministry of Finance



1999

Enactment of EXIM Thailand Act (No. 2),

1999 (B.E. 2542) to expand EXIM Thailand's objectives and empower it to support Thai outward and domestic direct investment that contribute to foreign exchange savings or earnings



2009

Capital increase of 5 billion baht

under the Strong Thailand Scheme to support the provision of export credit insurance, aligning with the government's policy to promote Thai export



2018

Enactment of EXIM Thailand Act (No. 3), 2018 (B.E. 2561),

expanding the scope of insurance services to enable EXIM Thailand to efficiently promote and support exporters and investors



2023

Receipt of the second installment of capital increase of 2 billion baht

on March 13, 2023 to further strengthen its role as a Green Development Bank

Currently, EXIM Thailand's Head Office is located at EXIM Building, 1193 Phaholyothin Road, Phayathai, Bangkok 10400. As of December 2023, the number of employees was 819.⁽²⁻⁷⁾ The Bank has nine branches within Thailand, and four representative offices abroad to meet the need of customers, entrepreneurs of trade and investors for domestic and international investment that benefit the development of Thailand and the entire region.

Head Office⁽²⁻²⁾

EXIM Building, 1193 Phaholyothin Road, Phayathai, Bangkok 10400

Tel: 0 2169 9999

Facebook: EXIM Bank of Thailand

SWIFT Code: EXTHTHB

Email: info@exim.go.th

Website: www.exim.go.th

LINE: @EXIMThailand

Fax: 0 2271 3204

Branches in Bangkok and Vicinity

Bangna-Trad Km. 3 Branch

MD tower Building, Ground Floor, 1 Soi Bangna-Trad 25, Bangna-Trad Km. 3 Road, Bangnanua, Bangkok 10260

Tel 0 2744 0551-3, 0 2744 0556-7, 0 2744 0573-4

Fax 0 2744 0571

Email bangna@exim.go.th

Rama IV Branch

Green Tower, Ground Floor, 3656/2 Rama IV Road, Klongton, Klongtoey, Bangkok 10110

Tel 0 2367 3300-6

Fax 0 2367 3307-8

Email rama4@exim.go.th

Rangsit Branch

44, 46, 48 Soi Phaholyothin 87, Phaholyothin Road, Prachathipat, Thanyaburi, Pathum Thani 12130

Tel 0 2536 4680-2, 0 2992 0453-5

Fax 0 2536 4683-4

Email rangsit@exim.go.th

Rama II Branch

174/112-113 Moo 6, Soi Rama II Soi 60, Rama II Road, Samaedam, Bang Khunthian, Bangkok 10150

Tel 0 2894 1722, 0 2894 1760, 0 2894 1766,
0 2894 1951, 0 2894 1960, 0 2894 1994

Fax 0 2894 1813, 0 2415 6409

Email rama2@exim.go.th

Seri Thai Branch

56/24-25 Seri Thai Road, Kannayao, Bangkok 10230

Tel 0 2376 1823, 0 2376 1828, 0 2376 1890

Fax 0 2376 1770, 0 2376 1776

Email serithai@exim.go.th

Provincial Branches⁽²⁻²⁾

Khon Kaen Branch

381/44-45 Mittraphap Road, Nai Muang, Muang,
Khon Kaen 40000

Tel 0 4327 1535-7
Fax 0 4327 1538
Email khonkaen@exim.go.th

Chiang Mai Branch

158/5-6 Chiang Mai-Lumpang Road, Paton, Muang,
Chiang Mai 50300

Tel 0 5322 0541, 0 5322 0596-7
Fax 0 5322 0585
Email chiangmai@exim.go.th

Hat Yai Branch

46, 48 Chotevittayakul 3 Road, Hat Yai,
Songkla 90110

Tel 0 7442 8722-6, 0 7455 9471-2
Fax 0 7455 9474-5
Email hatyai@exim.go.th

Laem Chabang Branch

53/71-74 Moo 9, Sukhumvit Road, Thungsukhla, Sriracha,
Chonburi 20230

Tel 0 3833 0121-6
Fax 0 3833 0127-8
Email laem_chabang@exim.go.th

Representative Offices

Yangon Representative Office, Myanmar

Centrepont Towers, 6th Floor, 65 Corner of Sule Pagoda Road
and Merchant Street, Kyauktada Township, Yangon, Myanmar

Tel +95 (1) 389 528-9 ext. 8612
Email yangonoffice@exim.go.th

Vientiane Representative Office, Lao PDR

Allianz Building, 4th Floor, 33 Lane Xang Avenue, Hatsady Village,
Chanthabouly District, Vientiane Capital, Lao PDR

Tel +856 (21) 222 726
Email vientianeoffice@exim.go.th

Phnom Penh Representative Office, Cambodia

BRED Bank Building, 2nd Floor, Room No. 20, 30 Norodom
Boulevard, Sangkat Phsar Thmey 3, Khan Daun Penh, Phnom
Penh, Cambodia

Tel +855 (23) 999 224
Email phnompenhoffice@exim.go.th

Ho Chi Minh City Representative Office, Vietnam

Zen Plaza Building, 10th Floor, Room 1005, 54-56 Nguyen Trai Street,
Ben Thanh Ward, District 1, Ho Chi Minh City, Vietnam

Tel +84 (902) 965 437
Email hcmcoffice@exim.go.th



Business Structure⁽²⁻¹⁾

EXIM Thailand, wholly owned by the Ministry of Finance, is mandated to financially support Thai entrepreneurs through credit and insurance services and non-financially by enhancing their capacity to ensure sustainable export or overseas investment.



Business Structure

(100% owned by Ministry of Finance)



Policy Guidelines from the FPO (2021-2025)

- **Finance for All:** To be a bank that supports Thai entrepreneurs' export and investment
- **Literacy for All:** To provide knowledge to Thai entrepreneurs, equipping them for exporting and investing abroad
- **Responsibility for All:** To be a bank with a strong foundation, responsibility for all sectors, and the capability of generating comprehensive and sustainable benefits

Remark: As of December 31, 2024, EXIM Thailand held 10,836 shares in National Digital ID Co., Ltd. (NDID), representing 0.31% of NDID's registered capital, pursuant to a resolution by the Government Financial Institutions Association.

Business Strategies

In alignment with the Ministry of Finance's policy, EXIM Bank has built upon its expertise in export and overseas investment. It has expanded its credit and new services to meet environmental standards and government policies. This is to support target industries, infrastructure, high-potential service businesses, agriculture/biotechnology, and enterprises that operate with a commitment to Environmental, Social, and Governance (ESG) principles. These initiatives aim to sustainably elevate Thai industries' competitiveness on the global stage, as follows:



Strategy 1 Sustainable Growth Escalator Uplifting Thai businesses to the ESG economy:

Supporting loans for environmentally friendly businesses in both the Green Economy and Blue Economy, and serving as a mechanism to holistically elevate business management toward environmental friendliness.



Strategy 2 S-curve Stimulator Driving the country's target industries to compete and grow in the global market:

Supporting investment and exports in S-curve industries to elevate Thailand's manufacturing sector.



Strategy 3 Service Sector & Soft Power Promoter Promoting Thai service businesses to enter the global market and create new value:

Promoting the development, investment, and export of high-potential service businesses, such as the Creative Economy, Digital Economy, and services in health, tourism, and logistics.



Strategy 4 Smart Agro-industry Value Creator Strengthening the capability of the country's agro-industries:

Supporting the enhancement of entrepreneurs' productivity throughout the entire value chain to align with the global trade stage. This includes promoting opportunities for international market expansion in Thailand's key industries through mechanisms like Business Matching and Value Chain Financing, which support target agricultural products for the export market and promote the export of processed agricultural goods via domestic and international partner networks.



Strategy 5 SME Synergizer Providing financial and non-financial support for SMEs:

Increasing Thai entrepreneurs' access to finance by integrating with partners and providing a comprehensive program to enhance their knowledge and capabilities for sustainable export.



Strategy 6 Safeguard for Entrepreneur Protecting Thai entrepreneurs against international trade and investment risks:

Preventing risks for Thai entrepreneurs' trade and investment abroad. This is achieved by raising awareness of the importance of insurance services, communicating with, and developing relationships with clients, and improving the efficiency of the systems that support insurance operations.



Strategy 7 Sustainable Organization Driver Driving organizational management for sustainable growth:

Strengthening our financial position and operational efficiency by securing new funding sources while appropriately managing risks, and improving operational efficiency and customer service through innovation and digital technology. We are also committed to developing the knowledge and skills of our personnel to keep pace with new-era demands, including increasing internal resource efficiency (Eco-efficiency) and reducing environmental impact.

For more information on business strategies please see EXIM Thailand Annual Report for 2024 pages 046-047 https://www.exim.go.th/getattachment/Annual-Reports/Annual_Report_2024/EN-EXIM-AR-67-FINAL.pdf.aspx

EXIM Thailand's Value Chain⁽²⁻⁶⁾



EXIM Thailand operates business in the financial industry where the value chain starts from capital funds made available by the Ministry of Finance and those raised from various sources to accommodate launch of loan products and export credit insurance services for Thai exporters and investors. It also cooperates with public and private alliances in strengthening Thai entrepreneurs' capabilities and competitiveness on the global front. The Bank has in place sound internal management process instrumental to its responsible business operation toward all stakeholders in alignment with ethical standards and management and service quality control well accepted globally devising proper technologies and innovations in order to achieve a balanced economic, social and environmental goal.

EXIM THAILAND'S SUSTAINABLE DEVELOPMENT

- © Transforming EXIM Thailand into a Sustainable Development Bank
- © Stakeholder Engagement
- © Material Topics

Transforming EXIM Thailand into a Sustainable Development Bank^(2-23, 2-24)

Export-Import Bank of Thailand (EXIM Thailand) has driven the organization toward its goal as a “Sustainable Development Bank” that systematically incorporates good corporate governance principles into its responsible finance operation and risk management. This aims to provide the Bank and its stakeholders along the entire value chain with balanced and long-term added value in economic, social and environmental dimensions. EXIM Thailand has also sought to support the United Nations Sustainable Development Goals (UN SDGs) amidst the challenges of today’s rapidly changing and uncertain economic conditions, geopolitical tensions, and climate change.

The Bank has thus been committed to maintaining resilience and developing strategies in response to such changes through collaboration with alliance agencies both at home and overseas for the strengthening and sustainability in all dimensions of its operation. It would continue to uphold the principles of transparency and participatory mindset of all stakeholders to ensure that the organization will sustainably grow with responsibility for the society and the environment on a long-term basis.

1. Responsible Finance



Target:

To be a state-owned specialized bank aiming for carbon neutrality by

2024

Implementation:



EXIM Thailand has established a responsible finance management policy covering funding to support eco-friendly business projects and activities and promotion of entrepreneurs’ transition to low-carbon business operation. This would help reduce emissions of greenhouse gases from manufacturing industries and export in a concrete manner.



EXIM Thailand has applied the eco-efficiency principle in managing the balance between business growth and optimization of resources as well as reduction of emissions of greenhouse gases from its operation.

2. Balanced Social and Environmental Value Enhancement



Targets:

1. Enable fair and equitable access to financial services for Thai exporters and investors through development of capabilities for higher competitiveness on the global trade front.
2. Provide knowledge on finance, trade, business development, and international investment to general entrepreneurs, particularly vulnerable groups and small enterprises.
3. Manage and develop human resources and create a good working environment.

Implementation:



EXIM Thailand has applied ISO26000 as a guide for social responsibility toward stakeholders inside and outside the organization, i.e., standard treatment of labor, comprehensive human rights management, fair and equitable treatment of service users, and participation in sustainable community development.



EXIM Thailand has applied environmental and social (E&S) risk management on a systematic basis, covering management of risks related to human rights, labor treatment, the environment, unfair treatment, service users, and the community. There is also a standardized management system for handling of complaints in case where stakeholders are affected by the Bank's business operation.

3. Good Corporate Governance for Sustainable Development of the Bank



Target:

To conduct business with good corporate governance.

Implementation:



EXIM Thailand has operated business under good corporate governance principles for a sustainable growth in line with the policies of national regulators and international financial industry directions, and integrated sustainability-related issues as input to the Bank's strategic planning process, in order to respond to stakeholders' needs and expectations and support the Sustainable Development Goals (SDGs) in a tangible way.



EXIM Thailand has ensured its employees perform duties with transparency and fairness and provided financial services responsibly based on a comprehensive risk management.



EXIM Thailand has encouraged its stakeholders to participate in the Bank's integrated sustainable development, and ensured reporting of the results of sustainable development in line with international standards for consistent communication of such results to the stakeholders and the general public.

Management Structure for Sustainable Development

The Corporate Governance and Sustainable Development Committee is mandated to review the materiality of sustainability, scrutinize the sustainable development policy and plans for submission to the Board of Directors for approval, and monitor and report the results thereof to the Board of Directors on a quarterly basis. In addition, the Bank has established a Sustainable Development Working Group composed of top executives and executives from relevant departments tasked with driving the Bank's ESG activities to achieve the goals with the support of the executives and employees across the organization.

Roles and Responsibilities in the Management of Sustainable Development^(2-12, 2-13, 2-14)

Board of Directors

EXIM Thailand's Board of Directors has the role and duty to set the direction of sustainable development, consider and approve sustainable development and related policies, such as human rights policy, environmental policy, corporate governance policy, etc., along with sustainability materiality, organization's strategic plan, master plans, and operational plans prepared by departments on an integrated basis, monitor operating results, and support and ensure preparation of the sustainability report is aligned with international standards.

Corporate Governance and Sustainable Development Committee

The Corporate Governance and Sustainable Development Committee is duty-bound to review the policies, operation manuals, and plans on corporate governance, sustainable development, and corporate social responsibility (CSR), to oversee and monitor the results of ESG operation to ensure achievement as targeted on a quarterly basis, and to encourage consistent involvement of the Board of Directors, executives, and employees in the operation supporting implementation of the corporate governance and social responsibility policies on a consistent basis. Working groups may be established to support the work of the Committee as deemed appropriate.

Sustainable Development Working Group

The Sustainable Development Working Group of EXIM Thailand is chaired by Senior Executive Vice President of Strategy Group and composed of Senior Executive Vice President of Marketing Group, Senior Executive Vice President of Finance Group, Heads of Marketing Department, EXIM Excellence Academy, Corporate Strategy Department, Product Development Department, and Risk Management Department, with Head of Sustainable Development Department as Secretary and Head of Compliance Department as Observer.

The task of the Working Group is to support the Bank's sustainable development in order to achieve its ESG objectives, review and update the sustainable development policy and operation manuals as well as sustainability materiality, define the objectives, targets, and indicators relating to the ESG aspects of the organization, support the relevant departments' integration of materiality into the strategic plans, master plans, and action plans, and encourage responsible departments to work toward achieving the ESG targets, as well as monitoring and reporting the results of the plans to the Board of Directors on a quarterly basis and preparing the sustainability report in accordance with the GRI standards for dissemination to the stakeholders and the general public.



Policy Level

- Set sustainability-related directions, materiality, targets, policies and manuals in line with the Bank's mission and international standards.
- Consider strategies and plans, as well as monitoring and tracking of sustainable development activities to achieve the objectives.

Management Level

- Prioritize materiality and define ESG indicators.
- Encourage all departments to formulate strategies and plans to support ESG indicators.
- Manage and track ESG performance in business plans, master plans, and action plans to achieve the targets.

Operational Level

- Integrate sustainability-related policies and practices into strategic and action plans at various levels and drive implementation to achieve the goals.

Stakeholder Engagement⁽²⁻²⁹⁾

Export-Import Bank of Thailand (EXIM Thailand) applies the AA 1000 Stakeholders Engagement Standard (AA 1000SES) to identify stakeholder groups by assessing and analyzing the relevance and impact of the Bank's operation on all stakeholder groups along the entire value chain. The Bank encourages engagement by building relationships between its internal departments and each stakeholder group through diverse channels, welcoming their opinions and learning about their needs and expectations of its operation. These voices are used to develop strategies and plans to improve the Bank's operation to satisfy and respond to the needs of each stakeholder group on a fair and inclusive basis.

EXIM Thailand's Stakeholder Groups



Regulators



Shareholders



Partners



Collaborators



Suppliers



Employees



Board of
Directors



Customers



Society and
Community



Interests and Expectations of Stakeholders⁽²⁻²⁹⁾

Regulators	Regulatory agencies that establish guidelines for the management, supervision and monitoring of EXIM Thailand's operations to ensure compliance with relevant policies, frameworks, rules, regulations, and assigned mandates with transparency and sustainability, e.g., the Fiscal Policy Office (FPO), the State Enterprise Policy Office (SEPO), the State Audit Office of the Kingdom of Thailand (SAO), and the Bank of Thailand (BOT).	
Communication Channels and Frequency	Concerns and Expectations	Guidelines for EXIM Thailand's Responses
• Have vision meeting (annually). • Participate in activities organized by EXIM Thailand and those in collaboration with other agencies. • Attend meetings on various occasions (as planned). • Visit EXIM Thailand's service users (annually). • Participate in evaluation of EXIM Thailand's performance (annually). • Monitor EXIM Thailand's financial and non-financial performance (annually). • Share among one another important information in accordance with government policies, laws, rules and regulations (as planned). • Have EXIM Stakeholder Day organized (annually). • Review sustainability materiality (annually). • Conduct survey of stakeholders' views and opinions (annually).	• Adoption of policies assigned by regulators as the main basis for setting key performance indicators of state enterprises. • Adoption of State Enterprise Assessment Model (SE-AM) in business operation to improve organization management. • EXIM Thailand's operation plan with clear market segmentation and financial targets. • Innovation of new products that better respond to customer needs and suit the current context and situations. • Greater support for entrepreneurs engaging in new businesses, e.g., those of creative economies, environmentally friendly businesses, and S-curve industries. • Expansion of the role in promotion and enhancement of SMEs' capabilities, particularly in target industries and those in the EEC. • Core banking system with data connection for higher efficiency in coordination among business units. • Promotion of innovations within the organization and transition of business operation toward a digital society.	• Integrate policies assigned by the regulators and SE-AM criteria as input to the Bank's formulation of strategies and plans to respond to stakeholders' demand and expectations. • Map out operation strategies with clear marketing and financial targets in the Bank's enterprise plan and business plan (strategies 1-7). • Plan on enhancement of cooperation to develop products dedicated to net zero emissions (scopes 1, 2, 3). • Enhance cooperation in expanding support for automation, health, service, and soft power businesses. • Plan on growing credits for the target group: Thai service businesses, in the global markets. • Develop cooperation with alliance network to support export of Thai entrepreneurs. • Plan on promotion of food and processed food products for export markets. • Realign loan portfolio tracking and management guidelines. • Generate income from investment banking service. • Develop the Bank's core banking system, phase 3. • Apply AI to build and manage knowledge base in the Bank.

Regulators	Regulatory agencies that establish guidelines for the management, supervision and monitoring of EXIM Thailand's operations to ensure compliance with relevant policies, frameworks, rules, regulations, and assigned mandates with transparency and sustainability, e.g., the Fiscal Policy Office (FPO), the State Enterprise Policy Office (SEPO), the State Audit Office of the Kingdom of Thailand (SAO), and the Bank of Thailand (BOT).	
Communication Channels and Frequency	Concerns and Expectations	Guidelines for EXIM Thailand's Responses
	- Modern internal work systems that can serve the Bank's business expansion and tracking of customers or service users in an efficient way. - Greater focus on providing opportunities and knowledge to SMEs. - Cultivation of environment mindset in parallel to business mindset among customers on a balanced basis.	- Boost efficiency in the operation and service provision to customers with innovations and technologies. - Study how to enhance digital banking. - Rationalize and develop credit process for SMEs with auto approval system for shorter turnaround time and higher efficiency. - Apply new technologies to boost work efficiency across the front, middle and back offices, e.g., management of big data and data pipeline, robotic process automation (RPA), generative AI, low code/no code, etc. - Develop sustainability experts and study guidelines for provision of technical assistance/advice related to ESG and cooperation projects between EXIM Thailand and SET to encourage Thai entrepreneurs to give priority to ESG principles with focus on reduction of greenhouse gas emissions and promotion of sustainable development.

Shareholders	The agency responsible for defining operational policies, approving capital increases, and receiving returns from EXIM Thailand based on predetermined criteria, such as the Fiscal Policy Office (FPO) and the State Enterprise Policy Office (SEPO).	
Communication Channels and Frequency	Concerns and Expectations	Guidelines for EXIM Thailand's Responses
- Have vision meeting (annually). - Attend activities organized by EXIM Thailand and vice versa. - Attend meetings on various occasions. - Visit EXIM Thailand's service users (annually). - Participate in evaluation of EXIM Thailand's performance (annually). - Have EXIM Stakeholder Day organized (annually). - Conduct survey of stakeholders' views and opinions (annually).	- Adoption of policies assigned by regulators as the main basis for setting key performance indicators of state enterprises. - Adoption of State Enterprise Assessment Model (SE-AM) in business operation to improve organization management. - EXIM Thailand's operation plan with clear market segmentation and financial targets. - Innovation of new products that better respond to customer needs and suit the current context and situations. - Greater support for entrepreneurs engaging in new businesses, e.g., those of creative economies, environmentally friendly businesses, and S-curve industries. - Expansion of the role in promotion and enhancement of SMEs' capabilities, particularly in target industries and those in the EEC. - Core banking system with data connection for higher efficiency in coordination among business units. - Promotion of innovations within the organization and transition of business operation toward a digital society. - Modern internal work systems that can serve the Bank's business expansion and tracking of customers or service users in an efficient way.	- Integrate policies assigned by the regulators and SE-AM criteria as input to the Bank's formulation of strategies and plans in order to respond to stakeholders' needs and expectations. - Map out operation strategies with clear marketing and financial targets in the Bank's enterprise plan and business plan (strategies 1-7). - Enhance cooperation in developing products dedicated to net zero emissions (scopes 1, 2, 3). - Enhance cooperation in expanding support for automation, health, service, and soft power businesses. - Plan on growing credits for the target group: Thai service businesses, in the global markets. - Plan on developing cooperation with alliance network to support export of Thai entrepreneurs. - Plan on supporting food and processed food products for export markets. - Realign loan portfolio tracking and management guidelines. - Generate income from investment banking service. - Develop the Bank's core banking system, phase 3. - Apply AI to build and manage knowledge base in the Bank. - Boost efficiency in the operation and service provision to customers with innovations and technologies.

Shareholders	The agency responsible for defining operational policies, approving capital increases, and receiving returns from EXIM Thailand based on predetermined criteria, such as the Fiscal Policy Office (FPO) and the State Enterprise Policy Office (SEPO).	
Communication Channels and Frequency	Concerns and Expectations	Guidelines for EXIM Thailand's Responses
	- Driving digital transformation and setting up a solid IT and data security system. - Provision of all customer groups with environment related information, e.g., carbon credit and green bond, considering that environmental issues are of high priority in the future.	- Study how to enhance digital banking. - Rationalize and develop credit process for SMEs with auto approval system for shorter turnaround time and higher efficiency. - Apply new technologies to boost work efficiency across the front, middle and back offices, e.g., management of big data and data pipeline, robotic process automation (RPA), generative AI, low code/no code, etc. - Develop sustainability experts and study guidelines for provision of technical assistance/advice related to ESG. - Coordinate with alliance network to develop Thai entrepreneurs and enable them to apply to their businesses. - Develop cooperation projects between EXIM Thailand and SET to encourage Thai entrepreneurs to give priority to ESG principles with focus on reduction of greenhouse gas emissions and promotion of sustainable development.

Partners	Entities that enter into written, legally binding contracts or agreements with EXIM Thailand to jointly generate direct financial benefits., such as public and private organizations that support international trade and investment, and correspondent banks.	
Communication Channels and Frequency	Concerns and Expectations	Guidelines for EXIM Thailand's Responses
• Visit to get feedback and guidance on collaborative work, enhancement of relationship, and development of work process innovations (annually or as planned). • Conduct meetings with new partners to gather opinions and guidelines for collaborative work in line with best practices (as planned). • Organize communication sessions to discuss operational framework in the context of EXIM Thailand and in compliance with laws, rules and regulations applicable to EXIM Thailand and relevant parties (as planned). • Have EXIM Stakeholder Day organized (annually). • Conduct survey of stakeholders' views and opinions (annually).	• Products with greater support for SME businesses across all industrial sectors, offering adequate credit lines and appropriate interest rates. • Products for specific sectors, e.g., foods of the future, electric vehicles, media and entertainment, or target areas like EEC and SEZs. • Arrangement of activities/coordination with members of alliance agencies in enhancement of Thai entrepreneurs' potential. • Exchange of information on EXIM Thailand's plans, activities and products with agencies and entrepreneurs within the authority scope of such agencies. • Exchange of viewpoints and enhancement of knowledge on finance and banking, as well as trade and investment beyond Thailand. • Communication of accurate information of mutual benefit among one another. • Support of customers' projects/innovations that can boost profitability alongside environmental protection. • Provision of knowledge and support for SMEs particularly on e-commerce which is an ever-changing area. • Public relations campaign on sustainable development projects, social and environmental issues in particular, for the society and customers' greater awareness of the Bank's sustainability operation and access to the Bank's products and services on a full-fledged basis.	• Develop cooperation with alliance network to support Thai SMEs' export. • Enhance cooperation in expanding support for automation, health, service, soft power, and food and processed food businesses. • Develop cooperation with alliance network for comprehensive enhancement of entrepreneurs' knowledge and capabilities. • Enhance entrepreneurs' potential through exchange with and learning from the relevant network on an integrated basis, such as SMEs Export Studio. • Work out a format/layout study for the establishment of "EXIM Buyer Data Center" under integrated cooperation with alliance network. • Launch monthly e-magazine "EXIM E-NEWS" to disseminate articles on international trade and investment opportunities. • Establish "EXIM Mobile Clinic for Little People." • Organize a project on uplifting potential and knowledge base for international trade with a global online trade platform (Global E-commerce Landscape: Trend & Opportunities in 2025). • Prepare business research articles for dissemination through multiple media, e.g., newspapers, magazines, and online channels, on a monthly basis. • Prepare sustainability report annually for dissemination on the Bank's website.

Collaborators	Entities with which EXIM Thailand collaborates on exports, imports, and investments for national development, in alignment with their respective policies and roles, to generate mutual non-financial benefits and/or indirect financial benefits, such as buyer banks (e.g., Lao Foreign Trade Bank, Kanbawza Bank, CB Bank, etc.).	
Communication Channels and Frequency	Concerns and Expectations	Guidelines for EXIM Thailand's Responses
- Visit to get feedback and guidance on collaborative work, enhancement of relationship, and development of work process innovations (annually or as planned). - Organize communication sessions to discuss operational framework in the context of EXIM Thailand and in compliance with laws, rules and regulations applicable to EXIM Thailand and relevant parties (as planned). - Organize activities to meet, gather feedback and learn about concerns and expectations, as well as Stakeholder Day event (as planned).	- Shorter turnaround time for proceeding of transactions and loan approvals. - Development of IT security and privacy protection systems. - Taking into consideration opinions of all relevant stakeholder groups through participatory activities for improvement of the Bank's business operation. - Focus on green finance as part of the efforts to cope with the climate change. - Availability of comprehensive potential enhancement projects for employees. - Image of personnel as easily accessible at all levels.	- Rationalize and develop credit process for SMEs with auto approval system for shorter turnaround time and higher efficiency. - Apply new technologies to boost work efficiency across the front, middle and back offices, e.g., management of big data and data pipeline, robotic process automation (RPA), generative AI, low code/no code, etc. - Establish stakeholder profile system that supports development of the Bank's stakeholder database for use in enhancement of relationship/cooperation in a more efficient way. - Plan on enhancement of cooperation to develop products dedicated to net zero emissions (scopes 1, 2, 3). - Develop knowledge base and productivity of personnel to catch up with new age skills. - Enhance operational efficiency and customer service with digital technology and innovations.

Suppliers	Entities that provide products, services, or funds to the Bank to support its operations. EXIM Thailand compensates these entities in accordance with the terms of written agreements related to sales, leases, services, or loans. This group includes creditors and other lenders, such as insurance sales agents/reinsurance brokers, consultants, international debt collection organizations, and other service providers.	
Communication Channels and Frequency	Concerns and Expectations	Guidelines for EXIM Thailand's Responses
• Visit to get feedback and guidance on collaborative work, enhancement of relationship, and development of work process innovations (annually or as planned). • Conduct meetings to gather opinions on guidelines for collaborative work in line with best practices (as planned). • Organize communication sessions to discuss operational framework in the context of EXIM Thailand and in compliance with laws, rules and regulations applicable to EXIM Thailand and relevant parties (as planned).	• Shorter turnaround time for proceeding of transactions and loan approvals. • Development of IT security and privacy protection systems. • Image of personnel as easily accessible at all levels. • Adoption of flexible working policy to suppliers to a greater extent. • Delivery and storage of data in the computer system to a greater extent to allow for higher work rapidity and convenience and reduction of paper usage.	• Rationalize and develop credit process for SMEs with auto approval system for shorter turnaround time and higher efficiency. • Apply new technologies to boost work efficiency across the front, middle and back offices, e.g., management of big data and data pipeline, robotic process automation (RPA), generative AI, low code/no code, etc. • Develop knowledge base and productivity of personnel to catch up with new age skills. • Foster cooperation in exchange of knowledge base for personnel through alliance network. • Enhance use of business data tools to be fully equipped for preparation of data catalogue/data description, integrated utilization of data, and collection of historical data in the data warehouse gearing up for the Bank becoming a systematic data-driven digital organization.

Employees	Individuals who receive compensation from EXIM Thailand for fulfilling their duties and contributing to the achievement of the Bank's objectives in alignment with its vision, strategies, and plans.	
Communication Channels and Frequency	Concerns and Expectations	Guidelines for EXIM Thailand's Responses
- Organize Town Hall meeting (quarterly). - Arrange function line meetings (quarterly). - Arrange departmental head meetings (monthly). - Meet with employees on various occasions, e.g., training, seminars, employee activities, etc. (as planned). - Organize Meet the President activity (as planned). - Send email to communicate/publicize news and information related to human resources. - Conduct Employee Relations Committee meeting to share/communicate human resource policy and concerns as well as opinions of employees. - Conduct employee satisfaction survey (annually).	- Determination of clear guidelines for operation conducive to sustainability, communicate it to employees consistently, and have in-depth consideration of each topic of which so as to enable employees to participate in the operation to achieve the targets set forth. - Availability of products conducive to eco-friendly projects and support for entrepreneurs to adapt to environmental criteria. - Having in place efficient digital technology for provision of services to customers on a par with other financial institutions, and solution of problems as well as reduction of working errors. - Availability of programs for ongoing development of personnel's potential in a way commensurate with their duties and responsibilities in order to boost competitiveness of the Bank. - Arrangement of good remuneration and fringe benefit package for personnel on a par with those of companies/organizations of the same nature.	- Work out the business plan that incorporates loan financing to eco-friendly businesses in the green and blue economies. - Plan on enhancement of cooperation to develop products dedicated to net zero emissions (scopes 1, 2, 3). - Plan on cooperation in expanding support for automation, health, service, and soft power businesses. - Plan on growing credits for the target group: Thai service businesses, in the global markets. - Develop knowledge base and productivity of personnel to catch up with new age skills. - Launch events of engagement aimed at creating atmosphere filled with happiness and bonding as well as teamworking among employees. - Build and have development of talents and successors embedded in the process of engagement. - Enhance operational efficiency and customer service with digital technology and innovations. - Restructure the organization based on the empowerment & agility guideline to strengthen check & balance mechanism and boost market making efficiency. - Make available a flexi benefit program under which employees may arrange their own welfare package by themselves. - Boost efficiency in management of talents and their succession plan.

Board of Directors	A group of individuals who plays a critical role in setting the Bank's strategic direction and policies, as mandated by the shareholder and regulators, in compliance with relevant laws and regulations. They are also responsible for overseeing and monitoring performance to ensure the Bank achieves its goals.	
Communication Channels and Frequency	Concerns and Expectations	Guidelines for EXIM Thailand's Responses
• Have vision meeting (annually). • Have Board of Directors/Board of Executive Directors' meetings (as planned). • Hold meetings for discussions on various occasions (as planned). • Visit to get feedback and guidance on collaborative work, enhancement of relationship, and development of work process innovations (annually or as planned). • Organize activities for economic, social and environmental strengthening within the community (as planned). • Arrange activities/training/seminars for enhancement of skills, knowledge and competence (as planned). • Conduct survey of stakeholders' views and opinions (annually).	• Compliance with policies and recommendations to ensure the Bank's business operation is in line with its role and missions. • Taking the role of Development Bank mandated to support eco-friendly industries and application of innovations to uplift the industrial sectors. • Development/Addition of new types/models of business operation besides those in the context of the Bank, for which amendment of the EXIM Thailand Act may be required to accommodate such business operation. • Generation of other income from the new types/models of business, such as carbon trading/exchange service, etc. • Determination of target industries probably taking into consideration relevant supply chains and support for the entire ecosystem of such industries. • Setting operation target of controlling NPLs and cost to income ratio to align with or outperform those in the plan of the previous year. • Consideration of other financial sources in addition to that from capital increase by the government. • Development of marketing staff to boost their knowledge and competence in specific businesses of each industrial sector. • Using customer feedback to develop services that are highly responsive to customer needs, thereby building strong customer loyalty.	• Apply opinions and recommendations from the Board of Directors and Committee meetings to improvement of business plan and operation. • Study guidelines for use of benefits from environmental funds. • Develop relationship with alliance network both at home and overseas to uplift capabilities of the country's basic industries. • Plan on generation of income from investment banking service. • Support target agricultural goods in penetration of export markets. • Promote export of processed agricultural products through alliance networks domestically and overseas. • Collaborate with alliance network in supporting Thai SMEs' export. • uplift Thai industries toward an ESG economy by managing our ESG loan portfolio, building a team of ESG knowledge experts, and studying guidelines to provide technical assistance and advice related to ESG. • Plan on building mechanism to prevent/deal with NPLs of the SMEs function line. • Plan on realignment of loan portfolio tracking and management guidelines. • Increase efficiency of internal process to foster relationship with shareholders and customers on a sustainable basis.

Customers	Agencies/Legal entities to whom EXIM Thailand sells or delivers products/services, excluding those attending or participating in seminars/training courses that provide knowledge, advice and recommendation, or in business matching activities.	
Communication Channels and Frequency	Concerns and Expectations	Guidelines for EXIM Thailand's Responses
• Visit service users/entrepreneurs (annually/as planned). • Organize seminars/training (as planned). • Conduct survey of service users' satisfaction after use of services (annually). • Participate in relationship enhancement activities with EXIM Thailand (as planned). • Participate in activities for social and environmental benefits (as planned). • Handle complaints through such physical channels as telephone and complaint letters, and digital channels, e.g., website, social media, email, etc. (as planned). • Manage and make compensation in case of disputes between service users and EXIM Thailand (monthly).	• Offering a diverse range of products and services that are worthwhile, meeting demand, carry reasonable interest/insurance premium rates, and have terms and conditions that suit the respective types of businesses. • Arrangement of business matching for entrepreneurs. • Provision of information directly by employees on domestic and overseas financial situations as well as information supportive of export to new frontiers with which Thailand has just started trading. • Assistance/liaison in international trade, e.g., information about trade counterparts overseas. • Provision of export-related knowledge, e.g., settlement of payment for international trade and import conditions/methods, as well as online training on financial management. • Communication of the Bank's business direction. • For customers in need of assistance, competent staff are always ready to provide advice and complete transaction proceeding with steps in place and on a standardized basis across all branches. • Provision of services covering all provinces to ensure greater convenience. • Streamlining of transaction process to be more precise, speedy, simple and flexible, and having it notified from time to time.	• Plan on enhancement of cooperation to develop products dedicated to net zero emissions (scopes 1, 2, 3). • Plan on cooperation in expanding support for automation, health, service, and soft power businesses. • Plan on growing credits for the target group: Thai service businesses, in the global markets. • Enhance operational efficiency and customer service with digital technology and innovations. • Develop knowledge base and productivity of personnel to catch up with new age skills. • Work out a format/layout study for the establishment of "EXIM Buyer Data Center" under integrated cooperation with alliance network. • Organize Online Exporter Incubation Program for development of entrepreneurs at beginner and intermediate levels. • Launch monthly e-magazine "EXIM E-NEWS" to disseminate articles on international trade and investment opportunities. • Establish "EXIM Mobile Clinic for Little People." • Organize a project on uplifting potential and knowledge base for international trade with a global online trade platform (Global E-commerce Landscape: Trend & Opportunities in 2025).

Customers	Agencies/Legal entities to whom EXIM Thailand sells or delivers products/services, excluding those attending or participating in seminars/training courses that provide knowledge, advice and recommendation, or in business matching activities.	
Communication Channels and Frequency	Concerns and Expectations	Guidelines for EXIM Thailand's Responses
	• Shorter turnaround time for proceeding of loan approvals including cases where there are risks and losses incurred. • End-to-end transactions proceed via online/application channels. • ESG operation alongside support of green businesses, such as green energy business, which is crucial to tackling climate change. • Retention of talented staff and reduction of staff turnover rate.	• Prepare business research articles for dissemination through multiple media, e.g., newspapers, magazines, and online channels, on a monthly basis. • Prepare sustainability report annually for dissemination on the Bank's website. • Rationalize and develop credit process for SMEs with auto approval system for shorter turnaround time and higher efficiency. • Apply new technologies to boost work efficiency across the front, middle and back offices, e.g., management of big data and data pipeline, robotic process automation (RPA), generative AI, low code/no code, etc. • Plan on enhancement of cooperation to develop products dedicated to net zero emissions (scopes 1, 2, 3). • Plan on establishment of Corporate University to uplift human resource development function. • Restructure the organization based on the empowerment & agility guideline to strengthen check & balance mechanism and boost market making efficiency. • Boost efficiency in management of talents and their succession plan. • Plan on the Bank's carbon neutrality journey.

Society/Community	Entrepreneurial community seeking supports from EXIM Thailand as regards data, knowledge base, and business opportunities, as well as the community and the society in need of access to social opportunities and improvement of quality of life.	
Communication Channels and Frequency	Concerns and Expectations	Guidelines for EXIM Thailand's Responses
• Report results of EXIM Thailand's corporate governance and social responsibility operation as well as sustainable development (annually). • Organize activities to foster relationship with the community (as planned). • Organize activities for economic, social and environmental strengthening within the community (as planned). • Handle complaints through such physical and digital channels as telephone, complaint letters, email, website, social media, etc. (as planned), and manage conflicts (monthly).	• Greater accessibility and inclusiveness of market opportunities for entrepreneurs. • Availability of transaction proceeding technologies, e.g., application and diverse channels for document downloading. • Online communication of new product information, i.e., Line official, website and email.	• Increase financial accessibility for Thai entrepreneurs under integrated cooperation with alliance agencies. • Cooperate with alliance agencies in supporting Thai SMEs' export. • Enhance cooperation with stakeholders in transfer of knowledge base that entrepreneurs can apply to their businesses. • Rationalize and develop credit process for SMEs with auto approval system for shorter turnaround time and higher efficiency. • Develop the Bank's core banking system with digital technology for higher operational and service provision efficiency. • Develop applications to simplify customer transactions, such as MY EXIM, ECI Online, S1, E-service, Bill Payment, Direct Credit, etc. • Make available channels to gather complaints, suggestions, and voices of customers, comprising telephone, email, website, Line official, and Facebook.

Membership of External Agencies⁽²⁻²⁸⁾

EXIM Thailand participates as a member and/or collaborates with external organizations, both public and private sectors to jointly drive the Bank's operations to be efficient, meet stakeholder expectations, and respond to the needs of society. The Bank has implemented this with the aim to continuously deliver economic and social value.

Organization/Association	Year of Joining	Role of EXIM Thailand
Thailand Taxonomy Board	2023	Member
Climate Change Institute: FTI CCI	2022	Committee
Working Group on Energy of the Thai Chamber of Commerce	2021	Vice Chairman
That Renewable Energy (RE100) Association	2021	Committee
Thailand Carbon Neutral Network: TCNN	2021	Committee
Carbon Market Club (CMC)	2021	Member
The Association of Banks in Cambodia (ABC)	2019	Member
Thai Business Council of Cambodia (TBCC)	2019	Member
Thailand Banking Sector Computer Emergency Response Team (TB-CERT)	2019	Member
State Enterprise Club for Community Development	2019	Member
Federation of Thai Industries (FTI)	2018	Member
Renewable Energy Industry Club, FTI	2018	Member
Thai-Russian Chamber of Commerce (TRCC)	2018	Member
Thai Business Association of the Lao PDR (TBAL)	2018	Member
Cooperation of Thai Bank in Lao PDR	2018	Member
Thai Business Association of Myanmar (TBAM)	2017	Member
The Government Financial Institutions Association (GFA)	2013	Member
International Banking Club	2007	Member
Thai Chamber of Commerce and Board of Trade of Thailand	2006	Member
The International Union of Credit and Investment Insurers (Berne Union)	2005	Member
Asian EXIM Banks Forum (AEBF)	1996	Member
ACI Club, Thailand	1994	Member

Material Topics⁽³⁻¹⁾

The year 2024 was the first year Export-Import Bank of Thailand (EXIM Thailand) conducted the double materiality process to identify material topics from assessment of financial materiality influenced by sustainability issues in creating business value, and impact materiality of the business operation that affects stakeholders in economic, social and environmental areas. This aims to draw up strategies and plans in a way toward being a sustainable development bank. Best practices for the process are:

1 Study and analyze sustainability context of the organization:

Research and gather information on the domestic and global financial industry, and review EXIM Thailand's role and its relationship with key stakeholders along the value chain. This process helps to shortlist and update the Bank's material topics.

2 Engagement of stakeholders:

Evaluate impacts of EXIM Thailand's business operation on its stakeholders (both positive and negative) through in-depth interviews with their representatives that have influence on the Bank's business operation in order to learn about the stakeholders' issues of concern (impact materiality) and understand their needs and expectations.

3 Assessment of business risks and opportunities for sustainability materiality:

Top executives and heads of relevant departments jointly consider business risks and opportunities to identify issues and levels of impact on the Bank's business value (financial materiality).

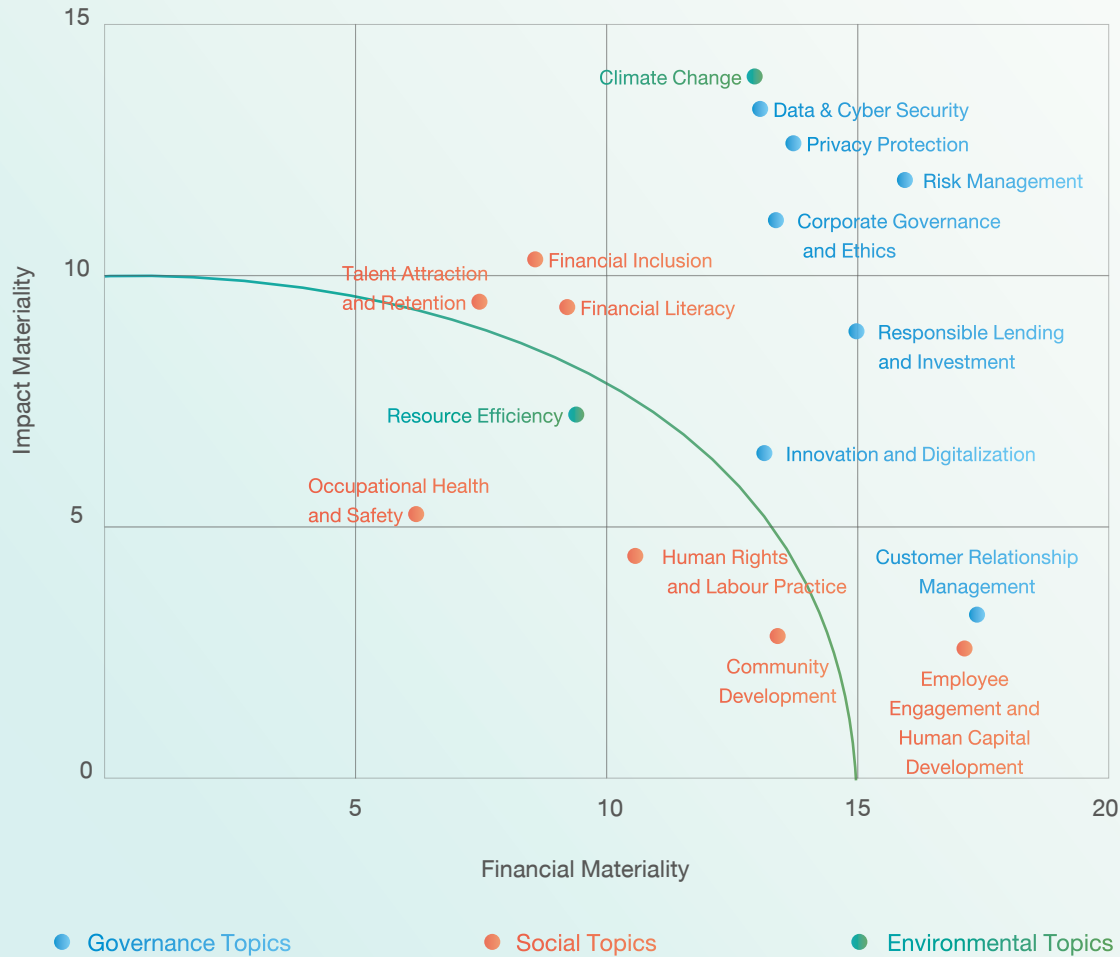
4 Prioritize material topics:

Consider assessment results of financial materiality and impact materiality to prioritize material topics and other topics before presenting to Sustainable Development Working Group for consideration and review with sustainability experts and submitting to the management and the Corporate Governance and Sustainable Development Committee for approval.

5 Request approval for implementation:

Submit results of the material topic review to the Board of Directors for approval and communication to all relevant departments for use as input in integrating into the formulation of the Bank's strategies, business plans, master plans, and action plans with the aim of driving the organization towards sustainability and preparation of the sustainability report to communicate its operational performance to the stakeholders and the general public.

Double Materiality Matrix



Material Topics 2024⁽³⁻¹⁾



Governance Topics

- Risk Management
- Data & Cyber Security and Privacy Protection
- Corporate Governance and Ethics
- Responsible Lending and Investment
- Customer Satisfaction and Relationship Management
- Innovation and Digitalization



Social Topics

- Stakeholder Engagement
- Employee Engagement and Human Capital Development
- Financial Literacy
- Financial Inclusion
- Talent Attraction and Retention



Environmental Topics

- Climate Change

Impact boundary of material topics on stakeholders⁽³⁻²⁾

Sustainability topics		Key stakeholders and Impact boundary		Topics Stated in the Report	Sustainable Development Goals
Material topics	GRI Topic Standards and disclosures	Within the organization	Outside the organization		

Economic and Governance Dimension

Corporate Governance and Ethics	GRI 205: Anti-corruption 2016	Employees, Board of Directors	Shareholder, Customers, Collaborators, Partners, Suppliers	Corporate Governance and Business Ethics	
Risk Management	GRI 3-3: Management of material topics	Employees, Board of Directors	Regulators, Shareholder	Risk Management	 
Responsible Lending and Investments	- FS6 Percentage of the portfolio for business lines by specific region, size (e.g., Micro/SME/Large) and by sector - FS8 Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	Employees, Board of Directors	Regulators, Shareholder, Customers, Collaborators, Partners, Suppliers	Responsible Lending and Investments	        
Innovation and Digitalization	GRI 203: Indirect Economic Impacts 2016	Employees, Board of Directors	Customers, Collaborators, Partners,	Driving the Bank through Digitalization and Innovation	 
Data & Cyber Scurities and Privacy Protection	GRI 418: Customer privacy 2016	Employees, Board of Directors	Shareholder, Customers, Partners, Suppliers	Driving the Bank through Digitalization and Innovation	 
Customer Satisfaction and Relationship Management	GRI 3-3: Management of material topic	Employees, Board of Directors		Customer Relationship Management	 

Sustainability topics		Key stakeholders and Impact boundary ⁽³⁻²⁾		Topics Stated in the Report	Sustainable Development Goals
Material topics	GRI Topic Standards and disclosures	Within the organization	Outside the organization		

Social Dimension

Stakeholder Engagement	GRI 2-29: Approach to stakeholder engagement	Employees, Board of Directors	Shareholder, Regulators, Partners, Collaborators, Customers, Suppliers, Communities	Stakeholder Engagement	  
Financial Literacy	FS16 Initiatives to enhance financial literacy by type of beneficiary	Employees	Customers, Communities	Financial Literacy & Inclusion, and Community Engagement	  
Financial Inclusion	- FS13 Access points in low-populated or economically disadvantaged areas by type - FS14 Initiatives to improve access to financial services for disadvantaged people	Employees	Customers, Communities	Financial Literacy & Inclusion, and Community Engagement	   
Employee Engagement and Human Capital Development	- GRI 401: Employment 2016 - GRI 402: Labor/Management Relations 2016 - GRI 404: Training and Education 2016 - GRI 405: Diversity and Equal Opportunity 2016 - GRI 406: Non-discrimination 2016	Employees	-	Human Resource Management	   
Talent Attraction and Retention	GRI 3-3: Management of material topics	Employees, Board of Directors	-	Human Resource Management	

Environmental Dimension

Climate Change	- GRI 201-2: Financial Implications and other risks and opportunities due to climate change - GRI 301: Materials 2016 - GRI 302: Energy 2016 - GRI 303: Water and Effluents 2018 - GRI 305: Emissions 2016 - GRI 306: Waste 2020	Employees, Board of Directors	Communities	- Climate Change Risk and Opportunity Management - Eco-efficiency and Environmental Stewardship	    
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GOVERNANCE AND ECONOMIC DIMENSION

- ◎ Corporate Governance and Business Ethics
- ◎ Risk Management
- ◎ Responsible Lending and Investments
- ◎ Driving the Bank through Digitalization and Innovation
- ◎ Customer Relationship Management



Corporate Governance and Business Ethics



Export-Import Bank of Thailand (EXIM Thailand) recognizes the importance of good corporate governance. The Bank has put in place clear policies, structures, and systems to manage its operations and uphold business ethics. These measures aim to promote transparency and accountability for the Board of Directors and the management, which in turn helps to earn trust and support from all stakeholders and simultaneously add value and competitive advantage for the organization's sustainable growth.

Business Risks and Opportunities⁽³⁻³⁾

Risks

Deficiencies in corporate governance and monitoring of the operation within the organization may lead to business management failure. This may lead to misconduct that could tarnish the Bank's reputation, erode confidence of stakeholders, particularly in respect of investment, cause financial trouble, and eventually potential business dissolution.

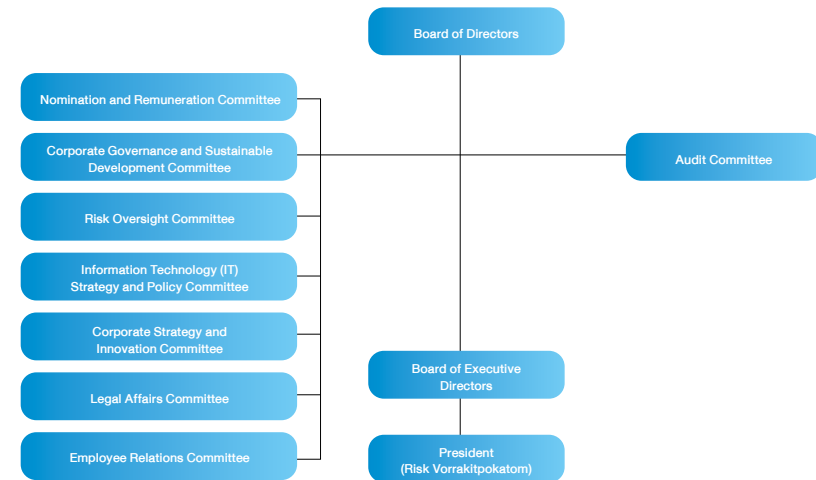
Opportunities

Business operation under good corporate governance principles coupled with business ethics demonstrates business operation with responsibility for the stakeholders. This will enable the organization to preserve its good reputation, gain social acceptance, boost trust among the customers and employees, attract talents to join the organization, and receive support from the stakeholders and the society at large, which would contribute to the organization's solid and sustainable growth in the long run.

Action Plan⁽³⁻³⁾

The Board of Directors and all Committees of EXIM Thailand perform a pivotal role in determining the Bank's direction and policies to drive the operation in environmental, social and governance (ESG) dimensions within the sustainable development framework to achieve its vision: "To take the lead in driving Thailand's trade and investment strategies to grow on the global stage in a sustainable manner." Operation targets are also set to fulfill the needs and expectations of all stakeholder groups in a fair manner with certain units designated to supervise and monitor translation of policies and plans in each area related to sustainable development into practice toward the targets set forth.

Corporate Governance Structure of EXIM Thailand^(2-9, 2-11)



Corporate Governance Structure of EXIM Thailand^(2-9, 2-11)

The Export-Import Bank of Thailand Act (No. 3), 2018 (B.E. 2561) outlines the structure of the Board of Directors as follows:

1. Ex-Officio Directors: a total of six ex-officio directors consisting of five representatives from concerned government agencies, namely the Director General of the Fiscal Policy Office, Ministry of Finance; the Director General of the Department of Foreign Trade, Ministry of Commerce; the Director General of the Office of Industrial Economics, Ministry of Industry; the Secretary General of the Office of Agricultural Economics, Ministry of Agriculture and Cooperatives; the Director General of the Department of International Economic Affairs, Ministry of Foreign Affairs; and the President of EXIM Thailand, who also serves as an ex-officio director.
2. Other Directors consisting of a maximum of five directors appointed by the Minister of Finance with the consent of the Cabinet, at least three of whom must be qualified members from the private sector. The term of office is three years, and reappointment is allowed for not more than two consecutive terms.

In 2024, the Board of Directors of EXIM Thailand consisted of ten members, eight men and two women^[2-10]

For more information on the Board Composition, Structure, Qualifications, Roles, Duties and Responsibilities of the Board of Directors and the Committees Appointed by the Board of Directors, Self-assessment and Competency Development and Remuneration of the Board of Directors are in the Annual Report 2024 page 090-109 https://www.exim.go.th/getattachment/Annual-Reports/Annual_Report_2024/TH-EXIM-AR-67-FINAL.pdf.aspx

Business Ethics and Anti-Corruption⁽³⁻³⁾

The Board of Directors has approved the Code of Conduct for EXIM Thailand's employees, which require the President, top executives, and employees to fulfill their duties in accordance with the Code of Conduct and with morality and integrity. Any violation or non-compliance with ethical principles is considered a disciplinary offence and is subject to disciplinary sanctions, which is a mechanism to enforce and promote efficient corporate governance focused on sustainability.

In addition to the business ethics manual for the Board, executives, and employees, the Bank has specific guidelines to support business activities. These include an anti-corruption policy that is consistent with business ethics principles and complies with regularly updated laws and international standards. These policies are communicated to all employees to ensure they have a complete understanding and a clear framework for strict adherence. EXIM Thailand has also established annual action plans to combat corruption and mitigate potential risks to its operation. The Bank has in place the Corporate Governance and Sustainable Development Committee and the Risk Oversight Committee to oversee and ensure ethical standards in business operation. These measures benefit all stakeholders and ensure the Bank's consistent and sustainable growth.



Anti-corruption Policy



Business Ethics for
Employees



Business Ethics Manual for
Board of Directors,
Executives, and Employees

Anti-Corruption^(2-26, 205-1)

EXIM Thailand requires all departments within the organization to conduct a corruption risk assessment. This is integrated into their annual risk and control self-assessment, which follows the COSO-Internal Control 2013 criteria. In 2024, all 31 departments, representing 100% of the total, successfully carried out this assessment.

To prevent corruption and raise awareness, EXIM Thailand mandates all employees to attend the "STRONG Model: Cultivate Sufficiency Mindset to Fight Corruption" e-learning course and its two-year refresher. All employees must fully complete the course and achieve a minimum score of 80% on the post-test. In 2024, a total of 471 employees completed and passed the training. As a result, 100% of the Bank's employees have now undergone and passed the STRONG Model course for the period of 2023-2024.

Anti-corruption Awareness Building and Enhancement Activities 2024

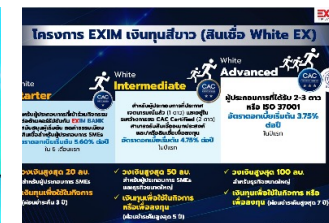


"Exim Excellence in Trust for Sustainability" Activity (CG & EXIM WHITE DAY 2024) 90.84% of executives and employees participated in an activity and declaration of intent to fight corruption of all forms.

Special lecture on anti-corruption titled "Protection of Officials Pursuant to Official Tort Liability Law" by Khun Kittima Angkinan, Director, Torts and Civil Liability Division, Comptroller General's Department. 90 executives and employees attended the lecture course.

CG-related Financial Innovations

In 2024, EXIM Thailand launched financial products designed to encourage entrepreneurs to adopt ethical and transparent business practices. These products include the "White Certificate of Deposit," with a total value of 5,000 million baht, and the "White EX" credit facility. This initiative is a result of a collaboration with key organizations such as the Office of the National Anti-Corruption Commission (NACC) and the Thai Private Sector Collective Action Against Corruption (CAC), facilitated by the Thai Institute of Directors (IOD). The cooperation is driven by a Memorandum of Understanding on Corporate Governance (CG) among the NACC, State Enterprise Policy Office (SEPO), Office of the Securities and Exchange Commission (SEC), the IOD, and state enterprises. The primary objective of this collaboration is to support Thai private sector entities in implementing anti-corruption processes that meet international standards. This provides them with access to financial facilities that can help reduce business costs and enhance liquidity for both start-ups and business expansion. Ultimately, the program aims to boost their global competitiveness, with CG principles serving as a foundation for sustainable business operations.



Channels for Complaints, Suggestions and Whistleblowing^(3-3, 2-16, 2-25, 2-26)

EXIM Thailand has made available communication channels for stakeholders to lodge complaints, give suggestions and do whistleblowing when finding or witnessing or having evidence data of any incident believed in good faith to indicate that any of the Bank's executives, permanent employees and contract employees has performed in violation of or non-compliance with the relevant laws and rules, or has demonstrated inappropriate behavior, or has breached ethical and human rights principles, as detailed below:

For employees:

1. Chairman/Chairman of the Audit Committee	Direct addressed to EXIM Thailand's Chairman of the Board/ Chairman of the Audit Committee EXIM Building, 1193 Phaholyothin Road, Phayathai, Bangkok 10400
2. Audit Committee	
3. President	- Direct addressed to EXIM Thailand's President EXIM Building, 1193 Phaholyothin Road, Phayathai, Bangkok 10400 - Email: bokrak@exim.go.th
4. Human Resource Department	- Direct addressed to EXIM Thailand's Human Resource Department - EXIM Building, 1193 Phaholyothin Road, Phayathai, Bangkok 10400 - Tel: 0 2169 9999 Ext. 2010-2011 - Email: cmc@exim.go.th

For Stakeholders:

1. Letter	Direct addressed to EXIM Thailand's President EXIM Building, 1193 Phaholyothin Road, Phayathai, Bangkok 10400
2. Email	eximcare@exim.go.th
3. Telephone (EXIM Contact Center)	0 2169 9999
4. Website	www.exim.go.th/Complaints.aspx
5. Social Media	- Facebook Page: "EXIM Bank of Thailand" - Line Official Account: @EXIMThailand
6. Relevant Agencies	- Government Complaint Center (1111) - Prime Minister's Office - Bank of Thailand, etc.
7. Suggestion/Complaint in Person	EXIM Export Studio or any departments of EXIM Thailand at EXIM Head Office; Branches; Overseas Representative Offices

Measures for Dealing with Corruption and Misconduct Complaints⁽²⁻²⁶⁾

In case of corruption and misconduct complaints

- Investigate and make initial fact-findings within 7 days from the receipt date of the complaint.
- Promptly initiate disciplinary or criminal proceedings and reach conclusion within 30 days from the receipt date of the complaint.

In case of credible incidents that harm the Bank or cause public disorder

- Promptly consider temporary reassignment of employees involved to facilitate the audit/investigation process and prevent any conduct that may interfere with the audit/investigation.
- Put in place measures to protect complainants and whistleblowers, together with measures to relieve damage using fair, prompt and appropriate approaches in line with the practices presented in the (1) Complaints and Suggestions Management Manual, and the (2) Business Ethics Manual for the Board of Directors, executives, and employees.

EXIM Thailand pledges its protection of the rights of the complainants or whistleblowers, of whom the identity will be kept confidential according to the complainant protection and confidentiality measures, with utmost care and transparency in the proceedings and fair treatment of all parties on an equitable basis and without discrimination.

Reporting Corruption Incidents⁽²⁻¹⁵⁾

EXIM Thailand reports complaints against government officials committing fraud or misconduct to the Anti-Corruption Operations Center, Ministry of Finance, and the Office of the Public Sector Anti-Corruption Commission (PACC) on monthly basis. Additionally, statistical data on these reports is published on EXIM Thailand's website. In 2024, regarding the Audit Committee's quarterly consideration and review of relevant matters and Code of Conduct of EXIM Thailand, no incidents of corruption or breaches of business ethics by the management and employee were identified.

Type of corruption detected (example)	0
Number of corruption incidents (time)	0
Number of employees dismissed/penalized due to corruption (person)	0
Number of contract terminations and/or non-renewals with business partners (contract)	0
Number of legal disputes (time)	0
Resolution and Outcome of the case	0

For details on principles of conflict of interest, policy on and results of connected transaction management and report of the Audit Committee, please see EXIM Thailand's Annual Report 2024 page 108-111 https://www.exim.go.th/getattachment/Annual-Reports/Annual_Report_2024/EN-EXIM-AR-67-FINAL.pdf.aspx



Performance in 2024



All employees completed the "STRONG Anti-Corruption" training course via the Bank's e-learning platform, achieving a 100% completion rate.

100%



There were zero reported violations of the Business Code of Conducts.⁽²⁻²⁷⁾



The organization has not been involved in any litigation cases related to corruption⁽²⁰⁵⁻³⁾



There were zero incidents of corruption with business partners, suppliers, collaborators, or other stakeholders, including internal corruption incidents.⁽²⁰⁵⁻³⁾



EXIM Thailand's Integrity & Transparency Assessment (ITA) score was

94.40 points

Risk Management^(2-25, 2-26)

Risk management and compliance with internal control standards are an essential process for business operation. It helps reduce threats from unprecedented situations, ensure consistent efficiency in management and service provision, enable the organization to achieve targets even amid crises, foster confidence among stakeholders and service users, build financial stability, and promote sustainable business operations alongside supporting responsible economic and social development.

Business Risks and Opportunities⁽³⁻³⁾

Risks

In a rapidly changing world—including shifts in the economy, society, environment, climate, technology and innovation, consumer expectations, and movements in financial and related industries—risk management is more than just about controlling financial loss. It's a key tool for strengthening and sustaining the organization over the long term. Therefore, risks must be continuously monitored and managed to formulate effective directions, strategies, and plans. A comprehensive risk assessment is essential to manage any risks that could impact its sustainability, while fostering a transparent, responsible, and resilient risk culture.

Opportunities

Effective risk management provides critical information to the Bank's management, assisting in decision-making and the prevention of potential issues. This data can also be used to improve work processes and products to better adapt to changes in the business environment. By integrating risks and opportunities into its strategies, the Bank can improve its access to customers and develop financial products that directly address stakeholder needs. This approach builds stakeholder confidence, which is essential for business continuity and sustainability. For instance, the Bank can support SMEs with growth potential in green businesses and conduct scenario stress testing to inform strategic decisions.

Action Plan

Export-Import Bank of Thailand (EXIM Thailand) implements a risk management process that adheres to both regulatory requirements and international standards. The Bank aims to develop a robust risk culture, improve its adaptability to internal and external changes, and apply a comprehensive framework of policies and tools. By integrating Governance, Risk, and Compliance (GRC) principles, EXIM Thailand can achieve its risk management objectives, with the ultimate goal of creating, preserving, and realizing added value for the organization, aligning with stakeholder expectations and supporting its long-term sustainable operation.



In 2024, EXIM Thailand boosted efficiency in its risk management process to accommodate emerging risks and risks with likelihood to increase, reviewed the existing risk management process with internal and external factors taken into account, and implemented digital technology system to strengthen the process for higher efficiency in risk prevention, management, control, and monitoring. Risk knowledge and awareness was enhanced to support the Bank's sustainable growth. Key results from ongoing risk management in 2024 can be summarized below:



**2nd-3rd lines of defense
integration project:**

To promote a good compliance culture, and sound risk management practices to prevent the operations that conflict with or violate applicable laws and regulations.



**Conduct of ESG due
diligence:**

To assess potential impacts and set management guidelines for loan underwriting for customers in relevant industries.



**Tightening of credit
risk management process:**

To prevent and monitor credit risk on a timely basis.



**Implementation of robust fraud
prevention process:**

To enable comprehensive and timely risk management.



**Restructuring of Risk
Management Department:**

To boost risk management efficiency and support the Bank's expansion into new areas.

For details on risk management, including its GRC, structure, and guidelines, risk management culture improvement, please see the EXIM Thailand 2024 Annual Report pages 058-067.
https://www.exim.go.th/getattachment/Annual-Reports/Annual_Report_2024/EN-EXIM-AR-67-FINAL.pdf

Application of Digital Tools for Risk Management, Monitoring, and Control

EXIM Thailand uses six digital tools to manage, monitor, and control risks. These tools are selected for their specific functions and applications to mitigate potential risks in various areas.



Tool 1

Loan Portfolio and Scenario Analysis Report (Power BI): This tool uses Power BI to create reports on loan portfolios and perform in-depth data analysis on Stage 2 debtors. This dynamic risk assessment helps identify potential impacts from different scenarios, supporting the formulation of proactive risk mitigation strategies.



Tool 2

RAS and Data Warehouse: This system consolidates likelihood and impact (IL) data from various sources for efficient management and analysis. It generates a warehouse heatmap to identify and prioritize high-risk areas based on IL data, which is then used to revise the risk management plan. In 2024, EXIM Thailand improved its data processing capability with Power BI, leading to higher speed and accuracy.



Tool 3

EWS for NPL Risk Detection: This Early Warning System (EWS) examines relationships with NPL customers. If it detects potential credit or fraud risks, it issues an early warning signal, prompting timely intervention and risk mitigation.



Tool 4

Rationalization of Control Processes (ITSM): By using ITSM (IT Service Management), EXIM Thailand can rationalize its control processes and activities based on loss data and near-miss events. This data-driven approach strengthens overall risk management and helps reduce the recurrence of such events.



Tool 5

Tool 5 EWS for Credit Risk Management: This EWS tool monitors credit risks such as aging overdue accounts, credit warning signs, and watch lists. It issues early warnings to the Marketing Department, helping to prevent potential credit risks and maintain the quality of the loan portfolio.



Tool 6

Central Fraud Registry (CFR): EXIM Thailand has used this registry, developed by NITMX and shared with other financial institutions since August 2023, for fraud risk management. Access to this centralized data storage helps the Bank comprehensively assess and prevent fraud. Coupled with its EWS tool (Tool 2), the Bank has been able to detect suspicious transactions and protect 14 debtors from becoming NPLs, saving a total of 610.60 million baht. This success is based on lessons learned and adjustments made in 2023 from in-depth KYC (Know Your Customer) and analysis of abnormal trade and money transfer documents.

Projects/Activities and Communication on Risk Management

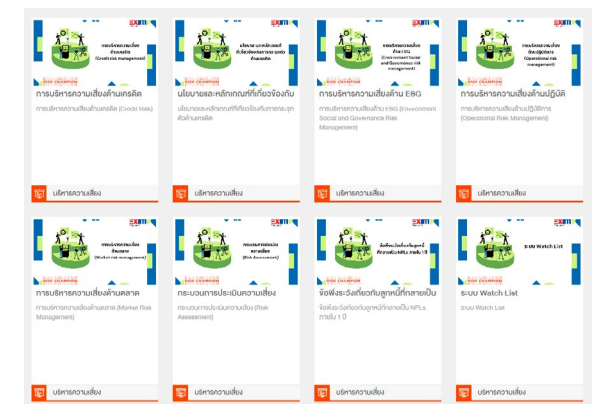
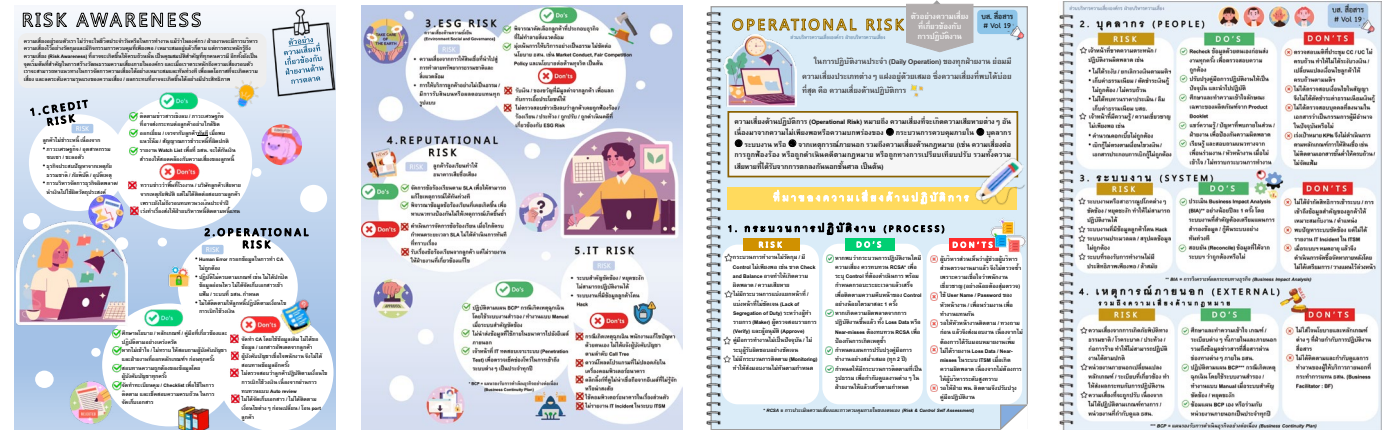
2nd-3rd Line of Defense Integration Project

EXIM Thailand encourages all departments to work together seamlessly to enhance operation efficiency, particularly integrated operation between departments in charge of risk management and regulatory compliance (second line of defense) and the audit function one (third line of defense), under the “synergized” working concept, rather than inter-departmental double checking. To effect this, branch operation is integrated with that of the head office to share knowledge, recommendations, and advice among business units; develop skills and knowledge, and raise awareness of regulatory compliance, risk management, and audit findings, including anti-corruption issues and Risk and Control Self-Assessment (RCSA) for both branch and head office staff; and improve collaborative efficiency between the second and third lines of defense by promoting mutual understanding and providing advice and clarification on audit findings for branches and departments.

Risk Award Program

Risk Award Program is a mechanism for cultivating and promoting a risk culture within the organization. EXIM Thailand encourages all departments to be aware of their roles in efficient risk management, build mutual understanding, and motivate consistent risk management and improvement of work processes. This has lessened the severity of key risks and linked risk assessment and management results to returns and incentives, which may be monetary or non-monetary. Besides motivating employees, the program promotes the use of risk management tools in the operation, management, and tracking of results, as well as in decision-making on relevant important matters. This ongoing effort has ensured comprehensive and effective risk management and has developed into a risk culture. It also supports the integration of governance, risk, and compliance (GRC) principles in a concrete manner.

Integration of Risk Management (RM) and Knowledge Management (KM) for Communication across the Organization via Email and KM Portal



Performance in 2024

• Risk Management Training Courses

Courses	Targets	Performance
E-learning to enhance knowledge and understanding of risk management for risk champions at the executive and department head levels.	Employees who represent departments as risk champions should fully undergo the training as scheduled and pass the test with a score of at least 80%.	100% of employees underwent the training as scheduled and passed the test as required.
E-learning of risk management.	Interested employees in general should undergo the e-learning and pass the test with a score of at least 80%.	100% of Employees underwent the training and passed the test as required.

• Frequency and Scope of Enterprise-wide Stress Testing

EXIM Thailand has conducted stress tests according to the guidelines of the Bank of Thailand (BOT) to assess the Bank's capability to cope with potential impacts in various areas, such as earnings, profitability, NPLs, liquidity, liquidity coverage ratio (LCR), and capital adequacy. The assessment also covers impacts on liquidity under the scenarios required by the BOT, such as credit risk, market risk, investment risk, and liquidity risk. Furthermore, the assessment covers impacts on business continuity and long-term adaptability from 2025-2027, along with impacts on the liquidity of specialized financial institutions (SFIs) over a 30-day period, to set guidelines for the mitigation or absorption of potential losses within an acceptable level.

• Effectiveness of Business Continuity Plan (BCP)

EXIM Thailand conducts a business continuity plan (BCP) drill at least once a year. Scenarios are created for relevant business units to practice dealing with simulated operational disruptions and to implement their BCP efficiently. The BCP drill results have met their targets, with relevant units being able to correctly follow the processes outlined in the BCP. Recovery time testing and call tree exercises were also undertaken, and the results met the criteria that were set.

• Unplanned Downtime

Core work systems are the systems used for processing transactions during business hours. The availability of these systems is crucial to the Bank's business as it ensures continuity in service provision to customers and, therefore, customer satisfaction. The Bank has thus set a downtime risk indicator requiring that any failed system must be recovered and resume operation 100% within the specified timeframe.

Targets and Plans

2025



Organize a training course on guidelines for managing special mention debtors to help marketing officers understand loan classification and migration guidelines and their effects on the Bank's loan loss provisioning. It also aims to raise awareness of and dedication to the prevention and resolution of problem loans. This will enable departments to efficiently manage special mention debtors in their portfolios and establish guidelines for sustainable debt resolution.

Target:

70 special mention champions from the marketing function line and other interested employees.



2026



To study guidelines for preparing a database to be used to evaluate customers' capability to cope with climate change and disasters.

Target:

Guidelines for preparing a database for evaluating customers' capability to cope with climate change and disasters.



To set guidelines for loan portfolio management to ensure higher quality. The tracking and management of these portfolios will be carried out efficiently through an early warning approach. This will allow for the identification of high-risk industries and the determination of trigger points for marketing officers. They will then be able to exercise caution in marketing transactions with new customers and to closely follow up with existing customers.

Targets:

1. A report on qualitative loan portfolios to meet management needs in a timely manner.
2. The NPL ratio target as indicated in the 2026 business plan.



Responsible Lending and Investments

The Export-Import Bank of Thailand (EXIM Thailand) recognizes the crucial role of the financial sector in advancing the United Nations Sustainable Development Goals (UN SDGs), especially in the effort to keep the world's temperature from rising by more than 1.5°C, as targeted by the Paris Agreement to protect the global ecosystem. Therefore, financial institutions need to establish guidelines for phasing out financing for projects or business activities with high greenhouse gas (GHG) emissions that fail to adapt. They should instead shift to financing businesses that are able to transition to a low-carbon economy and those that create innovations for GHG absorption.



Business Risks and Opportunities⁽³⁻³⁾

Risks

At present, business and industrial sectors are expected to operate with environmental, social, and governance (ESG) responsibility. Besides public authorities' monitoring, civil society is increasingly aware of the impacts on the community's environment. Entrepreneurs who ignore environmental issues and produce pollutants that harm people's health and well-being are seen as violating UN Guiding Principles on Business and Human Rights. They may face community protests and official orders to suspend or shut down operations, especially if they lose their social license to operate. Under such circumstances, any lending that fails to consider an entrepreneur's compliance with ESG standards poses significant risks to the bank. The bank could face reputational risk, losing stakeholder confidence and damaging relationships with business partners. It also faces credit risk from payment defaults by entrepreneurs, which could eventually lead to a long-term loss of competitive advantage.

Opportunities

As Thailand moves toward its carbon neutrality and net-zero emission targets, supported by the government's commitment to a Bio-Circular-Green (BCG) economy and the upcoming global warming law, all sectors are working together. They are forming networks to develop guidelines, innovations, and technologies that will help entrepreneurs mitigate greenhouse gas (GHG) emissions and transition to green, sustainable businesses. This presents a clear opportunity for EXIM Thailand to develop products and services that help reduce GHG emissions throughout the supply chains of Thai exporters and investors. This effort will support the Bank's and Thailand's goals for carbon neutrality, net-zero emissions, and the UN SDGs.

Action Plan⁽³⁻³⁾

"EXIM Thailand has established a responsible finance policy and manual, aligning with the Bank of Thailand's (BOT) Sustainable Banking Framework, the International Finance Corporation's (IFC) Responsible Finance Framework, UNEP FI's Responsible Banking Framework, and Fair Finance principles. The Bank also provides its customer service personnel with operational manuals covering areas like market conduct and responsible lending. These guidelines ensure that staff act responsibly, helping to build customer confidence and satisfaction. By doing so, the Bank shows its commitment to supporting Thai exporters and investors on their journey to transitioning to low-carbon business operations."



Responsible Finance Framework⁽³⁻³⁾



1. Good Corporate Governance, Risk and Compliance for Responsible Finance

EXIM Thailand's Board of Directors and senior management have established a responsible financial management system that benefits customers, society, and the environment. They are also committed to empowering employees to effectively implement policies and operational guidelines.



2. Consumer Protection

EXIM Thailand develops its financial services to ensure all customer segments receive fair, transparent, and equitable service. The Bank protects customer rights and interests by providing product and service information in simple, clear, and complete language—sufficient for comparison with offerings from other financial institutions before a decision is made. The Bank is committed to fair pricing and contract terms, and it collects and secures only essential customer data. It treats all customer groups, including socially vulnerable ones, with equality and respect, while maintaining a standard complaint management process to ensure all feedback is heard and addressed.



3. Responsible Financial Education

EXIM Thailand develops its financial education approach for customers, stakeholders, and its own personnel through various channels and methods, in line with international standards. The Bank also collaborates with partner organizations to help individuals adopt responsible financial behaviors, prevent excessive debt, and protect them from changes in the capital market. This approach empowers customers to make confident decisions and select financial services that meet their needs under fair conditions that align with their individual circumstances.



4. Responsible Finance for ESG Development

EXIM Thailand has defined the scope and goals for its financial management and investment, aligning them with Environmental, Social, and Governance (ESG) Investing principles. This includes managing risks, establishing a clear Exclusion List for prohibited businesses, and an Inclusion List for those the Bank is committed to supporting. This strategy aims to generate both financial returns and positive environmental and social impacts. Furthermore, the Bank leverages information technology and digital platforms to develop its service channels, ensuring all customer groups have equal and comprehensive access to EXIM Thailand's information and services.



For more information on Responsible Finance Policy, please click <https://www.exim.go.th/th/Responsible-Finance-Policy> or scan the Code QR

In support of the 2050 net-zero emission target, EXIM Thailand has adopted Phase 1 of the Thailand Taxonomy, a classification system for eco-friendly economic activities. This framework helps the Bank manage its portfolio by identifying industrial sectors or business activities that it should plan to exit or discontinue supporting. As a result, the Bank resolved in 2024 to discontinue all support for coal businesses throughout their supply chains by 2028. (This excludes existing commitments, which will be honored until the end of their contractual terms.)

Environmentally friendly Loan Approval Process



Risk Assessment Process and Response Plan for Responsible Lending and Investment

EXIM Thailand conducts ESG due diligence on customers in industries with potential negative social and environmental impacts. The ESG risks are categorized into three levels: low, medium, and high.

For borrowers with high ESG risks, the Bank follows this process:

- 1) Risk Mitigation: Marketing departments must assess potential risks—including:
 - Liability risk: risk that may affect the customer's financial status, such as payment of fines, that may harm the customer's financial health.
 - Reputation risk and credit risk: risks that can affect the customer in various ways.
 - The Bank's policies and guidelines for dealing with customers and mitigating risks.

- 2) Stricter Lending Process: The Bank applies a more stringent procedure for these loans. Approval must be granted by a committee, not an individual.
- 3) Ongoing Monitoring: Marketing departments are responsible for continuously monitoring and reviewing the risk assessment, with additional analysis of any new risk factors.

If a borrower's risk increases significantly, the Bank may need to accelerate its contingency planning or consider increasing its provisions in line with the risk to mitigate potential impacts.



Products for Sustainable Lending^(FS2)

In 2024, EXIM Thailand has provided credit facilities to help Thai entrepreneurs, including SMEs, develop eco-friendly production and service processes. This initiative aims to enhance their ability to comply with increasingly strict international environmental trade measures and boost their competitiveness in the global market, as follows:



EXIM Green Start

- A credit facility designed for entrepreneurs committed to eco-friendly business operations or environment-related projects. It can also be used as working capital and for liquidity in any industry.
- The program has supported 15 customers with a total approved credit of 244.16 million baht.



EXIM Extra Transformation

- A long-term loan scheme that helps entrepreneurs invest in technology to improve operational efficiency. The goal is to lower costs, boost production efficiency, and enhance business competitiveness.
- A total of 2 customers have utilized the program, with an approved credit amount of 44.5 million baht.



EXIM Solar D-Carbon Financing

- A long-term loan for investment in solar power generation systems, including solar rooftops, solar farms, and solar floating.
- A total of 5 customers have received approved credit amounting to 72.4 million baht.



EXIM Green Goal

- A long-term loan is designed to support entrepreneurs' investments in environmental management. This scheme helps businesses transition to ESG principles and requires the submission of reports to track progress toward established environmental targets.



Sustainability-Linked Loan

- A long-term loan for entrepreneurs who incorporate ESG principles into their business operations. This scheme requires customers to set goals in line with the UN SDGs and track their progress using specific indicators, which are reported in their sustainability report. It also requires a concrete plan for monitoring and review.
- A total of 6 customers have received approved credit amounting to 7,202.4 million baht.

Environmentally and Socially Friendly Loans Performance^(FS7, FS8)

million baht

Project Category	Loan Approval 2024
Renewable Energy	5,878.21
Energy Efficiency/Transition Finance	6,893.13
Circular Economy & Waste/Water Management	93.01
Bio-based Industry (Agri-product and by-product conversion)	2,800.00
Blue Economy	1,407.35
Other Environment-friendly Loans	150.40
Loans to promote social well-being, including healthcare, education, and more.	405.51
Total amount of environmentally and socially friendly loans	17,627.61
Total loan approvals by EXIM Thailand in 2024	52,725.42
Percentage of environmentally and socially friendly loans to total loans	33.43

Note : Forward Contract was not included.

EXIM Thailand's ESG Bond

EXIM Thailand is committed to its role as a Green Development Bank by consistently issuing green financial instruments. In 2022, the Bank issued a green bond in two tranches totaling 5 billion baht, followed by the SME Green Bond worth 3.5 billion baht in 2023 to support small businesses. In 2024, EXIM Thailand issued a blue bond worth 3 billion baht to protect marine environments and resources. Furthermore, the Bank launched a green certificate of deposit project in 2024, collaborating with partner organizations to develop integrated green financial tools that help Thailand transition to a low-carbon economy. These eco-friendly fundraising schemes are designed to protect natural resources from land to sea and build a business ecosystem conducive to ESG principles. The proceeds from the green bonds and the green certificate of deposit will fund renewable energy projects, including solar and wind power, while the blue bond proceeds will support businesses dedicated to protecting marine and coastal resources, thus contributing to the blue economy. This comprehensive approach demonstrates EXIM Thailand's commitment to creating both financial returns and positive environmental and social impacts.

In 2024, EXIM Thailand, with guidance from the Asian Development Bank (ADB), revised its Sustainable Finance Framework to include blue financing. The framework was certified by DNV (Thailand), a leading global certification organization, ensuring it meets internationally accepted standards, specifically:

1. Green Bond Principles 2021, Social Bond Principles 2023, and Sustainability Bond Guidelines 2021 (International Capital Market Association - ICMA).
2. ASEAN Green Bond Standards, ASEAN Social Bond Standards, and ASEAN Sustainability Bond Standards (ASEAN Capital Markets Forum 2018).
3. Green Loan Principles 2023 and Social Loan Principles 2023 (Loan Market Association, Loan Syndications and Trading Association, and Asia-Pacific Loan Market Association).
4. Sustainable Blue Economy Practitioner's Guide (Asian Development Bank, ICMA, International

By the end of December 2024, EXIM Thailand had a total of four tranches of ESG bonds and one green certificate of deposit outstanding under its Sustainable Finance Framework. These instruments totaled 11.5 billion baht and 1.217 billion baht, respectively, as detailed below:

Details of EXIM Thailand's ESG Bonds

Data as of December 31, 2024

Name	Category	ThaiBMA Symbol	ISIN Code (Local)	Issue Date	Maturity Date	Tenor (Years)	Interest Rate (% per annum)	Total Amount (million baht)
The Green Bond of Export-Import Bank of Thailand No. 1/2565 Series 1	Green Bond	EXIM259A	TH0624035901	9 September 2022	9 September 2025	3	2.25%	3,000
The Green Bond of Export-Import Bank of Thailand No. 1/2565 Series 2	Green Bond	EXIM269A	TH0624036917	9 September 2022	9 September 2026	4	Compounded THOR + 0.34%	2,000
The Green Bond of Export-Import Bank of Thailand No. 1/2566	SME Green Bond	EXIM266A	TH0624036602	6 June 2023	6 June 2026	3	2.71%	3,500
The Blue Bond of Export-Import Bank of Thailand (Marine Resources) No. 1/2567	Blue Bond	EXIM276A	TH0624037600	27 June 2024	27 June 2027	3	2.78%	3,000
รวม								11,500

Green Certificate of Deposit

Data as of December 31, 2024

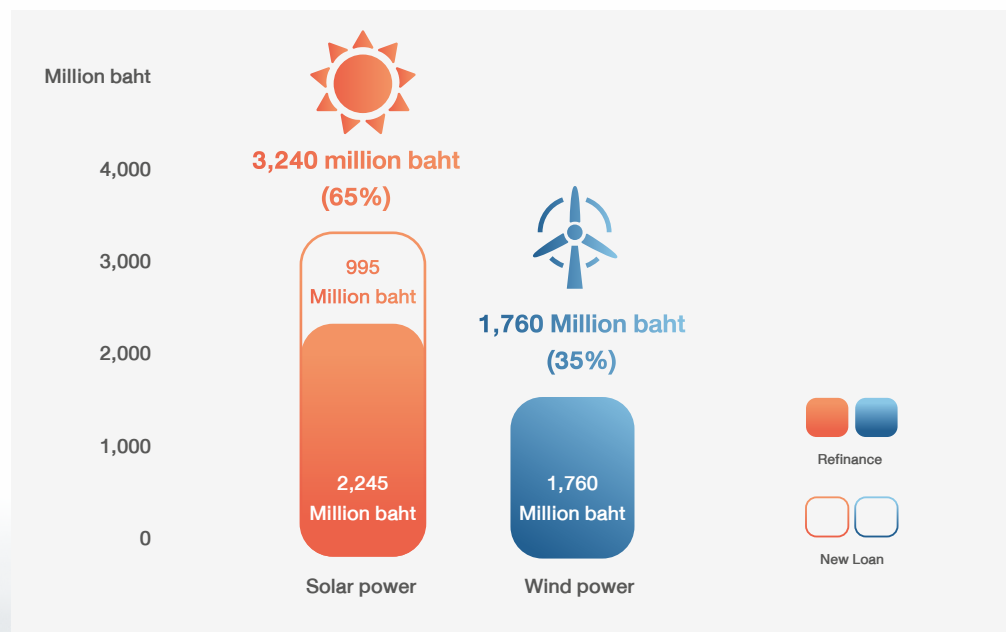
Name	Investors	Line Amount (million baht)	Tenor	Outstanding Amount (million baht)
The Green Certificate of Deposit	Alliance agencies	100-500	3 months	81
			6 months	1,136
Total				1,217

EXIM Thailand's ESG bonds and green certificate of deposit have been well received by investors. The ESG bonds received a global award from The Asset Triple A Awards, a leading financial magazine in Asia, for three years in a row (2022-2024). They also won the State Owned Enterprise ESG Bond of the Year award from the Thai Bond Market Association (ThaiBMA) in both 2022 and 2023.

Allocation and Impact Report

The Green Bond of Export-Import Bank of Thailand No. 1/2565 (Green Bond)

As of December 31, 2024, all proceeds from the Export-Import Bank of Thailand's Green Bond No. 1/2565, totaling 5,000 million baht, have been fully allocated to environmentally sustainable projects in accordance with the Bank's Sustainable Finance Framework. Of this amount, 65% (3,240 million baht) was allocated to solar power projects, and 35% (1,760 million baht) went to wind power projects. Broken down by financing type, 80% was used for refinancing, while the remaining 20% was for new loan financing.



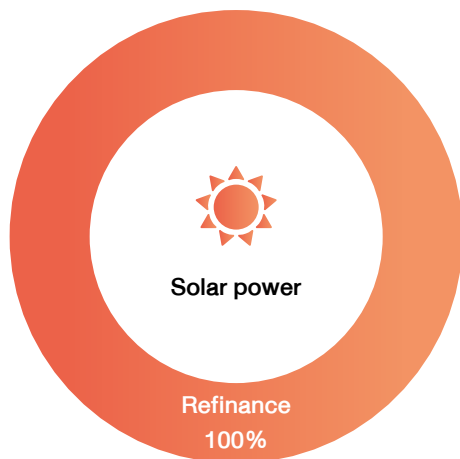
Energy Type	Location	Installed Capacity (MW)	Allocated Amount (million baht)	Proportion
1. Solar Power			3,240	65%
1.1 Refinance	Japan, Malaysia, Vietnam, Thailand Thailand Thailand Vietnam, Thailand Thailand			
1.1.1 Project A		45	1,400	28%
1.1.2 Project B		41	845	17%
1.2 New Loan				
1.2.1 Project C		8	160	3%
1.2.2 Project D		13	489	10%
1.2.3 Project E		22	346	7%
2. Wind Power			1,760	35%
2.1 Refinance	Vietnam			
2.1.1 Project F		50	1,760	35%
Grand Total (1) + (2)			5,000	100%

Remarks

1. Data as of December 31, 2024.
2. Capacity is calculated based on two proportions. For ESG bonds, it is the proportion of the allocated bond amount to the project's total financing. For a syndicated loan, it is the proportion of EXIM Thailand's loan portion to the project's total financing.

The Green Bond of Export-Import Bank of Thailand No. 1/2566 (SME Green Bond)

EXIM Thailand has allocated the 3,500 million baht in proceeds from its Green Bond No. 1/2566 (SME Green Bond) to provide loans to SMEs for environmentally sustainable and clean energy projects, in accordance with the Bank's Sustainable Finance Framework. The entire amount was used to refinance solar power projects, as shown below:



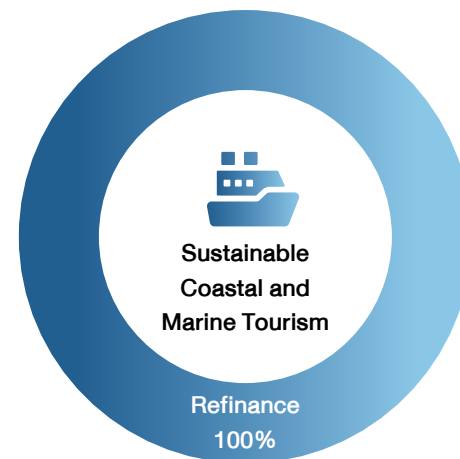
Energy Type	Location	Installed Capacity (MW)	Allocated Amount (million baht)	Proportion
พลังงานแสงอาทิตย์ (Refinance)			3,500	100%
1. Project G	Vietnam	100	1,278	36%
2. Project H	Vietnam	50	648	19%
3. Project I	Vietnam	30	484	14%
4. Project J	Vietnam	34	572	16%
5. Project K	Thailand	11	134	4%
6. Project L	Thailand	25	384	11%

Remarks 1. Data as of December 31, 2024.

2. Capacity is calculated based on two proportions. For ESG bonds, it is the proportion of the allocated bond amount relative to the project's total financing. For a syndicated loan, it is the proportion of EXIM Thailand's loan portion to the project's total financing.

The Blue Bond of Export-Import Bank of Thailand (Marine Resources) No. 1/2567 (Blue Bond)

EXIM Thailand has allocated the proceeds from The Blue Bond of Export-Import Bank of Thailand (Marine Resources) No. 1/2567 (Blue Bond) in the amount of 3,000 million baht to businesses dedicated to conservation of marine and coastal environment (blue economy) in accordance with the criteria of the Bank's Sustainable Finance Framework. The entire amount was used to refinance sustainable coastal and marine tourism projects, as shown below:



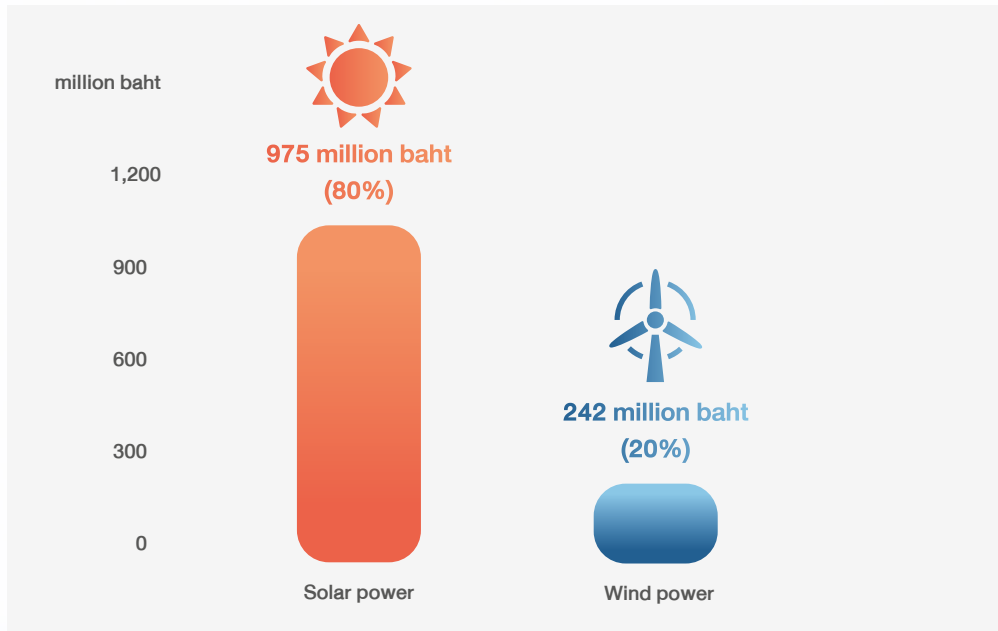
Project Type	Location	Performance of indicators of Environmental Impact of the Project	Allocated Amount (million baht)	Proportion
Sustainable Coastal and Marine Tourism			3,000	100%
1.1 Project M	Maldives	- Green Globe Certification 2024 - Annual Waste Recycled 117 Tonnes - Annual Water Recycled 200,171 m ³	2,224	74%
1.2 Project N	Maldives	- Green Globe Certification 2024 - Annual Waste Recycled 6 Tonnes - Annual Water Recycled 8,670 m ³	776	26%

Remarks 1. Data as of December 31, 2024.

2. Environmental impact is calculated based on two key proportions. For ESG bonds, the impact is determined by the proportion of the allocated bond amount to the entire project's total financing. For syndicated loans, it is based on the proportion of the loan portion provided by EXIM Thailand relative to the total project financing.

The Green Certificate of Deposit

As of December 31, 2024, EXIM Thailand's outstanding green certificate of deposit totaled 1,217 million baht. The proceeds from the issue are intended to support entrepreneurs involved in green businesses that align with the Bank's Sustainable Finance Framework. Of the total amount, 80% (975 million baht) was allocated to solar power projects, and 20% (242 million baht) went to wind power projects, as shown below:



Energy Type	Location	Installed Capacity (MW)	Allocated Amount (million baht)	Proportion
1. Solar Power			975	80%
1.1 Project O	Thailand	36	543	45%
1.2 Project P	Cambodia	13	261	21%
1.3 Project Q	Thailand	12	171	14%
2. Wind Power			242	20%
2.1 Project R	Vietnam	45	242	20%
Grand Total (1) + (2)			1,217	100%

Remarks 1. Data as of December 31, 2024.
2. Capacity is calculated based on two proportions. For ESG bonds, it is the proportion of the allocated bond amount to the project's total financing. For a syndicated loan, it is the proportion of EXIM Thailand's loan portion to the project's total financing.

EXIM Thailand has mobilized funds by issuing green bonds, an SME green bond, a blue bond, and a green certificate of deposit. These funds are used to provide loans to Thai entrepreneurs, enabling them to compete sustainably on the global stage and shift to green supply chains. This initiative helps create a green ecosystem that drives Thailand's economic and export growth, boosts competitiveness on a sustainable basis, and supports the country's journey toward carbon neutrality and net-zero emissions.

Performance 2024

Indicators	เป้าหมาย	ผลการดำเนินงาน
 Credit Facility	Proportion of outstanding loans for environmentally friendly projects to total loans of EXIM Thailand	32% 40.68%
 Fundraising	Issuance of a Blue Bond to Protect Marine Resources	1 series 1 series worth 3,000 million baht


 Total outstanding environmentally and socially friendly loans:
75,504.92 million baht


 Outstanding loans for alternative energy and renewable energy:
37,332.01 million baht


 Launch of green certificate of deposit:
5,000 million baht


 Number of products designed for transition to green businesses:
5 products


 Approved credit lines for environmentally and socially friendly projects:
17,627.61 million baht


 Approved credit lines for alternative/renewable energy projects:
5,878.21 million baht

2025 Targets and Long-term Targets

Targets	Year 2025
 Credit Facilities	Proportion of outstanding loans for environmentally friendly projects to total loans of EXIM Thailand: 40%
 Fundraising	Issuance 1 series of sustainability bond
Targets	Long-term Targets
 Credit Facilities	Proportion of environmental loans to total loans in 2027: 50%
 Fundraising	Consistent yearly bond issuances for environmental conservation and sustainability support.



Driving the Bank through Digitalization and Innovation

Today, Global society has fully entered the digital age, which requires businesses to adapt their operations and services to rapid technological advancements. This is especially true for the financial industry. With greater access to the internet, customers' behaviors have shifted; they now expect fast, consistent, and secure services anytime, anywhere. Banks therefore need to carefully select the technologies that best suit their business for long-term use. They must apply these technologies to develop financial innovations and build an internal knowledge base to support the creation of products and services that meet customer needs. This also includes the prevention of cyberattacks and the protection of data privacy.

Business Risks and Opportunities⁽³⁻³⁾

Risks

Given that online services are now accessible to anyone, anywhere, and at any time, banks that fail to integrate new technologies into their operations and knowledge base will inevitably become inefficient and fall behind. As a result, they'll be unable to meet customer demand. Furthermore, any organization that lacks a systematic approach to preventing data leaks is likely to lose existing customers and struggle to attract new ones. This will ultimately harm their income, competitiveness, and stakeholder confidence, making it difficult for them to stay in business.

Opportunities

By selecting appropriate innovative technologies to improve their financial product and service development process, banks can deliver financial and supporting services through wireless networks and platforms. When these systems are backed by robust cyber threat prevention and data privacy protection, banks can fulfill customer demand with shortened transaction times and processes. This not only enhances customer experience and satisfaction, helping to retain existing customers and attract new ones, but also lowers operating costs, facilitates business expansion, and ultimately uplifts competitive advantage for sustainable business growth.

Action Plan⁽³⁻³⁾

Export-Import Bank of Thailand (EXIM Thailand) has adopted technologies suited to its role as a state-owned specialized bank, enabling a data-centric organization management approach. This initiative aims to develop innovations that enhance business efficiency, create new products and services for better customer experience, and improve employee capabilities on modern platforms. Furthermore, it supports Thailand's strategic trade and investment goals for sustainable growth on the global front.

Technology Adoption Objectives	Implementation
1. Create good experience for customers and stakeholders.	Utilize digital technology to support customers throughout their entire journey.
2. Enhance management/operation efficiency.	Integrate technology into all work processes, including the front, middle, and back offices.
3. Develop digital literacy for employees to manage changes.	Build digital awareness throughout the organization via various activities.
4. Ensure data integrity and security.	Establish comprehensive data integrity and security guidelines.



Create good experience for customers and stakeholders

EXIM Thailand analyzes its customer journey from the initial stages of awareness and interest through the decision to use its services, and ultimately to fostering long-term loyalty. The Bank utilizes digital technology to meet the specific needs of entrepreneurs at each phase of this journey, as follows:



Digital Technology to Support Customers throughout Customer Journey

For more information, please see Customer Relationship Management page 69-70

Enhance management/operation efficiency⁽²⁰³⁻¹⁾

EXIM Thailand integrates technology into all work processes, including the front, middle, and back offices, as follows:

Technologies	Front Office	Middle Office	Back Office
Power BI: For data analysis and tracking.	- Performance Dashboard - Customer 360° Dashboard - ESG Dashboard (ESG Outstanding)		ESG Dashboard (ESG Outstanding)
Robotic Process Automation (RPA): To increase output and reduce errors.	- RPA checking core systems before delivering service - Create statement sending results of e-service systems	Auto creation of direct credit/Bahtnet data	Self-management of password with Self-Service iAM
Generative AI: To enhance overall efficiency.	Increase in data inquiry channels - EXZY AI ChatGPT - Copilot		
			- KM Portal - HR2020
Low Code/No Code: For faster application development.	Improve Receive and Payment Voucher forms for insurance business.		Design of flexible benefit (Flexi Benefit)

- **Data analysis and tracking via Power BI:** By leveraging its ability to work with big data and data pipelines, the Bank transforms financial and non-financial data into user-friendly dashboards for real-time insights.
- **Robotic Process Automation (RPA):** EXIM Thailand utilizes RPA to automate repetitive and rule-based operational tasks, which shortens human processing time, reduces human errors, and improves overall efficiency. The Bank's RPA bots perform several critical functions, including executing day-end and month-end batch processing, conducting pre-service checks on core systems, and sending daily morning notifications via LINE and email to ensure system availability. This proactive approach allows for the timely identification and resolution of issues, effectively mitigating the risk of incidents during business hours and reducing potential losses from system failures.



- **Generative AI:** EXIM Thailand utilizes Generative AI to gather and manage employee welfare data, allowing staff to easily access their medical benefits (Flexi Benefit) via LINE. For 2024, its use has been extended to include knowledge management (KM) and dissemination through new channels. This initiative aims to encourage employees to learn and become more familiar with Generative AI by providing hands-on experience in a practical setting.
- **Low Code/No Code Accelerating Innovation:** EXIM Thailand has adopted low-code platforms as a fundamental option in its cost-benefit analysis for software development. The Bank utilizes these tools to build efficient and user-friendly applications that meet specific business needs, such as a document management application for the Insurance Department on Microsoft Office 365 Power Apps. This approach significantly shortens development time, allowing for the rapid deployment of applications that can be maintained and fixed in-house. This self-sufficiency has resulted in a 70% time saving, reducing the development cycle from 7-10 days to just 1-3 days. The Bank has also used these platforms to develop essential tools like receive and payment voucher forms for its insurance business and to design its Flexi Benefit program.

In addition, EXIM Thailand utilizes test automation as a core part of its financial digital service infrastructure to ensure the quality and speed of its software and applications. This automation is instrumental to the Bank's DevSecOps operations, functioning within a Continuous Integration (CI) and Continuous Delivery (CD) framework. By integrating security principles from the start of software development, this approach reduces code correction and separated function problems while increasing the accuracy and reliability of testing. This strategy provides several key benefits: shortened delivery times, reduced costs, and easier maintenance and updates. In 2024, EXIM Thailand extended its use of automated testing to the Core Banking system during both the System Integration Test (SIT) and User Acceptance Test (UAT) phases for specific modules, including API testing and the use of RPA to simulate customer and transaction data recording.

Result of development and adoption of technology in work performance⁽²⁰³⁻²⁾

KPI	2022	2023	2024
Shortening of working time (%)	58.62	77.84	63.50
Employees' satisfaction with IT services (%)	92.67	93.78	93.85

- **Investment worthiness** is measured by a 21.14% decrease in actual expenses compared to the approved investment budget, which amounts to 41.04 million baht.



Develop digital literacy for employees to manage changes⁽²⁰³⁻¹⁾

A key driver of EXIM Thailand's transformation into a digital bank is its personnel. The Bank consistently re-skills and up-skills employees to align with technological advancements, ensuring its digital workforce keeps pace with the digital transformation roadmap. This initiative begins with a digital fitness assessment to evaluate current capabilities, followed by the design of a development plan to prepare employees for the organization's digital evolution and to help them adapt to the ever-changing global landscape. The Information Technology Group has integrated with the Human Resources Department to analyze and anticipate emerging technology trends that will replace conventional work practices in line with the Enterprise Architecture (EA). This shift will alter the qualifications required of the Bank's personnel. Therefore, it is necessary to assess the competencies of existing employees to design appropriate re-skilling and up-skilling programs. This ensures the right IT manpower is allocated to support departments that are adopting new technologies.

Communication to build digital awareness



Digital Literacy Programs

Target	Program	
Digital Leadership (Leaders/Management)	- Digital Policy and Governance - Data Driven for Decision Making - Data Trend and Transformation - Agile Management for Leader	
Digital Practitioners	Digital Governance Standards Data Developer - IT Service - IT Governance - IT Project - IT Architecture - IT Security - IT Risk - IT Audit	IT/Technical Skill - Generative AI Developer - QA - Data System Analyst - IT Operation - IT Infrastructure - IT Security
All Employees	Digital Literacy - IT Policy - Digital Trend - Digital Tools - Cyber Security Awareness	Core Knowledge & Skills - Business Acumen - Thinking Flow - Effective Communication - Mindset

Results of Employee Digital Literacy to Embrace Changes

Indicators	Targets	Result
Evaluation of understanding, awareness, and behaviors in the context of digital culture (%)	80	93.65
Evaluation of digitally-enabled environment (%)	80	88.90
Preparation of IDP to support digital literacy development (%)	82	100

- In 2024, 14 or 64% out of a total of 22 IT staff members obtained IT certificates, covering IT networks and IT security.

Information System and Data Security⁽⁴¹⁸⁻¹⁾

EXIM Thailand prioritizes the stability and security of its IT systems to ensure they're always available and safe from cyber threats. The Bank has established clear guidelines to maintain the confidentiality, integrity, and availability of its information systems, ensuring convenient, speedy, and secure operations. To achieve this, EXIM Thailand applies a Managed Detection and Response (MDR) framework to proactively detect and respond to threats. The Bank also uses Data Loss Prevention (DLP) software to classify and encrypt sensitive documents. All processes are meticulously implemented in accordance with international standards such as ISO 27001 and the Information Technology Infrastructure Library (ITIL), thereby safeguarding EXIM Thailand from cyberattacks and enabling smooth and consistent business operations.

EXIM Thailand's digital operations fully comply with the Public Service by Electronic Means Act, B.E. 2565 (2022), thereby supporting state agencies in delivering public services in an efficient, transparent, and reliable manner. In line with the Act, the Bank provides electronic contact channels for the general public (pursuant to Section 10) and an electronic public service system for government officials (pursuant to Section 16), accessible through its website, intranet, and the government's information center website (www.info.go.th). These initiatives are an integral part of EXIM Thailand's digital governance policy, with the Compliance Department tasked with supervising and monitoring the Bank's digital operations to ensure adherence to relevant laws and regulations. The department also reports compliance results to the Risk Oversight Committee and other relevant committees, implementing operational improvements based on their feedback.



Cyber Security

EXIM Thailand has implemented a comprehensive audit plan for IT security and cyber resilience. The plan's main scope includes assessing the efficiency and effectiveness of the Bank's IT security operations based on three core principles: availability, integrity, and confidentiality. This is done by auditing IT risk oversight, data governance, information security, access control, cyber resilience, and third-party risk management. The plan ensures compliance with all relevant laws, rules, regulations, orders, and notifications from the Bank of Thailand, as well as other applicable criteria.

Confidentiality	Integrity	Availability
Access to information is restricted to authorized individuals only.	Information must be accurate and trustworthy.	Information is always available for use.
Tools - Authentication and Authorization: This includes multi-factor authentication (MFA). - Data Classification and Encryption: Documents are classified and encrypted to protect their content. - Security Equipment: The installation of security equipment such as DNS Security, an Intrusion Prevention System (IPS), and a Firewall.	Tools - Restriction of access rights - The Four Eyes Principle - Auditing and monitoring - Change control	Realtime Monitoring tools - Disaster Recovery Site/HA - DDoS Protection - Zabbix Monitoring - Capacity Management

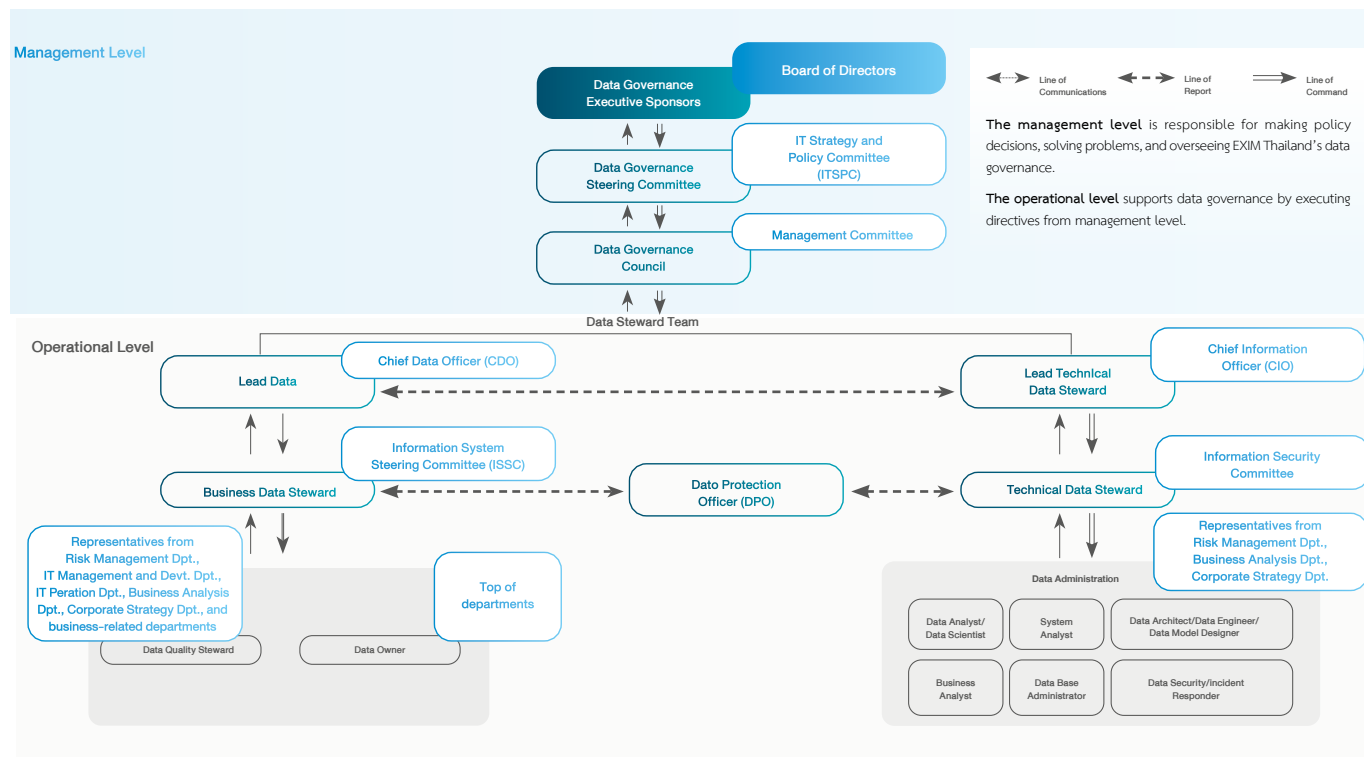
Having successfully achieved and maintained ISO 27001 certification since 2018.



Personal Data Protection⁽³⁻³⁾

EXIM Thailand places great importance on preventing violations of personal data, controlling data access, and preventing data leaks. As a result, the Bank has established a “Personal Data Protection Policy in accordance with the Law on Personal Data Protection,” along with relevant regulations and an operational manual. These documents require all EXIM Thailand personnel to perform their duties in full compliance with the Personal Data Protection Act, B.E. 2562 (2019) (PDPA). In 2024, EXIM Thailand underwent an operational assessment in compliance with the personal data protection law. The Bank used the Government Platform for PDPA Compliance (GPPC) both correctly and completely, following the program’s specified timeline. The Bank was also honored with the Best Practice Award, recognizing its excellence in compliance with personal data protection law from the Minister of Digital Economy and Society.

EXIM Thailand Data Governance Structure



Additional details on data disclosure and security can be found in EXIM Thailand 2024 Annual Report, pages 87–89. https://www.exim.go.th/getattachment/Annual-Reports/Annual_Report_2024/EN-EXIM-AR-67-FINAL.pdf

Results of Information System and Data Security⁽⁴¹⁸⁻¹⁾



The percentage of employees who clicked on downloads from simulated phishing emails has consistently declined from almost 8% to only

6%

which is below the global average of 10%.



EXIM Thailand’s success rate for defending against cyberattacks was

100%

continuously.



The continuity rate for critical systems was

99.98%,

which is better than the commercial bank average of 99.72%.



No important data leaks were found.



The success rate in preventing security incidents, with no impact on core systems was

100%

Innovation and Knowledge Management

EXIM Thailand has consistently developed its corporate innovation system under the innovative organization model since 2022, divided into three levels covering the operation of departments across the organization and in line with the work systems, as follows:

Work Systems	Corporate Innovation Systems
Leading System	Strategic Level involves formulation of vision, policies, and operation plans, and driving the organization by executives and committees.
Supporting System	Fundamental Level enhances innovation management and development, being the process to promote innovation culture, human resources development, and development of collaboration with alliance entities.
Core System	Operation Level involves creation and integration of innovation into the development process of products and services to be delivered to customers.

Strategies to Drive Organizational Innovation

Innovative Banking & Products

Innovative Services

Innovative Process

Innovative Organization



Innovative Banking & Products⁽²⁰³⁻²⁾

In 2024, EXIM Thailand expanded its business with new initiatives, moving beyond being just a bank to “Go Beyond Banking.” The Bank now acts not only as a financial service provider, but also as a lifetime business partner to grow alongside its customers and as a value creator for the community and society. These initiatives include:

- **Establishment of the Investment Banking (IB) Department:** This is a new business line for EXIM Thailand that provides financial advisory services to customers aiming to achieve their business objectives through financial transactions.
- **Development of Innovative Products and Services:** These products encourage entrepreneurs to “Go Green,” paving the way for business operations that align with today’s trade world. This is linked to the “Go Blue” effort, which aims to protect the environment from land to sea.
- **Introduction of Eco-Friendly Products/Schemes:** EXIM Green Start, for example, is a product designed to help entrepreneurs start environmentally friendly businesses, responding to current global trends.
- **Issuance of Thailand’s First Blue Bond:** EXIM Thailand issued a 3-year, 3,000 million baht blue bond—the first of its kind in Thailand. Issued under the Sustainable Finance Framework, the funds will be used to support businesses dedicated to marine resource conservation, such as hotels, marine tourism, and fishing. These efforts sustainably protect marine and coastal environments, in line with the “IGNITE THAILAND” policy.

Results of Innovative Product Development

- Revenue from innovation in 2024: 13.6 million baht, which is 4.95% of total revenues (exceeding the 3% target).
- Fee income from performing as underwriter or agent: 10 million baht.
- Issuance of Thailand’s first THB blue bond: 3,000 million baht.

Innovative Services⁽²⁰³⁻¹⁾

- To address the pain point of the lengthy asset appraisal process for SME customers, The Bank innovated its approach. This enabled it to reduce the time needed to certify an asset price appraisal report from an average of 5-15 business days to just 5 business days, successfully meeting its service level agreement (SLA) target
- The SME Transformation initiative provides professional and comprehensive support to SME customers. Through collaboration with partners, EXIM Thailand offers know-how, business development, and risk management, along with financial services, to enhance entrepreneurs’ capabilities.
- EXIM Thailand has improved its innovative services by leveraging digital technology to ensure professional and efficient service delivery.

Results from the Development of Innovative Services

- Customer Satisfaction with Online/Digital Services: 89.30% (Surpassing the 80% target)

Innovative Process⁽²⁰³⁻¹⁾

- **ChatGPT (EXZY):** Using ChatGPT as a tool for information and knowledge retrieval.
- **SME Loan Underwriting:** The process has been streamlined, reducing the time from complete documentation to loan approval from 7 business days to 5 business days, exceeding the original Service Level Agreement (SLA).

Result of development of innovative process

- Satisfaction with ChatGPT: 82.52%, surpassing the 80% target
- Reduced Loan Underwriting Time for SME loans: 2 business days.

Innovative Organization⁽²⁰³⁻¹⁾

EXIM Thailand attaches high importance to human resource development and promotion of corporate culture to encourage creativity and consequently innovation, as well as partnership with alliances to work toward open innovation.

- The Bank collaborated to organize the Inno Day event with a Design Thinking Workshop.
- The Bank arranged Lean Six Sigma - Green Belt training for the second consecutive year, following the White Belt event in 2023.
- In collaboration with the National Innovation Agency (NIA), the Bank hosted an online training course on the NIA Academy MOOCs platform to develop innovative personnel.

Result of development of innovative organization

- Number of employees completing the Lean Six Sigma – Green Belt training course: 21
- Number of employees completing the NIA Academy course: 78

Additional details on information technology and innovation management can be found in EXIM Thailand 2024 Annual Report, pages 74-76. https://www.exim.go.th/getattachment/Annual-Reports/Annual_Report_2024/EN-EXIM-AR-67-FINAL.pdf

Knowledge Management

To support its endeavor to become a sustainable digital bank, EXIM Thailand has aligned its knowledge management strategic direction and action plans with its corporate seven core strategies, with the full engagement of executives at all levels. The Bank applies digital technology to boost the efficiency of its knowledge management processes, develop employee capabilities, and build a culture of knowledge sharing. This aims to ensure that the Bank becomes a learning organization that empowers and drives Thailand's trade and investment strategies for sustainable global growth.

Shaping of Direction and Action Plans on Knowledge Management

EXIM Thailand's top executives and the Knowledge Management Working Group jointly identify critical knowledge that supports the Bank's operations. The knowledge experts were designated to integrate the knowledge base, ensuring it contributes to the full achievement of the corporate seven core strategies. This also involves creating and exploring new, important knowledge from both internal and external sources. For internal knowledge management, EXIM Thailand facilitates knowledge transfer from experts, promotes cross-functional integration, and develops communities of practice (CoPs). For external knowledge, the Bank acquires insights through study tours, best practice exchanges, and inter-organizational collaboration on various projects. Additionally, the Bank disseminates key knowledge through multiple channels to promote continuous learning. Employees are encouraged to apply this knowledge to improve processes, develop products, and create new innovations that add value to the organization.

Strategies	Critical Knowledge	Application of Knowledge	Results
1. Sustainable Growth Escalator	- Fundraising for the promotion of BCG and eco-friendly businesses - Development of green financial tools - ESG risks - Trade and investment-related environmental and human rights laws	Innovative Products - EXIM Green Start - EXIM Shield Financing - EXIM Blue Funding - EXIM Solar D-Carbon Projects under cooperation with Environmental Fund	- ESG proportion: 39.93% - Loan outstanding for sustainability: 75,810 million baht
2. S-curve Simulator	- Business solution: Investment Banking (IB) - Investment banking - Underwriting bond investment - S-curve/New S-curve industries - PPP and G2G projects	- IB license - Green Export Supply Chain - EXIM Extra Transformation - Bond Replacement	- Loan outstanding including contingent liabilities: 96,554 million baht - IB revenue: 10 million baht
3. Service Sector & Soft Power Promotor	- Service industry and soft power - Export process of providers of logistic (sea / air / land) services - Analysis of intangible assets	- Export Financing - EXIM Export Ready Credit	Loan outstanding including contingent liabilities: 60,839 million baht

Strategies	Critical Knowledge	Application of Knowledge	Results
4. Smart Agro-industry Value Creator	- Agriculture and related trade and activities - Value/Supply chain financing - Industry trend: Future food - Information on target agricultural products in each region	EXIM Better Rubber Export Financing	Loan outstanding including contingent liabilities: 32,476 million baht
5. Synergy Arranger	- CLMV and new frontier markets - Islamic financial services - Networking and alliance relationship management	- One SMEs in collaboration with TCG - Project to promote and support Halal product entrepreneurs for export	- Number of SME customers: 4,231 - Number of entrepreneurs supported with capability enhancement and credit/insurance facilities: 927
6. Safeguard for Entrepreneur	- System to support export/investment insurance operation - Bundling/Cross-selling - Buyer/Buyer bank risk assessment - Reinsurance & Reinsurer selection, related agreement - Country risk	- SRS document for IOS and CRM in export insurance operation - Export insurance service under EXIM for Small Biz	Accumulated business turnover of insurance facility: 193,536 million baht
7. Sustainable Organization Driver	- Tools for process improvement/innovation creation - Big data analytics, digital banking - ISO 14064-1 standard - Fund raising and fund transfer pricing - Risk management, cash management, laws relevant to the organization	- Lean Six Sigma - EXZY ChatGPT - Flexi Benefit welfare - GHG accounting according to ISO 14064-1 - ESG dashboard	- Cost to income ratio: 33.32% - NPL ratio: 3.42% - Net revenue per employee: 5.82 million baht/person - Decrease in work turnaround time with the use of IT: 63.50% - Employee engagement score: 80.30% - Decrease in GHG Scope 1, 2 from the base year: 28.73%

Enhancement of Efficiency in Knowledge Management Process Using Digital Technology

Implementation	Results
Based on employee feedback about IT usage, the Bank improved the Knowledge Management (KM) portal by enabling access without the need for a VPN. This change provides greater convenience and faster access to information.	- Employee satisfaction with the KM portal: 88% (up from 83.79% in 2023). - Increase in knowledge records on the KM portal: 39% compared to 2023. - Increase in KM portal users: 11% compared to 2023.
The Bank designed a virtual helper named "EXZY" (ChatGPT) to serve as a knowledge search tool. By connecting to the KM portal , EXZY provides employees with convenient access to both internal and external knowledge sources.	- Number of employees using EXZY: 464 (representing 56.65%), and satisfaction score: 82.25% - Number of EXZY users is 464 (56.65% of employees) and Satisfaction Score is 82.25%
EXIM Thailand increased the roles of executives and all departments to improve their participation in identifying critical knowledge and developing department-level knowledge management plans.	Implementation: 100% completion across all departments.
The Bank promoted the use of knowledge to solve problems and improve work practices by creating Communities of Practice (CoPs).	The number of CoPs increased by five: - Reduce, give up, and quit the Re Key Ep 01 Community, - Customer 360 Dashboard Community, - Less Manual Insurance Policy Renewal Notification Community, - RPA for UAT Community, and - Compliance 4 Investment Community.

Development of Employees' Capabilities and Knowledge Management Culture



Organizing the KM Workshop "CKO Meets KM Team": The workshop was held to communicate roles, duties, and the KM plan. It also included a brainstorming session for team members to generate ideas for improving operations and achieving the 2024 knowledge management strategic plan targets.



Fostering a Learning Environment: The Bank promoted a supportive work environment by organizing activities like knowledge-sharing sessions, Communities of Practice (CoPs), and a KM Clip Contest.



Developing Employee Capabilities: Training was provided to enable employees to use technologies that support knowledge management, such as ChatGPT and video editing software (CapCut).



Review of KM Recognition Program.

- Prizes were awarded to the top 10 employees with the highest number of accumulated KM coins.
- Souvenirs were presented to the KM Working Group, knowledge experts, and KM Ambassadors.
- Prizes were awarded for the KM Clip Contest.
- Souvenirs and certificates were presented to employees who applied their knowledge to improve their work.

Customer Relationship Management



The Export-Import Bank of Thailand (EXIM Thailand) prioritizes managing its relationships with customers, a key stakeholder group crucial for driving the national economy. The Bank aims to deliver an excellent customer experience and high satisfaction with its products and services, and to build long-term relationships, it pays close attention to the distinct “voices of customers” across different segments. This allows the Bank to gather in-depth insights into customers’ needs, which in turn helps to develop products and services that truly cater to their diverse requirements. By applying technology and innovation to its management and service delivery, the Bank creates an impressive customer experience, which leads to increased customer satisfaction and engagement, allowing customers to participate in building value for both themselves and the Bank, ensuring mutual and sustainable growth.

Business Risks and Opportunities⁽³⁻³⁾

Risks

A lack of insight into the true needs and expectations of customers, as well as a failure to maintain efficient and continuous communication channels, can prevent the bank from approaching customers with the products and services that best meet their needs. This may cause the Bank to fail to provide timely care for customers in vulnerable financial situations, who may then opt for more accessible financial services elsewhere. Furthermore, ignoring customer communication, providing delayed responses, or inefficiently managing complaints can erode the Bank’s reliability. As negative word-of-mouth spreads, this risks causing the bank to lose trust from existing customers and making it difficult to attract new ones. This can significantly tarnish the Bank’s image and impair its operational performance.

Opportunities

By systematically and consistently following up on customer needs through multiple communication and interactive channels, the bank gains valuable insights. These insights are used to inform business strategies, streamline work processes, and guide the development of products, services, and the selection of technologies and innovations that align with customer behaviors and expectations. This approach enhances long-term customer engagement and provides a positive experience, making customers feel valued. Ultimately, this leads to increased satisfaction, loyalty, and confidence in the bank services, ensuring the continued success of its business operations.

Action Plan⁽³⁻³⁾

In the role as a green development bank, EXIM Thailand continues to develop innovative products and services in line with its strategic plan to become a full-fledged digital bank. The Bank focuses on supporting Thai exporters, supply chains, and investors to expand trade and investment globally and sustainably. This will uplift their competitiveness and add value to the country’s economy. To achieve this, the customer and marketing departments have been reorganized and segmented to ensure that activities are carried out efficiently and comprehensively across all channels. Additionally, relationship management plans have been developed with a strong focus on listening to the “voices of customers” in each group to better respond to their true needs and expectations. Furthermore, the Bank’s data warehouse has been upgraded for more comprehensive integration with various systems. This serves as a central hub for collecting and analyzing detailed customer data to develop products and services that fulfill diverse needs and provide value-added support to customers’ businesses. This ensures long-term customer satisfaction and engagement, consistently supporting the Bank’s products and services.



Building Customer Relationship and Satisfaction

In the role as a sustainable development bank, EXIM Thailand is determined to offer total solutions for all customers. The Bank has in place a well-planned customer management process to establish relationships, foster value, and respond to the needs of all customer groups, including SMEs, new exporters, and high-net-worth customers. This aims to boost capabilities of Thai business sectors, particularly export, manufacturing, and service industry by advancing its role as a lead bank to provide services beyond banking with the tagline: “One Step Ahead for All Development,” and take part in driving Thai economic stability and sustainability with competitive advantage in the global arena.

EXIM Thailand “places customers” at the heart of its business operation with emphasis on building shared value through product and service development and customer relationship management system that can respond to the rapidly changing demand in the digital age amid challenges from emerging technologies and consumer behaviors. Key action guidelines are as follows:

1. Insight into and in-depth analysis of customer needs

EXIM Thailand adopts a proactive strategy in customer management by classifying them systematically based on analysis of data from multiple sources, e.g., satisfaction survey result, complaints, and suggestions through various channels. The derived data is analyzed by strategic means using such tools as SWOT, voice of customer analysis, and customer journey mapping, to get insights into the true needs, expectations, and behaviors of each customer group in using the services.

2. Cultivation of long-term relationships and engagement

EXIM Thailand has established a customer relationship management system whereby customer data is managed in a holistic manner. Customers are segmented and relationship managers are designated to provide services closely and specifically to customers, alongside promotion of customers’ engagement through arrangement of activities in response to their interest, such as:



Capacity development activity for export-oriented entrepreneurs



Business matching activity: Insightful seminar for target industries



Invitation of customers to participate in projects for the society, such as reforestation or ESG joint activity

3. Use of customer and market data for product and service development

EXIM Thailand integrates conventional service provision channels with digital ones like mobile application, online service portal, and e-lending service to provide convenience and flexibility in access to its services. The Bank officers' role is enhanced to provide in-depth, group-specific advisory service on such matters as ESG financing, new market risk hedging project, and economic/international law data that cater to the needs of customers.

4. Assessment and rationalization of customer management process

With systematic customer-centric work process put in place, EXIM Thailand has consistently earned a higher satisfaction score and significantly expanded its SME customer base, as tracked and measured through the following key indicators:

- Customer Satisfaction Index (CSI)
- Customer Loyalty Index (CLI)
- Repeated complaint rate and complaint response time

To bring impressive experience to customers, EXIM Thailand applies digital technology that serves the needs of entrepreneurs at each stage of the customer journey in order to develop their awareness and consideration, leading to their decision to use the Bank's services and eventually cultivating their loyalty on a sustainable basis, as follows:



Awareness

EXIM Thailand creates customers' awareness through such channels as social media and website to introduce and disseminate information on its products and services to entrepreneurs. It has TERA application to help customers and entrepreneurs comprehensively assess their businesses in all export dimensions, i.e., business strengths, weaknesses, and potential, along with beneficial suggestions. The TERA platform also links entrepreneurs to various exporter development projects, sources of knowledge and consultancy, and tools for enhancement of export potential.



Consideration

For entrepreneurs interested in EXIM Thailand's services, the Bank has developed systems to provide total solution services, as below:

- **Market2Go** is an online platform to introduce new markets for Thai entrepreneurs who can indicate their products and nature of the markets they require.
- **Entrepreneur potential development by Export Studio** consistently carried out through training/seminars and provision of advice and suggestions both onsite and online.
- **Business matching** which is an international entrepreneur networking activity for greater business opportunities.



Purchase & Retention

The Bank develops applications for customers' greater convenience in doing transactions, comprising:

- **MY EXIM:** An application where customers can easily access banking information and transaction approval, e.g., viewing their portfolios, accounts and statements, and transaction history, etc.
- **ECI Online:** An online channel for export insurance facility where customers can view insurance information anytime around the clock, apply for online approval, track approval status, etc.
- **S1:** A project under collaboration between EXIM Thailand and Thai Credit Guarantee Corporation (TCG) to develop business model that applies technology with uplifting of service provision and support for SMEs in terms of both financing and issuance of letter of guarantee.
- **E-service:** A channel for customers to request the Bank sending financial information via email.
- **Bill payment:** Customers can pay principal and interest debts as well as export and investment insurance expenses to the Bank using bill payment channels of any banks without having to send payment evidences to the Bank.
- **Direct credit:** A service for transfer of money to any recipient having an account with any branches nationwide of Bangkok Bank, Kasikornbank, Krung Thai Bank, and Siam Commercial Bank.

Performance:

Unit: %

Indicators	2022	2023	2024
 Customer satisfaction score	87.70	88.49	89.22
 Customer engagement score	48.50	57.73	65.73

Repeated complaint rate, complaint response time and complaint management

EXIM Thailand pays attention to complaints and suggestions of external complainants, whether they are service users or non-users, as well as from stakeholders. The in-charge department analyzes each complaint and brings it into the complaint and suggestion handling and management process in order to find solutions and respond to the complainant's needs and expectations. This is done with transparency, fairness and neutrality through joint discussions between the complainant, the complaint subject, or the person/party responsible for the process that is the complaint subject. The aim is to find solutions to the issue raised and provide fair financial or non-financial compensation in a fair manner and within the specified timeframe.

In 2024, EXIM Thailand received 21 complaints from customers, of which four were related to the "analysis and approval process," 15 related to the "transaction services," and two related to the "assets and liabilities management." All complaints were resolved according to the complaint and suggestion handling and management process within the timeframe specified in the service level agreement (SLA).






ช่องทางติดต่อ EXIM BANK

- EXIM Contact Center
0 2169 9999
- Website
www.exim.go.th
- LINE Official
@eximthailand
- Facebook Page
**EXIM Bank of Thailand
EXIM SMEs Plus**
- E-Mail
**contactcenter@exim.go.th
eximcare@exim.go.th**

Postal : To Managing Director of Export-Import Bank of Thailand, EXIM Building 1193 Phaholyothin Road, Phaya Thai Sub-district, Phaya Thai District, 10400

Email : eximcare@exim.go.th or info@exim.go.th

Phone : 0 2169 9999 (EXIM Contract Center)

Website : www.exim.go.th/Home/Feedback

Social Media : Facebook page "EXIM Bank of Thailand"

Line official account "@EXIMThailand"

External Agency : Government Complaint Center (1111), Office of the Prime Minister, Bank of Thailand

In-person : EXIM Export Studio or any departments

Complaint and Feedback Export-Import Bank of Thailand, EXIM Building 1193 Phaholyothin Road, Phaya Thai Sub-district, Phaya Thai District, 10400 Branches and Representative Offices (See page 10-11)

SOCIAL DIMENSION

◎ FINANCIAL INCLUSION, FINANCIAL LITERACY
AND COMMUNITY DEVELOPMENT

◎ HUMAN RESOURCE MANAGEMENT



Financial Inclusion, Financial Literacy and Community Development

Financial health is a crucial component of quality life and business. Financial literacy is therefore vital for everyone. The more financial knowledge people have, the greater opportunities for financial stability. Financial preparedness can alleviate stresses in life and allow them to build wealth. By engaging in financial planning, saving, making smart investment decisions, and selecting the right financial services while coping with economic uncertainties, one can avoid slipping into poverty. From a business perspective, financial knowledge enables entrepreneurs to analyze the financial implications of every decision, leading to a prudent allocation of resources. This not only helps control costs but also enables entrepreneurs to identify investment opportunities for appropriate business expansion, gain access to equitable financial resources, and support national economic and social stability, which contributes to the achievement of the United Nations Sustainable Development Goals (SDGs).

Business Risks and Opportunities⁽³⁻³⁾

Risks

A lack of financial knowledge and understanding can drive individuals into poverty or insolvency and ultimately become a burden on society. Similarly, entrepreneurs with insufficient financial literacy will not only be unable to manage their funds effectively but will also face liquidity shortages, lose the trust of business partners and stakeholders, have limited access to new sources of finance, and potentially see their business struggle. If a large number of entrepreneurs are unable to continue their businesses, this could have a huge negative impact on employment and income distribution in communities, which are the cornerstones of national development, and lead to a chain reaction of social and environmental problems.

Opportunities

The promotion of financial literacy and efficient financial management by financial institutions, including budgeting, borrowing, investment, and tax management—helps individuals become financially independent and self-reliant. This, in turn, helps reduce poverty, which is a major national problem. For entrepreneurs, financial literacy facilitates access to necessary credit and other financial resources. This increases their potential for business expansion and helps them distribute income to workers and businesses within their supply chain. This process expands business opportunities, which benefits the country's economic and social development. It also enables financial institutions to attract high-quality customers and generate secure returns.

Action Plan^(3-3, FS13)

As a green development bank, EXIM Thailand strives to be a key mechanism for developing the capabilities of Thai entrepreneurs and investors to help them expand sustainably on the global stage. This is achieved through its Export Studio programs. The Export Studio's primary mission is to develop entrepreneurs, particularly SMEs, into successful exporters. In 2024, Export Studio collaborated with public and private sector partners both in Thailand and abroad to organize 91 programs and activities that developed the skills of 2,928 entrepreneurs nationwide.

Strategies for Entrepreneur Development under the Export Studio Program^(FS16)

Filling the Knowledge Gap: Export Studio supports Thai entrepreneurs in starting and expanding their export businesses sustainably by providing crucial knowledge on international trade and the transition to low-carbon business practices. As exporters face challenges from stringent international trade measures, such as the Carbon Border Adjustment Mechanism (CBAM) and the EU Deforestation Regulation (EUDR), EXIM Thailand works to raise their awareness and provide knowledge on business management strategies that incorporate environmental, social, and governance (ESG) considerations. This is part of a broader commitment to climate change mitigation to help businesses achieve the net-zero emissions target.

Fill the opportunity gap Export Studio explores and taps international trade markets for Thai entrepreneurs through business matching activities, trade fairs at home and abroad, and online trading via e-commerce platforms.

Fill the capital gap EXIM Thailand provides credit facilities to support working capital for export and business expansion. This support is combined with export credit insurance to safeguard against buyers' non-payment.

Entrepreneur Development Projects/Activities in 2024^(FS16)

Projects/Activities	Description	Target Groups	Performance
Online Exporter Incubation Program	Online course for the development of early-stage and intermediate exporters.	Early-stage SMEs	887 participants, comprising 457 legal entities and 430 individuals
Global E-commerce Landscape: Trend & Opportunities in 2025	A project for the enhancement of capability and knowledge for international trade via global online trade platforms.	Early-stage and intermediate SMEs	261 participating entrepreneurs who underwent online trade capability development.
Entrepreneurship Program for Export of Halal Products in cooperation with the Islamic Bank of Thailand and alliance entities	Training course on halal product-related knowledge, product standard certification, introduction to halal product markets, and tips for entering halal product markets.	Early-stage and intermediate SMEs	253 participating entrepreneurs who underwent capability development for halal product export.
"Breaking through to Export Markets" Program	A training program to update on foreign exchange (FX) directions and tips for FX risk hedging, global trade trends, high-demand products in each market, strategies for export business expansion secured by export credit insurance, and tips for searching for foreign buyers by product type.	Early-stage and intermediate SMEs	170 participants
Business Negotiation Preparation Training	A training program designed to prepare prospective exporters for business negotiations.	Early-stage and intermediate SMEs	170 legal entities participated. They have export-standard products, particularly foods & beverages and cosmetics, and are interested in negotiating export business with target countries (China, ASEAN, the Middle East).
ESG Exporter Acceleration Program	This program raises awareness of ESG megatrends and the business outlook in a world of sustainability. It also covers adaptation to a low-carbon society, preparation for business strategy enhancement, assessment of capabilities to cope with upcoming changes, and the planning and development of innovations to transform into green businesses.	Early-stage and intermediate SMEs	The program was completed by 97 entrepreneurs from the manufacturing and supply chain sectors who are interested in modifying their businesses to be environmentally friendly.
SMEs Export Studio Seminar	A seminar to brainstorm ideas and innovations for future branding for exporters who want to transition into green business operations. Participants also learn about the benefits of developing packaging, green branding, and the success stories of global trade brands.	Early-stage SMEs	A total of 94 entrepreneurs participated in the seminar.
"Geopolitical Perspective: From Tension to Solutions" Seminar	EXIM Thailand collaborated with MARSH PB, a leading global insurance brokerage and risk advisory firm, to host a seminar to enhance knowledge and understanding of current geopolitical conflicts. It also promoted the use of financial tools, including credit facilities and risk hedging instruments, to support the global expansion of trade and investment for Thai entrepreneurs. This was done to enable them to use such tools for business planning, to cope with upcoming challenges, and to grow businesses on a sustainable basis.	100 participating entrepreneurs	109 participating entrepreneurs - 15 entrepreneurs who received approval for export credit and investment insurance facilities
Global Business Matching 2025	A program designed to create marketing opportunities for entrepreneurs by organizing a business matching event. This allows Thai entrepreneurs in the food & beverage and cosmetics industries to export or boost their product exports in the CLMV region (Cambodia, Lao PDR, Myanmar, Vietnam).	Early-stage and intermediate SMEs	150 entrepreneurs from the food & beverage and cosmetics industries participated.

Please see news and information about EXIM Export Studio's activities on Facebook: EXIM SMEs Plus.



Targets & Performance in 2024

	Indicators	Targets	Performance
	The number of entrepreneurs who attended Export Studio training courses or activities and successfully obtained approval for credit and/or export insurance facilities. (Person)	920	927

Financial products and services for SMEs^(FS14)

Credit Products ^(FS14)	Description	Operational Performance in 2024	
		No. of service users (Entrepreneurs)	Approved credit amount (million baht)
One SMEs Credit 	The product was developed for the S1 Project to help SMEs access financing for their working capital and liquidity needs. It uses a letter of guarantee from Thai Credit Guarantee Corporation (TCG) as loan collateral. The target clients are legal entities (SMEs) with export businesses or those that manufacture/distribute products or provide services to exporters.	51	97.65
EXIM Export Ready Credit 	Revolving credit facility for use as working capital and to boost liquidity for exporters, producers supplying exporters, and cross-border traders.	21	32.60
EXIM Supplier Financing 	Revolving credit to facilitate payments to and from major traders, serving as an alternative funding source for SMEs that face challenges in accessing capital.	8	26.70
EXIM Shield Financing 	Revolving pre- and post-shipment credit facility for existing and new exporters seeking to expand their exports. The facility provides them with sufficient working capital after export, mitigating concerns about non-payment from foreign buyers.	478	303.98

Credit Products ^(F514)	Description	Operational Performance in 2024	
		No. of service users (Entrepreneurs)	Approved credit amount (million baht)
EXIM Green Start Credit 	Credit facility for entrepreneurs in environmentally friendly businesses or environment-related projects, to be used as working capital and to enhance operational liquidity across all industrial sectors.	15	244.16
First Step Financing 	Revolving credit facility for small-sized enterprises to be used as working capital in international trade, particularly for new exporters.	2	0.20
Brand New Export Financing	Revolving credit facility for new exporters, including start-ups and SMEs in S-curve and green industries.	739	304.95
EXIM for Indirect Exporter Credit	Credit facility for start-ups and SMEs to meet working capital needs and enhance liquidity. This is for manufacturers and suppliers of products and services for exporters, or entrepreneurs who have export potential but are not yet ready to do so on their own. The facility covers Thai entrepreneurs in export-related businesses across the entire value chain.	65	150.70
EXIM Logistics Credit	A credit facility for entrepreneurs in the logistics industry who provide international freight services by sea, land, and air. This includes freight forwarders and shipping agents, and is designed to cover working capital requirements and enhance liquidity in their business operations.	30	114.70
Soft loan GSB Boost Up	Long-term loan with low-interest funding from the Government Savings Bank for SMEs' use to improve liquidity in business operations pursuant to the government policy.	33	419.60
Additional Credit Facility Support Scheme for Entrepreneurs (Transformation Credit)	Long-term credit facility to support SMEs that have survived the COVID-19 pandemic. The aim is to help them adapt and develop their potential, enabling them to compete effectively and cope with the transition period (2022-2023) following the country's reopening.	19	289.54
The total number of SMEs* that have obtained new loan approvals under the 2024 product program		1,461	1,984.78

Remark: *SMEs that are existing and new customers, excluding those that have obtained approval of credit facilities under standard product programs.

Export Insurance Service	Description	Performance
EXIM for Small Biz 	Export insurance service that protects exporters with an annual export value of up to 100 million baht from non-payment risk. This service allows exporters to choose a sum insured based on their export value and pay the premium according to the number of buyers insured by EXIM Thailand.	Number of policy holder: 679 Total insurance premium 410,000 baht

For more information on EXIM Thailand's products and services, please contact EXIM Contact Center, Tel. 0 2169 9999.

2025 Targets and Long-term Targets

2025



Number of SMEs obtaining financial and non-financial supports:

8,066



Number of SME customers:

5,756

2027



Number of SMEs obtaining financial and non-financial supports:

9,405



Number of SME customers:

6,858



Community Engagement and Development

EXIM Thailand recognizes the importance of sustainable community development, focusing on enhancing people's quality of life—physically, mentally, and financially. We achieve this by promoting access to public health services, protecting natural resources and the environment, developing occupations and generating income, and cultivating public values and consciousness to foster long-term community empowerment and self-reliance.

EXIM Thailand has collaborated with local public and private entities to organize activities that improve the quality of life for community members and protect the environment. These initiatives include infrastructure development and educational programs that promote financial literacy and career development. The Bank integrates local wisdom and raw materials with modern technology to generate income while preserving cultural heritage and natural resources. Additionally, the Bank makes donations to development and public interest organizations for public health and environmental purposes, as well as for disaster relief.

Dissemination of information on international trade and investment through various media

EXIM Thailand publishes a monthly electronic magazine, EXIM E-NEWS, to disseminate analytical articles on international trade and investment opportunities, international trade and financial risks, and success stories of entrepreneurs who are the Bank's customers. The e-news is sent via email to over 18,000 subscribers and also published on the Bank's website, i.e., www.exim.go.th, and Facebook page "EXIM Bank of Thailand." The Bank also produces at least three business research articles every month, which are distributed to entrepreneurs and the general public through mass media and online news channels.

In 2024, EXIM Thailand responded to the needs of entrepreneurs, particularly SMEs, who are interested in starting or expanding their export businesses. The goal was to provide them with access to EXIM Thailand's services in three key areas: bridging the knowledge gap, bridging the business opportunity and network gap, and bridging the capital gap. The Bank emphasized providing information on global economic trends and their impact on Thailand, policy guidelines, its products, and success stories of Thai entrepreneurs who have successfully entered international markets. These entrepreneurs also shared valuable lessons learned from their experiences in the form of articles and video clips, which were made widely accessible to target groups on the Bank's website and YouTube channel, "EXIM Bank of Thailand." This content serves as an inspiration and provides practical tips for entrepreneurs to prepare for global expansion, in line with EXIM Thailand's mission.

EXIM for Community Finance Project

EXIM Thailand has collaborated with the Thailand Institute of Scientific and Technological Research (TISTR) to organize a training course. The course provided financial management knowledge under the topic "Tips for Saving and Financial Management," along with advice on developing honey quality for commercial purposes. This was offered through a knowledge enhancement and advisory session for 45 members of the Santharak wild bee community enterprise, farmers, and other interested individuals in Na Noi District, Nan Province, and nearby communities. Of all participants, 85.19% reported a gain in knowledge and understanding, and 97.78% were satisfied with the training.



EXIM for Environment Projects

EXIM Thailand visited the Huai Nam Phia Model site in Na Noi district, Nan province, together with the Faculty of Engineering, Chulalongkorn University. The visit included tree planting and an exploration of the check dam, the natural building learning center, and the still-functional solar panels donated by customers under the Huai Nam Phia green development model project. The solar panels aim to generate electricity for water distribution, supporting year-round agriculture and high-lift water pumping for perennial tree cultivation, which replaces traditional monocropping. This approach is conducive to sustainable agricultural field management.

Furthermore, EXIM Thailand has collaborated with the Policy Committee of the Eastern Economic Corridor and the Mangrove Forest Resource Management Center of Rayong province to organize a mangrove tree-planting activity in Klaeng district, Rayong province, to promote biodiversity and ecological restoration.



EXIM for Career Opportunities Projects



EXIM Thailand has provided scholarships to children under the care of the Foundation for Rehabilitation and Development of Children and Family (FORDEC) to help them pursue vocational careers. The Bank has also made cash donations and provided food and educational materials to underprivileged children and impoverished families to improve their quality of life.

In addition, EXIM Thailand has supported the Foundation for Support and Development of Disabled Persons by providing scholarships for computer education to individuals with physical disabilities or mobility impairments. The aim is to enhance their computer skills for a sustainable income and to help them support their families in the future.

EXIM for Community Health Project

EXIM Thailand has supported a layer-hen and vegetable garden project for student lunches at Phukha Witthayakhom School in Pua district, Nan province. The project aims to improve the nutritional value of school lunches, reduce expenses, and enhance students' agricultural and occupational knowledge and skills.



EXIM for Vulnerable Women Projects

EXIM Thailand has partnered with the Central Women's Correctional Institution to host a workshop for 56 female inmates who are nearing the end of their sentences. The goal of this initiative is to empower them to become successful entrepreneurs. The program equips them with the skills and knowledge needed to create business strategies, manage finances, and handle digital marketing and sales through social media. This training will enable the women to earn a sustainable living for themselves and their families.



Feedback from the workshop was highly positive: 98.93% of attendees were satisfied with the program, and 89.29% reported an increase in their knowledge after participating.

Moreover, EXIM Thailand and the Phayathai District Office have collaborated to open a free space in the canteen at the rear of the EXIM Building. The area is designated for vulnerable women in the Ari community to sell food, creating an additional distribution channel for their goods. This initiative aims to provide greater occupational opportunities and sustainably enhance their quality of life.



Activities in Honor of the King

On the auspicious occasion of the 6th Birthday Cycle (72nd Birthday Anniversary) of His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua, EXIM Thailand partnered with the Phayathai District Office to host a series of volunteer activities for the public good. They planted Horse Bush trees and painted to improve the landscape along the Samsen Canal at Phaya Thai Pirom Park. The Bank also provided educational supplies to enhance children's skills and development, along with ready-to-drink milk, for the Early Childhood Development Center in Wat Phai Tan Community, Phayathai District.



“One Sport, One State Enterprise” Project

EXIM Thailand has developed a new role as a social-responsible bank through promotion and support of systematic development of sports by consistently supporting Thailand Practical Shooting Association and Thailand Extreme Sports Association. This aims to enhance both types of sports as a soft power and uplift Thai athletes to international levels, which would help drive the economy and the society via development of quality human resources for the professional sports industry and hence further boost the country's global reputation. It is also a good opportunity for EXIM Thailand executives and employees to learn and practice such types of sports.



Performance 2024



Cumulative number of youths who received scholarships had completed vocational education and successfully pursued higher education or got jobs:

30 people



Cumulative number of persons with disabilities who received scholarships had completed their computer courses and successfully pursued higher education or got jobs:

110 people



Supported Budget:

13,540 million baht

for community development projects and activities.



Beneficiaries from social projects:

5,756 people

Channels for Stakeholder Communication and Progress Reporting⁽³⁻³⁾

- Facebook “EXIM Bank of Thailand”
- Website: www.exim.go.th
- Sustainability Report
- Press Releases
- Performance report to regulators

Human Resource Management



Human resource management is of great importance to an organization's success. It is the process of workforce planning, recruiting qualified individuals, providing welfare, developing personnel, and creating motivation to ensure employees work efficiently. This builds employee loyalty and commitment, encouraging them to help the organization achieve long-term success. Good human resource management helps improve work efficiency, reduce costs, and create a competitive advantage to drive the organization toward its goals and sustainable growth.

Business Risks and Opportunities⁽³⁻³⁾

Risks

Failure in human resource management could disrupt business continuity. If an organization focuses on modernizing technology and systems but neglects the people who operate and drive them, it will not only fail to retain talents who are a key mechanism for consistent work performance for the organization but also waste time and budget on endless cycles of recruitment and retraining. Increasing employee turnover rates often undermine the morale of those still working with the organization and are a significant indicator of the organization's health and its ability to attract qualified individuals to join and drive the organization toward its goals.

Opportunities

To ensure an organization's success and sustained growth amid dynamic changes, it must have a sound human resource management system. This system should foster satisfaction and commitment between the organization and its employees, maintain continuous relationships with stakeholders, and encourage participation in development processes. By doing so, the organization can more effectively meet stakeholder requirements and deliver products or services that meet customer demands, ultimately ensuring its resilience and long-term sustainability.

Action Plan⁽³⁻³⁾

Export-Import Bank of Thailand (EXIM Thailand) recognizes that human resources are a key factor in driving the organization toward its goals and sustainable growth. The Bank has implemented a comprehensive human resource management strategy, which includes everything from personnel recruitment and welfare management to skill development through a structured training roadmap. This approach is designed to enhance employee satisfaction and engagement, as well as to cultivate core values and an organizational culture that respects diversity. By doing so, the Bank aims to achieve long-term sustainability, in line with its human resource management strategies, which are built upon the following five main dimensions:



Structure and Workforce Landscape

Restructure the organization and its processes alongside workforce management to align with business strategies and maximize efficiency.



Future Skills Development

Accelerate reskilling and upskilling to help employees adapt to a changing business landscape in the digital age, and to enhance the organization's knowledge base.



Smart Partner & Network Enhancement

Develop employee capabilities through systematic knowledge sharing and learning from professional networks and alliances to foster sustainable cooperation and relationships.



People Caring

Promote a better quality of work life and a positive employee experience by motivating and caring, which will help foster a positive environment for happy growth.



Empathic Workplace

Create an open work environment that supports collaboration and leverages the diversity of the workforce to cultivate desired behaviors in line with the core values and organizational culture.

For details on human resource development—including recruitment, new hire onboarding, employee retention and care, performance management, capacity building, promotion of core values and organizational culture, and governance in HR management—please refer the Bank's 2024 Annual Report to pages 070-071.

https://www.exim.go.th/getattachment/Annual-Reports/Annual_Report_2024/EN-EXIM-AR-67-FINAL.pdf

Human Resource Management Strategy

Strategies	Indicators	2024 Targets	Performance
1. Structure and Workforce Landscape: Restructure the organization and its workforce to align with the strategy for accommodating new businesses.	• Success rate of organizational restructuring in line with the Bank's direction, based on the plan for separating Corporate and SME operations and the resegmentation & industry specialization plan.	100%	100%
	• Success rate of workforce management in line with the Bank's direction, based on the plan for segregating Corporate and SME operations and the resegmentation & industry specialization plan.	90%	100%
	• Percentage of critical positions with identified successors.	70%	70%
2. Future Skills and Smart Partner Development: Develop personnel's capabilities by uplifting future skills in line with organizational strategies to support business transformation. Additionally, enhance the knowledge base through knowledge sharing, non-classroom learning, and development of digital skills and capabilities to support digital transformation and development of talents and successors.	• Percentage of employees who successfully closed their skills gaps through their IDPs. The measurement is based on future skills in line with the Smart Partner Roadmap, and the Digital and Data Analytics Development Roadmap, all of which follow the 70-20-10 model. ⁽⁴⁰⁴⁻³⁾	84%	94%
	• Success rate for the development of talent and successors, as measured by their IDPs through cross-functional assignments and coaching.	10%	10%
	• Percentage of critical knowledge systematically compiled to support corporate strategy implementation	80%	80%
3. Network Enhancement: Support collaboration in knowledge sharing and learning with partners and alliances. This will help the organization achieve transformation through its talented employees.	• Number of collaborative activities for personnel development through knowledge-sharing networks.	4 projects/activities	4 projects/activities
	• The level of employee RWA (Ready-Willing-Able) in response to changes across various dimensions.	80%	100%
	• Awareness rate of the organizational transformation project.	80%	80%
4. People Caring: Design a range of welfare and benefits that respond to the diverse needs and expectations of all employees. Additionally, promote a good quality of work life and a positive experience by fostering employee well-being and meaningful interactions with colleagues and clients.	• Degree of employee satisfaction regarding the following factors: 1. Compensation, welfare, and benefits 2. Occupational safety, health, and environment at workplace 3. Work-life balance management	78%	95.75%
		82%	96.62%
		72%	73.39%
5. Empathic Workplace: Enhance employee engagement, respond to relevant human rights issues and DEI, and cultivate desired behaviors in line with core values and organizational culture in various areas.	• Employee engagement score	74%	80.30%

Employee Caring Strategy

In 2024, EXIM Thailand developed new human resource management guidelines to ensure employees have the skills needed to achieve the Bank's strategic goals and are ready to face any challenges. The focus is on promoting knowledge sharing, mutual motivation, and creating a supportive work environment. This strategy is designed to care for employees in pillars: "Be Capable, Be Good, Be Happy, and Achieve Success," which are detailed below.



EXIM Thailand is fostering a **learning culture** to enhance employees' capabilities, aligning with the Bank's strategies for both business and core competencies. The focus is on **reskilling, upskilling**, and developing **digital skills** to ensure all employees are fully equipped for the digital era. This initiative aims to transform the Bank into a **high-performance organization** by developing **talent** and **successor** through a strong **coaching and feedback culture**.



Top executives play a key role in motivating employees. They serve as **role models**, embodying organizational core values and culture, **EXIM's DNA**, to drive growth and adapt to multifaceted changes. As **engaging leaders**, they build a positive atmosphere and foster confidence, which blends individual capabilities to create highly efficient teams.



EXIM Thailand prioritizes and listens to employees' voices. Every piece of feedback is analyzed to ensure the Bank acts in the best interests of its employees on an inclusive basis. The Bank fosters greater employee engagement through a **people champion model**, which involves close collaboration between line managers and the Human Resources Department to develop HR solutions tailored to each department.



EXIM Thailand has restructured its organization based on the principles of **empowerment and agility** to strengthen its **check and balance systems** and enhance market-making efficiency. The Bank has also segregated its operations for Corporate and SME clients and is reviewing its compensation structure and **Flexi Benefit Program**. This is all part of the Bank's evolution into a modern organization, guided by the **5 Flexi's Concept**:

- **Flexible Time:** Employees have flexible working hours with no time-in/time-out records.
- **Flexible Place:** Employees can work from anywhere, with each department managing internal work schedules as appropriate to achieve its targets.
- **Flexible Dress:** Employees are allowed to dress according to their personal taste, as long as the attire is polite and appropriate for the occasion.
- **Flexible Benefit:** The Bank offers flexible welfare and benefits to meet the diverse needs of its employees.
- **Flexible Development:** Employees have access to flexible self-development and skill-enhancement training, in addition to an individual development budget of 10,000 baht.

Benefits and Welfare⁽⁴⁰¹⁻²⁾

Flexi Benefit is a program that allows employees to flexibly choose benefits based on their diverse needs and in line with current economic and social situations. This is offered in addition to standard benefits, such as medical treatment for spouses, parents, and children, education support for children, maternity welfare, a provident fund, and employee loans. The Employee Welfare Committee, chaired by a member of the Board of Directors, considers various benefits and welfare for the best interest of employees and executives at the head office and branches nationwide (excluding contract employees).⁽²⁻³⁰⁾ In 2024, the Flexi Benefit program received an 'Excellent' employee satisfaction rating, which led to its continuation and expansion for a third year. This year, medical care for parent and spouse exchange points have increased from 5,000 baht to a maximum of 10,000 baht, and new categories have been added, including ergonomic office equipment and pet medical treatment, as follows:"



Flexi Benefit Program:

To allow employees to properly choose benefits that meet their needs with the concept of “give, transfer, spend, and reimburse.”



Entitlement to Exchange for Points The points are divided into two portions, as follows:

Portion 1: The Bank grants 5,000 points to each employee. Any employee who completes one year of service in 2024 will be entitled to a prorated amount of points. The points will be allocated from the month following the completion of one year of service until December 2024, at a rate of 400 points per month.

Portion 2: Employees may inform their intention to decrease or increase their entitlement to the following medical treatment benefits or annual leave days:



Medical Treatment Grant:

Includes OPD, IPD, traditional Chinese medicine, traditional Thai medicine, acupuncture, and physical therapy.



Health check-up.



Vaccinations:

Influenza, HPV, and situational vaccines.



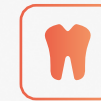
Medicine and Dietary Supplements:

From pharmacies, including supplementary vitamins.



Eyesight Treatment:

LASIK, glasses, contact lenses, and contact lens solution.



Dental Treatment:

Fillings, extractions, scaling, root canal treatment, crowns, dentures, whitening, and braces.



Physical Exercise Services Fee/Memberships:

Fitness, swimming pools, sports stadiums (badminton, football, basketball), and running events.



Insurance:

Health insurance and life insurance fees (reimbursed only for the additional health insurance portion).*



Medical Equipment:

Blood pressure monitors, pulse oximeters, blood glucose meters, and CPAP machines.*



Sports equipment.*

Remark: * A new category to better serve The need of employees

Employee Loans

Loan categories	Number of employees receiving loans (persons)
Personal loan for relief of family's burden and close credit card debt	180
Home loan	123
Car loan	13
Subsidy loan	1

Birthday Leave

As a gesture of gratitude and to boost morale, EXIM Thailand grants employees the right to take a paid day off on their birthday. This allows them to celebrate the special occasion with family and loved ones or enjoy some private time. Employees can choose one day during their birth month for this leave, giving them the flexibility to recharge and stay motivated at work.

At the same time, EXIM Thailand has improved its working style to align with its empathic workplace policy. This includes flexible work-from-anywhere and flexible working hours, emphasizing an employee's responsibility to manage their work-life integration. Additionally, employees are given the freedom to dress independently but appropriately (smart casual). The Bank also fosters an open work environment where employees have the autonomy to propose new guidelines for work processes, allowing them to adapt to changing situations and technologies while meeting stakeholder needs and expectations.

Career Path Management

EXIM Thailand has implemented a systematic career management process that aligns with its strategic and operational plans. This process begins with defining job structures and families, establishing clear career paths, and setting clear, concrete criteria for appointments and promotions. These initiatives are integrated with other human resource management processes, including workforce structure, compensation, employee development, and succession planning.

Furthermore, the Bank has established job rotation criteria that take each employee's career goals into consideration. This process is linked to systematic development and evaluation through an individual development plan (IDP). It is also integrated with the development of potential successors, workforce management, knowledge management, and the enhancement of employee engagement to create a positive employee experience.

EXIM Thailand requires all employees to undergo a biannual performance evaluation based on performance indicators, core competencies, and desired behaviors that align with the corporate culture. The results are used for the fair consideration of employee remuneration.⁽⁴⁰⁴⁻³⁾ Additionally, the Bank encourages all employees to actively plan their career advancement by defining their short- and long-term career goals. The Bank, in turn, assists in managing and developing proper career progression in line with each employee's aspirations and needs, with HR strategic partners serving as career counselors. In 2024, 100% of employees completed their performance evaluations. Furthermore, 722 employees, or 91% of the total workforce (excluding senior executives and probationary employees), set their career goals. These goals included 926 short-term goals (1-3 years) and 703 long-term goals (3-5 years).

EXIM Thailand is committed to preparing and developing **high-potential employees** (talents) by creating suitable career advancement opportunities for them. This involves systematic **talent mapping**, which clearly defines talent categories according to set standards, and the use of a **talent calibration mechanism** for evaluation.

For the evaluation and selection of successors, EXIM Thailand has identified three key position groups: Executive Vice President (N-1), Vice President (N-2), and Assistant Vice President (N-3). These roles are critical to the organization's success, as they lead the way in driving policies, strategies, and plans, and empower their teams to perform smoothly and achieve goals.

To develop the potential of both talents and successors, EXIM Thailand encourages and supports employees in creating their own Individual Development Plans (IDPs) based on the **70:20:10** learning model. This model emphasizes hands-on work experience (**70%**) through initiatives like job rotation and acting as a department head. Employees can also gain experience by showcasing their skills in forums, such as by serving as a Knowledge Management (KM) ambassador or a speaker. Development also includes learning from others (**20%**), such as through coaching and job shadowing with top executives. In **2024**, **70%** of key positions were filled internally.

Promotion of Learning and Development for Personnel⁽⁴⁰⁴⁻²⁾

With a focus on encouraging employees to learn and develop their skills, knowledge, and expertise for career advancement, EXIM Thailand has a comprehensive training and development plan. This plan includes an onboarding program, a basic banking program, and courses on digital skills, leadership, and future skills. The Bank also offers up-skilling and re-skilling programs and core credit skills programs. These programs are available for online learning via the Knowledge Management (KM) portal in various formats, including e-learning and micro-learning. Orientation programs are also provided to help new employees quickly prepare for their roles. Additionally, a budget of 10,000 baht per person per year is allocated for individual development, allowing employees to pursue their personal interests and skills beyond their Individual Development Plan (IDP).

Average training hours for employees⁽⁴⁰⁴⁻¹⁾

Detail	Unit	2022	2023	2524
Average training hours per employee	hours	34.68	36.13	67.45
Categorized by gender				
Male	hours	37.4	36.41	63.26
Female	hours	32.8	34.56	61.60
Categorized by employee groups				
Top Management	hours	106.2	112.57	121.7
Middle Management	hours	39.9	38.45	69.56
Junior Management	hours	38.7	25.46	69.11
Operating Staff	hours	30.03	26.52	61.39
Contractual staff	hours	18.2	30.5	14.75
Average budget for training per employee	baht/ person/ year	22,560.05	14,852.18	14,210.98

Remark Training courses for male and female employees are selected and approved without discrimination on gender, race, religion, etc., in line with EXIM Thailand's human rights policy. However, the average training hours for males may be higher than those for females due to the smaller number of male employees.

Courses to develop skills and knowledge of employees⁽⁴⁰⁴⁻²⁾

Courses	Target Groups	Performance
Data Analytics (Power BI): This course focuses on enhancing skills in data connection, preparation, visualization, and analysis, as well as transforming data into interactive dashboards. It is suitable for employees with intermediate-to-advanced Excel skills, those responsible for business data analysis, or individuals in departments that require data for decision-making.	Employees across all departments who regularly work with and use data to support decision-making, such as the Corporate Strategy Department, Risk Management Department, and Accounting Department. It is also open to anyone interested in the topic.	Number of attendants: 36 Number who passed: 36
Intermediate Credit Analysis Course: Intermediate Credit Analysis Course: This course is designed to boost in-depth skills and knowledge related to assessing borrower creditworthiness, systematically analyzing credit risks, and structuring sound credit deals. The goal is to ensure efficient credit approval and professional portfolio management.	Employees of SME Credit Analysis Department, and anyone interested in the topic.	Number of attendants: 115 Number who passed: 115
Sales Closing Techniques: Winning Over Customers: This course is designed to develop the competence of sales teams. It focuses on gaining insights into customer needs, offering value, handling objections, and leveraging deal-closing techniques to achieve satisfying and sustainable results.	Employees of SMEs Business Department, and others with interest in this course.	Number of attendants: 159 Number who passed: 159

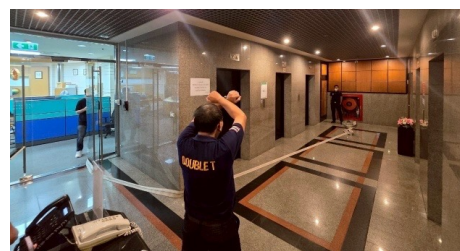
Activities for Well Being

Activities	Target Groups	Performance
Physical Fitness Activities: Yoga class every Monday and Zumba class every Wednesday at the EXIM Club, 25th Floor, EXIM Building.	Employees with interest in the activities.	Number of Participation: 30 per class Participant Satisfaction Scores: Yoga: 97.18%, Zumba: 95.31%, and An after-action review is conducted (after the satisfaction assessment) to improve future activities.
“Preparation for Happy Retirement”: This activity provides guidelines for near-retirees to plan and properly take care of their physical, mental, and financial health, as well as prepare for a happy life after retirement.	Employees aged 55 or more.	Satisfaction score = 96.08%
Additional Employee Activities: These include a make-up class, a cooking class, a YouTuber/blogger workshop, and various sports events.		

Management of Occupational Health and Safety at Workplace

EXIM Thailand is committed to developing and maintaining a safe and healthy environment for its employees. The Bank gives high priority to observing relevant standards for both workplace safety and the work environment to prevent accidents and mitigate the risks of injuries or illnesses related to work performance. Health promotion is encouraged regularly in the workplace with basic life support (BLS) skill enhancement training and exercise courses made available, involving use of automatic external defibrillator (AED), security guard training in three levels (safety officer/safety management/safety supervisor), and annual fire drill and evacuation simulation. Furthermore, The Bank controls environmental risks by taking proactive measures to protect the health of its personnel and the workplace environment. These measures include Measurement of illumination and PM 2.5 levels, improvement of the air-conditioning system within the building, and proactive cleanliness maintenance, such as cleaning air conditioners and spraying disinfectants in affected areas to ensure a safe working environment for all employees.

Basic life support (BLS) training and fire drill



Targets & Performance in 2024

 Indicators	Targets	Performance
 Number of work-related accidents causing employees, contractual workers, and outsourced workers to take more than 3 days of leave.	0	0
 Number of work-related fatalities of employees, contractual workers, and outsourced workers.	0	0
 Percentage of occupational health and safety management systems for employees, contractual workers, and temporary workers that have undergone an internal audit.	100%	100%

Promotion of Corporate Culture

EXIM Thailand promotes desirable behaviors, known as EXIM's DNA, and links them to the assessment of core competencies. This is a key factor in boosting employee competencies and creating an atmosphere conducive to driving corporate values and culture. The Bank achieves this through actions such as reviewing organizational and operational structures and encouraging executives at various levels to serve as role models. Additionally, The Bank reinforces these aspirations through communication, recognition of employees nominated as idols for various values, and the annual "EXIM Core Values and Culture Survey." This survey covers multiple dimensions, including awareness, understanding, and behavioral changes. The results are then used as input to systematically enhance the corporate values and culture for the following year. For 2024, the Bank's Culture Day event was held on December 18 to foster an atmosphere aligned with its values and culture.



Furthermore, EXIM Thailand recognizes the importance of human rights as a fundamental part of its social responsibility and commitment to transparent, ethical business operations. The Board of Directors has approved a human rights policy for EXIM Thailand, which aligns with the UN Guiding Principles on Business and Human Rights (UNGPs) and the concept of equality of rights and human dignity. This policy has been disseminated to all employees to ensure their awareness, understanding, and implementation as part of the corporate culture. It focuses on conducting business in a manner that respects the human rights of stakeholders throughout the Bank's value chain. The policy also promotes the establishment of a comprehensive human rights screening mechanism to build trust among all stakeholder groups and supports a framework for sustainable development. As of 2024, no complaints or incidents related to discrimination or human rights violations have been lodged.⁽⁴⁰⁶⁻¹⁾

EXIM Thailand also aims to develop and empower its employees at all levels, ensuring they have the knowledge and understanding of corporate governance principles, social and environmental responsibility, and sustainable development. This is to build a sustainable development culture that aligns with international standards for efficient implementation in the Bank's daily operations. To achieve this, the Bank has organized training sessions on topics relevant to Corporate Governance & Corporate Social Responsibility (CG & CSR), which are also in line with responsible and sustainable banking guidelines. These sessions include:

- "Climate Finance" training program: 159 participants, with a post-training satisfaction score of 96.73%.
- "Understanding of Carbon Neutral" training program: 159 participants, with a post-training satisfaction score of 97.25%.

Employee Satisfaction and Engagement Survey

EXIM Thailand values the voices of its employees and welcomes feedback provided through both formal and informal channels, such as the annual employee satisfaction and engagement survey, participation in activities, and other communication methods. The survey results are used to develop plans to enhance employee engagement. The focus is on reinforcing existing strengths and addressing areas where employees would like to see improvements. These plans are then implemented at various touch points throughout the employee experience journey. Furthermore, the survey helps in responding to the true needs and expectations of different employee groups, which are classified by generation, years of service, work family, and work location.⁽⁴⁰²⁻¹⁾

Results of Employee Satisfaction and Engagement Survey in 2024



Employee Satisfaction Rate

74.16%



Employee Engagement Rate

80.30%

Performance 2024



Human Capital Return on Investment (HCROI): **3.59¹**



The internal promotion rate for key positions (Promotion from Within): **70%**



The average training **67.45 ชั่วโมง/คน/ปี**



The percentage of employees have achieved individual development plan and have undergone performance appraisal based on assessment criteria.: **100%**

¹ Calculated from referenced year 2024 (1) Revenue 4,934 million baht (2) Total expense 1,729 million baht (3) Human capital expense 1,238 million baht [HCROI = (Revenue - Non Human Capital Expense) / Human Capital Expense]

Channels for Employee Communication and Progress Reporting⁽³⁻³⁾



E-mail: eximpeople@exim.go.th



Organization's online magazines

Targets in 2025



Employee Engagement Score: **88%**



Net Revenue per Employee (Productivity): **5.73** million baht/person



Organizational Restructuring Effectiveness in Achieving Strategic Alignment: **100%**



Success Rate of Workforce Alignment with Organizational Direction (based on Headcount Control): **95%**



Percentage of Employees with IDP Gaps Closed (based on Expected Outcomes): **86%**



Percentage of Employees Developed Through the 70:20:10 Model, with a **↑10%** Increase



Satisfaction Score with Factors Driving a Coaching and Feedback Culture: **80%**



All Critical Positions (N-1, N-2) Have a Designated Successor: **100%**



Human Capital Return on Investment (HCROI): **≥ 3.60**



Employee Satisfaction Score: **76%**

Longterm Targets



Employee Engagement Score

≥90%



By 2029, Net Revenue per Employee (Productivity):

9.54 million baht/person



Receive an Award for Human Resource Management and Development by

2029

ENVIRONMENT DIMENSION

◎ CLIMATE CHANGE RISK AND
OPPORTUNITY MANAGEMENT

◎ ประสิทธิภาพการใช้ทรัพยากร
และลดผลกระทบต่อระบบนิเวศ

Climate Change Risk and Opportunity Management



Financial institutions worldwide are playing a pivotal role in tackling climate change. They are putting forth a concerted effort to limit the increase in global surface temperature to no more than 1.5 degrees Celsius by driving the transition to a low-carbon society. They do this by investing in clean energy to reach the triple renewable energy capacity and double energy efficiency gains by 2030. They also support manufacturing companies in switching their production processes to renewable energy and using technology and innovation to boost energy and resource efficiency. They also aid in limiting, treating, and disposing of waste from industrial production processes to achieve the goal of reducing greenhouse gas emissions to net zero.

Business Risks and Opportunities⁽³⁻³⁾

Risks

Banks extending credit without considering the impact of climate change—including carbon taxes and upcoming climate change legislation affecting high-emission industries—not only disregards government policy and the Bank of Thailand's sustainable banking guidelines but also risks increasing business costs. This is due to the carbon emissions from their lending and investment portfolios (Scope 3, Category 15 - Investments) for which they are responsible. Ultimately, this can damage their reputation and stakeholder trust, undermining long-term business stability.

Opportunity

With the government's focus on developing the Bio-Circular-Green (BCG) Economy, businesses and industries must quickly adapt by advancing technology, innovation, and infrastructure, as well as by upskilling entrepreneurs and workers. This is crucial for navigating new business landscapes, such as the electric vehicle (EV) industry, which is poised for significant growth as many countries phase-out fossil fuel vehicles. Furthermore, the Ministry of Energy's goal to generate 37% of electricity from renewable sources by 2037 and the creation of carbon credit trading mechanisms to boost revenue for eco-friendly businesses present a clear opportunity for banks. By continuously supporting businesses in their transition to low-carbon operations, banks can capitalize on these emerging trends.

Action Plan⁽³⁻³⁾

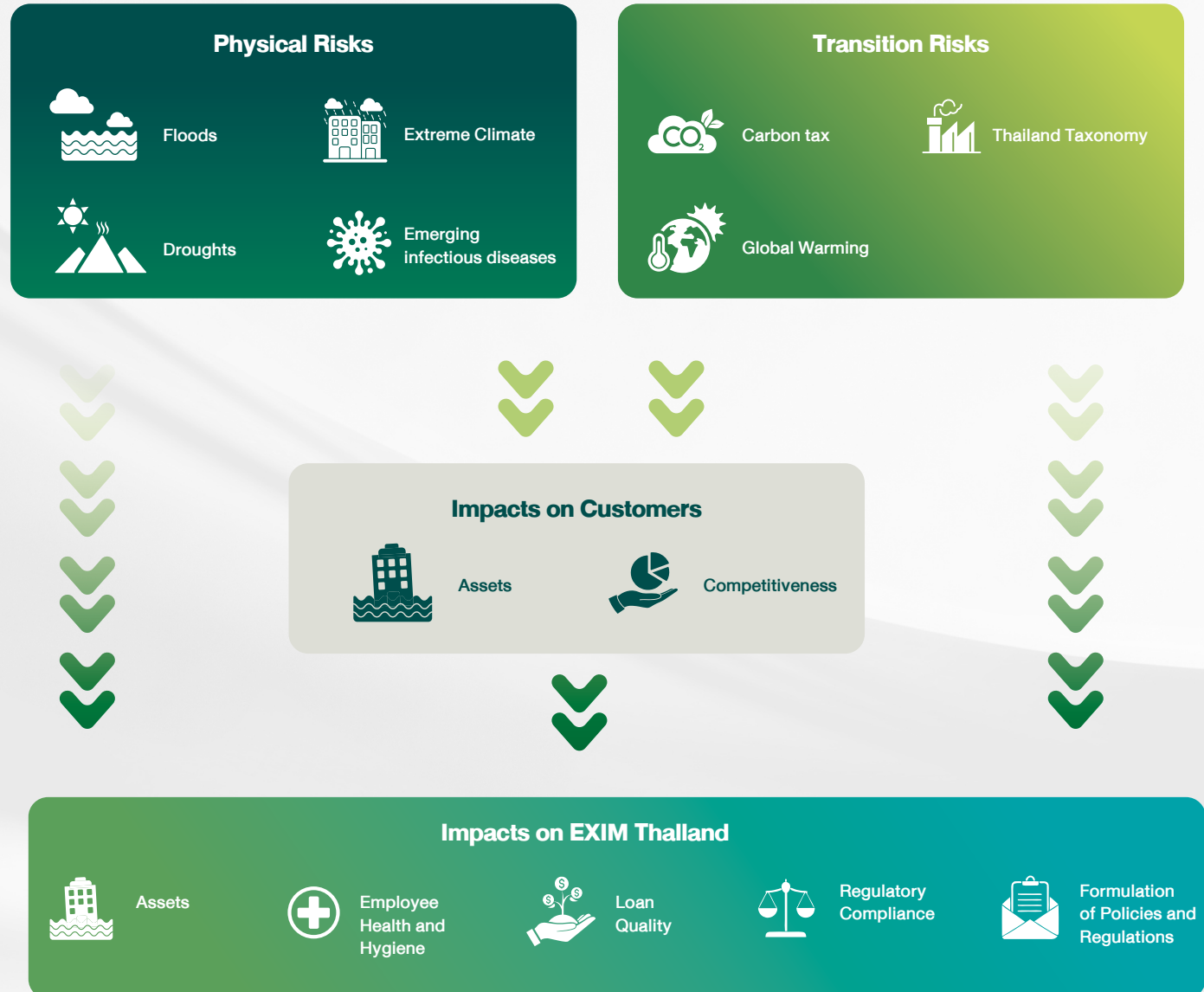
EXIM Bank has set a goal of achieving carbon neutrality by 2027 and net-zero greenhouse gas emissions by 2050, aligning with global targets. To address climate risks that could impact the organization, the Bank's Sustainable Development Working Group assesses potential losses and monitors relevant climate standards, including the Thailand Taxonomy and new climate laws. The Bank has also joined various organizations dedicated to emissions reduction and carbon market management, such as the Climate Change Institute (FTI Cci), the RE100 Thailand Club, FTI Green, the Thailand Carbon Neutral Network, and the Carbon Markets Club (CMC). This participation aims to elevate Thailand's carbon credit market to an international standard, serving as a crucial tool for future exporters. Ultimately, this strategic focus enables the Bank to develop and offer products and services that help Thai entrepreneurs and investors transition to eco-friendly businesses, particularly in the integrated clean energy sector.

Climate Change Risk Management Process

To manage climate-related risks, EXIM Bank's Risk and Control Self-Assessment (RCSA) process requires all departments to identify, evaluate, manage, and monitor these risks on a quarterly basis. The Risk Management Department ensures employees are aware of these issues by communicating climate risk topics annually through various channels, including email, e-learning, and the Bank's KM Portal.



2024 Climate Change Risk Categories and Management⁽²⁰¹⁻²⁾



EXIM Thailand has identified climate change-related risks and created action plans to manage them, as follows:

Types of Risks	Impacts on EXIM Thailand's Business	Risk Management
1. Physical risks	- Impacts of disasters on EXIM Thailand's assets - Impacts on employee health and safety - Impacts on the assets and businesses of customers in disaster-affected areas	- EXIM Thailand's business continuity policy provides standard guidelines and procedures to prevent potential losses from various incidents, ensuring the Bank's business continuity. It also aims to mitigate financial, legal, and reputational impacts, as well as impacts on the health and safety of employees and on the lives and property of all stakeholders. - The Bank formulates relief measures for customers affected by disasters and emerging infectious diseases that may disrupt their business operations and debt servicing ability. These measures, such as rehabilitation loans or loans within the limits specified in the Bank of Thailand's Notifications, are designed to help them continue their operations. The goal is to help entrepreneurs cope with transitional phases during crises, thereby increasing their readiness for business development and improvement.
2. Risks associated with the transaction to a low-carbon economy	- Impacts of climate change legislation - Impacts of Thailand Taxonomy	- EXIM Thailand has established credit policies to ensure that the Bank does not grant loans for activities that violate anti-money laundering and counter-terrorism financing laws. The Bank also prohibits loans for natural resource or environmental offenses, such as the unauthorized use, possession, or control of natural resources. Additionally, it prohibits practices intended to unlawfully seek benefits from natural resources through illegal commercial activities or deforestation. - The Bank has established project financing criteria for high-risk projects with potential social and environmental impacts. These criteria require that project performance information is available, in accordance with the social and environmental standards and regulations of the country where the business operates. This includes documents like the Environmental and Social Impact Assessment (ESIA) and the Resettlement Assessment Plan (RAP). The criteria also require an analysis and assessment of other risk factors that could have social and environmental consequences. - The Bank engages technical consultants who specialize in environmental impact assessment to conduct rigorous inspections and controls, ensuring quality and compliance with international standards. - The Bank assigns marketing-related departments to identify and analyze opportunities and potential impacts associated with each risk factor. They are also responsible for the regular monitoring and review of the project's assessed risk factors. - The Bank formulates internal guidelines for conducting environmental, social, and governance (ESG) due diligence, as well as for applying the Thailand Taxonomy. - The Bank offers financing for a wide range of alternative and renewable energy projects. This includes projects that incorporate environmentally friendly technologies, such as the installation of energy-efficient equipment.
3. Risks associated with procurement, utilization, and disposal of technological devices or tools	The improper disposal of electronic waste—either by mixing it with general waste or by commissioning a non-certified disposal company—poses a significant risk to the environment and the community.	- EXIM Thailand implements a Green IT policy and handbook that guides the selection and management of environmentally responsible technology. - The Bank encourages internal waste segregation, including electronic waste. It actively participates in the "E-Waste the Battle" initiative, a program by Advance Info Service Plc. (AIS). To ensure proper disposal, the Bank contracts a certified electronic waste management company for its IT devices.
4. Risks associated with wasteful or inefficient utilization of resources	Inefficient resource utilization may result in increased costs and a failure to comply with eco-efficiency policy guidelines established by regulatory bodies.	- EXIM Thailand has appointed an Energy Management Committee to manage energy consumption and maximize efficiency. This initiative is designed to ensure strict adherence to the Energy Conservation Promotion Act, 1992 (as amended in 2007). - The Bank has established energy management guidelines to promote efficiency. These include measures for air conditioning and lighting systems management, such as replacing standard light bulbs with energy-saving alternatives. - The Bank has launched campaigns to promote the reduction of resource consumption (Reduce), the reuse of office supplies (Reuse), and the segregation of waste for recycling (Recycle). These initiatives include: using treated wastewater to irrigate plants, processing food waste with a disposal machine to produce plant fertilizer, recycling shredded paper into new A4 paper. Additionally, the Bank selects equipment that carries an "Environmental Conservation" label. - The Bank encourages employees to cooperate in saving electricity, water, and office supplies. They are also encouraged to dispose of waste properly, following the basic guidelines for waste segregation and retention within the buildings.

Activities or Projects Related to Climate Change⁽³⁻³⁾

GHG Account Certification

Greenhouse Gas (GHG) accounting is a crucial operational step toward achieving carbon neutrality. To this end, EXIM Thailand has conducted a comprehensive GHG inventory in accordance with established standards. This process covered its Head Office and branches in Bangkok, its vicinity, and other provinces, totaling 10 locations. The Bank has since applied for and received certification for its corporate carbon footprint report (covering Scope 1, 2, and 3, Categories 1 and 5). In 2024, the Bank successfully obtained ISO 14064-1:2018 certification from Bureau Veritas Certification (Thailand) Co., Ltd.

Greenhouse Gas (GHG) Emissions of Organization^(305-1, 305-2, 305-3)

GHG Emission	Tons of Carbon Dioxide (CO ₂) equivalent per year		
	2022	2023	2024
GHG Emission Scope 1	427	472.56	504
GHG Emission Scope 2	1,759	1,770.46	1,828
GHG Emission Scope 3	N/A	300.91	357
GHG Emission (Total)	2,186	2,543.93	2,689

Remark: The year 2022 is set as the base year since the Bank has conducted the GHG accounting in accordance with the TGO and ISO 14064-1 standards, covering the Head Office and all branches in Thailand. This GHG accounting has been duly certified by TGO. The GHG emissions are calculated based on the emissions of CO₂, NO₂, CH₄, and HFCs from the Bank's activities, which include:

- Direct GHG emissions (Scope 1) are calculated from the consumption of benzine fuel for vehicles, diesel fuel for vehicles and power generators, as well as fire pumps, and refrigerant (R-134a) added to the air conditioning system.
- Indirect GHG emissions (Scope 2) are calculated from electricity consumption.
- Other indirect GHG emissions (Scope 3) are calculated from the consumption of tap water, paper, and disposal of waste from the Bank's operations.

GHG Emissions to Revenue Ratio⁽³⁰⁵⁻⁴⁾

Unit: Tons of CO₂e/million baht

GHG Emissions	2022	2023	2024
Scope 1 GHG emissions to revenue ratio	0.096	0.093	0.095
Scope 2 GHG emissions to revenue ratio	0.39	0.35	0.34
Scope 3 GHG emissions to revenue ratio	N/A	0.059	0.067

Remark: Revenue in 2022 = 4,466.46 million baht, revenue in 2023 = 5,058.03 million baht, revenue in 2024 = 5,301.06 million baht

Portfolio Management

EXIM Thailand has developed strategies to spearhead Thai businesses' transition to an ESG-based economy. This includes financing eco-friendly businesses in the green and blue economies and implementing an action plan for its own ESG portfolio management. The Bank is well aware that indirect GHG emissions from loans and investments (Scope 3, Category 15 - Investments) are a crucial and significant source of emissions for the financial sector. This is primarily due to financing businesses that emit a high volume of carbon dioxide. As such, the Bank takes responsibility for these emissions by accounting for them in proportion to the volume of loans granted to such businesses.

To achieve its net-zero emission goal by 2050, EXIM Thailand has established a systematic action plan for its ESG portfolio management. The Bank uses the Thailand Taxonomy as a benchmark to assess and classify the environmental impact of loans within its portfolio. The information derived from this process will be used to develop credit and investment underwriting strategies. This will ensure that the businesses supported by the Bank grow while simultaneously advancing toward their sustainability goals.



Procedure for Evaluation of Environmental Friendliness

1. **Classify companies** by industry type, according to the **International Standard Industrial Classification of All Economic Activities (ISIC Code - Revision 4)**.
2. **Categorize** credit line utilization by activity.
3. **Evaluate business activities** using the technical screening criteria from the Thailand Taxonomy document to identify activities via a traffic light system:
 - **Green:** Environmentally friendly activities (low GHG emissions).
 - **Amber:** Activities in transition toward environmental friendliness. These activities have clear measures to reduce GHG emissions as part of a decarbonization pathway with a credible timeframe.
 - **Red:** Environmentally harmful activities that cannot reduce GHG emissions and fall outside a credible transition range.
4. **Assess activities** based on environmental conditions and indicators, and on the principles of **DNSH (Do No Significant Harm)** and **MSS (Minimum Social Safeguards)**. If an activity is non-compliant with DNSH and MSS principles but the company provides a plan to address the deficiencies, it can still be categorized as Green or Amber.

1. Classification economic activities according to ISIC Code - Revision 4



Screen companies from the full portfolio by identifying activities that correspond to the ISIC 4-codes outlined in the draft Thailand Taxonomy.

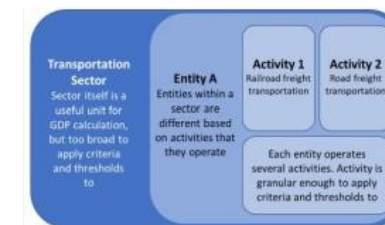
Sector	Sub-sector of ISIC 4 Code
 Transportation	H491 - Transport via railways
	H492 - Other land transport
	H493 - Transport via pipeline
	H501 - Sea and coastal water transport
	H502 - Inland water transport
	C3312 - Repair of Machinery
 Energy	D351 - Electric power generation, transmission and distribution
	D352 - Manufacture of gas; distribution of gaseous fuels through mains
	D353 - Steam and air conditioning supply

ISIC4: International Standard Industrial Classification (ISIC) Code V.4

2. Categorization of credit line utilization by activity



Verify that the credit line is used for its intended purpose and that the activities align with the draft Thailand Taxonomy.



3. Evaluation of business activities using the technical screening criteria



Evaluate activities against the technical screening criteria



Specifically economic criteria at the sector level



The criteria for the activity level

4. Assessment of Business Activities Based on DNSH and MSS



Evaluate each activity using the DNSH and MSS criteria.



In case that the activity is not compliant with the DNSH and MSS principles. It can still be categorized as Green or Amber if the company provides a plan to address the deficiencies.

Promotion of Environmentally Friendly Businesses

In addition to raising funds for renewable energy projects, EXIM Thailand also promotes eco-friendly initiatives aimed at reducing GHG emissions and conserving the environment and biodiversity both at home and overseas.



EXIM Thailand and Green Yellow Group, a France-based company specializing in solar energy solutions, have jointly signed a credit facility agreement worth 1,109 million baht. The funding, provided to Green Yellow Solar 3 (Thailand) Co., Ltd., will be used to develop solar projects in Thailand. This initiative aims to help businesses reduce electricity costs, promote the use of clean energy, and support the Thai government's Bio-Circular-Green (BCG) economic model.



EXIM Thailand has provided a 1,000 million baht credit facility to Global Power Synergy Plc. (GPSC), the power and smart energy flagship of PTT Group. This facility will support GPSC's clean energy investments both in Thailand and internationally.



EXIM Thailand has signed a Memorandum of Understanding (MOU) with Wave BCG Co., Ltd., a leading Thai provider of RECs (Renewable Energy Certificates) acquisition and trading services. The partnership aims to support Thai businesses in reducing GHG emissions through the use of RECs and carbon credits. This collaboration will also promote the sharing of resources and knowledge to foster sustainable organizational development.



EXIM Thailand has provided a 2,000 million baht credit facility to WHA Group to support the development of green logistics technology and innovation. The funding will enhance WHA Group's Mobilix initiative, which offers smart electric vehicle and warehouse services powered by renewable energy. This effort aims to reduce GHG emissions and promote sustainable waste management, while also expanding business in line with the circular economy concept to improve the quality of life for the community and help the country advance toward its net-zero emissions goal by 2050.



EXIM Thailand has signed an MOU with Altervim Co., Ltd., an experienced solar rooftop installer, and Charoen Pokphand (CP) Group. The agreement provides clean energy financing for businesses in the CP supply chain, helping to establish a green supply chain. EXIM Thailand will offer financial support at special interest rates for investing in solar power systems. Altervim will either invest and install the systems or assist entrepreneurs who wish to invest themselves. Additionally, EXIM Thailand will provide free support for carbon credit registration.



For more details, please see "Responsible Lending and Investments" page 51-55

Performance in 2024



Targets



Complete the preparation of the GHG accounting report for the Head Office and all branches nationwide, covering Scope 1, 2, and 3.



Ensure that EXIM Thailand's carbon dioxide emissions report is certified according to accepted standards.



Reduce total GHG emissions from the Head Office and all branches by 37.51 tCO₂e.



Performance



GHG emission Scope 1: 504.00 tCO₂e
GHG emission Scope 2: 1,828.00 tCO₂e
GHG emission Scope 3: 357.00 tCO₂e



EXIM Thailand's GHG account has received ISO 14064-1 certification from Bureau Veritas Certification (Thailand) Co., Ltd.



The total GHG emissions from the Head Office and all branches decreased by 37.12 tCO₂e.* (305-5)

Remark: Resulting from the electricity conservation measures in 2024 (as detailed on page 100).

Target in 2025 and Long-term Target

2025

Reduce the total
GHG emissions
from operations by

50%
from
the base
year (2022).

2027

**Carbon Neutral
Organization**



Communication Channels and Presentation of Work Progress Collaboration with Stakeholders



Engage and communicate through various media, such as EXIM Thailand's website, project site visits, press releases, and reporting progress to regulators.



Conduct Investor Roadshows prior to issuing Sustainability Bonds and provide Annual Impact Reports to bondholders.



Eco-efficiency and Environmental Stewardship

A balance between economic growth, resource efficiency, and pollution reduction is essential for sustainable development. Business and industry sectors are regarded as the groups with the highest consumption of resources and hence the greatest environmental impact. In view of this, it is crucial to establish sound management guidelines to share the limited natural resources with other groups in society on a fair and equal basis. The adoption of the eco-efficiency (EE) principle to ensure balancing of economic value brought by the organization and the volume of resources used and greenhouse gases (GHG) emitted will facilitate the resource optimization planning, minimize pollution, enhance adaptability to the changing climate, and foster engagement in the mitigation of GHG emissions alongside the global community.

Business Risks and Opportunities⁽³⁻³⁾

Risks

Resource deployment without efficient management could result in unnecessarily high operational costs, while management of waste, leftovers, or garbage from business operations could deplete budgets. If waste management practices fail to meet established standards, this may adversely affect the community, pushing up expenses incurred from penalties and compensation claims brought by affected communities. Failure to attain the goal of becoming a carbon neutral organization could tarnish the organization's image, erode stakeholders' confidence, and hinder compliance with policies established by regulatory authorities.

Opportunities

Efficient environmental management and resource optimization in accordance with the ESG framework will not only help reduce operational expenses, but also relieve environmental impacts and mitigate risks associated with non-compliance with the environmental rules, regulations, and laws. This approach also serves as a model for various organizations and uplifts EXIM Thailand's organizational management toward international sustainability standards.

Action Plan⁽³⁻³⁾

Resource optimization is a crucial foundation for the reduction of environmental impacts. EXIM Thailand has thus applied eco-efficiency principles in line with the guidelines set by the State Enterprise Policy Office (SEPO) to the assessment of its resource efficiency. This approach is part of the Bank's operation plans toward carbon neutrality and net zero emissions goals, as well as its GHG offset plan. The Bank's BCG Strategy Working Group, the Sustainable Development Working Group, and the Occupational Health, Safety, and Environmental Committee work together to achieve these goals, with the engagement of the personnel at all levels across the Head Office and branches nationwide under the supervision of the Corporate Governance and Sustainable Development Committee.



Efficient Resource Management

In 2024, EXIM Thailand used the information on its consumption of fuels, electricity, water, and other essential supplies for the business operation, such as paper, to calculate GHG emissions Scope 1, Scope 2, and Scope 3, and to develop the eco-efficiency plan outlining management guidelines for efficiency enhancement through certain activities and projects. The Bank's BCG Strategy-Driven Working Group, the Sustainable Development Working Group, and the Occupational Health, Safety, and Environmental Committee collaborate in driving the operation to achieve the goals, with the engagement of all employees working at the Head Office and branches across the country and under the supervision of the Corporate Governance and Sustainable Development Committee. The Bank's plans toward carbon neutrality, net zero emissions, and GHG offset are outlined below:



Short-term plans

- Organize activities to share knowledge about environmental management.
- Allocate workspace for working after office hours to limit energy consumption.
- Rationalize the regulations for employee loans for purchase of electric vehicles to GHG emissions in commuting.
- Increase the reuse of treated wastewater.
- Cut down paper consumption.
- Separate and reduce waste sent to landfills.



Short-to-medium-term plans

- Promote employees' commuting with electric vehicles.
- Switch the Bank's fleet from fossil fuel-powered to electric vehicles.
- Replace light bulbs in the Head Office and branches nationwide with LED bulbs.
- Switch to split-type air conditioners.
- Improve efficiency of the chiller system at the Head Office.
- Renovate the Head Office building for energy efficiency.
- Survey the future prospect of work-from-home model.
- Allocate workspace for working after office hours.
- Conduct responsible procurement practices.



Long-term plans

- Rent green-certified buildings for branches.
- Purchase carbon credit to offset GHG emissions in 2030.

Green IT Management

EXIM Thailand has in place the green IT management handbook to guide the management of green electronic and IT equipment, covering all stages from design, planning, and procurement, to setting the procedures and regulations for the use of these devices and systems. All employees across the organization have been informed of energy-saving approaches to the use of such devices to ensure they are used until the end of their lifecycle and are thereafter disposed of by the companies with green industry certification to prevent release of any hazardous substances into the environment that could harm public health and environmental quality. The Bank has also collaborated with agencies/organizations that implement e-waste management procedures, such as "Hub of E-waste" project of AIS, etc.

Resource Consumption at EXIM Thailand

Paper consumption^(301-1, 301-2)

Exim Thailand has implemented an e-Memo & e-Meeting system to send meeting materials, minutes, and internal memos. Instead of using paper, the system sends meeting invitations with attached files via email to all participants. This process has continuously reduced paper consumption. The Bank has also designed processes like LOS & CRM/Auto Approval/Auto Contract and Robotic Process Automation (RPA) to save time and resources.

Quantity of Paper Consumption

Items	Used Quantity (Ream)	Weight (Kilogram)
White photocopy paper, A4 size, 70 grams	7,530	16,820.72
White photocopy paper, A4 size, 80 grams	423	1,055.30
White photocopy paper, A3 size, 70 grams	98	425.68
White photocopy paper, F14 size, 70 grams	135	378.00
Total weight		18,679.70

Remarks: - White photocopy paper, A4 size, 70 grams = 0.0044 kilogram/sheet, 500 sheet/ream
 - White photocopy paper, A4 size, 80 grams = 0.0050 kilogram/sheet, 500 sheet/ream
 - White photocopy paper, A3 size, 70 grams = 0.0050 kilogram/sheet, 500 sheet/ream
 - White photocopy paper, F14 size, 70 grams = 0.0050 kilogram/sheet, 500 sheet/ream

Energy⁽³⁻³⁾

Exim Thailand has implemented both short-term and long-term policies to reduce energy consumption at its workplaces and decrease its operational carbon footprint. This includes initiatives such as replacing traditional light bulbs with energy-efficient LEDs, maintaining a building-wide average temperature of 25°C, regularly inspecting and maintaining electrical equipment, and installing solar panels on the cafeteria's rooftop. The Bank continuously monitors, evaluates, and refines its energy management system to ensure maximum efficiency. Furthermore, the Bank actively promotes and encourages its employees to adopt energy-saving behaviors and reduce carbon emissions from commuting. This is reinforced through annual training sessions on environmental management and resource efficiency.

Energy^(302-1, 302-4)

Unit: Gigajoule

Energy Consumption in Organization	2022	2023	2024
Diesel fuel	1,159.16	1,201.56	1,459.35
Benzene fuel	3,952.05	4,609.34	4,314.00
Electricity from the grid of Metropolitan Electricity Authority/Provisional Electricity Authority	12,665.17	12,749.86	12,839.97
Electricity from solar cell systems installed at the cafeteria	24.84	28.58	26.10
Total energy consumption	17,801.22	18,589.34	18,639.42

Remarks: - Electricity: 1 kilowatt-hour = 0.0036 Gigajoule
- Gasoline (diesel): 1 liter = 0.0358 Gigajoule
- Gasoline (benzene): 1 liter = 0.0342 Gigajoule

Energy Intensity Ratio⁽³⁰²⁻³⁾

Unit: Gigajoule/person

Energy Intensity Ratio Classified by Type of Energy	2022	2023	2024
Gasoline consumption to personnel ratio	5.88	6.76	6.49
Electricity consumption to personnel ratio	14.77	14.93	14.79
Total energy consumption to personnel ratio	20.65	21.69	21.28

Remark: The calculation is based on energy consumption per employee, broken down by type of energy, for employees at the head office and branches in Thailand. (Data for 2022-2024, with employee numbers of 870, 859, and 890 respectively.)

Electricity Saved Under Energy Conservation Measures⁽³⁰²⁻⁴⁾

Unit: Kilowatt-hour/year

Element	2022	2023	2024
Energy saved under energy conservation measures	51,241.10	74,265.90	6,804

Energy Conservation Measures in 2024

Unit: Kilowatt-hour/year

Project Initiatives	Decrease in energy consumption
Replacing 145 fluorescent lights with LEDs at the Rama 2 Branch.	10,437.00
Replacing three split-type air conditioners (14.63 tons of CO ₂ e).	29,260.00
Purchasing RECs (Renewable Energy Certificates) to offset Scope 2 emissions (659 tons of CO ₂ e).	1,550,000.00

Remark: The energy saving from replacing light bulbs is calculated by subtracting the electricity consumption of the new LED bulbs (kWh2) from that of the original bulbs (kWh1), then multiplying by the average operating time of 2,450 hours/year.

Water Consumption^(3-3, 303-1, 303-2, 303-3, 303-4, 303-5)

The water for daily use at Exim Thailand's head office and branches across Thailand is sourced from local water utilities. To ensure efficient and sustainable water resource management, the Bank continuously promotes awareness and encourages all employees to conserve water through campaigns and by treating and filtering water from holding tanks for use in watering plants and cleaning the building's surrounding areas. Exim Thailand also places a strong emphasis on strictly controlling its wastewater quality, evaluating and testing it to ensure it meets legal standards before discharge. Reports are submitted to the Pollution Control Department (PCD) every month, highlighting the Bank's commitment to responsible water resource management.

Water Consumption Volume

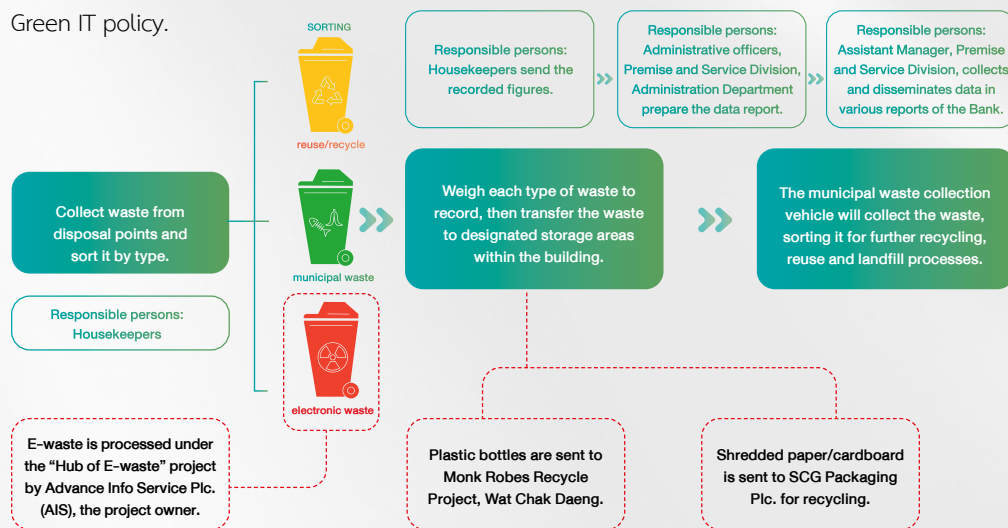
Unit: Cubic meters

Elements	2022	2023	2024
Volume of tap water consumption	31,287.00	35,871.00	37,552.00
Volume of recycled water	220.00	275.42	967.14
Volume of treated wastewater	17,312.40	23,231.90	25,394.30
Water consumption volume*	14,194.60	12,914.52	63,913.44

Remark: Water consumption is calculated from the volume of tap water consumption + volume of recycled water – volume of treated wastewater.

Waste Management^(3-3, 306-1, 306-2)

The operational waste generated by Exim Thailand primarily comes from office materials like paper and obsolete electronic equipment, as well as packaging, food scraps from catering and cafeteria, and general trash from daily employee activities. Improper waste management not only harms the environment and the Bank's reputation but also leads to increased management costs. To address this, the Bank encourages its staff to sort their waste, including plastics, e-waste, and food scraps, which are then sent for recycling in collaboration with partner organizations. Obsolete electronic equipment is sent to Green Industry-certified operators for proper disposal, in line with the Bank's Green IT policy.



Waste Volume^(306-3, 306-4, 306-5)

Unit: Kilogram

Type of Waste	Operational Waste Volume	Volume Reutilized	Volume Disposed
General waste	59,013.50	-	59,013.50
Plastic waste	2,903.30	2,903.30	-
Hazardous waste (light bulbs deterioration)	243.50	-	243.50
Office paper and other paper	3,561.00	3,561.00	-
Food waste	17,827.50	224.00	17,603.50
Total	83,548.80	6,688.30	76,860.50

Remark: Waste and Sewage Management Office, Department of Environment, Bangkok Metropolitan Administration, provides waste disposal services.

Waste Volume Sent for Recycling⁽³⁰¹⁻²⁾

Unit: Kilogram

Elements	2022	2023	2024
Shredded paper/cardboard sent to SCG Packaging Plc.	2,000.00	5,423.70	5,702.50
Plastic bottles sent to Wat Chak Daeng for recycling into monk robes	1,318.20	2,665.60	2,550.00
Plastic bags sent to the "Won" project of TPBI Plc. to be recycled into new materials	94.40	125.70	95.70

Eco-efficiency Assessment of EXIM Thailand

SEPO's State Enterprise Performance Evaluation Committee has introduced eco-efficiency as one of the key indicators to evaluate the annual performance of state-owned enterprises. This aims to evaluate the efficiency of organizational management alongside environmental and natural resources responsibility, which would help enhance competitiveness and develop innovation toward sustainability. EXIM Thailand has used the 2022 data as the base year to calculate the eco-efficiency by dividing the turnover of credit and insurance facilities by the volume of GHG emissions from business operation.

Eco-efficiency of EXIM Thailand

Unit: Million baht/tCO₂e

Category	2022	2023	2024
Eco-efficiency (EE ₁)	84.50	84.86	80.81
Eco-efficiency (EE ₂)	0.0096	0.0161	0.0239

Remark:

Eco-efficiency (EE₁) calculation
formula of EXIM Thailand:

$$\frac{\text{Turnover of credit and insurance facilities}}{\text{Volume of GHG emissions from the operation (Scope 1, 2, 3 Cat 1&5)}}$$

Eco-efficiency (EE₂) calculation
formula of EXIM Thailand:

$$\frac{\text{Green Outstanding}}{\text{Volume of GHG emissions from the operation (Scope 3 Cat 1&5)}}$$

Despite the increase in the GHG emissions from EXIM Thailand's business operation, the value of the credit and insurance facilities has risen significantly. Calculation of the eco-efficiency factor by dividing the eco-efficiency of the current year by the eco-efficiency of the base year results in a factor of 1.03, which is an improvement from the value of 1 in the base year. However, EXIM Thailand has planned to further reduce GHG emissions from its operation and implement the carbon offset plan to achieve the carbon neutrality goal, which would result in a continuous improvement in its eco-efficiency.

Environmental Activities⁽³⁻³⁾

• Promoting Behavioral Change for Resource Efficiency and Environmental Conservation

Throughout 2024, the Occupational Health, Safety, and Environmental Committee (OHSC) developed communication materials to promote efficient resource consumption and the proper sorting of waste for recycling and correct disposal. These materials were shared with all employees across the organization.



Targets & Performance in 2024⁽³⁻³⁾



Targets



Formulate the environmental policy and practices in accordance with the Bank of Thailand guidelines.



Develop plans to advance toward carbon neutrality and net zero emission goals.



Performance



EXIM Thailand has announced its environmental policy duly approved by the Board of Directors.



The Board of Directors has approved the plans to advance toward carbon neutrality and net zero emission goals.

Communication Channels and Presentation of Work Progress⁽³⁻³⁾

Website of the Occupational Health, Safety, and Environmental Committee, and the Email and Facebook of the Bank

Target in 2025⁽³⁻³⁾

Reduce Scope 1 & 2 GHG emissions from the base year (2022)

50%

APPENDIX

- ◎ About This Report
- ◎ Economic, Social and Environment Performance
- ◎ GRI Content Index
- ◎ Reader Feedback Survey

About This Report

Reporting Framework and Background⁽²⁻³⁾

Export-Import Bank of Thailand (EXIM Thailand) prepared this Sustainability Report to compile, track, and disclose its sustainability performance from January 1 to December 31, 2024. The report discloses information in accordance with the international reporting standard, GRI Standards 2021. It covers general organizational information, management approaches, and positive and negative outcomes based on indicators across the economic and governance, social, and environmental dimensions of EXIM Thailand. This marks the sixth consecutive year that the Bank has published a sustainability report.

To support the United Nations' Sustainable Development Goals (SDGs) and uphold its commitment to being a responsible bank for the economy, society, and environment, EXIM Thailand has established its own sustainable development goals. These goals provide a clear strategic direction for the Bank's operations, which are guided by both the Environment, Social and Governance (ESG) Framework and the Sustainable Banking Framework from the Bank of Thailand. This integrated approach leverages good governance as a core mechanism to drive balanced and sustainable benefits for the nation's economy, society, and environment.

As a state-owned specialized financial institution under the supervision of the Ministry of Finance, EXIM Thailand has a mission to promote and support exports, imports, and investment for country development. The Bank also raises funds and issues financial instruments to financial institutions and the public. To ensure that our material sustainability topics and performance disclosures are more relevant to our business model, EXIM Thailand has therefore adopted the G4-Financial Services Sector Disclosures to serve as a key factor in identifying material topics, allowing us to better align our operations and disclosures with the specific nature of our business.

Reporting Boundary^(2-2, 2-4)

The disclosures in this report present performance data for the year 2024, covering all operational units of EXIM Thailand. This includes all nine branches in Thailand, located in (1) Bangna-Trad Km. 3, (2) Rama 2, (3) Rama IV, (4) Seri Thai, (5) Rangsit, (6) Khon Kaen, (7) Chiang Mai, (8) Hat Yai, and (9) Laem Chabang. The scope also includes four overseas representative offices in (1) Yangon, Republic of the Union of Myanmar, (2) Vientiane, Lao People's Democratic Republic, (3) Phnom Penh, Kingdom of Cambodia, and (4) Ho Chi Minh City, Socialist Republic of Vietnam. The reporting scope of this current report has not undergone any significant changes from the previous report.

Assurance and Quality Enhancement of Reporting^(2-5, 2-14)

To ensure the information and content of this sustainability report are complete, accurate, and reliable, and that they align with the criteria and standards of globally recognized GRI Standards, EXIM Thailand undertook a rigorous, multi-stage process of careful selection, review, and refinement of all key content. This involved collaboration between the Sustainability Development Department and relevant units in preparing the content, which was then submitted sequentially to the EXIM Thailand Sustainable Development Working Group, senior management, and the Board of Directors for consideration. This year, management has decided not to seek external assurance for the report. To further enhance the quality of our sustainability reporting, EXIM Thailand has provided all stakeholders an opportunity to offer feedback via a reader survey (attached as an appendix to the report). This valuable feedback will be used to develop and improve our next sustainability report, ensuring it aligns with the evolving needs and expectations of our stakeholders.

Additional recommendations for the report⁽²⁻³⁾

Any queries or recommendations, please contact:

Sustainability Development Department

Export-Import Bank of Thailand

EXIM Building, 1193 Phaholyothin Road, Phayathai, Bangkok 10400

Email: sustainability@exim.go.th

Tel. 0 2169 9999 Ext. 3321

You can download the report at www.exim.go.th under the section "Sustainable Development" and the sub-section "Sustainability Report".



Economic, Social and Environment Performance

Economic Performance

Direct Economic Value Generated and Distributed⁽²⁰¹⁻¹⁾

Direct Economic Value Generated and Distributed	2022 (million baht)	2023 (million baht)	2024 (million baht)
(1) Direct Economic Value Generated			
Revenues	4,466.46	5,058.03	5,301.07
(2) Economic Value Distributed			
Operating costs	772.42	483.64	590.45
Employee wages and benefits	1,057.50	1,094.55	1,154.35
Payments to providers of capital	2,628.13	4,806.21	5,423.29
Payments to government	2.66	3.00	3.59
Community Investment	4.18	6.40	13.54
(1) – (2) Economic Value Retained	1.5	(1,335.77)	(1,883.70)

For more information on EXIM Thailand's economic performance and financial stability, please go to EXIM Thailand Annual Report 2024 https://www.exim.go.th/getattachment/Annual-Reports/Annual_Report_2024/EN-EXIM-AR-67-FINAL.pdf.aspx



Credit Facilities^[FS6]

Loans Outstanding Classified by Business Sector ^[FS6]	2022		2023		2024	
	Value of Loan (million baht)	Share (%)	Value of Loan (million baht)	Share (%)	Value of Loan (million baht)	Share (%)
Public Utilities	53,261.80	31.64	54,751.69	31.18	58,499.48	31.52
Industrial Products	39,071.15	23.21	32,092.12	18.28	30,428.52	16.39
Transportation and Telecommunication	23,150.75	13.75	22,356.50	12.73	19,371.66	10.44
Services	15,296.80	9.09	16,645.53	9.48	17,596.70	9.48
Agricultural Products	13,047.53	7.75	13,584.10	7.74	16,741.41	9.02
Agro-industrial Products	13,003.62	7.73	18,226.49	10.38	15,888.07	8.56
Mines and Fuels	4,198.50	2.49	4,268.65	2.43	9,676.69	5.21
Real Estates	3,141.84	1.87	5,950.83	3.39	9,665.86	5.21
Construction	1,645.80	0.98	3,111.47	1.77	2,939.21	1.58
Others (such as Bank and Business Banking)	2,513.04	1.49	4,616.44	2.63	4,809.79	2.59
Total	168,330.83	100	175,603.82	100	185,617.39	100

Loans Outstanding Classified by Area of Service ^[FS6]	2022		2023		2024	
	Value of Loan (million baht)	Share (%)	Value of Loan (million baht)	Share (%)	Value of Loan (million baht)	Share (%)
Domestic Investment ¹	57,680.58	34.27	71,670.82	40.81	90,951.10	49.00
Thai Investment in CLMV Countries ²	44,671.62	26.54	36,182.10	20.60	33,731.81	18.17
Thai Investment in New Frontier Countries ³	6,009.27	3.57	4,493.09	2.56	5,317.45	2.86
Thai Investment in Major Market ⁴	11,997.97	7.13	8,648.57	4.93	6,253.56	3.37
Thai Investment in Other Countries	6.49	0.00	9.52	0.01	9.89	0.01
Pre-shipment Financing	47,964.89	28.49	54,599.71	31.09	49,353.58	26.59
Total	168,330.83	100	175,603.82	100	185,617.39	100

Remarks: ¹Domestic Investment refers to the provision of long-term credit to domestic investment projects.

²CLMV Countries refer to Cambodia, Lao PDR, Myanmar and Vietnam.

³New Frontier Countries refer to countries inside and outside ASEAN which are not major markets.

⁴Major Markets refer to original markets which are United States, United Kingdom, European Union (27 countries), European Free Trade Association (Switzerland, Liechtenstein, Norway and Iceland), Japan, Singapore, Brunei, China/Hong Kong/Macau/Taiwan, South Korea, Australia and New Zealand.

Loan Outstanding Classified by Size of the Enterprise ^[FS6]	2022		2023		2024	
	Value of Loan (million baht)	Share (%)	Value of Loan (million baht)	Share (%)	Value of Loan (million baht)	Share (%)
Small Enterprise ¹	7,583.14	4.50	6,905.22	3.93	6,306.46	3.40
Medium Enterprise ²	29,840.43	17.73	27,314.21	15.55	22,505.89	12.12
Large Enterprise ³	130,907.25	77.77	41,384.38	80.51	156,805.04	84.48
Total	168,330.83	100	175,603.82	100	185,617.39	100

Remarks: The classification of the debtors is according to the Ministerial Regulation on the Designation of Characteristics of Small and Medium Enterprises Promotion Act 2019 (B.E. 2562) (Effective on December 20, 2019) by the Office of Small and Medium Enterprises Promotion (OSMEP).

¹S : Product manufacturing business which hires ≤ 50 employees, annual revenue ≤ 100 million baht/service providers, wholesalers or retailers which hire ≤ 30 employees, annual revenue ≤ 50 million baht.

²M : Product manufacturing business which hires > 50 but ≤ 200 employees and annual revenue > 100 but ≤ 500 million baht/service providers, wholesalers or retailers which hire > 30 but ≤ 100 employees and annual revenue > 50 but ≤ 300 million baht.

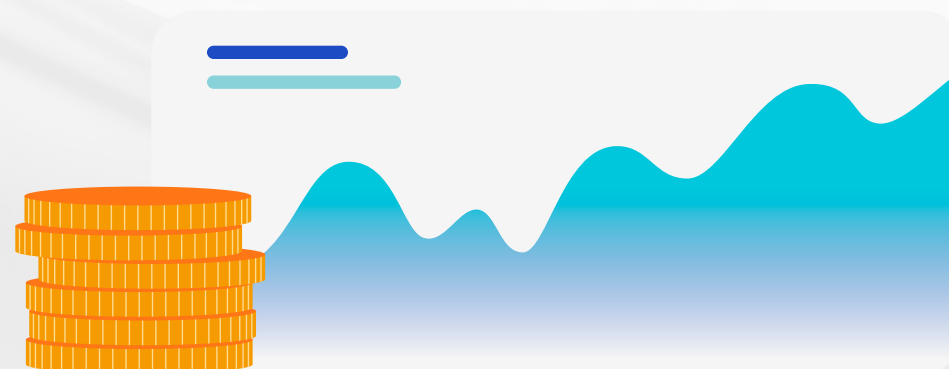
³L : Product manufacturing business which hires > 200 employees and annual revenue > 500 million baht/service providers, wholesalers or retailers which hire > 100 employees and annual revenue > 300 million baht.

Insurance^[FS6]

Insurance Turnover Classified by Business Sector ^[FS6]	2022		2023		2024	
	Value of Loan (million baht)	Share (%)	Value of Loan (million baht)	Share (%)	Value of Loan (million baht)	Share (%)
Agro-Industrial Products	36,293.49	21.43	46,097.92	25.67	68,719.75	35.51
Industrial Products	76,424.59	45.13	60,910.55	33.92	67,546.33	34.90
Mines and Fuels	45,081.33	26.62	60,064.02	33.45	40,773.82	21.07
Agricultural Products	5,613.21	3.31	6,293.04	3.50	7,809.44	4.04
Utilities	2,022.79	1.19	2,372.99	1.32	4,653.11	2.40
Services	3,110.19	1.84	3,136.05	1.75	3,086.75	1.59
Constructions	23.12	0.01	133.21	0.07	51.67	0.03
Transport and Communication	6.71	0.00	29.28	0.02	32.53	0.02
Others	762.46	0.45	519.92	0.29	862.15	0.45
Total	169,337.89	100	179,556.98	100	193,535.55	100

Insurance Services Categorized by Area of Service ^[FS6]	2022		2023		2024	
	Value of Loan (million baht)	Share (%)	Value of Loan (million baht)	Share (%)	Value of Loan (million baht)	Share (%)
Thai Investment in CLMV Countries	3,105.61	1.83	3,122.59	1.74	3,064.50	1.58
Thai Export to CLMV Countries	512.05	0.30	94.15	0.05	96.13	0.05
Thai Export to New frontiers Countries	2,660.43	1.57	2,129.08	1.19	2,372.24	1.23
Thai Export to Major Market	9,216.14	5.44	7,451.55	4.15	7,363.16	3.80
Thai Export to Non-identified Countries	153,843.67	90.85	166,759.61	92.87	180,639.52	93.34
Total	169,337.89	100	179,556.98	100	193,535.55	100

Insurance Services Categorized by Size of the Enterprise ^[FS6]	2022		2023		2024	
	Value of Loan (million baht)	Share (%)	Value of Loan (million baht)	Share (%)	Value of Loan (million baht)	Share (%)
Small Enterprise	3,040.58	1.80	4,226.24	2.35	4,647.09	2.40
Medium Enterprise	11,909.91	7.03	9,307.80	5.18	7,355.96	3.80
Large Enterprise	154,387.40	91.17	166,022.94	92.46	181,532.51	93.80
Total	169,337.89	100	179,556.98	100	193,535.55	100



Environmental and Socially Friendly Outstanding Loan Balance^(FS8)

Categories	Outstanding Loan (Million Baht)		
	2022	2023	2024
Renewable Energy	40,244.72	39,469.27	37,332.01
Energy Efficiency/Transition Finance	1,204.08	5,991.90	15,154.83
Circular Economy & Waste/Water Management	5,439.35	8,381.99	2,968.86
Bio-base Industry	323.66	159.89	6,318.59
Blue Economy	-	4,627.75	9,031.01
Other Environment-friendly Loans	416.48	3,646.71	138.79
Social purpose loans, such as healthcare and education	-	-	4,560.83
Total amount of Environmental and Socially Friendly Outstanding Loan Balance	47,628.29	62,277.51	75,504.92
Total amount of loans	168,330.83	175,603.70	185,617.39

Note: Forward Contracts are not included. In 2024, EXIM Bank reviewed its criteria for ESG-related loans, which may make a direct comparison of the outstanding loan balances in each category difficult.



Social Performance

Employee^{*(2-7, 2-8, 405-1)}

Item	2022			2023			2024		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees	280	590	870	292	567	859	283	563	846

Classified by type of employment

Permanent	273	569	842	274	558	832	270	548	818
Contracted	7	2	28	9	18	27	13	15	28

Classified by workplace

Head Office	244	516	760	251	507	758	252	492	744
Domestic Branches	32	71	103	29	67	96	27	68	95
Overseas Representative	4	3	7	3	2	5	4	3	7

Classified by level of education

Lower than bachelor's degree	1	6	7	1	6	7	1	6	7
Bachelor's degree	116	196	312	124	183	307	126	181	307
Master's degree	161	383	544	155	383	538	152	373	525
Ph.D.	2	5	7	3	4	7	4	3	7

Classified by level of employee

Top Management	4	6	10	4	5	9	4	5	9
Middle Management	38	52	90	36	57	93	38	59	97
Junior Management	117	219	336	114	219	333	113	212	325
Operating Staff	114	292	406	120	227	397	117	273	390
Contractual staff	7	21	28	9	18	27	11	14	25

Ratio of male to female employees	1:2.11			1:1.94			1:1.98		
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Percentage of hiring local citizens for executive levels = 99.06%

Remarks: ^{*}As of December 31, 2024

- Top Management refers to employees who hold the position of Executive Vice Presidents and above.
- Middle Management refers to employees who hold the position of Department Assistant Vice Presidents and First Vice President.
- Junior Management refers to employees who hold the position of Division Assistant Manager and Manager.
- Permanent employees refer to employees who hold the position of Operating Officer and Staff.
- Contracted workers refer to a group of contracted employees.

^{**} Here, executive levels mean top management and middle management, and local mean the country where the Bank has opened a representative office.

New Employee Hires and Employee Turnover* (401-1)

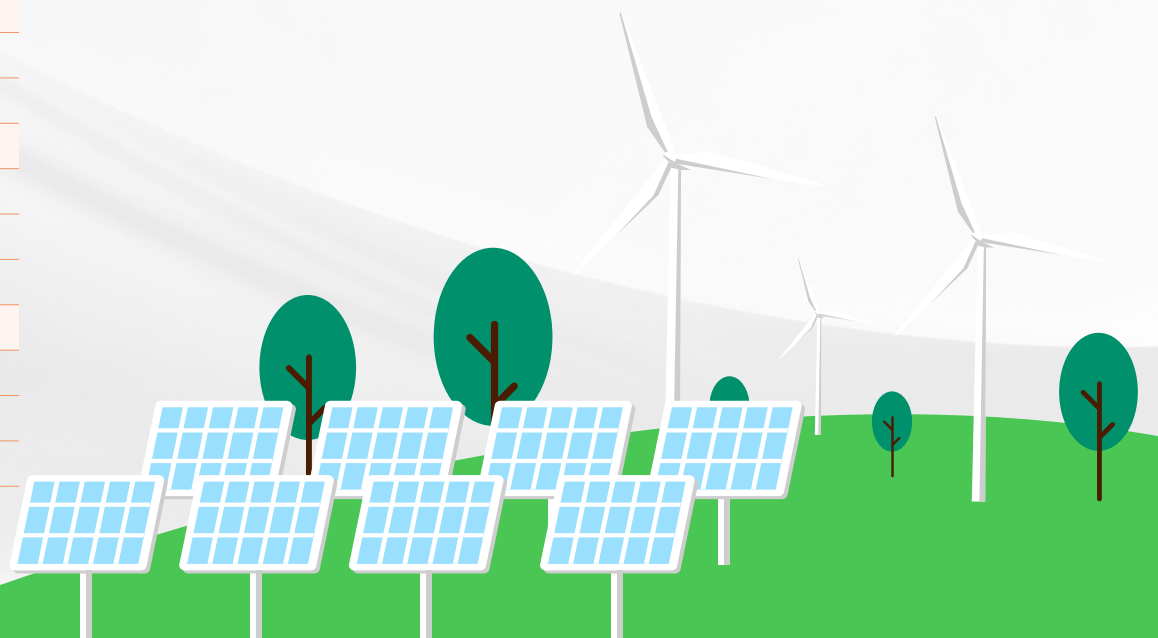
Category of Employees	2022		2023		2024	
	Number (Person)	%	Number (Person)	%	Number (Person)	%
New Hire	101	11.60	68	7.92	75	11.28
Gender						
• Male	33	32.67	30	44.12	29	38.67
• Female	68	67.33	38	55.88	46	61.33
Age						
• < 30 years old	30	29.70	22	32.35	30	40.00
• 30 – 50 years old	65	64.36	43	63.24	42	56.00
• > 50 years old	6	5.94	3	4.41	3	4.00
Operational Workplace						
• Head Office	92	91.09	64	94.12	72	96.00
• Domestic Branches	9	8.91	4	5.88	3	4.00
• Overseas Representative Offices	0	0	0	0	0	0
Turnover**	105	12.06	92	10.71	92	9.98
Gender						
• Male	40	38.10	37	40.22	33	35.87
• Female	65	61.90	55	59.78	59	64.13
Age						
• < 30 years old	36	34.29	22	23.91	14	15.22
• 30 – 50 years old	58	55.24	59	64.13	61	66.30
• > 50 years old	11	10.48	11	11.96	17	18.48
Operational Workplace						
• Head Office	99	94.29	86	93.48	86	93.48
• Domestic Branches	5	4.76	6	6.52	6	6.52
• Overseas Representative Offices	1	0.95	0	0	0	0.00

Remarks: *As of December 31, 2024

** Turnover includes employees who left voluntarily, retired, and those who terminated with 30 days' notice as required by law⁽⁴⁰²⁻¹⁾

Environmental Performance

Item	Unit	2022	2023	2024
Greenhouse Gas Emissions (GHG Emissions)	tCO ₂ e	2,186	2,543.93	2,689.00
Energy Consumption				
Total Energy Consumption	Gigajoule	17,801.22	18,589.34	18,639.42
Energy Intensity Ratio	Gigajoules/person	20.65	21.69	21.28
Resources Usage				
Water usage (piped water)	Cubic Meter (m ³)	14,194.60	12,914.52	37,552.00
Paper usage (all types)	Kilogram (kg.)	17,844.44	23,434.21	18,679.70
General waste and hazardous				
Total general waste disposal	Kilogram (kg.)	48,919.10	67,407.00	76,806.00
Total recycling of non-hazardous waste	Kilogram (kg.)	3,412.60	8,502.00	6,688.30
Total hazardous waste: deteriorated light bulbs/lamps)	Kilogram (kg.)	321.50	250.40	243.50



GRI Content Index

For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

CONTENT INDEX ESSENTIALS SERVICE

Statement of use	Export-Import Bank of Thailand has reported in accordance with the GRI Standards for the period 1 January 2024 to 31 December 2024
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard (s)	No applicable Sector Standards.

GRI Standard/ Other Source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
General Disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	9, 12				
	2-2 Entities included in the organization’s sustainability reporting	10-11, 104				
	2-3 Reporting period, frequency, and contact point	104				
	2-4 Restatements of information	104				
	2-5 External assurance	104				
	2-6 Activities, value chain and other business relationships	14				
	2-7 Employees	10, 107				
	2-8 Workers who are not employees	107				
	2-9 Governance structure and composition	38				
	2-10 Nomination and selection of the highest governance body	AR90-103				
	2-11 Chair of the highest governance body	38				
	2-12 Role of the highest governance body in overseeing the management of impacts	AR90-91				
	2-13 Delegation of responsibility for managing impacts	18				
	2-14 Role of the highest governance body in sustainability reporting	104				

GRI Standard/ Other Source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	AR108-109				
	2-16 Communication of critical concerns	40				
	2-17 Collective knowledge of the highest governance body	AR103-105				
	2-18 Evaluation of the performance of the highest governance body	AR103-105				
	2-19 Remuneration policies	AR105				
	2-20 Process to determine remuneration	AR105				
	2-21 Annual total compensation ratio	AR106-107				
	2-22 Statement on sustainable development Strategy	6				
	2-23 Policy commitments	16-17				
	2-24 Embedding policy commitments	18				
	2-25 Processes to remediate negative impacts	40				
	2-26 Mechanisms for seeking advice and raising concerns	40				
	2-27 Compliance with laws and regulations	41				
	2-28 Membership associations	32				
	2-29 Approach to stakeholder engagement	19-31				
	2-30 Collective bargaining agreements	83				
Material Topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	33-34				
	3-2 List of material topics	35-36				
Corporate Governance and Ethics						
GRI 3: Material Topics 2021	3-3 Management of material topics	38, 39				

GRI Standard/ Other Source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	39				
	205-2 Communication and training about anti-corruption policies and procedures	39				
	205-3 Confirmed incidents of corruption and actions taken	41				
Risk Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	42-46				
Responsible Lending and Investments						
GRI 3: Material Topics 2021	3-3 Management of material topics	47-49				
GRI G4 Financial Services Sector Disclosures	FS6 Percentage of the portfolio for business lines by specific region, size (e.g., Micro/SME/Large) and by sector	105-106				
	FS7 Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	51				
	FS8 Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	51-56, 107				
Innovation and Digitization						
GRI 3: Material Topics 2021	3-3 Management of material topics	57				
GRI 203: Indirect Economic Impact 2016	203-1 Infrastructure investments and services supported	58-60, 64				
	203-2 Significant indirect economic impacts	59, 64				
Data & Cyber Security and Privacy Protection						
GRI 3: Material Topics 2021	3-3 Management of material topics	57				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	61				

GRI Standard/ Other Source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
Customer Satisfaction and Relationship Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	68-71				
Stakeholder Engagement						
GRI 3: Material Topics 2021	3-3 Management of material topics	19-31				
Financial Literacy						
GRI 3: Material Topics 2021	3-3 Management of material topics	73				
GRI G4 Financial Services Sector Disclosures	FS16 Initiatives to enhance financial literacy by type of beneficiary	73				
Financial Inclusion						
GRI 3: Material Topics 2021	3-3 Management of material topics	73-74				
GRI G4 Financial Services Sector Disclosures	FS13 Access points in low-populated or economically disadvantaged areas by types	73				
	FS14 Initiatives to improve access to financial services for disadvantaged people	75-77				
Employee Engagement and Human Resource Development						
GRI 3: Material Topics 2021	3-3 Management of material topics	81				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	108				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	83-85				
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	88				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	86				
	404-2 Programs for upgrading employee skills and transition assistance programs	86				
	404-3 Percentage of employees receiving regular performance and career development reviews	82				

GRI Standard/ Other Source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	107				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	88				
Talent Attraction and Retention						
GRI 3: Material Topics 2021	3-3 Management of material topics	81-89				
Climate Change						
GRI 3: Material Topics 2021	3-3 Management of material topics	91				
GRI 201: Economic Performance	201-1 Direct economic value generated and distributed	105				
	201-2 Financial Implications and other risks and opportunities due to climate change	92-93				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	99				
	301-2 Recycled input materials used	101				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	100				
	302-3 Energy intensity	100				
	302-4 Reduction of energy consumption	100				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	100				
	303-2 Management of water discharge related impacts	100				
	303-3 Water withdrawal	100				
	303-4 Water discharge	100				
	303-5 Water consumption	100				

GRI Standard/ Other Source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	94				
	305-2 Energy indirect (Scope 2) GHG emissions	94				
	305-3 Other indirect (Scope 3) GHG emissions	94				
	305-4 GHG emissions intensity	94				
	305-5 Reduction of GHG emissions	97				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	101				
	306-2 Management of significant waste-related impact	101				
	306-3 Waste generated	102				
	306-4 Waste diverted from disposal	103				
	306-5 Waste directed to disposal	104				

EXIM Thailand's Sustainability Report 2023 Feedback Survey

EXIM Thailand asks for your cooperation in answering the survey by scanning the code QR. Your feedback will be used to improve the Bank's Sustainability Report 2023.



1. Personal Information

Gender ☐ Male ☐ Female
Age ☐ Lower than 30 years old ☐ 30-50 years old ☐ Higher than 50 years old
Occupation (please identify).....

2. As a reader, please indicate from which perspective you are reading this sustainability report.

☐ Customer ☐ Employee ☐ Regulator ☐ Academic institution/Research institute
☐ General public ☐ Entrepreneur ☐ Governmental agencies ☐ Financial institutions
☐ Others (please identify).....

3. What are your objectives for reading this sustainability report?

☐ To familiarize yourself with the Bank.
☐ To obtain information that will help you decide whether to use EXIM Thailand's services.
☐ To study projects that benefit society and the environment.
☐ To conduct research and study on sustainable operational approaches.

4. What sustainability issues in this report are the most interesting for you? (5 Rangs)

☐ Corporate Governance and Ethics
☐ Risk Management
☐ Stakeholder Engagement
☐ Diving the Bank through Digitalization and Innovation
☐ Responsible Finance and Investment
☐ Financial Literacy
☐ Financial Inclusion
☐ Community Development
☐ Customer Relationship Management
☐ Human Resource Management
☐ Climate Change Risk and Opportunity Management
☐ Eco-efficiency and Environment Stewardship

5. What do you think of this sustainability report?

The content of the report is complete and covers important topics that interest you. ☐ High ☐ Medium ☐ Low
The beautiful design of the report ☐ High ☐ Medium ☐ Low
The interesting nature of the report's content and its presentation style. ☐ High ☐ Medium ☐ Low
Clarity of content, easy understanding, and no confusion. ☐ High ☐ Medium ☐ Low
Overall satisfaction with this report. ☐ High ☐ Medium ☐ Low

6. Do you feel that the content of this sustainability report adequately addresses the issues that interest you?

☐ Yes ☐ No
(Please indicate the topics that interest you and that you would like to see in the EXIM Thailand's Sustainability Report 2025.)
.....
.....

7. What specific aspect do you think EXIM Thailand should expand or improve its sustainability operations?

.....
.....

8. Do you have any additional comments or suggestions to improve EXIM Thailand's sustainability report in the future?

.....
.....

EXIM Thailand appreciates your valuable cooperation.



EXPORT-IMPORT BANK OF THAILAND

Head Office: Exim Building, 1193 Phahon Yothin Road,
Phayathai, Bangkok 10400

Tel: 0 2169 9999

EXIM Bank of Thailand

www.exim.go.th