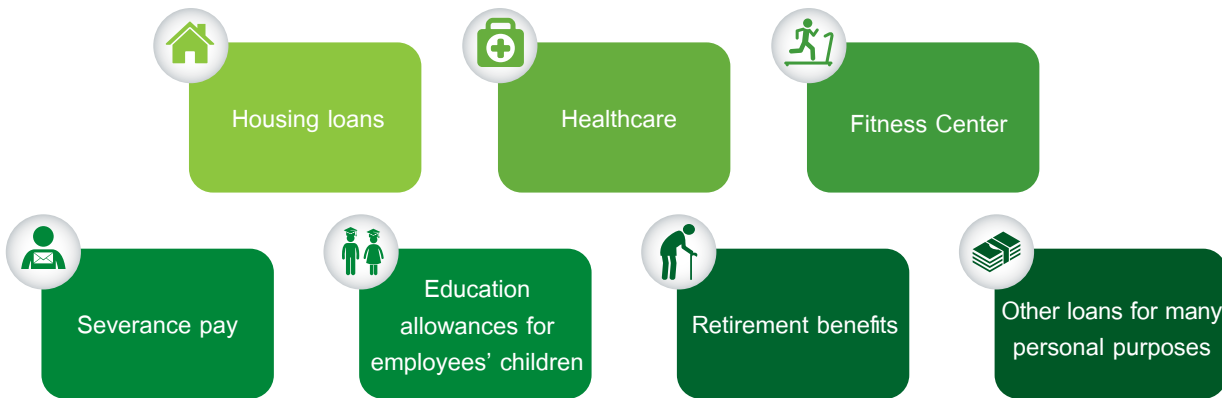


Employee Welfares

Welfares are provided for all staff members¹⁷, with some differences concerning the expenditure rate, e.g. hospital room rates. Diverse benefits are provided with an aim of improving employee living standards. In upholding the sufficiency economy philosophy, we constantly promote a sustainable self-reliance among our staff, by encouraging them to save through the Provident Fund system in accordance with the Provident Fund Act B.E. 2530 (1987).



"KBank People Care for One Another"

KBank genuinely cares about employee occupational health and safety. This has given rise to the "KBank People Care for One Another" project that highlights our concern for employee welfares in three key areas: safe driving, good health, and workplace safety. KBank has created short videos to promote this project. We encourage good health among employees via sports clubs, e.g., bicycle club, badminton club and running club, with many sports matches and activities held.



Human Resource Development

KBank has always seen personnel as our crucial resource for sustainable success and business growth, and has therefore systematically implemented an employee development plan on a continual basis. Human Resource Development policies, strategies, targets and performance indicators have been stipulated in accordance with KBank's business directions and strategies. Staff competency has been advanced in preparation for further business expansion, e.g., digital banking, as well as our strategic direction of serving as an AEC+3 Bank. A variety of employee learning channels are available, including in-house and outside learning, self-study and e-Learning.

We have enhanced our staff members with knowledge and skills relevant to their current positions, while improving their professional and leadership potential to guarantee readiness for further career promotion. Consequently, they will grow along with KBank.

¹⁷ "Staff members" refer to full-time employees under KBank employment contracts only. For those under employment contracts of KBank's wholly-owned subsidiaries, and support companies, benefits are including life Insurance, healthcare, disability and invalidity coverage, parental leave and retirement provision.

Management Approach

KBank’s human resource development has been undertaken in accordance with our well-devised plans to ensure efficiency and consistency, and can be categorized into four key areas, i.e.,

1. Human Resource Development Plan
2. Leadership Development Program & Scholarship
3. Career Development
4. Knowledge Management (KM)

We have a policy of communicating with our employees to ensure their understanding and knowledge about our products, and benefits offered by KBank. New employees are required to attend a 1.5 day orientation to familiarize themselves with topics like financial knowledge, work principles, values and actions in compliance with the Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT) law, as well as the organization’s provisions for their well-being. As a result, they will understand KBank’s overall business profile, directions and strategies, so that they can adjust well to the Bank’s operations.

Employee Performance Assessment

We put great significance on performance management procedure, ensuring that KBank and its employees work towards the same goals, together with good relations between supervisors and staff members, measurable and differentiable performance for each individual employee, and fair compensation commensurate with staff performance.

To evaluate staff performance, individual scores will first be compared with respective targets and then with same-job responsibility peers, to eliminate assessment deviation. Other comparison dimensions include other expected operations, staff behaviors, and compliance with stipulated policies, etc. Assessment results must be achieved from well-targeted plans, clear assessment principles and fair procedures. Assessment weighting must be conducted appropriately, as stipulated by KBank.

Each year, the “360 Walk the Talk” assessment is implemented in order to evaluate leadership among executives at the Assistant Vice President position or higher, by direct supervisors, colleagues, customers or service recipients, and subordinates. The assessment results will be used for further leadership improvement among the assessed executives.

Assessment Type	Assessed Employee Level	Percentage of Assessed Employees	
 Management by Objective	All employee levels	 100	 100
 Formal Comparative ranking of employees within one employee category	All employee levels	 100	 100

Human Resource Development

KBank has systematically implemented an employee development plan on a continual basis. Training roadmaps have been prepared for all positions to enhance knowledge and skills, while supervisors and staff members are required to make a joint

Competency Assessment for individual staff improvement. An Annual Training Plan is also devised early in the year for each department's staff training within a set budget and timeframe, in accordance with topics for individual employee enhancement.

2015 Study Courses	Course Number	Class Number	Total Staff Attending Study Courses
Internal study courses**	248	1,053	49,688
External study courses**	319	382	1,109
e-Learning study courses**	155	155	173,088

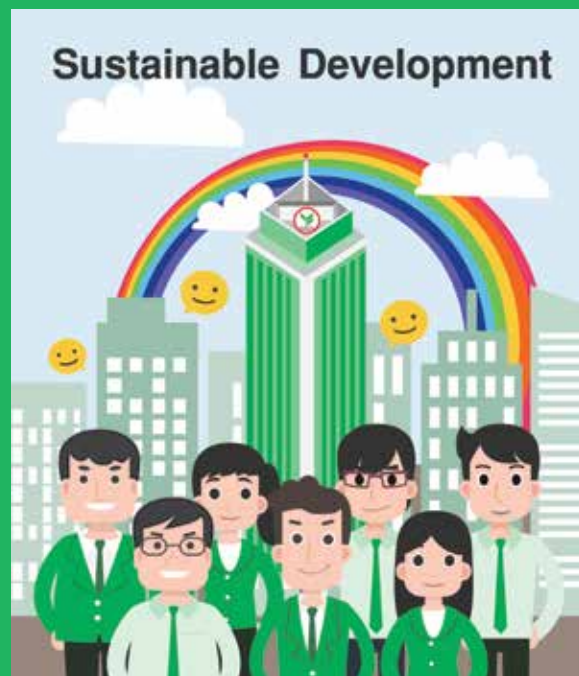


** Internal study courses, external study courses and e-Learning courses, e.g. Leadership development program, Essential of Leadership, Digital Commerce: The future Banking and Excellence in cost management



Sustainable Development Training Course

The Sustainable Development Training Course is provided for staff understanding and awareness of sustainable development's significance with respect to the economy, society and the environment, in all business processes, suitably applicable to their respective scopes of operational responsibilities. In line with the Bank's policy, this will subsequently lead to sustainable development.



Leadership Development Program

It is KBank's policy to continually implement a leadership development plan, given that leaders are key to the Bank's sustainable advancement and accomplishments. Preferred qualifications for leaders have been adjusted in accordance with the organization's main competencies, and business directions and strategies, commensurate with the business environment. Exemplary leadership competencies, upon establishment, have been set as guidelines for selection and development of a group of employees. Our Leadership Development Program Roadmap has been clearly stipulated, accordingly. In addition, every staff member is required to employ an Individual Development Plan (IDP), while individual staff and leadership development has become a part of executives' performance indicators. The Bank's leaders are defined as those who care for and observe staff values under the concept of "giving", comprising "giving heart, showing respect, and providing knowledge together with a chance to grow". This idea has been disseminated through consistent communication to make their awareness become a permanent behavior.



Potential VP Special Project Proposal

In 2015, the Potential VP Special Project Proposal program was initiated to enable staff members at the Vice President position to advance their career by showing their skills, knowledge and competencies via their ideas and presentations to the Management. Taking this as a major opportunity to showcase their ideas, knowledge and capabilities as valuable assets of KBank, participants selected by their respective divisions may choose to present to senior executives development projects that could help improve their division, as well as the Bank. Their efforts will in turn make them grow further in their career path towards becoming senior executives.

