



# 2020 OVERVIEW

MESSAGE FROM  
THE BOARD OF DIRECTORS


ABOUT SCB

SUSTAINABILITY  
KEY MILESTONES

**2020  
OVERVIEW**

WAY FORWARD FOR  
THE BETTER FUTURE

COMMITMENTS TOWARDS  
A SUSTAINABLE FUTURE

SUSTAINABLE   
FINANCE

CREATING   
SOCIAL IMPACT

BETTER   
ENVIRONMENTAL  
FUTURE

STRENGTHENED  
FOUNDATION

FACTBOOK

**SCB...WAYS TO  
SUSTAINABLE  
TOGETHER**

SUSTAINABILITY  
REPORT 2020

—  
**CREATES DIGITAL BANKING EXPERIENCE  
TO UNDERSTAND AND ADDRESS  
CUSTOMER'S DIVERSE NEEDS.**  
—



**2020  
PERFORMANCE HIGHLIGHTS**



**SPECIAL REPORT**







# 2020 PERFORMANCE HIGHLIGHTS

MESSAGE FROM THE BOARD OF DIRECTORS

ABOUT SCB

SUSTAINABILITY KEY MILESTONES

2020 OVERVIEW

WAY FORWARD FOR THE BETTER FUTURE

COMMITMENTS TOWARDS A SUSTAINABLE FUTURE

SUSTAINABLE FINANCE

CREATING SOCIAL IMPACT

BETTER ENVIRONMENTAL FUTURE

STRENGTHENED FOUNDATION

FACTBOOK

SCB...WAYS TO SUSTAINABLE TOGETHER

SUSTAINABILITY REPORT 2020

The Bank strives to achieve strong growth, greater productivity, and prudent risk management to consistently generate reasonable shareholder returns on the basis of responsible and fair treatment of all stakeholders. The Bank's strategy is driven by managing its existing assets to the full potential, creating new business models, as well as continuously making investments and partnerships.

For greater productivity, the Bank focuses its efforts on developing technological and uplifting people capabilities as well as continuously improving resource efficiency to maintain its long-term competitiveness and growth potential.

The Bank also places emphasis on having a systematic and comprehensive approach to risk management, including climate change risk, as well as building a strong corporate culture to embrace changes in the rapidly changing business environment.

Accordingly, the Bank has incorporated social and environmental considerations into its business strategy implementation, risk management process, and corporate governance for sustainable development. In addition, the Bank also employs both financial and non-financial indicators to measure operational success and value.

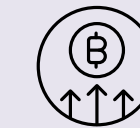
## ECONOMIC PERFORMANCE



Total Net Operating Income

144.8

Billion Baht



Net Profit

27,218

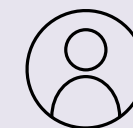
Million Baht



Earnings per Share

8.01

Baht



Return on Equity

6.7%



Return on Asset

0.9%

## INVESTMENT IN EMPLOYEE CAPABILITY DEVELOPMENT



Total Number of Employee

23,899

Persons



Employee's Expense

31,344

Million Baht



Average Training Hour

49 Hours



Total Spending on Employee Development

127 Million Baht



Human Capital Return on Investment

3.84



MESSAGE FROM  
THE BOARD OF DIRECTORS

ABOUT SCB

SUSTAINABILITY  
KEY MILESTONES

**2020  
OVERVIEW**

WAY FORWARD FOR  
THE BETTER FUTURE

COMMITMENTS TOWARDS  
A SUSTAINABLE FUTURE

SUSTAINABLE  
FINANCE

CREATING  
SOCIAL IMPACT

BETTER  
ENVIRONMENTAL  
FUTURE

STRENGTHENED  
FOUNDATION

FACTBOOK

**SCB...WAYS TO  
SUSTAINABLE  
TOGETHER**

SUSTAINABILITY  
REPORT 2020

## INVESTMENT IN SOCIETY AND ENVIRONMENT



Spending on  
CSR Activities

**520**

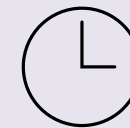
Million Baht



Number of  
CSR Projects

**74**

Projects



Total Hours  
of Employee  
Volunteer

**22,056**

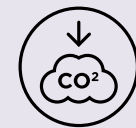
Hours



Reduction in  
Energy Consumption

**24%**

(Compared to  
2019 baseline)



Reduction in  
Greenhouse Gas Emissions  
Scope 1 and Scope 2

**13% and 26%**

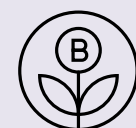
(Compared to 2019 baseline)



Reduction in  
Water Consumption

**30%**

(Compared to  
2019 baseline)



Approved Sustainable  
Lending More Than

**14,000**

Million Baht



**2020 Performance  
Highlight**



**Special  
Report**

MEMBER OF  
**Dow Jones  
Sustainability Indices**  
In collaboration with

Selected as a member of Dow Jones Sustainability Indices (DJSI) for the World Index and the Emerging Markets Index in the Bank sector for the 3<sup>rd</sup> consecutive year



FTSE4Good

Selected a member of FTSE4Good Index Series in the FTSE4Good Emerging Index  
**By FTSE Russell**

**MSCI**

Rated "AA" on Environmental, Social, and Governance (ESG) Performance in the Banking Category  
**By MSCI**

**CDP**  
DRIVING SUSTAINABLE ECONOMIES

Rated "B" on Climate Change Management Assessment  
**By CDP**

**THSI**  
THAILAND  
SUSTAINABILITY  
INVESTMENT 2020

Listed in the Thailand Sustainability Investment (THSI)  
**By the Stock Exchange of Thailand**





# SPECIAL REPORT: SCB STANDS BY YOU TO OVERCOME THE COVID-19 PANDEMIC



2020 Performance  
Highlight



Special  
Report

MESSAGE FROM  
THE BOARD OF DIRECTORS

ABOUT SCB

SUSTAINABILITY  
KEY MILESTONES

**2020  
OVERVIEW**

WAY FORWARD FOR  
THE BETTER FUTURE

COMMITMENTS TOWARDS  
A SUSTAINABLE FUTURE

SUSTAINABLE  
FINANCE 

CREATING  
SOCIAL IMPACT 

BETTER  
ENVIRONMENTAL  
FUTURE 

STRENGTHENED  
FOUNDATION

FACTBOOK

**SCB...WAYS TO  
SUSTAINABLE  
TOGETHER**

SUSTAINABILITY  
REPORT 2020

The COVID-19 pandemic led to profound and widespread impacts upon the economy and society, nevertheless, resulting in collaborations across all sectors to sustain and promote Thailand's economy and Thai people's wellbeing in order to promptly return to the normal livelihood.

Throughout 2020, the Bank has provided holistic assistance to stakeholders affected by the COVID-19 pandemic by focusing its efforts on alleviating both direct and indirect impacts on customers, employees, suppliers, and society. Accordingly, SCB put in place special programs and collaborated in initiatives implemented by the Bank and its financial group companies to support the Bank of Thailand's measures in alleviating the impacts of COVID-19. In 2021, the Bank will continue to provide assistance to affected stakeholders in order to help them get through this challenging time.





MESSAGE FROM THE BOARD OF DIRECTORS

ABOUT SCB

SUSTAINABILITY KEY MILESTONES

2020 OVERVIEW

WAY FORWARD FOR THE BETTER FUTURE

COMMITMENTS TOWARDS A SUSTAINABLE FUTURE

SUSTAINABLE FINANCE

CREATING SOCIAL IMPACT

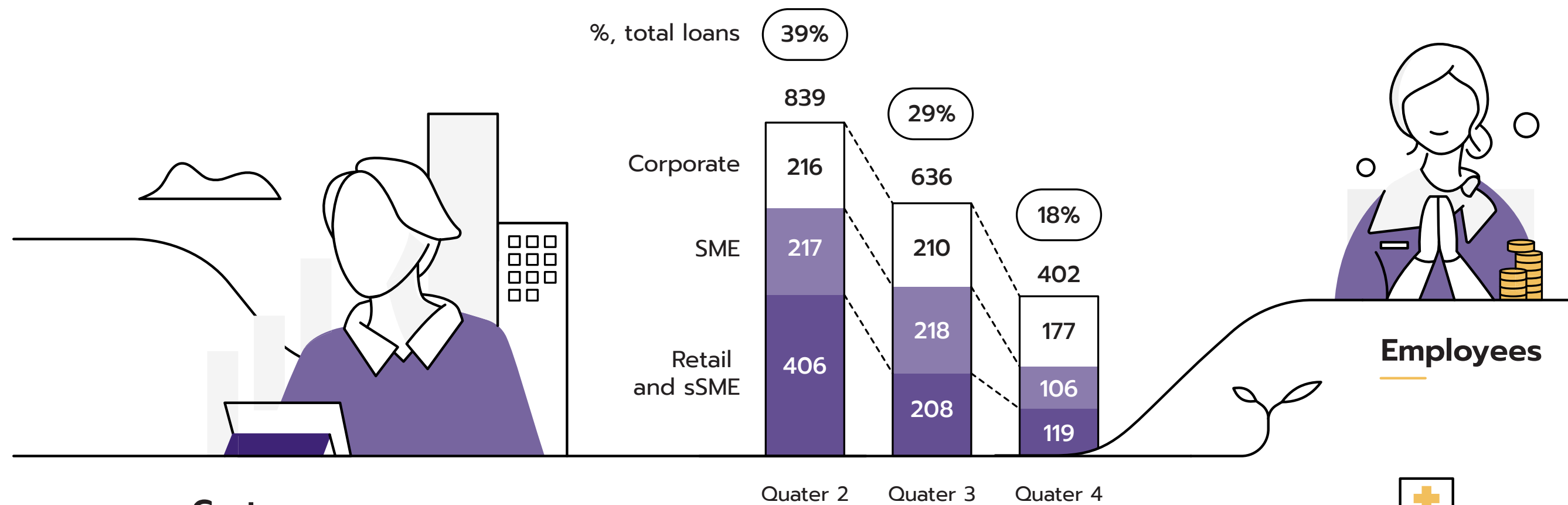
BETTER ENVIRONMENTAL FUTURE

STRENGTHENED FOUNDATION

FACTBOOK

SCB...WAYS TO SUSTAINABLE TOGETHER

SUSTAINABILITY REPORT 2020



### Employees

Provided assistance to **over 7,400 employees with over 836 million baht** of financial support

- Emergency COVID staff loan for employees who were impacted in terms of individual's, spouse's or family's income
- Special financial assistance for employees at branches affected from a change in day and time to conform with the Bank of Thailand's guidelines during the spread of COVID-19
- Payment holiday for staff loan

### Customers

Provided financial support to **over 1 million** retail, sSME, SME and Corporate customers

- Principle and interest payment holiday, loan period extension for mortgage, car, retail, and business lending
- Low-interest loan (soft-loan) or special interest rate to enhance liquidity
- Extend period of interest payment and waive interest for life insurance

### Loans under SCB relief program in 2020 (billion baht)

### Suppliers

Revised **credit term policy from 45-60 days to 15 days** until the situation is alleviated to help enhance liquidity of the Bank's suppliers

### Society

#### SCB...collective effort to battle the COVID-19

- **8 million baht** of financial contribution to purchase medical and nursing equipment **to 11 hospitals**
- Delivered over **52,000 medical masks** to Siriraj and Ramathibodi hospitals
- Acted as a medium to fundraise and communicate for hospitals and entities for blood, financial, and medical equipment donation.
- Deliver 'Happy Bags' and continue to organize the SCB blood donations campaigns





MESSAGE FROM  
THE BOARD OF DIRECTORS

ABOUT SCB

SUSTAINABILITY  
KEY MILESTONES

2020  
OVERVIEW

WAY FORWARD FOR  
THE BETTER FUTURE

COMMITMENTS TOWARDS  
A SUSTAINABLE FUTURE

SUSTAINABLE  
FINANCE

CREATING  
SOCIAL IMPACT

BETTER  
ENVIRONMENTAL  
FUTURE

STRENGTHENED  
FOUNDATION

FACTBOOK

SCB...WAYS TO  
SUSTAINABLE  
TOGETHER

SUSTAINABILITY  
REPORT 2020

## Collaborations with External Organizations

### 'DR BIZ' Program in collaboration with the Bank of Thailand, the Thai Bankers' Association, the Association of International Banks, and the Government Financial Institutions Association

SCB collaborated with other commercial banks taking part in the 'DR BIZ Program', aiming to provide a mechanism for multi-creditors businesses to lessen their debt burdens and received support coordination among multiple creditors. This mechanism will help expedite debt restructuring through common debt work out practice as mutually agreed by all creditors and assigning a lead creditor to coordinate for relief measures such as extending the repayment period, lowering installment payment, or adjusting repayment plan as well as considering of new loans.



### Thailand's first-ever rapid COVID-19 test kit by Thai researcher

The Bank collaborated with PTT Group, Faculty of Medicine Siriraj Hospital in supporting Vidyasirimedhi Institute of Science and Technology (VISTEC) in implementing research for a rapid Coronavirus (COVID-19) test kit, aimed at developing a low-cost, easy-to-use tool that will save time to diagnosis and make testing easily accessible. VISTEC has accelerated the developing of the COVID-19 test kit with technological assistance by the Broad Institute, Massachusetts Institute of Technology, and Harvard, USA, and with the cooperation of a network of organizations, including the Department of Medical Sciences, Public Health Ministry, Faculty of Medicine Siriraj Hospital, Faculty of Science, Mahidol University, and Prapokklao Hospital, Chantaburi Province.



2020 Performance  
Highlight



Special  
Report





MESSAGE FROM THE BOARD OF DIRECTORS

ABOUT SCB

SUSTAINABILITY KEY MILESTONES

2020 OVERVIEW

WAY FORWARD FOR THE BETTER FUTURE

COMMITMENTS TOWARDS A SUSTAINABLE FUTURE

SUSTAINABLE FINANCE

CREATING SOCIAL IMPACT

BETTER ENVIRONMENTAL FUTURE

STRENGTHENED FOUNDATION

FACTBOOK

SCB...WAYS TO SUSTAINABLE TOGETHER

SUSTAINABILITY REPORT 2020

## Initiatives

### First-ever tele-consultation service connecting health platform to SCB Easy App

The Bank truly understands the health concerns of its customers, particularly with the COVID-19 situation in Thailand likely to continue to be an ongoing concern. The Bank has then developed an SCB Healthcare Ecosystem, a fully integrated healthcare solution offering a new medical care experience. This new solution is designed to transform hospital visits into online tele-consultations, allowing patients to meet doctors easily via the SCB Easy Application without having to visit a hospital.

### “SCB 10X We Are In This Together” Campaign for Thai start-ups battling COVID-19

SCB 10X is aware of and concern for impacts upon Thai startups resulted from the COVID-19 pandemic, especially in terms of investment that will help businesses to continue. Accordingly, SCB 10X has teamed up with leading regional Venture Capital firms Monk’s Hill Ventures, Golden Gate Ventures, and Insignia Ventures Partners in launching the “SCB 10X We Are In This Together” campaign. Top 10 qualified teams will be required to present



their business proposals to a panel of renowned international Venture Capitalists. This event provides an outstanding opportunity for Thai startups to receive first-hand recommendations on strategy and feedback on business models from prominent investors.

ARIS and Vonder, the two winning Thai startups from the campaign receive investment funding in the form of convertible note (5

million baht) and AWS credit (3 million baht) through AWS Activate, technical training support from AWS as well as a 6 months co-working space free of charge at True Digital Park (worth 900,000 baht), totaling the price of over 15 million baht.





# SPECIAL REPORT: DIGITAL TRANSFORMATION



2020 Performance  
Highlight



Special  
Report

MESSAGE FROM  
THE BOARD OF DIRECTORS

ABOUT SCB

SUSTAINABILITY  
KEY MILESTONES

**2020  
OVERVIEW**

WAY FORWARD FOR  
THE BETTER FUTURE

COMMITMENTS TOWARDS  
A SUSTAINABLE FUTURE

SUSTAINABLE  
FINANCE

CREATING  
SOCIAL IMPACT

BETTER  
ENVIRONMENTAL  
FUTURE

STRENGTHENED  
FOUNDATION

FACTBOOK

**SCB...WAYS TO  
SUSTAINABLE  
TOGETHER**

SUSTAINABILITY  
REPORT 2020

Digital technology has revolutionized the way businesses operate in the finance and banking industry. Financial technology, or fintech, has created a myriad of financial innovations that not only speed up financial transactions but also reduce cost through automation as well as driving structural change that has played a major role in reshaping business model and consumer behaviors

Furthermore, digital technology has forever altered the competitive landscape of the finance and banking business. Since banks and financial institutions do not have a monopoly over fintech, any individuals, fintech startups, or tech companies can apply, build on, and

develop technologies that allow them to offer competing for financial products and services.

Therefore, digital transformation has been a key agenda for SCB and has seen continuous progress with the Bank's investment in SCB Transformation since 2016. The Bank also set up SCB 10X in 2019 to build new digital and data capabilities as well as gaining access to cutting-edge technologies in order for the Bank to sustain competitive advantage in the constantly evolving environment and to become a tech company focused on finance while sustainably delivering distinct experience and shared value to customers and society.



**Part of the Bank's sustainable growth strategy is to**

**Drive digital banking and new business ecosystems, increase digital capability while reshape and institutionalize culture and mindset**

**to create better experience and become a trusted financial partner for every customer segment.**





MESSAGE FROM THE BOARD OF DIRECTORS

ABOUT SCB

SUSTAINABILITY KEY MILESTONES

**2020 OVERVIEW**

WAY FORWARD FOR THE BETTER FUTURE

COMMITMENTS TOWARDS A SUSTAINABLE FUTURE

SUSTAINABLE FINANCE

CREATING SOCIAL IMPACT

BETTER ENVIRONMENTAL FUTURE

STRENGTHENED FOUNDATION

FACTBOOK

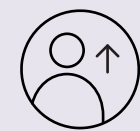
**SCB...WAYS TO SUSTAINABLE TOGETHER**

SUSTAINABILITY REPORT 2020

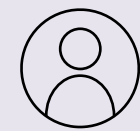
## Performance Highlights

### Accelerate digital transformation at a national level

In 2020, the Bank was met with success in the effort to deepen digital experience through its banking platforms and other novel service platforms developed by SCB 10X and subsidiaries of SCB 10X.



#### A surge in the number of digital users



#### Digital users

**13.7**

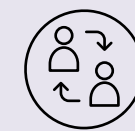
Million users



#### New digital users

**3.4**

Million users



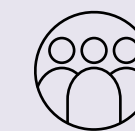
#### New Ways to Engage with Customers



Food delivery platform launched in October 2020

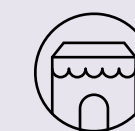


Online marketplace to boost revenue for SMEs in the tourism industry launched in April 2020



Total Users:

**940,000** Users



**54,000** Stores



**11,000**

Food orders per day



**77%**

Of all transactions were made on digital channels.



Digital transaction volume increased by

**58%**



MESSAGE FROM THE BOARD OF DIRECTORS

ABOUT SCB

SUSTAINABILITY KEY MILESTONES

2020 OVERVIEW

WAY FORWARD FOR THE BETTER FUTURE

COMMITMENTS TOWARDS A SUSTAINABLE FUTURE

SUSTAINABLE FINANCE

CREATING SOCIAL IMPACT

BETTER ENVIRONMENTAL FUTURE

STRENGTHENED FOUNDATION

FACTBOOK

SCB...WAYS TO SUSTAINABLE TOGETHER

SUSTAINABILITY REPORT 2020

## Create new business models and ecosystems

With SCB 10X, the Bank has developed new technology-driven business models and innovations to upgrade and extend the boundary of the digital lifestyle ecosystem and to meet all aspects of customer needs.

### Platforms by SCB 10X



#### SCB Shop Deal

“Platform for SME to sell deal/ voucher”

Online platform offering special deals from SMEs in the tourism industry



No Fees



B2C marketplace that connects entrepreneurs with buyers



#### Party Haan

“Group buying/ sharing platform”

Expense-sharing app to facilitate group purchases with payments made through SCB Easy or other banks.



#### MaoMao

“Wholesale e-commerce platform”

Wholesale e-commerce platform for online merchants



No Fees

### Platforms by Subsidiaries of SCB 10X



#### Money Thunder

“AI-powered lending platform”

AI-powered lending app that gives SMEs easy access to financial services and fast cash



Apply through SCB Easy



Fast Approval



#### Robinhood

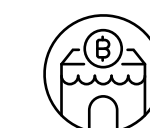
“Food Delivery platform”



No GP Fees



Business loan opportunities for SMEs



Generate income for more than 50,000 small restaurants and create jobs for more than 11,000 food delivery workers





MESSAGE FROM  
THE BOARD OF DIRECTORS


ABOUT SCB

SUSTAINABILITY  
KEY MILESTONES

**2020  
OVERVIEW**

WAY FORWARD FOR  
THE BETTER FUTURE

COMMITMENTS TOWARDS  
A SUSTAINABLE FUTURE

SUSTAINABLE   
FINANCE

CREATING   
SOCIAL IMPACT

BETTER   
ENVIRONMENTAL  
FUTURE

STRENGTHENED  
FOUNDATION

FACTBOOK

**SCB...WAYS TO  
SUSTAINABLE  
TOGETHER**

SUSTAINABILITY  
REPORT 2020



2020 Performance  
Highlight



Special  
Report

**Blending digital capability with the new way of life to help customer and society by launching a Thai food delivery platform "Robinhood".**





## Venture Builder by SCB 10X

Focus on co-building new startups with global trends and market foresight.

### Collaboration with Alpha Finance Lab

Be part of the Alpha Finance Lab team, the leader in DeFi, on a joint R&D effort to create financial innovations of the future around "Decentralized Finance," or DeFi products, such as Alpha Homora. This project also draws support from Band Protocol, the leading blockchain developing company in Thailand and in the top 100 globally, who serves as project consultant.

## Venture Capital Investment by SCB 10X

Focus on investment in tech companies and startups with high potential worldwide within 5 following areas of interest:

- Fintech
- Future Digital of Working and Lifestyle
- Healthcare and Wellness
- Internet of Things (IoT-enabled world) and
- Deep Tech

### August 2020



A Series C investor of 'BlockFi,' a digital asset company based in the U.S. The objective of this funding round is to support global market expansion backed by a solid performance record of 10-fold growth in 12 months with 1.5 billion USD of current asset and low loan losses since inception.

### September 2020



One of the lead investors, together with Vertex Ventures Southeast Asia and India, Quona Capital, and LINE Ventures, in the pre-Series B bridge round of an insurtech company, 'Sunday'. The new capital will be deployed to support Sunday's business expansion in Thailand and Indonesia while further developing its group insurance platform and superapp to provide comprehensive health and car insurance services to customers.

### October 2020



A Series A investor of the Thai startup 'MyCloudFulfillment,' an end-to-end online warehouse company. The capital raised will be used to develop a data management system to help e-commerce merchants manage and sell products more efficiently. There is also a plan for further collaboration to develop social commerce solutions in the future.

### November 2020



A Series C investor of 'theAsianparent,' the largest parenting community platform in Southeast Asia with more than 30 million users per month.

Besides venture capital investment, SCB 10X also collaborates with theAsianparent to develop financial technologies and innovations that will help the new generation of Thai parents manage and make better financial decisions for their families, such as planning for children's tuition expenses and for emergency.





MESSAGE FROM THE BOARD OF DIRECTORS

ABOUT SCB

SUSTAINABILITY KEY MILESTONES

2020 OVERVIEW

WAY FORWARD FOR THE BETTER FUTURE

COMMITMENTS TOWARDS A SUSTAINABLE FUTURE

SUSTAINABLE FINANCE

CREATING SOCIAL IMPACT

BETTER ENVIRONMENTAL FUTURE

STRENGTHENED FOUNDATION

FACTBOOK

SCB...WAYS TO SUSTAINABLE TOGETHER

SUSTAINABILITY REPORT 2020

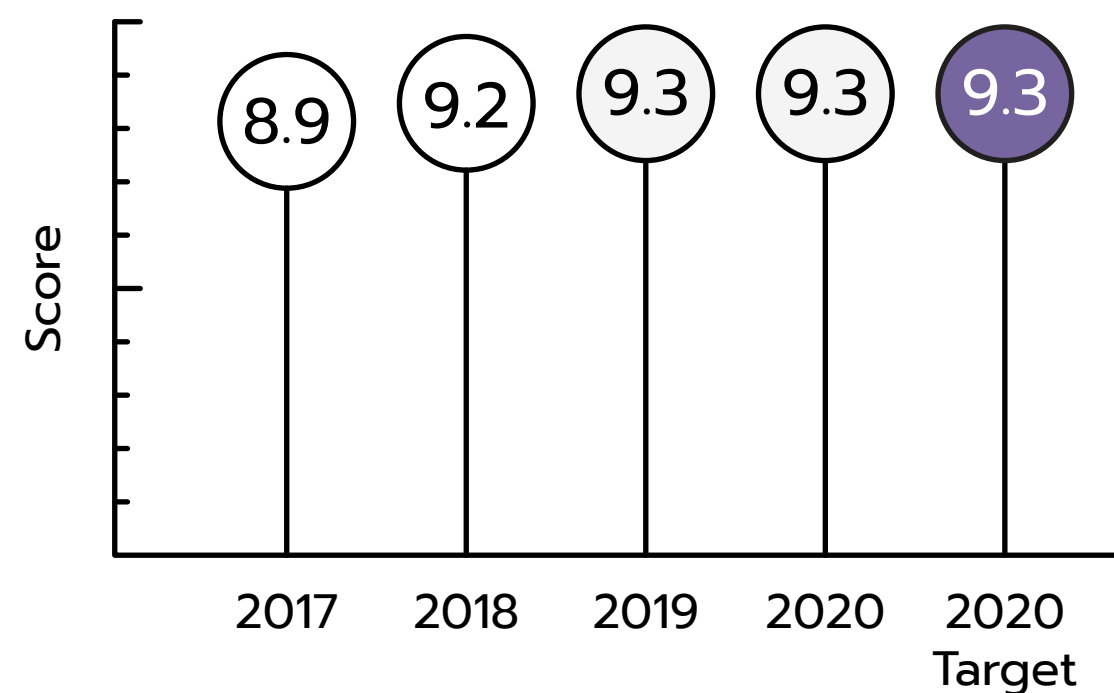


### Customer Satisfaction

Driven by the inspiration to become a Customer Centric Organization, apart from offering financial solutions and innovations that seek to address customer needs, the Bank utilizes a Customer Closed Loop Feedback system and hot alert in encouraging customers to easily provide feedbacks. In this way, the system enables the Bank to monitor and immediately resolve any cases within the established Service Level Agreement (SLA).

In addition, SCB seeks to enhance customer experience by regularly conducting satisfaction survey on customers who use digital banking services by adopting the Customer Satisfaction Score (CSAT). SCB has been conducting the CSAT for digital banking service since 2017 with the Bank's strategic shift to digital banking through the implementation of SCB Transformation in mid-2016.

### CUSTOMER SATISFACTION



Remark: maximum data coverage is 100%

### Making Continual Progress in 2021

The Bank will maintain its focus on creating new capabilities by investing and leveraging technologies that will reshape the finance and banking business, such as AI, blockchain, and cloud computing. Moreover, the Bank will use the acquired data to gain customer insights in order to deliver personalized products and services that better meet individual-specific and sector-specific needs.

At the same time, the Bank will continue to build a digital commerce ecosystem to support SMEs to grow and expand their businesses sustainably in the digital age while deepening collaboration with our business partners to provide a digital lifestyle ecosystem for retail customers. Moreover, the Bank will continue to advance digital lending experiences to make financial services accessible to every segment of the population, ranging from retail, SMEs to customers without collateral, by incorporating AI and machine learning in data analytics to help the Bank identify quality and responsible customers, charge the right and fair interest rates, and lower the cost to serve. All these, the

Bank believes, will have a significant impact on the business model and the future of customer service in which the Bank's current model of "platform banking" and "partnership banking" will be extended to "predictive banking."

Furthermore, the Bank still places high emphasis on building a foundation and realigning its corporate culture to thrive in the digital age in order to attract talents and to create new innovations for the benefit of the Bank and the society as a whole.

**The Bank will leverage digital technology to create digital innovation under a new culture that is centered on disruptive business models and data-driven customer insights to build customer engagement and better experience while enhancing digital capability through SCB 10X.**