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**KASIKORNTHAI**

Annual Report 2013  
**KASIKORNBANK**



ธนาคารกสิกรไทย  
开泰银行 KASIKORNBANK



บริการทุกระดับประทับใจ

# CUSTOMER CENTRICITY



**KASIKORNTHAI**

**ธนาคารกสิกรไทย**

开泰银行 KASIKORNBANK



**หลักทรัพย์จัดการกองทุนกสิกรไทย**

开泰基金管理 KASIKORN ASSET MANAGEMENT



**ศูนย์วิจัยกสิกรไทย**

开泰研究中心 KASIKORN RESEARCH CENTER



**หลักทรัพย์กสิกรไทย**

开泰证券 KASIKORN SECURITIES



**ลีสซิ่งกสิกรไทย**

开泰租赁 KASIKORN LEASING



**แฟคเตอรี แอนด์ อีควิปเมนต์ กสิกรไทย**

开泰设备融资 KASIKORN FACTORY AND EQUIPMENT



- Multi-Corporate Business • Large Corporate Business • Medium Business
- Small and Micro Business • High Net Worth Individual • Affluent • Middle Income • Mass

## Mission

KASIKORNBANK aims to be a strong financial institution that provides a variety of financial services of world-class quality responsive to customers' needs by harmoniously combining technology and human resources so as to achieve optimal benefits for customers, shareholders, employees and society.

## Vision

KASIKORNBANK aims to be the strongest, the most innovative and the most proactive financial institution in serving customers.

## Core Values

- Customer Centricity
- Organization-Wide Teamwork
- Professionalism
- Innovation

| As of or for the years ended December 31,  | 2013      | 2012      | 2011      | 2010      | 2009      |
|--|-----------|-----------|-----------|-----------|-----------|
| <b>COMMON SHARE INFORMATION</b>  |           |           |           |           |           |
| Per share (Baht)   |           |           |           |           |           |
| • basic earnings   | 17.27     | 14.73     | 10.12     | 8.38      | 6.16      |
| • book value   | 91.60     | 77.28     | 64.68     | 56.38     | 50.14     |
| • dividends  | 3.50      | 3.00      | 2.50      | 2.50      | 2.50      |
| Share price (Baht) <sup>1)</sup>   |           |           |           |           |           |
| • high   | 225.00    | 203.00    | 144.00    | 130.00    | 91.00     |
| • low  | 156.00    | 113.50    | 99.75     | 77.25     | 40.25     |
| • closing  | 156.00    | 193.50    | 122.00    | 125.50    | 85.00     |
| Common shares outstanding  |           |           |           |           |           |
| • average basic (million shares)   | 2,393.26  | 2,393.26  | 2,393.26  | 2,393.26  | 2,393.26  |
| • end of year (million shares)   | 2,393.26  | 2,393.26  | 2,393.26  | 2,393.26  | 2,393.26  |
| Market capitalization (Million Baht)   | 373,349   | 463,096   | 291,978   | 300,354   | 203,427   |
| <b>VALUE MEASURES</b>  |           |           |           |           |           |
| Price to earnings ratio (PER)  | 9.03      | 13.14     | 12.06     | 14.98     | 13.80     |
| Price to book value ratio (PBV)  | 1.70      | 2.50      | 1.89      | 2.23      | 1.70      |
| Dividend yield (based on closing share price)                                    | 2.24%     | 1.55%     | 2.05%     | 1.99%     | 2.94%     |
| Dividend payout ratio  | 22.32%    | 22.12%    | 27.00%    | 32.14%    | 42.49%    |
| Number of employees <sup>2)</sup>  | 19,303    | 17,389    | 16,580    | 15,677    | 15,464    |
| Number of domestic branches and sub-offices <sup>2)</sup>                        | 965       | 865       | 816       | 805       | 782       |
| <b>OPERATING RESULTS (Million Baht)</b>  |           |           |           |           |           |
| Interest income - net  | 72,797    | 63,581    | 56,491    | 46,744    | 39,857    |
| Non-interest income  | 48,153    | 40,724    | 34,017    | 28,400    | 21,683    |
| Fees and service income - net  | 29,443    | 24,467    | 20,637    | 18,227    | 15,937    |
| Other income   | 67,395    | 56,447    | 45,087    | 35,394    | 7,686     |
| Underwriting expenses  | 48,685    | 40,190    | 31,707    | 25,221    | 1,940     |
| Total operating income - net   | 120,950   | 104,305   | 90,508    | 75,144    | 61,540    |
| Total other operating expenses   | 52,903    | 46,934    | 43,019    | 38,003    | 31,338    |
| Impairment loss on loans and debt securities                                     | 11,744    | 8,390     | 7,345     | 6,701     | 9,376     |
| Operating profit before provision expense and income tax expense <sup>3)</sup>   | 68,047    | 57,371    | 47,489    | 37,141    | 30,202    |
| Net profit <sup>4)</sup>   | 41,325    | 35,260    | 24,226    | 20,047    | 14,733    |
| <b>FINANCIAL POSITION STATEMENT INFORMATION (Million Baht)</b>                   |           |           |           |           |           |
| Loans <sup>5)</sup>  | 1,438,978 | 1,326,732 | 1,210,834 | 1,076,981 | 941,145   |
| Allowance for doubtful accounts and revaluation allowance for debt restructuring | 45,099    | 43,723    | 40,343    | 36,832    | 34,045    |
| Non-performing loans net (NPL net) <sup>6)</sup>                                 | 14,664    | 13,607    | 14,698    | 16,022    | 18,473    |
| Non-performing loans gross (NPL gross)   | 33,525    | 33,166    | 31,736    | 33,175    | 37,152    |
| Total assets   | 2,290,045 | 2,077,442 | 1,722,940 | 1,546,664 | 1,362,838 |
| Deposits   | 1,529,835 | 1,391,380 | 1,242,229 | 1,100,036 | 975,492   |
| Total liabilities  | 2,053,038 | 1,876,621 | 1,555,974 | 1,401,177 | 1,234,692 |
| Total equity <sup>4)</sup>   | 219,232   | 184,946   | 154,799   | 134,943   | 119,997   |
| Risk weighted assets <sup>2)</sup>   | 1,508,096 | 1,365,661 | 1,269,282 | 1,131,218 | 1,004,092 |

**Note**

- Financial statements as at 31 December 2010 and 2009 have been reclassified to be presented in order to comply with Thai Financial Reporting Standards and the Bank of Thailand (BoT) notification number Sor Nor Sor 11/2553, directive dated 3 December 2010, regarding "The preparation and announcement of the financial statements of commercial banks and holding companies which are parent company of group of companies offering financial services".
- The 31 December 2009 consolidated financial position statement included all items of assets and liabilities of MTGH Group. The consolidated statement of comprehensive income included 1 month operating result of MTGH Group for the period ended 31 December 2009.

<sup>1)</sup> Local board / High-low share prices during the year

<sup>2)</sup> Bank only

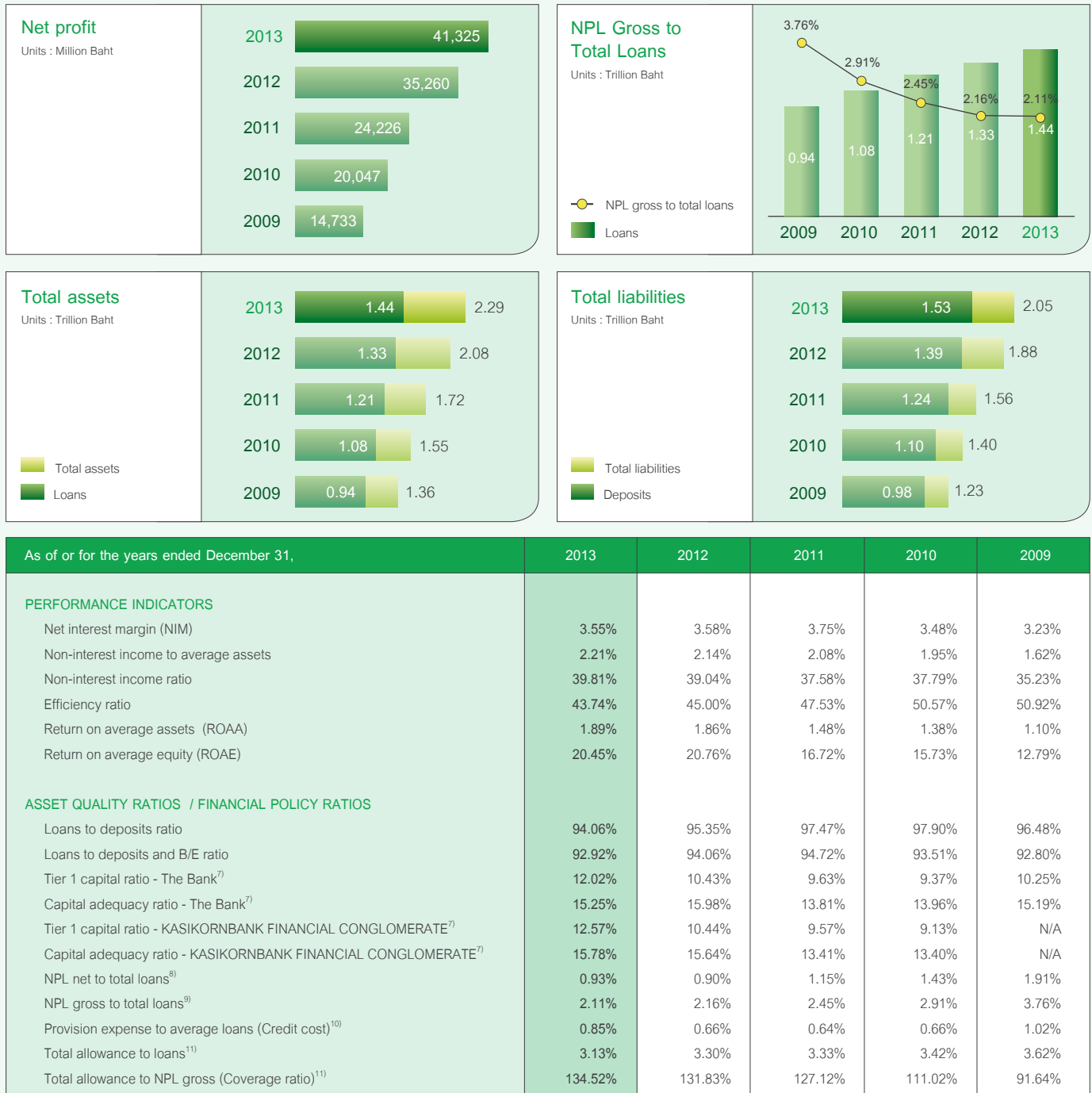
<sup>3)</sup> Provision expense = Impairment loss on loans and debt securities

<sup>4)</sup> Excluding non-controlling interests

<sup>5)</sup> Loans = Loans to customers less deferred revenue

<sup>6)</sup> Non-performing loans net refer to the non-performing loan value, net of total allowances for doubtful accounts





## Note

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- The 31 December 2009 consolidated financial position statement included all items of assets and liabilities of MTGH Group. The consolidated statement of comprehensive income included 1 month operating result of MTGH Group for the period ended 31 December 2009.

<sup>7)</sup> 2009-2012 has been reported in accordance with Basel II.  
2013 has been reported in accordance with Basel III Capital Requirement from 1 January 2013 onwards.

<sup>8)</sup> Loans used in calculation are loans to general customers and loans to financial institutions after allowance for doubtful account of non-performing loan.

<sup>9)</sup> Loans used in calculation are loans to general customers and loans to financial institutions.

<sup>10)</sup> Provision expense = Impairment loss on loans and debt securities

<sup>11)</sup> Allowance = Allowance for doubtful accounts and revaluation allowance for debt restructuring

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KASIKORNBANK experienced another year of successful performance in 2013. As we are committed to service excellence in our business operation, we aim to maintain our position as the “Customer's Main Bank”. Our “Customer-Centricity” strategy, consists of three main elements: Product & Solution, Branding & Marketing, and Service Quality to deliver an excellent service experience for customers in all accessible channels, under sound and timely risk management. A primary target is to achieve long-term and sustainable risk adjusted returns. The Bank continues to develop support operations, mainly human resources and information technology, in harmony with our Strategic Directions to assure that business targets as well as long-term and sustainable competitiveness can be attained.

Striving to serve all customers, the Bank achieved consistent growth in our earnings before tax by 14.95 percent over-year to Baht 56,303 million, along with net profit of Baht 41,325 million. Our service coverage was broadened nationwide to a current total of 965 branches and sub-offices, plus 8,740 ATMs. We retained dominance in the SME business segment, proven by our continued top market share, along with being the leading digital banking service provider serving 2.6 million users – the highest in the market. Our non-interest income flourished by 18.24 percent and our net fees and service income rose 20.34 percent, thus enabling us to maintain a solid capital base per Basel III criteria.

Internationally, the Bank is gearing up for the ASEAN Economic Community (AEC) in 2015; we have forged business alliances with ASEAN member nations, e.g. Vietnam, Indonesia, Lao PDR, and Cambodia, as well as with non-ASEAN partners such as Germany, Italy, China, Japan, and Korea. Presently, our

international network consists of 10 branches and representative offices in 5 countries - the USA, China, Japan, Hong Kong, Cayman Islands, and Myanmar. Our latest opening in Chengdu, Sichuan province, is our second full branch in China, facilitating the steadily increasing Chinese-Thai business transactions.

Beyond financial business, we have adhered to our Statements of Corporate Governance and Sustainable Development Principles, knowing that sustainable growth can only be realized by our participation in the development of the economy, environment, and society. Our “Green at Heart” commitment has been cultivated among our staff as part of their work, imbued in our corporate culture, and has expanded reaching customers, surrounding communities, and other stakeholders, engendering concrete actions towards sustainable national development.

Our earnest efforts have given us the confidence and trust of shareholders, customers, the general public, and many organizations at home and abroad, as evidenced by the accolades bestowed upon us in 2013.

On behalf of the Board of Directors and KASIKORNBANK employees, I take this opportunity to express our sincere appreciation to each and every one of you for your support.

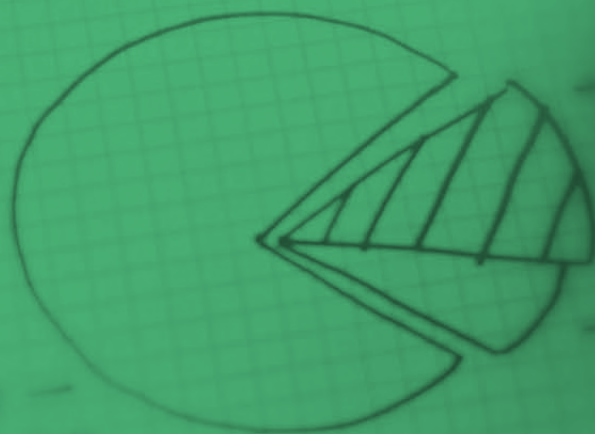


(Mr. Banthoon Lamsam)

Chairman of the Board and Chief Executive Officer

# Management Report

- 007 Management Report
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## Executive Summary Management Discussion and Analysis

For the Year Ended December 31, 2013

Amid bearish sentiment towards the Thai economy caused by softening in major economic drivers, e.g., private consumption and investment, as well as exports, KASIKORNBANK (KBank) and the wholly-owned subsidiaries of KBank (K Companies) have undertaken even greater efforts to conduct quality business operations, based on a “Customer-Centric” strategy, being mindful of our goal of becoming our customers’ “Main Bank”. To achieve that and promote sustainable business growth, we have refined our risk management practices to comply even closer with international standards and enhanced our operational support efficiency in IT systems and human resource management to meet evolving business needs.

As a result of our dedication towards becoming our customers’ “Main Bank”, KBank and the wholly-owned subsidiaries of KBank registered a net profit for 2013 of Baht 41,325 million. Operating profit before income tax expense totaled Baht 56,303 million, rising Baht 7,322 million, 14.95 percent higher over-year.

Our financial position as of December 2013 included consolidated assets totaling Baht 2,290,045 million, an increase of Baht 212,603 million - rising 10.23 percent over-year - due mainly to higher net investments reaching Baht 114,404 million, 29.94 percent higher over-year, with loans increasing Baht 112,246 million, up 8.46 percent over-year, to Baht 1,438,978 million, on increases in loans across the board. Net interbank and money market items (asset side) fell by Baht 46,697 million, down 18.68 percent over-year, to Baht 203,282 million. As of December 31, 2013, consolidated deposits totaled Baht 1,529,835 million, rising by Baht 138,455 million, up 9.95 percent over-year; the largest increase being seen in fixed-term and savings deposits. In addition, our NPL ratio dropped over-year from the 2012 yearend; KASIKORNBANK

FINANCIAL CONGLOMERATE’s Capital Adequacy Ratio (CAR), per the Basel III capital requirements, stood at 15.78 percent, with a Tier-1 capital ratio of 12.57 percent, indicating our continued solid capital strength.

As for our wholly-owned subsidiaries, their qualitative and quantitative operating performance was found satisfactory, which were attributable to the contributions of all related parties. KASIKORN SECURITIES (KSecurities) has continually recorded sound business performance, achieving market leadership in 2013. KASIKORN ASSET MANAGEMENT (KAsset) outperformed the market average, as gauged by their growth in assets under management (AUM), garnering the highest market share in mutual funds, private funds and provident funds. As for KASIKORN LEASING (KLeasing), they also achieved satisfactory loan growth, while maintaining asset quality above their target mean. KASIKORN FACTORY AND EQUIPMENT (KF&E) continued to report good loan growth compared to 2012. Muang Thai Life Assurance PCL. (MTL) enjoyed robust growth in net premiums earned via bancassurance at 27.87 percent.

With these accomplishments, along with our strict adherence to good corporate governance practices, KBank and the wholly-owned subsidiaries of KBank have achieved excellent business performance that was recognized domestically and internationally via many awards during 2013.



**KASIKORNTHAI**

## 1. Overview

### 1.1 Overview of Economy, Banking Industry and Regulatory Changes

#### Thailand's Economy in 2013 and Outlook for 2014

During 2013, the Thai economy was weighed down by a slow recovery in the global economy, along with internal factors. Among these factors were the expiration of various government economic stimuli, rising household debt and political turmoil towards the final quarter of the year that undermined domestic consumption, private investment and state budgetary disbursements. As a result, the Thai economy expanded only 2.9 percent in 2013, far below the 6.5 percent pace recorded in 2012. Inflationary pressure remained benign as Headline Inflation averaged only 2.2 percent in 2013, down from 3.0 percent in 2012. Core inflation averaged 1.0 percent, down from 2.1 percent in 2012 on the back of lackluster private consumption, plus ebbing global crude oil and commodity prices.

In 2014, a more stable global economy, especially in the US, despite uncertainty seen in their fiscal policies, should support the Thai export sector. However, as there remains a possibility that ongoing political

uncertainty here is unlikely to be resolved within the first half of 2014, amid the fact that tackling the complex political situation will require several changes and certainly should take some time before the government can resume efforts towards stimulating the economy and private sector confidence, KResearch therefore expects that the 2014 Thai economy will grow perhaps only 3 percent, or range between 2.2 - 3.7 percent. This means that we will have to rely on exports as the only growth engine. Meanwhile, it is expected that the Monetary Policy Committee (MPC) will be closely monitoring the political situation, key economic indicators and such issues as household debt, as well as Baht stability, in their efforts to devise monetary policy that is appropriate to economic growth, given that inflationary pressure remains low.

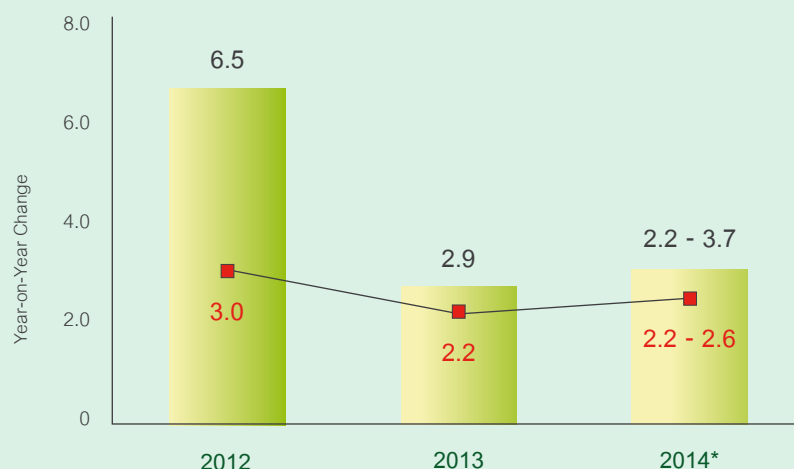
#### Thailand Economic Growth Forecast

Units : Percent

■ GDP  
■ Headline CPI

Source: BOT, NESDB and KASIKORN RESEARCH CENTER CO., LTD.

Note: \* Forecasted figures as of January 20, 2014.





## Banking Industry and Competition

During 2013, Thai commercial banks continued to achieve net profits, buoyed by growing net interest income and non - interest income. This satisfactory outcome was achieved in spite of counter-cyclical provisioning that was set aside to brace for the economic downturn and uncertainty caused by slowing economy at home and abroad. Due to that special provisioning, Thai commercial banks recorded higher loan loss reserves than the previous year, while the ratio of non-performing loans (NPLs) to total loans continued to decline.

With regard to income growth, net interest income exhibited healthy expansion that was consistent with loan growth; net interest margin (NIM) was on a par with 2012. Amid a slowing overall economy that cooled loan growth, Thai commercial banks put great effort into strategy adjustments to sustain loan growth momentum meeting the previously-set targets. By the end of 2013, net loans at 14 Thai commercial banks had risen 10.5 percent, against the 14.0 percent at the end of 2012. On the deposit side, all commercial banks actively competed in attracting deposits throughout the year, only to slow such activity towards the yearend. This situation, coupled with last year's high base of comparison on mobilized deposits to replace B/Es coming due, caused deposit growth to weaken from 28.7 percent in 2012 to 9.8 percent in 2013. Consequently, the ratio of loans to deposits exceeded 2012's figure slightly. Thai commercial banks also displayed the ability to keep their non-interest income growth intact in both fee income - a main revenue source - and other income, such as from investment earnings. During 2013, many commercial banks were able to realize special investment earnings, as a one-time event, in their financial statements.

More challenges may appear in 2014, given a persisting domestic economic slowdown and other risk factors. Therefore, loan growth is trending lower, pulling down deposit growth as well. However, competition among Thai commercial banks may

not ease soon vis-à-vis loans and deposits, since they must try to maintain their market shares. Asset quality will need a watchful eye, too, because the ratio of NPLs to total loans may surge, amid slowing economic conditions and a high level of household debt. Possible impacts of the US Fed's QE tapering are not to be overlooked, since that may affect liquidity requirements within the Thai financial system and, subsequently, commercial banks' liquidity and deposit product management, later on.

As customers' needs for financial services evolve in accordance with generations and technological advancements, along with borderless online society, commercial banks are thus required to develop service variety, as well as sales and service channels. These efforts will help commercial banks to better brace for changing economic, social and financial sector structure, all of which will support urbanization and linkage within ASEAN, amid the upcoming AEC and ASEAN Plus Three (APT).

## Regulatory Changes<sup>1</sup>

Significant regulatory changes that may affect KBank and K Companies' business operations in 2014 include:

- **Information Disclosures on Banking Products**

The Bank of Thailand (BOT) issued the circulated letter, No. BOT. ForNorSor. (23) Wor. 1294/2013, dated October 1, 2013, with guidance on providing information during the offering of bank products. This circulated letter which will be effective on January 1, 2014, is aimed at supervising commercial banks' product offering to be on common standards and to improve the understanding of retail customers towards financial products so that they can select products which consistent with their needs and risk appetites.

<sup>1</sup> Details related to regulatory changes on other business operations of KBank during 2013 can be found in the Management Discussion and Analysis (MD&A) reports for the quarters ending March 31, 2013, June 30, 2013 and September 30, 2013.

The BOT is urging that commercial banks' disclosures on their financial products must be timely and up-to-date, clear and precise, correct and relevant to customers' decision making, as well as focusing on key information and comparable. Disclosures must exist on all matters during pre-sale, point of sale and post sale. The objectives of this circulated letter are to promote equitable treatment towards all stakeholders and protect the four basic rights of consumers, namely the right to be informed, the right to choose, the right to be heard and the right to be able to seek redress from losses.

These regulations require clear policies to be instituted by commercial banks to ensure that consumers understand financial products and to enhance their understanding towards accessibility to sufficient services. To comply with this circulated letter, related policies and corresponding action plans have already been prepared by KBank and K Companies.

- **International Financial Reporting Standards (IFRS)**

During 2013, the IFRS Conversion Project was implemented to ensure our compliance with IFRS and Thai Financial Reporting Interpretations (TFRI), which will become effective in 2014 - 2016. The TFRI of Customer Loyalty Programs, effective in 2014, have no significant impact on us. As for standards tentatively set for implementation in 2015 and 2016 - particularly Financial Instruments – the IFRS Project team is closely following up the development of international accounting standard and assess the impacts in order to further manage them, update the policies and processes, as well as related systems, ensuring benefits maximization for KBank and our subsidiaries<sup>2</sup>.

- **Second Phase of the Financial Institutions Development Plan**

KBank has anticipated and made preparation for possible changes in the BOT's regulations, particularly with regard to banking industry liberalization, wherein foreign banks will

be allowed to conduct a broader scope of financial services in Thailand. Given our insights into customer needs in business and lifestyles, we have tailored our strategies toward enhancing our financial products and services accordingly, all of which are offered via our large national sales and service network.

With our consistent enhancements to our strategies and strong foundation in operating systems, KBank and K Companies are confident that we can maintain our competitiveness, despite increasing competition due to the new banking licenses to be granted in the future.

## 1.2 Business Directions of KASIKORNBANK and the wholly-owned subsidiaries of KASIKORNBANK

### Overview of 2013 and Outlook for 2014

The Thai economy in 2013 decelerated due to slowdowns seen in several major economic drivers, e.g., domestic private consumption and investment, as well as a lagging recovery in exports. Looking ahead, the 2014 economic growth outlook remains unclear due to such risk factors as political uncertainty, a postponement of infrastructure project investments and an export recovery that is trailing behind current global economic growth.

Being aware of the changing economic environment, KBank and K Companies seek to offer only high quality services to attract customers and become their "Main Bank", using our "Customer-Centric" strategy. Financial solutions are offered in three dimensions, i.e., **Products and Solutions**, with many new innovations; **Branding and Marketing**, having clarity and consistency in our brand and marketing; plus **Service Quality**, with our commitment to deliver excellent service experience to

<sup>2</sup> Our subsidiaries are in alignment with those specified in financial reporting standards; KBank discloses such details in the Notes to the Financial Statements.

our customers. Under the umbrella of our single KBank brand, business cooperation and teamwork among K Companies, using their particular expertise, enable us to enhance customer services, while maintaining effective and timely risk management, which helps us reach our business growth goals, as well as achieve sustainable returns over the long term. Among notable strategies that reflect extensive support to meet diverse needs of each customer segment include:

- **For Corporate Customers** - KBank works to boost our customers' competitiveness and be their "Trusted Partner" by offering advisory services and product solutions - both financial and non-financial - particularly to large corporate customers. Within our K-Value Chain Solutions services, we match the business cycles of each customer within even long and complex business chains. We also have a focus on family-owned businesses, and have begun a new "Family Business Open Up!" TV program. To boost our business growth amid growing urbanization, we opened two new Corporate Business Centers in Chiang Mai and Udon Thani in 2013.

- **For SME Customers** - We strive to maintain our leadership in SME markets of all potential areas, by providing such customers with excellent services and a good experience, including advisory services, convenient transactions, business network assistance and knowledge sharing via our relationship managers. During 2013, our focus remained on brand building and localized marketing while expanding into provincial markets to reach those who had not been KBank customers previously, as well as better suit those who are in each locale. For SMEs facing difficulty in accessing funding, e.g., start-ups, KBank provides financial solutions via "K SME Full Support" and "SME *Mee Tung Yer*" programs.

- **For Retail Customers** - Seeking to become the main provider of financial services for customers across Thailand, especially those in strategic provinces; we have strengthened our marketing communications to reach more customers in each community. During 2013, marketing activities were organized in those provinces using K-Expert teams available in all KBank branches to provide financial advisory services. More THE WISDOM service centers and lounges were opened in provincial communities, as well. We placed considerable emphasis on proactive strategies towards engaging customers with digital banking services, as well as product and service enhancements via those electronic channels. Among them was an enhancement in K-MOBILE BANKING PLUS to better satisfy customers' needs, while we also focused on our product development to meet customer demand that varies with individual lifestyles. For example, we introduced KBank LINE Stickers for free download from a LINE Official Account named "KBANK Live"; this vehicle for marketing communication was successful in reaching new generation customers. All of these aforementioned efforts reflect our objective of maintaining KBank's leadership and differentiating our financial services from those of peers.

Apart from customer segment-based business strategies, KBank has established an overall business growth strategy covering operations at home and abroad. Domestically, we continue to focus on strategic provinces to further business expansion in specific locales with good potential, as well as preparing our bank for the upcoming ASEAN Economic Community (AEC). Five major business hubs were established for timely response to demand from major corporate customers and/or businesses that create local clusters, along with six SME Business Centers and some new THE WISDOM Centers and

Corners. We also organized marketing activities appropriate to the needs of individual communities.

As for international markets, we are bracing for new opportunities with the forthcoming AEC, as well as business with China, Japan and South Korea (ASEAN+3), striving to become a bank that is skilled in trade and investment within the region. Based on strong partner bank networks within Asia, Europe and the US, it is our aim to strengthen these alliances and take even better care of customers, whether they are Thais wishing to invest abroad, or foreign nationals intent upon business here. Our K Global Business Center was set up to offer useful advisory services on trade and investment in Thailand and in other AEC member countries. Expansion of customer business alliance networks in these countries has been aided by our Global Business Matching service, wherein KBank serves as an intermediary finding suitable business partners for them locally. Our financial solutions add competitiveness to entrepreneurial efforts abroad via support on country-specific essential information, including key economic and industrial data, business-related regulations, etc.

Having realized China's important role as a major export market and trade partner that has resulted in growing business opportunities and investments between the two countries, as well as China's rising role in trade and investment in the AEC market, we thus strive to develop products and services that can better respond to customer needs there. We have utilized a

Thai-Chinese Business Center to provide advisory services and knowledge related to bilateral business and investment for Thai investors wishing to invest in China or vice-versa. At present, KBank has two branches in Shenzhen and Chengdu, plus three representative offices in China, i.e., in Beijing, Shanghai and Kunming.

Apart from our focus on business strategies, we place equal importance on the development of support units consistent with the directions of our business operations to ensure that we can achieve our targets and sustain long-term competitiveness. We continue to embrace responsibility towards our economy, society and environment in the conduct of business, integrating these principles into our Mission, Vision and Core Values; therefore contributing to business innovations that optimize benefit to business, society and environment. We also encourage the participation of our staff and customers, the society, community and other stakeholders in our activities.

These efforts have not only helped KBank and K Companies to achieve better business performance in 2013, but also earned us many marks of recognition from domestic and foreign agencies<sup>3</sup>, including:

<sup>3</sup> Details of awards are included in the item of Awards and Commendations in our 2013 Annual Report.

### AWARDS TO KBank

- **Best Bank** from the 7<sup>th</sup> Annual Alpha Southeast Asia Best Financial Institution Awards by Alpha Southeast Asia magazine
- **Best Local Bank in Thailand** from the Euromoney Private Banking and Wealth Management Survey 2013 program
- **SME Bank of the Year - Asia 2013** from The European ASIA Awards 2013 ceremony, by The European magazine
- **Best Trade Finance Provider in Thailand 2013** from Global Finance magazine
- **Thailand Domestic Trade Finance Bank of the Year** for efficient and complete cash management innovations and services, from Asian Banking & Finance Wholesale Banking Awards ceremony, by Asian Banking & Finance magazine
- **Best Private Bank in Thailand 2013** from The Banker & PWM "Global Private Banking Awards" 2013 ceremony, by The Banker magazine
- **The Asset Corporate Awards 2012** in the Platinum Award category, Banking and Finance sector, and **Highly Recommended Research Analyst in Thai Baht Bonds 2013** from The Asset Benchmark Survey, by The Asset magazine
- **Best Retail Bank in Thailand** for the fourth consecutive year from The Asian Banker Excellence in Retail Financial Services International Awards 2013 ceremony, and **Best Cash Management Bank in Thailand** from The Asian Banker Transaction Banking Award 2013: The Asian Banker ceremony, by The Asian Banker magazine
- **Channel Excellence in Branches** from the Banking & Payments Asia Trailblazer Awards 2013 ceremony, by Bill Payment Asia journal
- **Best Business Leader of the Year in the Overall Business Performance (2012)** category from Best Business Leader of the Year in the Overall Business Performance (2012) ceremony for the best performance in terms of credit and debit card spending, by VISA International
- **Thailand Energy Awards 2013** in energy efficiency and renewable energy promotion, for associations/organizations/businesses in 2013, from the Thailand Energy Awards 2013 ceremony

In 2014, aside from concentrating on our current business strategies, KBank will place some emphasis on the development of support divisions to further progress on KBank's business directions and ensure that our goals can be achieved and long-term competitiveness will be maintained. Three key strategies within our support divisions that have a direct impact on

business operations of particular note are a Risk Management Strategy to support sustainable income for KBank and K Companies; an IT Strategy to enhance IT systems and aid personnel towards achieving efficient response to business units; and, a Human Capital Strategy to improve human resource management for maximum efficiency.

## Corporate Governance

KBank firmly believes that Good Corporate Governance is among the most essential features to sustainably strengthen our performance, thereby enabling us to achieve our goals towards maximizing value for our shareholders, as well as enhancing our competitiveness. Meanwhile, our adherence to transparency and integrity at all levels of the organization ensure that the confidence of our shareholders, investors at home and abroad, as well as all other stakeholders is well-placed.

Given our emphasis on Good Corporate Governance practices, during 2013, the Board of Directors approved an Anti-Corruption Policy that includes such issues as bribes and inducements, gifts and benefits, charitable contributions and financial sponsorships, as well as political contributions and activities. The Code of Conduct has been revised and communicated to directors, executives and employees. An assessment project has been initiated to evaluate that there exists a full understanding of our Code of Conduct among Senior Vice Presidents, First Vice Presidents, Branch Managers and SME Business Network Team nationwide.

We strive to maintain our standards and develop Good Corporate Governance. We have reviewed our practices, Board of Directors and Board Committees' Charters and corporate governance principles and policies, making them consistent with regulatory requirements and best practices. Our Annual General Meetings of Shareholders are organized in a transparent and efficient manner.

Our commitment to fair and transparent operations has been recognized externally with a "SET Award of Honor Excellence in Corporate Governance Reporting" for the sixth consecutive year; this award was presented at the "SET Awards 2013" ceremony

organized by the Stock Exchange of Thailand (SET) and *Money & Banking* magazine. We have also attained an "Excellent" rating in our overall corporate governance scoring as shown in the Thai Institute of Directors' Corporate Governance Report of Thai Listed Companies 2013; similar recognition was also received from the Annual General Meeting Assessment 2013, held by the Thai Investors Association, the Office of the Securities and Exchange Commission and the Thai Listed Companies Association.<sup>4</sup>

To assure sustainable development, we have placed an emphasis on promoting sustainable business and development that focus on the involvement of our employees, customers, society, communities and other stakeholders. During 2013, a "Green at Heart" resolution was undertaken to enhance sustainability in our economy, society and environment. With this commitment, we have lent our support to social activities that involve environmental development within communities and the overall society towards better living standards. Environmental conservation projects have been introduced, as well as other projects aimed at paying something back to society. Together with the Office of the Thailand Research Fund (TRF), we launched a "Cultivation of Wisdom" project to enhance children and youth's mental skills through research-based learning projects that promote analytical thinking and ethical awareness. An "SME Mee Tung Yee" reality game show currently on air is aimed at delivering a new format towards instilling knowledge and inspiring those who dream of owning a business. KBank has also lent a hand with special relief measures to help customers who were affected by flooding in 2013.

<sup>4</sup> Details of CG awards are included under the item of Awards and Commendations in our 2013 Annual Report.

## 2. Operating Performance and Financial Position Analysis

### 2.1 Operating Performance

KBank's consolidated operating profit for 2013 totaled Baht 41,325 million, increasing Baht 6,065 million - 17.20 percent

higher over-year - due largely to an increase of Baht 9,216 million in net interest income - 14.50 percent higher - in line with average loan growth. As a result, the net interest margin (NIM) was 3.55 percent, being close to that of last year, as well as our target. Net non - interest income increased Baht 7,429 million, 18.24 percent higher, attributed to consistent growth in net fees and service income, plus net premiums earned.

#### Operating Performance for 2013

(Units: Million Baht)

|   | 2013    | 2012    | Change       |         |
|---|---------|---------|--------------|---------|
|   |         |         | Million Baht | Percent |
| Interest income   | 106,226 | 96,174  | 10,052       | 10.45   |
| Interest expenses   | 33,429  | 32,593  | 836          | 2.56    |
| Interest income - net   | 72,797  | 63,581  | 9,216        | 14.50   |
| Fees and service income - net   | 29,443  | 24,467  | 4,976        | 20.34   |
| Other income  | 67,395  | 56,447  | 10,948       | 19.39   |
| Total operating income  | 169,635 | 144,495 | 25,140       | 17.40   |
| Underwriting expenses   | 48,685  | 40,190  | 8,495        | 21.14   |
| Total operating income - net  | 120,950 | 104,305 | 16,645       | 15.96   |
| Total other operating expenses  | 52,903  | 46,934  | 5,969        | 12.72   |
| Operating profit  |         |         |              |         |
| (Before impairment loss on loans and debt securities, and income tax expense) | 68,047  | 57,371  | 10,676       | 18.61   |
| Impairment loss on loans and debt securities                                  | 11,744  | 8,390   | 3,354        | 39.97   |
| Operating profit before income tax expense                                    | 56,303  | 48,981  | 7,322        | 14.95   |
| Income tax expense  | 11,457  | 11,136  | 321          | 2.88    |
| Net profit  | 44,846  | 37,845  | 7,001        | 18.50   |
| Net profit attributable to:   |         |         |              |         |
| Equity holders of the Bank  | 41,325  | 35,260  | 6,065        | 17.20   |
| Non-controlling interests   | 3,521   | 2,585   | 936          | 36.22   |
| Net profit  | 44,846  | 37,845  | 7,001        | 18.50   |

Our efficiency ratio reached 43.74 percent, in line with our target, as we carefully monitored and decelerated spending in response to economic uncertainties. In 2013, KBank set allowance for impairment on application software and related expenses totaling Baht 1,566 million, while there was reversal of estimate for loss sharing from asset management by the Thai Asset Management Corporation (TAMC) amounting to Baht 1,159 million. In addition, we benefited from a reduction in the corporate income tax rate from 23 percent to 20 percent.



## Income Structure

(Units: Million Baht)

|   | 2013           | 2012           | Change        |              |
|---|----------------|----------------|---------------|--------------|
|   |                |                | Million Baht  | Percent      |
| <b>Interest Income</b>  |                |                |               |              |
| Interbank and money market items  | 4,302          | 4,602          | (300)         | (6.52)       |
| Deposits  | 368            | 365            | 3             | 0.89         |
| Loans without repurchase agreements   | 292            | 355            | (63)          | (18.10)      |
| Repurchase agreements   | 3,642          | 3,882          | (240)         | (6.21)       |
| <b>Investments</b>  | <b>13,602</b>  | <b>12,287</b>  | <b>1,315</b>  | <b>10.70</b> |
| Trading investments   | 329            | 463            | (134)         | (29.02)      |
| Available-for-sale investments  | 6,849          | 6,818          | 31            | 0.46         |
| Held-to-maturity investments  | 6,424          | 5,006          | 1,418         | 28.32        |
| <b>Loans</b>  | <b>83,692</b>  | <b>75,370</b>  | <b>8,322</b>  | <b>11.04</b> |
| Finance leases  | 4,589          | 3,980          | 609           | 15.31        |
| Others  | 41             | (65)           | 106           | 163.50       |
| <b>Total interest income</b>  | <b>106,226</b> | <b>96,174</b>  | <b>10,052</b> | <b>10.45</b> |
| <b>Total interest expenses</b>  | <b>33,429</b>  | <b>32,593</b>  | <b>836</b>    | <b>2.56</b>  |
| <b>Total interest income - net</b>  | <b>72,797</b>  | <b>63,581</b>  | <b>9,216</b>  | <b>14.50</b> |
| <b>Non-interest income</b>  |                |                |               |              |
| Fees and service income   | 37,246         | 31,428         | 5,818         | 18.51        |
| Fees and service expenses   | 7,803          | 6,961          | 842           | 12.09        |
| <b>Fees and service income - net</b>  | <b>29,443</b>  | <b>24,467</b>  | <b>4,976</b>  | <b>20.34</b> |
| Gain on trading and foreign exchange transactions                             | 5,896          | 5,555          | 341           | 6.12         |
| Loss on financial liabilities designated at fair value through profit or loss | (18)           | (46)           | 28            | 60.63        |
| Gain on investments   | 948            | 624            | 324           | 51.92        |
| Share of profit from investments using equity method                          | 193            | 20             | 173           | 882.64       |
| Dividend income   | 882            | 1,408          | (526)         | (37.40)      |
| Net premiums earned   | 58,414         | 47,517         | 10,897        | 22.93        |
| Other operating income  | 1,080          | 1,369          | (289)         | (21.10)      |
| <u>Less</u> Underwriting expenses   | 48,685         | 40,190         | 8,495         | 21.14        |
| <b>Total non-interest income</b>  | <b>48,153</b>  | <b>40,724</b>  | <b>7,429</b>  | <b>18.24</b> |
| <b>Total operating income - net</b>   | <b>120,950</b> | <b>104,305</b> | <b>16,645</b> | <b>15.96</b> |

### Net Interest Income

KBank's consolidated net interest income rose Baht 9,216 million, or 14.50 percent over-year, to Baht 72,797 million, mainly the result of increased interest income – comprising an increase in interest income from growth in average loan volume and from investments due to our increased government bond investments. Meanwhile, interest expenses rose over-year, due mainly to an increase in interest expenses from deposits, in line with a rise in average deposits. As a result, our net interest margin (NIM) for 2013 equaled 3.55, close to that of 2012 and on par with our 2013 target.

### Non-Interest Income

For 2013, KBank's consolidated non-interest income increased Baht 7,429 million, or 18.24 percent over-year, which was better than our target, to Baht 48,153 million, due largely to an increase in net fees and service income, and income from earned premium net of underwriting expenses from Muang Thai Life Assurance PCL. (MTL).

The over-year increase in net fees and service income totaled Baht 4,976 million, or 20.34 percent, mostly due to higher net fees from sales of products and financial services, such as card businesses, mutual fund management and securities trading, and loan-related business in line with higher loan volume. All of this was the result of our "Customer-Centric" strategy, leading to continual growth in the number of new customers.

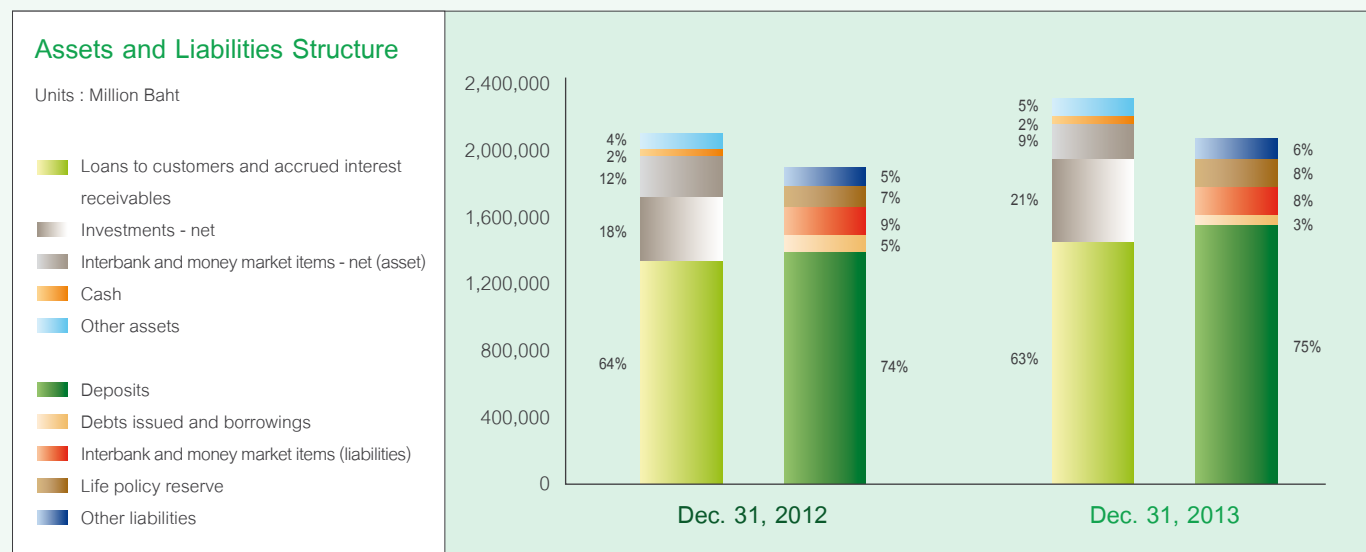
### Other Operating Expenses

For 2013, our other operating expenses rose over-year by Baht 5,969 million, or 12.72 percent, to Baht 52,903 million, mostly attributable to other expenses, particularly increased marketing promotional campaigns and public relations, as well as rising personnel expenses following increases in salary and the number of employees. In 2013, we set allowance for impairment on application software and related expenses totaling Baht 1,566 million. This allowance, plus a reversal of estimate for loss sharing from asset management by the Thai Asset Management Corporation (TAMC), amounting to Baht 1,159 million, supported our efficiency ratio to stand at 43.74 percent, in line with our target, which reflects our careful monitoring and decelerated spending in response to economic uncertainties.

### Impairment Loss on Loans and Debt Securities

For 2013, KBank and the wholly-owned subsidiaries of KBank set aside allowance for impairment loss on loans and debt securities at Baht 11,744 million, higher than that of the previous year by Baht 3,354 million or 39.97 percent. This effort of countercyclical provision reflected our proactive strategy to guard ourselves against lingering uncertainties from possible changes in domestic and international economic conditions.

## 2.2 Financial Position Analysis



### Assets

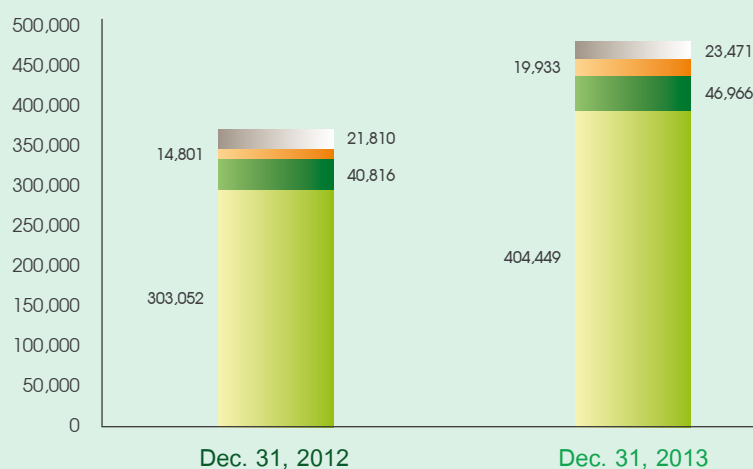
At the end of 2013, KBank's consolidated assets totaled Baht 2,290,045 million, increasing by Baht 212,603 million, or 10.23 percent, over the end of 2012. The increase was mainly due to increases in net investments, as well as loans; net interbank and money market items (asset) decreased. In details:

- Net investments, at the end of 2013, amounted to Baht 496,567 million, rising by Baht 114,404 million over the end of 2012, representing an increase of 29.94 percent, as a result of increases in investments in government and state enterprise securities.

## Net Investments

Units : Million Baht

- Government and State Enterprise Securities
- Private Enterprise Debt Instruments
- Foreign Debt Instruments
- Equity Securities



- KBank's consolidated loans to customers (less deferred revenue), at the end of 2013, totaled Baht 1,438,978 million, growing by Baht 112,246 million, or 8.46 percent, over the end of 2012, which was close to our target and mainly attributable to an increase in loans across the board, e.g., credit card, trade finance, commercial, and working capital loans. Our consolidated loan market share ranked fourth among Thai commercial banks.

In the meantime, our gross NPL ratio to total loans was at 2.11 percent at the end of 2013, dropping from 2.16 percent at the end of 2012. Similarly, the net non-performing loans (Net NPLs) ratio to total loans, at the end of 2013, equaled 0.93 percent, versus 0.90 percent at the end of 2012.

## Financial Ratios

(Units: Percent)

| Financial Ratios          | Dec. 31, 2013 | Dec. 31, 2012 |
|---------------------------|---------------|---------------|
| Gross NPLs to total loans | 2.11          | 2.16          |
| Net NPLs to total loans   | 0.93          | 0.90          |

- Net interbank and money market items (asset), at the end of 2013, amounted to Baht 203,282 million, a decrease of Baht 46,697 million or 18.68 percent from the end of 2012, mostly due to our liquidity management.

## Liabilities and Equity

The consolidated liabilities of KBank, as of the end of 2013, totaled Baht 2,053,038 million, increasing by Baht 176,417 million, or 9.40 percent, over the end of 2012. Of note were increases in deposits and life policy reserves; debts issued and borrowings, as well as interbank and money market items (liability), decreased. Consolidated liabilities that had changed significantly relative to the previous year included:

- Deposits, at the end of 2013, equaled Baht 1,529,835 million, increasing by Baht 138,455 million, or 9.95 percent, over the end of 2012. This was mainly the result of higher fixed-term and savings deposits. Our consolidated deposit market share ranked fourth among Thai commercial banks.
- Life policy reserves, at the end of 2013, equaled Baht 160,239 million, up by Baht 34,383 million, or 27.32 percent, over the end of 2012. This was the result of growth in the life-insurance business.
- Debts issued and borrowings, at the end of 2013, totaled Baht 71,518 million, decreasing by Baht 15,876 million, or 18.17 percent, over the end of 2012, due largely to early redemption of KBank's subordinated debentures No.1/2008 totaling Baht 17,000 million.

At the end of 2013, total equity attributable to equity holders of KBank equaled Baht 219,232 million, increasing Baht 34,286

million, or 18.54 percent, over the end of 2012, due largely to net profits from our 2013 operations.

## Relationship between Sources and Uses of Funds

As of December 31, 2013, the funding structure as shown in the consolidated financial statement comprised Baht 2,053,038 million in liabilities and Baht 237,007 million in total equity, resulting in a debt-to-equity ratio of 8.66. The major source of funds on the liabilities side was deposits, which equaled Baht 1,529,835 million, or 66.80 percent of the total as of December 31, 2013. Other sources of funds included interbank and money market items, as well as debts issued and borrowing, which accounted for 7.31 percent and 3.12 percent of the total, respectively.

KBank and our subsidiaries' major use of funds was loans (less deferred revenue). As of December 31, 2013, such loans amounted to Baht 1,438,978 million, resulting in a loan-to-deposit ratio at 94.06 percent. Meanwhile, the loan-to-deposit plus bills of exchange ratio was 92.92 percent. As for the remaining liquidity, KBank invested in various selections of liquid assets, such as interbank and money market items, and investments in securities.

The major sources and uses of funds, as of December 31, 2013, are categorized by contractual maturity periods shown in the following table:

## KBank and Subsidiaries' Major Sources and Uses of Funds

(Units: Million Baht)

| Period       | Deposits         |               |                  |               | Loans            |               |                  |               |
|--------------|------------------|---------------|------------------|---------------|------------------|---------------|------------------|---------------|
|              | Dec. 31, 2013    | Percent       | Dec. 31, 2012    | Percent       | Dec. 31, 2013    | Percent       | Dec. 31, 2012    | Percent       |
| ≤ 1 Year     | 1,507,690        | 98.55         | 1,334,769        | 95.93         | 674,275          | 46.86         | 621,647          | 46.85         |
| > 1 Year to  |                  |               |                  |               |                  |               |                  |               |
| 5 Years      | 22,145           | 1.45          | 56,611           | 4.07          | 347,769          | 24.17         | 315,874          | 23.81         |
| > 5 Years    | -                | -             | -                | -             | 416,934          | 28.97         | 389,211          | 29.34         |
| <b>Total</b> | <b>1,529,835</b> | <b>100.00</b> | <b>1,391,380</b> | <b>100.00</b> | <b>1,438,978</b> | <b>100.00</b> | <b>1,326,732</b> | <b>100.00</b> |

As of December 31, 2013, deposits with remaining maturities of less than or equal to 1 year were larger than loans with remaining maturities of less than or equal to 1 year. This is considered normal for commercial banks in Thailand, as they normally fund their lending or investments in long-term assets from short-term liabilities. However, since most deposits are renewed upon maturity, it is considered likely that they will remain

with KBank longer than their stated contractual term, thereby helping to support funding for KBank's lending.

To provide more investment alternatives for the public and/or our depositors, we offered "K-B/E Investment" products to both retail and corporate customers, with their outstanding value totaling Baht 18,799 million as of December 31, 2013.

## 2.3 Loans and Deposits

### Loans Classified by Business and Product Groups

#### Loans Classified by Business

(Units: Million Baht)

|       | Dec. 31, 2013       |                   | Dec. 31, 2012       |                   |
|-------|---------------------|-------------------|---------------------|-------------------|
|       | Corporate Business* | Retail Business** | Corporate Business* | Retail Business** |
| Loans | 964,007             | 382,440           | 884,824             | 346,601           |

Notes: \* "Corporate Business customers" refers to registered companies, certain private individual business customers, government agencies, state enterprises, as well as financial institutions, etc. KBank provides a variety of financial products and services to them, e.g., long-term and working capital loans, letters of indemnity, trade finance solutions, syndicated loans, cash management solutions and value chain solutions.

\*\* "Retail Business customers" refers to private individual customers using KBank products and services, e.g., deposit accounts, debit cards, credit cards, personal loans, housing loans, financial advisory services, investment products and other transactional services.

Regarding our loans classified by business, Corporate Business loans, at the end of 2013, had increased by Baht 79,183 million, or 8.95 percent, over the end of 2012. Such loan expansion was mainly driven by domestic credit loans, particularly short-term and long-term loans in the agro-industry, construction material, and commerce sectors.

Our Retail Business loans, at the end of 2013, showed an increase of Baht 35,839 million, or 10.34 percent, over the end of 2012, which mirrored broad-based loan growth across every product. Products leading growth included credit card loans,

reflecting our strategy in offering co-branded credit cards with our business allies, customer base expansion to cover entrepreneurs, and innovative marketing campaigns. Following credit card loans were housing loans, seeing their growth rate in alignment with the country's economic momentum and our efforts to enhance relationships with our business partners which are leading property developers in Bangkok and upcountry areas. We also put an emphasis on encouraging our customers using every product to repay their debts as per the stipulated due date, in order to maintain our lending portfolio quality.

## Deposits Classified by Type of Deposit Account

### Deposits

(Units: Million Baht)

|                             | Percent of Total Deposits | Deposits         |                  | Change         |             |
|-----------------------------|---------------------------|------------------|------------------|----------------|-------------|
|                             |                           | Dec. 31, 2013    | Dec. 31, 2012    | Million Baht   | Percent     |
| <b>Total Deposits</b>       | <b>100.00</b>             | <b>1,529,835</b> | <b>1,391,380</b> | <b>138,455</b> | <b>9.95</b> |
| Current accounts            | 5.83                      | 89,118           | 81,215           | 7,903          | 9.73        |
| Savings accounts            | 58.44                     | 894,098          | 830,690          | 63,408         | 7.63        |
| Fixed-term deposit accounts | 35.73                     | 546,619          | 479,475          | 67,144         | 14.00       |

At the end of 2013, total deposits – comprising those of corporate, SME and retail customers – had increased by Baht 138,455 million, rising 9.95 percent over the end of 2012. This was due mainly to increased fixed-term deposits after we offered deposit products with special interest rates at different tenors, as well as tax-free fixed-term deposits and special benefits for deposit products tailored for specific groups of customers. Meanwhile, we continued to mobilize funds through savings deposits, in order to maintain our highest market share.

## 2.4 Treasury Operations

We adhere to our liquidity management guidelines that ensure conformity with prevailing economic conditions and domestic money market movements. During 2013, interbank rates were lower than the previous year, given MPC policy rate cuts, while the outstanding of interbank transactions remained unchanged from 2012.

In addition, the BOT proceeded with a plan to promote the “Bangkok Interbank Offered Rate” (BIBOR) as a reliable reference rate in the money market. Consultations were made with BIBOR Contributors (Thai and foreign commercial banks designated by the BOT to quote interbank rates on various tenors) vis-à-vis preparation of a Code of Conduct, which is scheduled for completion by mid-2014.

### Treasury Operations Income

(Units: Million Baht)

| Income Structure of Treasury Operations<br>(Banking Book) | Percent of Total Income | 2013          | 2012          | Change       |               |
|---|-------------------------|---------------|---------------|--------------|---------------|
|   |                         |               |               | Million Baht | Percent       |
| <b>Interest income*</b>                                   |                         |               |               |              |               |
| Interbank and money market items**                        | 36.20                   | 4,033         | 4,318         | (285)        | (6.60)        |
| Investments   | 63.80                   | 7,109         | 6,832         | 277          | 4.05          |
| <b>Total</b>  | <b>100.00</b>           | <b>11,142</b> | <b>11,150</b> | <b>(8)</b>   | <b>(0.07)</b> |

Notes: \* Managerial figures

\*\* Including loans

During 2013, total interest income from our treasury operations (banking book), totaled Baht 11,142 million, falling by Baht 8 million, being 0.07 percent less than in 2012; this was the result of lower money market rates over-year, despite a Baht - 49,517 - million increase in liquidity.



## 2.5 Operating Performance of K Companies and Muang Thai Life Assurance PCL.

### Operating Performance of K Companies\* and Muang Thai Life Assurance PCL.

(Units: Million Baht)

|   | Performance Measurement       | 2013      | 2012    |
|---|-------------------------------|-----------|---------|
| KASIKORN FACTORY AND EQUIPMENT Co., Ltd. (KF&E) | Outstanding Loans             | 10,858    | 9,343   |
| KASIKORN LEASING Co., Ltd. (KLeasing)           | Outstanding Loans             | 89,220    | 82,866  |
| KASIKORN ASSET MANAGEMENT Co., Ltd. (KAsset)    | Assets under Management (AUM) | 945,632   | 850,577 |
|   | Market Share (Percent)        | 22.23     | 23.41   |
| KASIKORN SECURITIES PCL. (KSecurities)          | Trading Volume                | 1,296,410 | 817,356 |
|   | Market Share (Percent)        | 6.02      | 5.93    |
| Muang Thai Life Assurance PCL. (MTL)            | Net Premiums Earned           | 60,249    | 48,868  |
|   | Market Share (Percent)        | 13.62     | 12.46   |

Note: \* KResearch is not included, since this company does not engage in financial business.

During 2013, K Companies showed satisfactory qualitative and quantitative operating performance, attributable to the close cooperation between KBank and K Companies.

As for KSecurities, cooperation with Macquarie Securities on research, securities trading services and investment banking has enhanced KSecurities' customer service capabilities. Research papers have been made more thorough, thus improving them in quality and quantity, while new business opportunities have been sought ahead of the AEC. KSecurities is now focusing on a greater synergy with KBank in developing and presenting products more responsive to the market, along with adding new branches at KBank facilities, thus allowing them to maintain their market leader in 2013, with market share of 6.02 percent.

KAsset has the largest single domestic market share in mutual funds, private funds and provident funds, with total assets under management (AUM) market share of 22.23 percent in 2013, benefiting from their synergy with KBank, as well as expanded electronic channels and improved service quality. The company and their AUM have earned various commendations for their quality standards.

KLeasing also reported satisfactory loan growth, with a growth rate of 7.67 percent. Asset quality remains healthy, with a NPL-to-total loans ratio at 0.86 percent. New campaigns were continually launched to meet customers' demand during 2013.

KF&E reported over-year loan growth of 16.23 percent, in alignment with the company's 2013 loan growth target. Loans were extended to diverse industries across the country. In addition, they have been working with KBank relationship managers (RMs) towards an aspiration to become a market leader in the near future.

MTL upheld their leading position in bancassurance, reporting high growth of 27.87 percent in their net premiums earned on bancassurance as a result of close cooperation with KBank in developing insurance policies responsive to KBank customers' needs, and they have retained their number-two market position, garnering a total premium market share of 13.62 percent, beating their 12.46 percent market share in 2012.

## 2.6 Capital Requirements and Credit Ratings

### Capital Funds\*

As of the end of 2013, KBank, under the Basel III capital requirements, had capital funds of Baht 229,965 million, consisting of Baht 181,210 million in Tier-1 capital, and Baht 48,755 million in Tier-2 capital. The capital adequacy ratio of KBank was 15.25 percent, significantly above the BOT's minimum requirement of 8.50 percent. Details of the capital adequacy ratio of KBank are shown in the following table:

### Capital Adequacy Ratio

#### • The Bank

(Units: Percent)

| Capital Adequacy Ratio            | Basel III**         |               |               |               |               | Basel II            |               |
|-----------------------------------|---------------------|---------------|---------------|---------------|---------------|---------------------|---------------|
|                                   | Minimum Requirement | Dec. 31, 2013 | Sep. 30, 2013 | Jun. 30, 2013 | Mar. 31, 2013 | Minimum Requirement | Dec. 31, 2012 |
| Tier-1 Capital Ratio              | 6.00                | 12.02         | 12.50         | 11.44         | 11.08         | 4.25                | 10.43         |
| <i>Common Equity Tier-1 Ratio</i> | 4.50                | 12.02         | 12.50         | 11.44         | 11.08         | -                   | -             |
| Tier-2 Capital Ratio              | -                   | 3.23          | 4.22          | 4.27          | 4.36          | -                   | 5.55          |
| <b>Capital Adequacy Ratio</b>     | <b>8.50</b>         | <b>15.25</b>  | <b>16.72</b>  | <b>15.71</b>  | <b>15.44</b>  | <b>8.50</b>         | <b>15.98</b>  |

#### • KASIKORNBANK FINANCIAL CONGLOMERATE\*\*\*

(Units: Percent)

| Capital Adequacy Ratio            | Basel III**         |               |               |               |               | Basel II            |               |
|-----------------------------------|---------------------|---------------|---------------|---------------|---------------|---------------------|---------------|
|                                   | Minimum Requirement | Dec. 31, 2013 | Sep. 30, 2013 | Jun. 30, 2013 | Mar. 31, 2013 | Minimum Requirement | Dec. 31, 2012 |
| Tier-1 Capital Ratio              | 6.00                | 12.57         | 13.13         | 11.97         | 11.47         | 4.25                | 10.44         |
| <i>Common Equity Tier-1 Ratio</i> | 4.50                | 12.57         | 13.13         | 11.97         | 11.47         | -                   | -             |
| Tier-2 Capital Ratio              | -                   | 3.21          | 4.18          | 4.23          | 4.32          | -                   | 5.20          |
| <b>Capital Adequacy Ratio</b>     | <b>8.50</b>         | <b>15.78</b>  | <b>17.31</b>  | <b>16.20</b>  | <b>15.79</b>  | <b>8.50</b>         | <b>15.64</b>  |

Note : \* Excluding net profit of each period; under the BOT's regulations, net profit in the first period is to be counted as capital after approval by the Board of Directors as per the Bank's regulations. Net profit in the second period is also counted as capital after approval of the General Meeting of Shareholders. However, whenever a net loss occurs, the capital must be immediately reduced accordingly.

\*\* Capital Adequacy Ratio (CAR) has been reported in accordance with Basel III Capital Requirements from January 1, 2013 onwards.

\*\*\* KASIKORNBANK FINANCIAL CONGLOMERATE means the company under the Notification of the BOT re: Consolidated Supervision, consisting of KASIKORNBANK, the wholly-owned subsidiaries of KBank and subsidiaries operating in support of KBank, Phethai Asset Management Co., Ltd. and other subsidiaries within the permitted scope from the BOT to be part of a financial conglomerate.

## Maintenance of Ratios

KBank maintains liquid assets, on average, of at least 6.00 percent of deposits and some kinds of borrowing, in compliance with the BOT's regulations. As of December 31, 2013, KBank had cash in hand, cash at central cash centers, deposits with the BOT and eligible securities, totaling Baht 389,386 million.

## Credit Ratings

In 2013, Moody's Investors Service upgraded the Financial Strength Rating (BFSR) and the Baseline Credit Assessment of KBank from D+ and Baa3 to C- and Baa2, respectively. The main reasons for the upgrades are KBank's steady improvements in business performance. However, Moody's

downgraded our Foreign Currency Subordinated Debt rating from Baa1 to Baa3, and Domestic Currency Short-term rating from "P-1" to "P-2" due to their revised methodologies of subordinated debt rating and short-term rating for global financial institutions. This adjustment does not reflect any changes in our intrinsic credit quality.

KBank's credit ratings given by Standard & Poor's and Fitch Ratings remained unchanged from the end of 2012. Details on KBank's credit ratings are shown in the following table.

## KASIKORNBANK's Credit Ratings

| Credit Ratings Agency                 | Dec. 31, 2013 | Dec. 31, 2012 |
|---------------------------------------|---------------|---------------|
| <b>Moody's Investors Service *</b>    |               |               |
| <u>Foreign Currency</u>               |               |               |
| Outlook                               | Stable        | Stable        |
| Long-term - Senior Unsecured Notes    | A3            | A3            |
| - Deposit                             | Baa1          | Baa1          |
| Short-term - Debt/Deposit             | P-2           | P-2           |
| Subordinated Debt                     | Baa3          | Baa1          |
| Bank Financial Strength Rating (BFSR) | C-            | D+            |
| Outlook for BFSR                      | Stable        | Stable        |
| Baseline Credit Assessment            | Baa2          | Baa3          |
| <u>Domestic Currency</u>              |               |               |
| Outlook                               | Stable        | Stable        |
| Long-term - Deposit                   | A3            | A3            |
| Short-term - Debt/Deposit             | P-2           | P-1           |

Note : \* The base levels for investment grade on long-term credit ratings for Moody's Investors Service, Standard & Poor's, and Fitch Ratings are Baa3, BBB- and BBB-, respectively. For short-term credit ratings, the base levels for investment grade as viewed by these three agencies are P-3, A-3, and F3, respectively.

## KASIKORNBANK's Credit Ratings

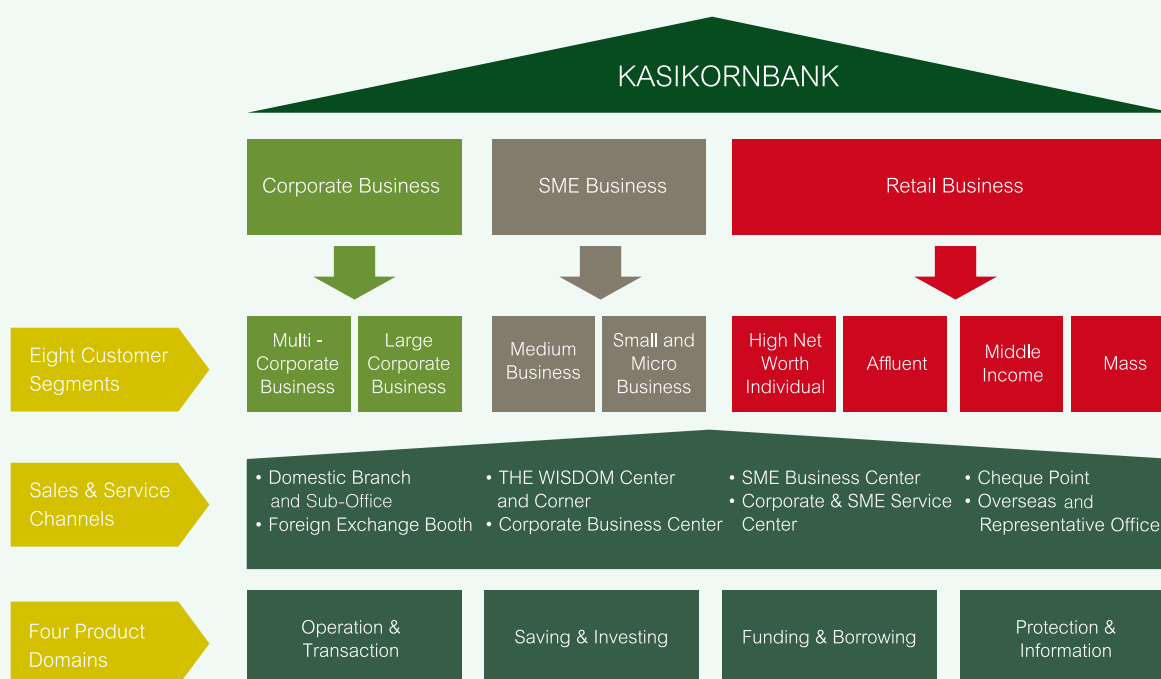
| Credit Ratings Agency                                  | Dec. 31, 2013 | Dec. 31, 2012 |
|--|---------------|---------------|
| <b>Standard &amp; Poor's *</b>                         |               |               |
| <u>Global Scale Ratings</u>                            |               |               |
| Outlook  | Stable        | Stable        |
| Long-term Counterparty Credit Rating                   | BBB+          | BBB+          |
| Long-term Certificate of Deposit                       | BBB+          | BBB+          |
| Short-term Counterparty Credit Rating                  | A-2           | A-2           |
| Short-term Certificate of Deposit                      | A-2           | A-2           |
| Senior Unsecured Notes (Foreign Currency)              | BBB+          | BBB+          |
| Subordinated Debt (Foreign Currency)                   | BBB           | BBB           |
| <u>ASEAN Regional Scale Ratings</u>                    |               |               |
| Long-term  | axA+          | axA+          |
| Short-term   | axA-1         | axA-1         |
| Subordinated Debt                                      | axA           | N/A           |
| <b>Fitch Ratings *</b>                                 |               |               |
| <u>International Credit Ratings (Foreign Currency)</u> |               |               |
| Outlook  | Stable        | Stable        |
| Long-term Issuer Default Rating                        | BBB+          | BBB+          |
| Short-term Issuer Default Rating                       | F2            | F2            |
| Senior Unsecured Notes                                 | BBB+          | BBB+          |
| Subordinated Debt                                      | BBB           | BBB           |
| Viability  | bbb+          | bbb+          |
| Support  | 2             | 2             |
| Support Rating Floor                                   | BBB-          | BBB-          |
| <u>National Credit Ratings</u>                         |               |               |
| Outlook  | Stable        | Stable        |
| Long-term  | AA(thai)      | AA(thai)      |
| Short-term   | F1+(thai)     | F1+(thai)     |
| Subordinated Debt                                      | AA-(thai)     | AA-(thai)     |

Note : \* The base levels for investment grade on long-term credit ratings for Moody's Investors Service, Standard & Poor's, and Fitch Ratings are Baa3, BBB- and BBB-, respectively. For short-term credit ratings, the base levels for investment grade as viewed by these three agencies are P-3, A-3, and F3, respectively.

### 3. Operations of Core Businesses

#### 3.1 Business Overview

KBank and K Companies adhere to our “Customer-Centric” strategy, which furthers our business development in all dimensions - across all customer segments, product domains, as well as major sales and service channels - to support our customers' business expansion and financial needs more completely. These efforts will help enable us to achieve our strategic goals, while maintaining sound quality of our overall portfolio.



#### 3.2 Customer Segments

##### Multi-Corporate Business

Throughout 2013, significant repercussions from changes in the macroeconomic environment have had an effect on this customer segment. These notable changes included domestic factors, such as urbanization, delayed investment in government's infrastructure projects, and shifts in consumer behavior induced by rapid modern communications made possible by advanced technologies, as well as external factors, e.g., growing intra-regional trade ahead of the AEC, inspite of slowing business activities in other parts of the world.

Having realized this, and seeing the diverse nature of each customer's business and investments, we have dynamically offered proper products and services to meet their needs, including: 1) comprehensive fund-raising solutions and financial advisory services; 2) electronic cash management platform and transaction banking solutions, with focus on efficiency enhancement, shortened work processing and wider market access; 3) value chain solutions to assist customers – upstream and downstream; and, 4) insightful strategic advisory via multiple channels to improve their business competitiveness in many dimensions.

## Large Corporate Business

To become our customers' "Main Bank", KBank continuously focuses on adding value to our customers, not only to support their business sustainability, but also to grow their family-business owners' wealth, with respect to the financial and non-financial solutions. Our knowledgeable and industry-expert staffs offer integrated business advice. The "KFam Club" was set up to assist family businesses in achieving sustainable business succession, while marketing activities have been held to create stronger business alliances for our customers.

Amid persistent risks during the slowing recoveries in the EU and the US, economic slowdown in China and Japan, plus foreign exchange volatility and political uncertainty in Thailand, KBank delivers great efforts towards providing responsive advisory services, along with liquidity assistance and risk hedging products that are becoming ever more varied - as well as being more flexible, adaptable and suitable for each specific industry - based on customers' requirements at any stage of business cycle and operation. Product solutions have been made simple to understand, and internal monitoring processes have been put in place to ensure timely delivery.

## Medium Business

To be most responsive to this segment, delivering an excellent experience to maintain our "Main Bank" position among customers in each industry, our bid guarantee product was revised in 2013 for increased liquidity and facilitation of customers that are public project contractors. New products were also launched to assist in customers' cost management where affected by the daily minimum wage hike to Baht 300, as well as risk management amid Baht volatility and energy cost management, e.g., support for light bulb replacements. Our L/C issuance processing was shortened, particularly at branches where L/Cs are requested by a large number of customers.



"Family Business Open Up!" program for sustainable growth of family businesses



KBank signed an agreement with Switzerland-based IMD Global Family Business Center to provide knowledge on successful business succession.



"Empowering Family Business": A seminar to provide business management perspective for family businesses towards international markets



"KFam Club Reunion party": An activity to strengthen relationships among family members and promote family businesses towards sustainable success



KFam Club "Learn the Japanese Spirit 2": An activity to explore management philosophy for family businesses



KBank participated in the Money Expo 2013 to present the Bank's financial products and services.



"1,000,000 Surprises - Million Impressions": A promotional program to offer a variety of privileges for K-Credit Cardholders



"Business Matching to enhance strategy for Sino-Thai SME business networks" to create an opportunity for Thai exporters to enter Chinese market



"SME Mee Tung Yer": A TV program to enhance business knowledge for the startups and increase customer base for participants



KBank and Chulalongkorn University organized a training course for SME operators on "Sustainable Management Promotion for SMEs"



We place importance on providing useful business information to our customers with focus on international trade transactions. Such information includes China's economic conditions, business opportunities ahead of the AEC, risk incurred from Baht volatility and issues of caution in international commerce. Meanwhile, our K SME brand has been promoted across the country with those wishing to start their own business and other business start-ups using the TV program "SME Mee Tung Yer", which is also aimed at enlarging our customer base.

### Small and Micro Business

Striving to be the "Main Bank" of our customers in the Small and Micro Business segment, KBank adheres to a policy of helping them shoulder inordinate burdens caused by rising production costs and slowing economic activity. Support is given to start-ups vis-à-vis capital, knowledge and business networking.

To this end, we have put in place three specific strategies:

1. *Improve financial solutions* to better respond to different requirements of customers, including those with limited collateral, or those seeking to minimize the adverse impact of minimum wage raise to Baht 300, needing more flexible liquidity, more business experience or are intent upon ventures with major trade partners;
2. *Strengthen our brand* and launch provincial promotional activities using localized marketing techniques to tap into new customers in provincial markets and serve specific needs there. By promoting our K SME brand, we seek to access start-up operators nationwide through provision of business knowledge and arrangement of continual marketing activities;
3. *Deliver excellent sale and service experiences* via our SME teams, whose skills and service quality are being constantly updated via regular performance assessment, involving convenient contact of customers, all-time responsiveness to customers' demand, complete and proper presentation of products and services, as well as proactively follow-up on customers' banking matters, e.g., notifications on application status, general problem-solving, etc.



### High Net Worth Individual

We are determined to bring our international-level of quality in “KBank Private Banking” services to the forefront of the professional financial and investment landscape. During 2013, through various channels, we disseminated a number of marketing messages, hoping to cement ourselves as leaders in such services, based on four strengths:

1. Years of experience, gaining awards from internationally-recognized quality assurance institutions;
2. Advisory excellence with up-to-the-minute analyses of various asset types;
3. Financial products and services – by both KBank and K Companies - including those institutions classified as “Best in Class”, offered through developed selling platforms aiming for the highest returns for customers; and
4. A full spectrum of financial transaction and investment services provided by specialized Private Banker teams. We stress ongoing development programs for our private banker service teams, wherein we seek to equip them with contextually-specific knowledge and service skills to serve such customers, given their comparatively complex financial needs. Timely seminars on financial subjects have been held, along with year-round publicity towards KBank Private Banking services.

### Affluent

To sustain our “top-of-mind” position and “main bank” status with customers, we expanded our customer base, among both locals and foreigners, in all major provinces nationwide by positioning “THE WISDOM” brand as a world-class financial service that offers ultimate worldwide privileges. In 2013, we made use of customer behavior surveys on key factors influencing their selection of a main bank, in order to improve our product designs. In addition, special campaigns that promoted deposits and investments were launched with collaboration between KBank business divisions and our

wholly-owned subsidiaries to offer diverse selections of products and services in each product domain, as well as to enhance customer referrals across business units. To gain more access to customers in this segment, more THE WISDOM Centers, THE WISDOM Corners, and safe deposit box services have been provided in KBank branches, as well as leading department stores, to cover all strategic areas. Our latest efforts included an introduction of THE WISDOM @ SIAM PARAGON.

### Middle Income

Throughout 2013, we proceeded with strategies to gain the status being the main operating bank of our customers. To this end, numerous techniques were employed, including customer base expansion in major provinces, using marketing activities specific to target customers there. We have also undertaken localized branch makeovers to fit local needs using effective marketing communications and the placement of K-Expert teams at KBank branches nationwide. Meanwhile, we seek to increase the frequency of customers’ product and service use through KBank, by offering of packaged product sets presented on new customers’ initial account-opening day, as well as products and services tailored to satisfy the financial needs of customers with differing lifestyles under the so-called “Lifestyle Banking” marketing strategy technique. Notable campaigns using this market strategy included a “Lady Taweessup Deposit”, a “1,000,000 Surprises, A Million Impressions” campaign for KBank credit cardholders, as well as “K-SME Card” follow-up campaigns. Customers gain greater convenience with many of our special services, e.g., Transaction Alerts, K-Speed Top Up, K-Cyber Banking and a revamp of our K-MOBILE BANKING PLUS, to better serve their needs. Promotional campaigns have also been launched to increase THE PREMIER application numbers.

"Lifestyle Digital Experience":  
A promotional  
campaign that offers new  
digital-world experience  
in financial services  
and products



"Can't Work, Don't Worry  
(Pro Life 95/20)":  
An insurance package that  
targets freelancers who  
need security in life



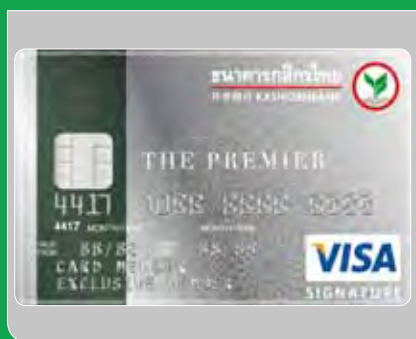
K-MOBILE BANKING PLUS



K-Payroll Benefits offer  
the diverse privileges and  
gifts to customers who use  
the Bank's payroll service.



"THE PREMIER" provides  
exclusive privileges for  
better quality of life and  
boundless experience.



## MASS

To reach the number one position in customers' minds, we have striven to enhance our electronic channel products and services, along with devising new and original marketing campaigns that would appeal to university students, young careerists and those earning less than Baht 15,000 in monthly income. During 2013, KBank introduced a number of impressive products, e.g., "K-Payroll Benefits" offering interest rate privileges to customers using KBank Payroll service; *Doraemon* debit cards packed with privileges that suit fun-loving customers' lifestyles; a "Pro Life 95/20" insurance plan for those who work as freelancers, offering life insurance coverage and compensation while they are unable to work. As of 2013, customers can now apply for K-Mobile Banking service at branch counters. Notable marketing activities included promotions at universities - our "University Project" - and localized communications within strategic provinces using media inflected in regional dialects.

## 3.3 Product Domains and Sales Channels

### 3.3.1 Product Domains

Having realized the fact that domestic and external factors intensified Thailand's economic risks during 2013, which then impacted each customer segments differently, KBank strove to develop responsive products and services that allow us to deliver an excellent experience to customers. Sales promotions and knowledge-based support are typically devised to assist customers in their decision-making, as well as to support quality growth in both our and customers' businesses. Notable efforts in four product domains, i.e., Operation & Transaction, Saving & Investing, Funding & Borrowing, and Protection & Information included:

## Operation &amp; Transaction

|                           | Details  |
|---------------------------|--|
| New Products and Services | <ul style="list-style-type: none"> <li>• <b>K-BIZAlert</b>, featuring SMS notification for each incoming and outgoing funds transfer, as well as account balance, for greater convenience to customers in checking account movements.</li> <li>• <b>K-Cash Card</b>, which is designed for those having no KBank account. The card, which can be topped up by the card-owning companies, can be used for cash withdrawal by a card holder at any ATM nationwide. Aside from mitigating cash management risk, it allows faster and more convenient payment of salary, wages and allowances for workers, as well as bill payment at a reduced cost. The card also serves as cash reserves for businesses, with no need to hold multiple bank accounts.</li> <li>• <b>Fill &amp; Go</b> featuring refueling service based on vehicle identification system – using Radio Frequency Identification Technology (RFID). This innovation, jointly introduced with PTT PLC., enables control and verify fueling accuracy at PTT petrol stations, using a special ring-shaped device. The device records the specific data of individual vehicles. The data includes vehicle registration number, type of fuel, stipulated fuel amount, refueling date and petrol station location. With this information, business operators can control refueling activities, as well as analyze fuel costs and fuel consumption rates. This unique device can also provide other helpful data for businesses.</li> </ul> |



KBank and PTT PCL. introduced "Vehicle Identification System – Radio Frequency Identification Technology", a service that offers fueling control and assessment efficiency at PTT service stations.



"Doraemon Debit Card": The first of its kind in Thailand that offers various benefits to cardholders

|  | Details   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• <b>K-CONNEX</b> is an innovative cash management tool for large corporate customers with complex supply-chain structures to conduct financial transactions and manage their liquidity more efficiently, while also being able to monitor the cash flows of all companies within their supply chain. This system has been designed to enable customers' access and ability to designate accessibility to information on the company's financial position on tablets and smartphones using many different operating systems, while still possessing the highest security. Automatic retroactive updates have been introduced to reduce processing time, as well as boost efficiency and precision in account management.</li> <li>• <b>Operative Account</b> that integrates account management products for the Medium Business (ME) customer segment, including cheque collection across other clearing districts, online transactions and statement reports. The product is intended to provide our customers with greater convenience and reduced transaction cost, thus ensuring enhanced cash management efficiency for them.</li> <li>• <b>VISA Personal Payments:</b> For customer convenience, all K-Debit Cardholders using this service are entitled to receive rapid funds transfer from overseas within only minutes after notification of 16-digit K-Credit Card number and amount as per the stipulated terms.</li> <li>• <b>Occasional Gift Cheque Set:</b> Apart from gift cheque sets for wedding days, birthdays, and occasions for congratulations designed for general customers, we also offer special Chinese New Year gift cheque sets for customers with stipulated mutual fund investment conditions.</li> </ul> |



KBank and Co-Operative Bank (CB Bank) joined hands to offer funds transfer service for Myanmar workers.



"K-CONNEX": A service that reduces staff working hours and enhances accounting management efficiency for large corporate customers



|                                  | Details   |
|----------------------------------|---|
|                                  | <ul style="list-style-type: none"> <li>• <b>New K-Debit Cards:</b> New Doraemon and LINE Characters Debit Cards for both K-My Debit Card and K-Max Debit Card, together with matching deposit passbooks, were launched to emphasize our leadership in creating debit card uniqueness. Moreover, Provincial-Themed Debit Cards were presented to serve provincial customers. To match the needs of urban lifestyles, KBank introduced K-Metro Debit Card for payment of MRT train fares, as well as financial transactions. Among new debit cards was a co-branded debit card with King Chulalongkorn Memorial Hospital which can be used as a hospital staff ID card and is designed to accommodate personnel management systems.</li> </ul>  |
| Product and Service Enhancements | <ul style="list-style-type: none"> <li>• <b>Enhancement of funds transfer for Asian workers</b> to accommodate the AEC inception. This move is targeted to CLMV workers in Thailand using KBank savings accounts or payroll services for more convenience and safety in repatriation of funds to their home countries. The system can initiate both multi-bank and multi-currency funds transfer.</li> <li>• <b>Fee reduction for cross-district or interbank funds transfer</b> through ATM and internet channels by our K-MOBILE BANKING PLUS and K-Cyber Banking services, in accordance with the Thai Bankers' Association's resolution.</li> <li>• <b>Enhancement of SMS Transaction Alert service:</b> SMS Transaction Alert application can now be done via K-ATM and K-MOBILE BANKING PLUS, with a promotional campaign for annual pre-paid application.</li> </ul> |



"Occasional Gift Cheque Set": A gift that mirrors your style and delivers attentive care, with a magnificently-designed card



"K-Metro Debit Card": A debit card that enables you to travel convenient by MRT and fully benefits your urban lifestyle

|  | Details   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• <b>Enhancement of card-accepting merchant service:</b> KBank was the first bank in the Asia-Pacific region to provide K-PowerP@y (mPOS) compatible with both Android and iOS platforms. In addition, a bill payment innovation, the “Business in a Box” package, was offered by KBank and our business partners for new customers without smart devices and mPOS, with a special promotional campaign for K-Credit Cardholders paying bills via mPOS. Other notable enhancements include two new features developed on our electronic data capture (EDC): chip-embedded Union Pay Card acceptance; and EDC connection to the Customs Department’s barcode reader for information reference on sales slip. Moreover, Visa payWave readers have been installed at major merchants, e.g., supermarkets, cinemas, bookstores, etc., to support KBank-Visa payWave (KWave) card transactions.</li> <li>• <b>Upgrade of K-Debit Cards:</b> We have upgraded the card features, allowing our customers to personalize their K-SME Debit Card designs, while our website, <a href="http://www.askkbank.com/kbankcard">www.askkbank.com/kbankcard</a>, has been redesigned with a more user-friendly look and feel, plus improved content.</li> </ul> |
| Enhancement of Business Operation Efficiency | <ul style="list-style-type: none"> <li>• <b>K-Custodian:</b> In 2013, KBank was appointed as custodian of the provident fund of two major state enterprises, with total assets under management of over Baht 60 billion. Our custodian service has also been added for new types of properties, including land deeds and other important documents, to accommodate investments of insurance companies and the High Net Worth Individual segment.</li> </ul>   |



**เร็วกว่า...แค่แตะ**  
บัตรเครดิตเคเวฟกลีกรไทย

**ไม่ต้องรูด...  
ไม่ต้องเซ็น**






"K-Wave Credit Card": Faster....Just touch, no need to swipe or sign

|  | Details   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• <b>K-Mutual Fund Supervisor:</b> KBank was appointed supervisor of infrastructure funds with combined assets under management of over Baht 100 billion, as well as property funds established during 2013. In addition, we have expanded our mutual fund supervisor services to various asset management firms that are interested in investment in new foreign markets. We believe that with our strong alliance network, we will be able to provide complete and swift service to customers, even in countries with their own specific regulations, like Japan.</li> <li>• <b>Facility and securities agent services for large project finance:</b> We have expanded our role in this segment and acquired new customers, in particular many large electrical power plant projects.</li> <li>• <b>Operational improvements in our securities registrar services</b> for enhanced efficiency and better service quality, in response to a wider variety of new funds, as well as in support of a rapid rise in the number of funds, asset value and transaction volume.</li> <li>• <b>Upgrades in our fund accounting system</b> to fully accommodate large investors in their investment fund management, along with the handling of back-office work to ensure reduced costs, as well as faster and more accurate access to investment data for management efficiency.</li> </ul> |



KBank were financial advisors and co-underwriters for IMPACT Growth Real Estate Investment Trust units, the first of such fund in Thailand.



KBank participated in the launch of subscription for the third capital increase of "WHA Premium Factory and Warehouse Freehold and Leasehold Property Fund (WHAPF)"

|  | Details  |
|--|--|
| Sales and Marketing Promotional Programs | <ul style="list-style-type: none"> <li>• “LI Discount Fee” sales promotional program, wherein Medium Business customers have been granted a discount on LI issuance service fees, under the established conditions and promotional period.</li> <li>• Sales promotions for EDCs under the 2<sup>nd</sup> “EDC Up Sell 2013” campaign for Medium, Small and Micro Business segments to promote the use of KBank EDCs as their main devices. Eligible customers accepting bill payments via EDCs with the increased amount per the established conditions and period shall be entitled to gift vouchers valued at up to Baht 10,000.</li> <li>• “Get Cash Back when Using KBank Forex Service” sales promotional program, specifically designed for Medium Business customers having trade finance transactions and conducting funds transfer with KBank. The campaign is intended to promote greater value of foreign exchange sales and purchases, and to encourage customers to conduct transactions with KBank on a continual basis. Eligible clients shall be entitled to cash back up to Baht 160,000 when their funds transfer amount increases, in accordance with the established conditions during the promotion period.</li> <li>• Marketing campaigns for K-PowerP@y (mPOS): Special campaigns were launched for K-Credit Cardholders and merchants applying for K-PowerP@y (mPOS) service which enables anywhere, anytime product sales. The service is now available for leading merchants, souvenir shops, and restaurants in Bangkok.</li> </ul> |



“K-PowerP@y (mPOS)”: The first merchant service in Asia-Pacific that offers card acceptance service via mPOS supporting both Android and iOS systems.



K-Credit and K-Debit Cards can purchase any currency with 45-day interest free period or up to 10 monthly installments



|  | Details   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• <b>Marketing campaign for “Sticker Collection for Doraemon Magic Gift Hunting”:</b> To increase bill payment and mobile phone top-up transactions at KBank, this campaign was extended to the end of December 2013.</li> <li>• <b>Promotional campaigns with leading mobile phone network providers:</b> Customers applying for post-paid service with account debiting through KBank deposit account or K-Credit Card have been offered free airtime and entry rights for drawings under the stipulated terms.</li> <li>• <b>Promotional campaigns for Occasional Gift Cheque Set:</b> Later in 2013, we offered a 50-percent fee discount for the period popular for weddings and other delightful occasions. Seminar participation for product introduction and sales promotions had been organized consistently for the entire year.</li> <li>• <b>Sales promotional programs for K-Debit Card:</b> Card privileges were offered in accordance with cardholders' lifestyles. With a single debit card, customers can conduct financial transactions, travel, go to cinemas, and shop at merchants or online media. Sales and promotional activities with special benefits were organized monthly. Among notable programs was the campaign, <i>“With K-Debit Card, Your Life Will Be Changed - Gold Lucky Draw: Baht 100,000 in gold up for grabs every day, Baht 1,000,000 in gold up for grabs every week”</i>, which was aimed at promoting increased use of K-Debit Cards. Also, the promotional campaign entitled <i>“LINE Sticker Discount 50%”</i> offered a discount on LINE sticker purchase for LINE debit cardholders under established conditions.</li> </ul> |



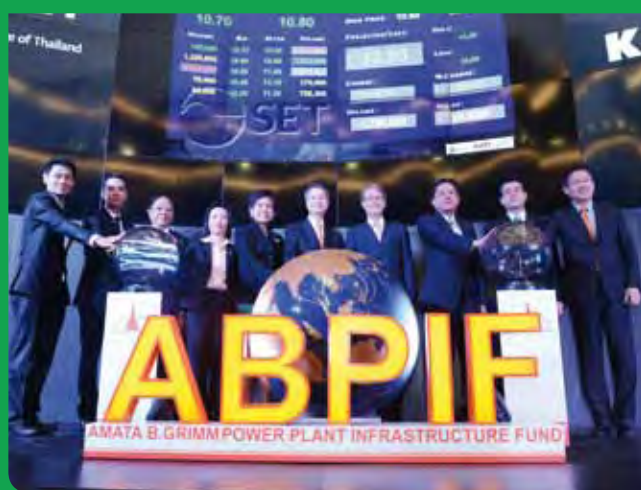
Fast lane bill payments service and “Come Pay Your Bill Quickly: Doraemon Magic Gift Hunting” program



“K-Debit Card can change your life! Chances to win gold! Baht 100,000 everyday – Baht 1 million every week!”: A promotional campaign to boost debit card application

## Saving &amp; Investing

|                           | Details   |
|---------------------------|---|
| New Products and Services | <ul style="list-style-type: none"> <li>• <b>New deposit products:</b> Special fixed deposit programs were launched in response to the current saving behaviors of each customer segment. We offered “4- to 10-Month Special Fixed-Term Deposits” programs to high-wealth-individual customers. Meanwhile, “13- and 14-Month Flexible Fixed Deposit” and “Super Taweessup Deposit” programs were promoted to serve the Middle Income segment, with relevant marketing activities held at the end of the year for customers in provincial areas. To differentiate KBank’s products, the “Lady Taweessup” fixed deposit program was introduced to offer special benefits appropriate for female customers’ lifestyles. As a result, our total deposits continued to grow at a rate above the industry average since early in 2013.</li> <li>• <b>New mutual funds:</b> During 2013, KBank joined hands with KAsset to offer 210 mutual funds, most of which were short- and medium-term fixed income funds, investing at home and abroad. We also offered equity funds investing in the domestic market and abroad, covering those with targeted and index-linked returns. Among these notable equity funds were “K SET50 RMF”, a long-term savings fund which is linked to the SET 50 index and “K Asian Smaller Companies Equity Fund” (K-ASIA) which invests in equities and warrants of small-cap stocks in Asia. KBank also introduced a property fund, plus Thailand’s first power infrastructure fund.</li> </ul> |



“Amata B. Grimm Power Plant Infrastructure Fund (ABPIF)”: The first power plant infrastructure fund in Thailand



“K Asian Smaller Companies Equity Fund (K-ASIA)”: An investment opportunity in high-potential Asian markets

|                                  | Details  |
|----------------------------------|--|
| Product and Service Enhancements | <ul style="list-style-type: none"> <li>Enhancement of our debt securities investment services for greater investment alternatives and better liquidity in the corporate bond market for our customers. In 2013, KBank held the largest shares in secondary government and corporate bond markets. In terms of trading volume, we recorded more than Baht 3 trillion in government bonds and more than Baht 120 billion in corporate bonds, accounting for 11.14 percent and 26.87 percent of total trading volume in each category, respectively.</li> </ul> |



KASIKORN ASSET MANAGEMENT jointly introduced "KPN Property Fund" which invests in the freehold rights of land and building of KPN Tower located on prime areas of Rama 9 Road.

บริษัทหลักทรัพย์จัดการทรัพย์สิน  
KASIKORN ASSET MANAGEMENT

**ลดภาษีเต็มเหนี่ยว  
คืนเงินภาษี  
สูงสุด 350,000 บาท\***

**ใหม่! KS50RMF**  
ลดหย่อนภาษี 50,000 บาทต่อปี  
และโอกาสเพิ่มผลตอบแทนที่ไร้ขีดจำกัด  
จากหุ้นในดัชนี SET50  
แผนขายครั้งแรก 21-27 พ.ย.นี้

**ซื้อ LTF/RMF กลยุทธ์ไทย กองทุนใหญ่อันดับ 1**

| เงินซื้อ | ลงทุน LTF/RMF ได้สูงสุด | ภาษีคืนได้ |
|----------|-------------------------|------------|
| 50,000   | 100,000                 | 16,500     |
| 100,000  | 200,000                 | 33,000     |
| 200,000  | 400,000                 | 66,000     |
| 500,000  | 1,000,000               | 165,000    |

สนใจลงทุนและขอใบหนังสือชี้ชวนที่  
ธนาคารกสิกรไทยทุกสาขา  
K-Contact Center 02-8868888 กด 40  
\*อัตราภาษีเงินได้บุคคลธรรมดา 10%  
\*\*กองทุน KS50RMF มีอายุ 5 ปีแรก ค่าใช้จ่าย 0.005% ต่อปี  
ณ วันที่ 27 ธ.ค. 55 ค่าเฉลี่ยดัชนี SET50: 30,000 บาท  
- กองทุน KS50RMF มีมูลค่าสุทธิ ณ วันที่ 27 ธ.ค. 55: 100,000 บาท  
- กองทุน KS50RMF มีมูลค่าสุทธิ ณ วันที่ 27 ธ.ค. 55: 100,000 บาท

www.kasikornasset.com  
KasikornContactCenter@kbank.com

บริษัทหลักทรัพย์จัดการทรัพย์สิน

"K SET 50 RMF (KS50RMF)" offers a maximum tax-saving benefit at Baht 350,000.

## Funding &amp; Borrowing

|                           | Details  |
|---------------------------|--|
| New Products and Services | <ul style="list-style-type: none"> <li>• <b>K-Top Up Loan for Energy Saving (Lighting Solution)</b> with total credit lines of Baht 500 million available to corporate customers to encourage them to shift to LED light bulbs, as part of our effort to reduce energy consumption while also helping customers to save on their electricity cost. The program features a long-term loan, up to three years, with full credit limits of total investment covering LED light bulb cost, installation and other related expenses, and no collateral required. Borrowers shall be provided with complete services from ESCO (Energy Service Companies) and light bulb suppliers knowledgeable in light energy management through advisory services, plus product and performance warranty.</li> <li>• <b>Loan products for Small and Micro Business segments:</b> Of note was “Get Full Credit Support - Simply Use KBank as Main Operating Bank”, catered to customers who have used KBank as their main bank and have a good credit history, but have insufficient collateral value against loan. “K-SME OD Convert Credit” was also introduced to customers having credit lines and installment payment records with KBank. The product allows customers to use the paid loan amount as an O/D or P/N revolving credit line. In cooperation with the Office of Small and Medium Enterprises Promotion (OSMEP), we also arranged a loan program with special low interest for an appropriate term to assist businesses affected by the minimum wage increase to Baht 300. In addition, we have joined with Siam Makro Public Co., Ltd. (Makro), a large wholesale trader in Thailand, to launch a loan program offering full credit limit of collateral value - or up to Baht 5 million - at a special interest rate, to support SME entrepreneurs who are Makro's trading partners.</li> </ul> |



“Full financial support with your main account at KBank!”: A product for customers who use KBank as their main bank and have good credit records



KBank and OSMEP introduced “SMEs Undeterred by Wage Increase” program to provide assistance to SME operators impacted from the minimum wage increase to Baht 300.



|  | Details   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• <b>K-Government Construction Credit</b>, which features a LI credit line to enhance business liquidity, as part of our efforts to enhance customer competitiveness, enabling them to operate their business in a more comprehensive manner.</li> <li>• <b>SMC-KBank Home Loan Program</b>: This K-Home Loan, with special interest rates, has been introduced by KBank and the Secondary Mortgage Corporation (SMC). Special promotional campaigns were also launched in our strategic provinces to serve the expanding property industry there.</li> <li>• <b>K-SME Express Cash</b>: Additional benefits, e.g., special interest rate, insurance coverage for unpaid balance, other financial privileges, and beneficial knowledge, were offered for SME operators.</li> <li>• <b>New K-Credit Cards</b>: KBank, in cooperation with Union Pay International, introduced the “KBank UnionPay Credit Card” to Thai credit cardholders in Mainland China, Hong Kong, Macao and 140 other countries worldwide. In early 2013, the “His &amp; Her KBank Credit Card” was jointly launched with I.C.C. International PCL., while the “K-Wave Credit Card” was relaunched. As part of our effort to expand our upper-class customer base, KBank continued to grant our THE WISDOM, THE PREMIER and Platinum cards to qualified new customers.</li> <li>• <b>PT MAX Fleet Card</b>: To serve corporate customers, including businesses, government agencies, and state enterprises, we introduced the PT MAX Fleet Card for fueling of their vehicles at PT service stations nationwide.</li> </ul> |



KBank and Union Pay International introduced KBank UnionPay Credit Card in Thailand for use on the Mainland China, as well as in Hong Kong, Macau and over 140 other countries.



KBank and Secondary Mortgage Corporation (SMC) introduced “K-Home Loan with special interest rates” to support property market expansion into provincial areas.

|                                  | Details  |
|----------------------------------|--|
| Product and Service Enhancements | <ul style="list-style-type: none"> <li>• <b>Enhancement of loan products for Small and Micro Business segments:</b> This included the “K-SME Credit with High Quality Collateral Asset” program wherein criteria for collateral approval have been broadened to allow better access to funding for customers lacking documentary evidence. Also, the “K-Klean Credit” program was revised with higher limits offered to meet business needs. Another notable program was “K-SME Credit: Credit at Your Wish with Principal-free Period”, that was developed from the previous SME credit program to offer various repayment and interest rate schemes plus a 3-6 month grace period for principal repayment, in order to alleviate the varied regional impacts of minimum wage increases. Additionally, the “PGS New/Start-up SMEs” program was introduced in collaboration with the Thai Credit Guarantee Corporation (TCG) to support new entrepreneurs.</li> <li>• <b>Letter of Indemnity (LI):</b> KBank signed a memorandum of agreement (MOA) with the Customs Department to offer an e-Guarantee service to importers and exporters wishing to apply for or return LI in a more convenient and faster way, without the need to visit a KBank branch.</li> </ul> |



KBank, Thai Credit Guarantee Corporation (TCG) and Franchise & License Association (FLA) organized “K SME Franchise Credit” program for business startups which were interested to be franchisees of 17 selected leading franchise brands.



\*K-SME - Long-Term substantial Loans

|  | Details  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• <b>Financial consulting services and funding sources for customers:</b> KBank provides various domestic and international investment banking services to facilitate various types of capital mobilization. During 2013, KBank provided fund raising services in the form of syndicated loan and also consulting services in the form of property funds, Real Estate Investment Trusts (REITs), and infrastructure funds, including the establishment of the first infrastructure fund of an electrical power plant, with investment of Baht 6.3 billion, as well as fund raising advisory services in project finance with focus on renewable energy. Capital mobilization via equity instruments, as well as consulting services on M&amp;As, joint ventures and listing on the stock exchange, are also offered.</li> <li>• <b>"Cash 1 Hour" service improvements:</b> Customers applying for personal loans at our K-Express Credit Center, or at financial expos, are now able to receive the first tranche of their approved cash via their deposit accounts within one hour after credit approval.</li> </ul> |



KBank participated in a seminar entitled "Fund Focus: Amata B. Grimm Power Plant Infrastructure Fund (ABPIF), An Alternative Way to Wealth".



"K-Express Credit Center": A new credit service center for retail customers offering four outstanding products: K-Home Loan; K-Credit Card; K-Express Cash and K-Auto Finance (Refinance)





|   | Details  |
|---|--|
| Sales and Marketing<br>Promotional Programs | <ul style="list-style-type: none"> <li>Sales promotional program under the “Gold Lucky Draw with Numerous Gifts for Customers at Sanam Bin Nam and Wang Saphung”, which is aimed at promoting a special O/D line for payment of goods among SME entrepreneurs selling lottery tickets at Wang Saphung and Sanam Bin Nam, under the established conditions and period.</li> <li>Seminars on energy saving for SME customers, including introduction of related loan products such as the K-Energy Saving Guarantee Program.</li> <li>K-Home Loan: Marketing campaigns for home loans were conducted in social media, e.g., the “K-Home Loan: Click ‘Like’ to win a Benz!” and “K-Home Loan on Mobile” programs. The latest product to be offered was K-Home Loan @ Home Banking Solution (Miracle Eyes), an ultimate safety device with an automatic alarm system that offers a complete security service for homeowners. In addition, under the “Kan Mai Mi Ni Pen Lap An Prasoet” program, customers paying higher installment than the established conditions prior to due date have been offered special K-Credit Card reward points during the stipulated period. KBank, in cooperation with leading property developers, introduced K-Home Loan products with special interest rates. We have also participated in “Money Expo” exhibitions and home-related events. Special family activities have been organized to strengthen customer relationships.</li> </ul> |



“K-Home Loan: Click ‘Like’ to win a Mercedes!” campaign with Digital Home Loan concept



“@ Home Banking Solution (Miracle Eyes)”: A program to ensure home security with K-Home Loan

|  | Details   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• <b>K-Express Cash:</b> Marketing campaigns for K-Express Cash have been held to raise product awareness among customers via integrated marketing communications. KBank has introduced a “Pay on Time, Get Interest Discount up to 12% p.a.” program to promote financial discipline among K-Express Cash customers. This program is available to new customers applying for K-Express Cash, together with our “Cash Day 1” service. Our recent activities included a “Marry Me!” campaign, inviting customers to submit and share a video clip of their wedding or marriage proposal to win special prizes, within the stipulated period.</li> <li>• <b>Marketing activities to promote increased credit card application intake and spending:</b> Such efforts included the “Winning LINE Limited Edition Luggage” program for customers applying for the co-branded K-Credit Card, and the “Chance to Win a Pickup Truck and Gold Every Month!” program for SME customers applying for the K-SME Card. Customers eligible for either program must reach a specific spending amount per the established conditions. For the entire year and the last quarter in particular, programs to promote greater spending on traveling, shopping, and dining at leading restaurants were also launched. We also placed an emphasis on loan quality and customers’ debt reduction via the “Mai Pen Ni Kham Pi” program, which granted double KBank reward points to customers who have paid credit card loans and had no outstanding balance. In early 2013, to differentiate ourselves and reinforce our leadership in credit card spending, we introduced the “1,000,000 Surprises – A Million Impressions” program, wherein K-Credit Cardholders are entitled to receive complimentary gifts year-round from participating merchants by showing their K-Credit Cards.</li> </ul> |



KBank and IT CITY PCL introduced K-SME Card to promote IT's sale in IT CITY and Isociety Shop

## Protection &amp; Information

|                                  | Details   |
|----------------------------------|---|
| New Products and Services        | <ul style="list-style-type: none"> <li><b>New life insurance products:</b> “Pro Annuity 85/5” was introduced for tax saving benefit, enabling customers to plan their retirement as early as age 55, with a premium payment period of only five years. Offered through the “Can’t Work, Don’t Worry” campaign, the “Pro Life 95/20” package was offered to targeted freelancers and others who do not have a fixed monthly income. Benefits include life and accident insurance coverage, plus daily unemployment compensation at low premium rates. Additionally, “Pro Saving 1/5”, featuring one-time premium payment and five-year coverage, was bundled with “Pro Life 90/5” for persons in the High Net Worth Individual segment wishing to obtain attractive returns. A health insurance product, “Health Protect”, was also offered for optional protection among all customer segments with maximum coverage of Baht 20,000 per doctor visit and Baht 200,000 for the entire year.</li> </ul> |
| Product and Service Enhancements | <ul style="list-style-type: none"> <li><b>Financial risk hedging products for customers:</b> Of particular note was FX Option, which can hedge against risk in times of unfavorable foreign exchange movement to prevent loss to customers while also offering profit opportunities to them amid favorable foreign exchange fluctuation.</li> </ul>   |



K-Express Cash and “Marry Me!” campaign which invited participants to submit a video clip of their wedding or a marriage proposal for contest. The most shared clip, and participant who clicks “Share” the most often in the campaign, will win a free honeymoon package to the Maldives.



KBank offered nine non-life insurance packages with easy application process in response to diverse needs of customer in different segments.

|   | Details   |
|---|---|
|   | <ul style="list-style-type: none"> <li>• <b>Enhancement of life insurance product for expansion in new customer groups:</b> The coverage period was extended for “Pro Saving 615” and “Pro Saving 615 Guarantee”, from 70 years of age to 80 years. Also, revised criteria for insurance of non-Thai customers, to include those holding a tourist visa or from visa-waiver countries, were implemented to broaden opportunities for acquiring new foreign clients.</li> <li>• <b>Enhancement for general insurance product presentation:</b> An attractive product box was designed with a simple application process for both personal and auto insurance policies, e.g., “Accident Protect Plus”, “P.A. for Kids”, “P.A. for Seniors”, “Car Protect 3”, compulsory motor insurance (CMI), as well as “Car Protect 1” that features special coverage and services exceeding those of general Type-1 auto insurance policies.</li> </ul> |
| Sales and Marketing<br>Promotional Programs | <ul style="list-style-type: none"> <li>• <b>Informative seminars for customers:</b> Monthly seminars were offered to give our perspectives on the economy, currency and interest rate outlook, as well as risk hedging techniques, all of which have been broadcast on the Money Channel’s “Money Forum” and morning “Get SET” daily live programs.</li> </ul>  |



KBank opened Chengdu Branch in Sichuan province, China, to serve increasing Sino-Thai financial transactions in advance of the ASEAN Economic Community (AEC) inception.



“The Expert – Dream Inspiring Phenomenon”: A TV show that offers entertaining financial knowledge, the first of its kind in Thailand



### 3.3.2 Sales and Service Channels

KBank aspires to constantly develop our sales and service channels for customers, hoping to enhance our customer access and service deliverables. In 2013, we introduced a number of service channels, as summed up below:

#### Branches and Financial Service Offices/Centers

|                                 | Number of Locations |      | Key implementations in 2013  |
|---------------------------------|---------------------|------|--|
|                                 | 2013                | 2012 |  |
| Branch Network                  | 965                 | 865  | <ul style="list-style-type: none"> <li>• Continuous expansion and development of sales and service channels to constantly build up an image of digital banking in every area, with particular focus in strategic provinces, potential business districts with potential, and department stores. Cutting-edge technology has been employed to develop our marketing communications, used to promote KBank's products and services. We also increased our service channels to improve branches' resourcefulness and ability to give helpful information to customers and to solve their problems.</li> <li>• Branches have been decorated in themes that reflect local identity, for example, at our Chiang Khan Branch. In addition, the branch is equipped with various comfort facilities and innovations in the financial service industry.</li> <li>• The first K-Express Credit Center was opened at Pantip Plaza, Bang Kapi, as a service channel for our main retail loan products: K-Home Loans, K-Credit Card, K-Express Cash, and K-Auto Finance. This new service model is aimed at attracting customers with fast approval, as well as effective advisory services on financial matters, including debt management.</li> <li>• Shining with our exceptional financial advisory services provided by our excellent K-Expert team of over 2,500 advisors at every branch nationwide. Our competent experts stand ready to provide financial consultations 24/7 via various channels, i.e., email at K-expert@kasikornbank.com, our K-Contact Center at www.askkbank.com/k-expert and Twitter: @Kbank_Expert. We have also improved the "K-Saving Memo" program, which allows customers to record their savings history online; as well as the "K-Expert Debt Solution" program providing effective guidance for debt-ridden customers. Other initiatives include a TV program, "The Expert – Dream Inspiring Phenomenon" – the first edutainment reality show in Thailand, and a distinguished financial seminar, "Meet the Expert".</li> </ul> |
| Foreign Exchange Booths         | 135                 | 101  | <ul style="list-style-type: none"> <li>• Develop and promote foreign exchange services with two additional service channels, comprising K-Contact Center and www.kasikornbank.com/Currency Booking. Meanwhile, KBank introduced "K-Credit &amp; K-Debit Cards: Exchange for Any Currency", which allows customers to buy foreign currencies with K-Credit or K-Debit Cards.</li> </ul>   |
| Corporate Business Centers      | 8                   | 6    | <ul style="list-style-type: none"> <li>• Opening of Business Centers and Cheque Direct Services: Emphasis has been placed on total solutions and one-touch efficiency in the launch of marketing promotions in relevant service areas. Market strategies were also focused on the ASEAN region, especially with the upcoming AEC implementation in 2015.</li> </ul>  |
| SME Business Centers*           | 145                 | 117  |  |
| Corporate & SME Service Centers | 63                  | 63   |  |
| Cheque Direct Services          | 34                  | 26   |  |

Note: \* Excluding Corporate & SME Service Centers. More than one SME Business Center may be located in a branch

## Electronic Banking Services

|                                     | Number of Units |       | Key implementations in 2013   |
|-------------------------------------|-----------------|-------|---|
|                                     | 2013            | 2012  |   |
| K-ATMs                              | 8,740           | 7,603 | <ul style="list-style-type: none"> <li>• Enhancement of K-ATM efficiency has been executed with installation of the K-My ATM program in every service area. Displays on machine screens are constantly altered in accordance with new debit card themes being introduced at the time, and with seasonal holidays. Screens are also used as a platform to promote KBank and business partners' marketing activities to strengthen our service capability and differentiation.</li> <li>• Sales promotional campaigns were launched to encourage customers to perform financial transactions at electronic machines. By making deposits, withdrawals or transfers within a specified period, customers received gift vouchers as per established conditions.</li> </ul> |
| K-CDMs<br>(Cash Deposit Machines)   | 2,195           | 1,398 | <ul style="list-style-type: none"> <li>• Continued installation of new K-CDMs to cover every strategic area, with the goal of providing a one-stop service for customers whereby deposits and withdrawals can be made at the same machine. Networks with other banks were also added to facilitate customers' deposits.</li> </ul>  |
| K-PUM<br>(Passbook Update Machines) | 1,118           | 992   | <ul style="list-style-type: none"> <li>• K-PUM unit installations and relocations were carried out to provide customers with greater facility and service efficiency.</li> </ul>  |



KBank, a cute branch at "Chiang Khan", Loei, which has been decorated in a unique local style, an innovation among financial service providers

|                  | Key implementations in 2013   |
|------------------|---|
| K-Cyber Banking  | <ul style="list-style-type: none"> <li>• Service was enhanced with more convenience offered to customers who wish to sign up for K-Cyber Banking. Even without a KBank deposit account, customers can use our K-Cyber Banking service to keep track of their credit card billings 24 hours online, by registering via <a href="http://www.kasikornbank.com">www.kasikornbank.com</a>, with their 16-digit card number.</li> <li>• Services for K-Cyber Banking customers were improved with a faster and more convenient process for K-Cyber Trade account opening. KBank also came up with a promotion that offers customers subscriptions for an IPO for which KBank is an underwriter, under established conditions.</li> <li>• Sales promotional activities were organized with offers that correspond to clients' needs, in an attempt to drive up the number of service applications, such as K-Cyber Privilege, which allows customers to download e-Coupons and register for special offers at <a href="http://www.thaicitydeals.com/kbank">www.thaicitydeals.com/kbank</a>, as well as privileges for customers who paid bills or made fund transfers under the KBank Digital Banking campaign; the "Member Get Member" program was adopted to broaden the customer base. Furthermore, KBank collaborated with telecommunication business partners to offer a free "eMagazine" download every Friday.</li> </ul> |
| K-Mobile Banking | <p><b>K-Speed Top Up</b></p> <ul style="list-style-type: none"> <li>• Service improvement through additional feature that supports 3G network, as well as one that allows users to top up mobile phone credits with major cellular service providers.</li> <li>• Sales promotional activities were carried out, with "Music Market" being incorporated to boost application and top-up transaction numbers. In addition, to increase top-up transactions, we offered customers who used K-Speed Top Up chances to win gold every month.</li> </ul>  |



"K-Cyber Trade for iPhone": A complete application for stock-derivative trading anywhere, anytime



"Top up with K-Speed Top Up, and get free unlimited song download from R-Siam": A program that requires airtime refill of at least Baht 50 and calling \*428 for registration

## Key implementations in 2013

## K-MOBILE BANKING PLUS

- **Improvement in service efficiency** by remodeling the system, with enhancement of service efficiency and speed on both iOS and Android operating systems. These service improvements included money transfers made via mobile phones by using recipients' mobile phone numbers instead of their account numbers, as well as bill payments using barcodes, and automatic collection of completed transaction data with e-Slips. Also, KBank has collaborated with LINE Corporation, a leading global instant messaging operator, in creating "Brown & Cony in KBank World", to enliven our marketing communications and underscore KBank's distinctiveness in customers' minds.
- **Service enhancement** was carried out by developing the system to be more compatible with new telecommunication networks and to improve operations through WiFi, and boosting system capabilities to support transactions for new mobile service providers.
- **Sales promotional activities** were run to draw customers' attention to our attractive privileges, and thus convince them to apply for and use our services. For example, the KBank Digital Banking program came with special offers from leading merchants who provided e-Coupons that customers received when downloading K-MOBILE BANKING PLUS; freebies were given to customers who made bill payments or money transfers; while the "Member Get Member" program was adopted to broaden our customer base. Collaboration was also made with telecommunication business partners to offer customers a free "eMagazine" download every Friday.



KBank and LINE, world's leading mobile platform of instant messaging, introduced 16 stickers of "Brown & Cony in KBank World", the first of such cooperation in Thailand



| Key implementations in 2013 |  |
|-----------------------------|--|
| K-Payment Gateway           | <ul style="list-style-type: none"> <li>• K-Payment Gateway Clinic provided consultations about the online payment system for e-commerce operators, while seminars on e-commerce and e-banking businesses were arranged regularly for entrepreneurs who took interest in the subjects' potential benefits to them.</li> <li>• Service improvement was made to the system, making it possible for customers to select payment options: in full, or by installment.</li> <li>• Sales promotional activities were launched for bill payment via K-Credit and Debit Cards. We cooperated with business partners in telecommunications and online shopping to boost transactions via K-Payment Gateway.</li> </ul> |



KBank and partner promote the payment solution via smartphone

**เชิญร่วม K - Payment Gateway Clinic**  
ระบบรับบัตรเครดิตและเดบิตทางอินเทอร์เน็ต

ตอบทุกเรื่อง รู้ทุกขั้นตอน กับทีมงานมืออาชีพ

- ✓ K-Payment Gateway คืออะไร ?
- ✓ ระบบการชำระเงินออนไลน์
- ✓ ข้อดีความน่าใช้ กับระบบความปลอดภัยของการชำระเงินออนไลน์

**ตารางจัดสัมมนา K-Payment Gateway Clinic 2013**  
เวลา 14.00 -16.00 น. ชั้น 8 อาคารสำนักงานใหญ่ทางด่วนกรุงเทพฯ ซอยรัชภิเษก

| สถานที่ | วันที่ | เวลา | สถานที่ | วันที่ | เวลา |
|---------|--------|------|---------|--------|------|
| โรงแรม  | 16     | 13   | โรงแรม  | 17     | 15   |
| โรงแรม  | 17     | 11   | โรงแรม  | 14     | 11   |
| โรงแรม  | 17     | 11   | โรงแรม  | 9      | 18   |

สำรองที่นั่ง K-BIZ contact Center โทร. 0 2888 8822

"K-Payment Gateway Clinic": An advisory service on all matters and procedures of online credit and debit card acceptance

## K-Contact Center

|                  | Key implementations in 2013  |
|------------------|--|
| K-Contact Center | <ul style="list-style-type: none"> <li>• <b>Enhancements of service efficiency and speed</b> were achieved by improving the inquiry-handling procedure, which induced quicker and more resourceful responses towards queries from numerous social media platforms and websites. We introduced a “Call Migration” program that enabled customers to more easily conduct credit card-related transactions, such as inquiries on credit limit, current balance, available credit or statement balance, via IVR (Interactive Voice Response), in lieu of making such inquiries with K-Contact Center staff.</li> <li>• <b>A Complaint Hotline</b> at +662-8888888 ext. 9 was set up to assist in our fervor in taking care of customers. To pursue our ambition to improved services, this new hotline aims to provide us an extra channel to get in touch with customers and deal with their complaints effectively.</li> <li>• <b>Advisory services</b>, such as the “Virtual Branch Outbound Advisory”, were added. This service provides consultative calls, wherein a staff member with investment expertise makes a phone call to customers and gives them legitimate investment guidance according to the present situation. It is offered specifically to customers who purchase investment units through the K-Contact Center and apply for this guidance call service. Furthermore, “K-Expert Advisory 24x7” service offers round-the-clock financial advisory service, which customers can call for guidance on money-related issues.</li> <li>• <b>Service expansion relative to the offering of mutual fund investments</b> was added, whereby customers can make investment unit redemptions, or switch them, via K-Contact Center staff, as opposed to purchases only previously. To provide greater convenience to customers, debit and credit card payments for the first investment unit purchase are now allowed, in addition to two previously existing methods: account debiting and cheque payments.</li> <li>• <b>Extension of service area of K-Contact Center</b> – Customers can now purchase foreign currencies via the KBank website. During the process, the K-Contact Center acts as a support center to facilitate customers booking foreign exchange rate online, and directs them to receive the currencies at branches.</li> </ul> |



Anywhere/anytime trading, subscription, redemption and switching of investment units, with “K-Contact Center”



“A Day @ KBank”: A job fair in six provinces to seek branch staff members for local business expansion

## 4. Operations of Support Groups

Our development of support functions was ongoing throughout 2013, with respect to human resource development, reinforcement of our corporate culture, staff preparations towards the AEC and technological enhancements towards business security and IT management via the K-Transformation project. These programs facilitate our “Customer Centricity” strategy. Notable projects included:

### Human Resource Management of KASIKORNBANK and the wholly-owned subsidiaries of KASIKORNBANK

To support operations as guided by our business strategies, as well as to prepare for the ASEAN Economic Community (AEC) in 2015, KBank human resource management, during 2013, continued to focus on staff leadership development, enhancement of our organizational culture via K Culture activities, and other staff training in languages, cultures and other business-related knowledge. Significant actions were taken such as an increase

in staffing and the upgrading of their abilities to support our business expansion domestically and abroad. Notable developments included:

- **Recruitment and Allocation of Staff:** During 2013, KBank added 4,734 new employees, with 1,266 at our head offices and 3,466 at branches, using a “Referral” program and “Mission Impossible” career days. Notable recruitment programs during the fourth quarter of 2013 included “Mission of Findings Mr. and Ms. Right for KBank” events held in six provinces in preparation for branch expansion there, and a “Get Hired Right Here with Your First Step at KBank” program at our Headquarters. Both events received large turnouts. Recruitment examinations were prepared towards three languages: Thai, English and Chinese, to prepare for the upcoming AEC.

- **Staff Potential Development:** We have always placed importance on staff leadership development. During the final quarter of 2013, we highlighted leadership roles towards furthering our organizational opportunities in the international arena by arranging a seminar entitled, “Global Executive Revolution” to



“Job Referral”: A program that allows KBank staff members to recommend capable people to work with the Bank



“A Day @ KBank”: A recruitment day to seek personnel for KBank



instill forethought towards good management leadership skills relative to the upcoming AEC. Apart from general staff training, KBank also offered special courses for our foreign employees on Thai language and culture, personal income tax, and provident fund management.

- **Staff Retention and Performance:** The results of our Employee Engagement Survey have been communicated to all staff, and necessary improvements and corrections have been made to achieve greater employee satisfaction, creating stronger bonds within the organization. Because we place an emphasis on caring for our staff, KBank undertakes a “KBank Valuing People” program wherein “K LOVE” activities and other event via various communication channels are undertaken to improve employee awareness towards their value within the organization. Moreover, through “On Spot Coaching” via diverse media, supervisors are encouraged to treat their subordinates properly using supportive consulting and coaching. Over 300 supervisors participated in eight classes of the “PM for Supervisor” program providing

knowledge on appropriate staff performance management systems with regard to target setting, assessments, consulting and coaching.

- **Human Resource Management in Overseas Branches and Offices:** In pursuit of KBank’s goals towards business expansion and higher competitiveness enhancement at overseas branches and representative offices, during the fourth quarter of 2013, we established standards and created employee relations document checklists for branches and/or representative offices in foreign countries to use. In addition, news, regulatory changes and other relevant information are regularly communicated with local and Thai staff working at overseas branches and representative offices.

- **Labor Relations and Welfare Management:** During the fourth annual meeting of KBank’s Employee Committee, bilateral discussions between KBank and the committee resulted in suggestions beneficial to business operations and stronger bonds between KBank and employees. Moreover,



Seminar entitled “Tips and benefits for retired staff members in 2013”



“Global Executive Revolution”: A seminar for business leaders to be well prepared for the ASEAN Economic Community (AEC) inception

the Employee Relations Center continues to advise, give consultations and assist staff to ensure they have a better understanding towards organizational matters and ways to promote operational efficiency. Also, a seminar on “Tips and Benefits for Retirement 2013” was organized to provide useful information towards retirement benefits for employees’ interested in building towards a happy retirement life.

- **Corporate Activities and Relations:** A variety of programs to improve staff service presentation skills have been promoted via diverse internal media, e.g., KASIKORN TV, as well as other media. Among the more notable activities were the President’s staff meeting, as well as our “Yim Noi, Yim Yai” project aimed at furthering brand awareness towards our commitment to service excellence, and at broadening customer smiles; the Royal Kathin Robe Presentation Ceremony at Wat Theva Sangkaram, Kanchanaburi; a “Talent Show” for our K Culture and teamwork promotional events. We have also disseminated communications to staff on business continuity management to equip them with adequate and timely information on what is key to efficient operations during times of crises. For example, rehearsals were conducted on business continuity management procedures in case of severe liquidity shortages due to significant deposit decrease, or such digital era threats as a “Distributed Denial of Service” (DDoS) attack.

## IT Management

- **IT Security Policy**

KBank has put in place an around-the-clock alert system to detect any electronic threats directed against our Alternate IT Center, extending protection to it that previously functioned only at the Main IT Center. This change was made to strengthen our E-Service security, both under normal and unusual conditions that might cause a Main IT Center disruption. Moreover, protocols were adopted to cope with DDoS (Distributed Denial of Service) attacks. This safety measure covers technical actions, communications with customers

and involved organizations, plus advice to customers on other transaction channels and crisis management. Drills are conducted to ensure confidence towards our electronic transactions.

- **IT System Development to Support Operations of KASIKORNBANK FINANCIAL CONGLOMERATE**

System developments during 2013 included:

- Enhancements to the credit card transaction system, making it compatible with “VISA Fast Fund Transfer” – with VISA debit card accounts. Moreover, we worked to improve our efficiency with online payments via credit cards, allowing the option of full or installment payments.
- Improvements to fleet card service allowing holders to top-up their card value, as opposed to a sole credit limit option.
- Greater convenience with additional services provided for K-Web Shopping cardholders, e.g. SMS alerts.
- Increased K-International Trade Finance efficiency to better accommodate business expansion.
- System developments for KBank-UnionPay Credit Cards.
- Development of an inspection system to prevent persons designated in Thailand’s Sanction List from opening an account or performing transactions with KBank. The system includes inspections in compliance with the US Foreign Account Tax Compliance Act (FATCA).

- **IT Infrastructural and Outsourcing**

KBank’s work on a virtualized infrastructure was continued from 2012 with an objective of covering every type of server, leading to an exceptionally cost-effective IT infrastructural system. Apart from that, alterations were made to contracts with service providers to accommodate changes in KBank’s IT operations, including negotiations and price comparisons to maximize our short- and long-term business opportunities.

## K-Transformation

The K-Transformation project represents a key strategy for KBank and our wholly-owned subsidiaries towards achieving our business goals and differentiating ourselves from peers. During 2013, the **IT Capital (ITC)** program progressed as planned, with successful deployment of staff loan accounts as the pilot system. For the first phase of lending accounts, it is in a testing phase for core banking system. The official launch is scheduled for early 2014. As for deposits, completion of that development is scheduled for 2015.

Meanwhile, the **Multi-Channel Sales and Services (MSS)** project now includes improvements and system installations to support slipless transactions at branch counters across the country. Additional installations were made to allow our Call Center staff to see, via their computer screens, the additional data depicted as customer-related and marketing messages from branches and sales agents, thus enhancing their cross-selling capabilities, amid more varied sales and service channels. Moreover, an application for safety deposit boxes and lending data verification has been incorporated into the core banking system, going live early in 2014.

## 5. KASIKORNBANK's Investments in Subsidiary and Associated Companies

### Subsidiary and Associated Companies

Definitions of subsidiary and associated companies are in alignment with those specified in accounting standards, wherein KBank discloses such details in the Notes to the Financial Statements.

### Investment Policy

Our investment policy can be summarized as follows:

- **Strategic Investments**

KBank invests in companies for strategic benefit. KBank and these companies collaborate on the review of business strategies and synergies, through the sharing of various resources, equipment, tools and channels, in order to efficiently meet the needs of customers, with minimal operational redundancies.

- **Outsourcing Investments**

KBank invests in companies that support our operations. These are companies providing services that are not the core business of KBank, and that would face inflexibility if there were to remain a part of KBank. Our executives are appointed as directors of these companies to oversee their management and operating policies, with one director having control over the firms' operations. This helps ensure standardized service quality, as well as maximum efficiency and benefits for KBank.

## 1. Overall Risk Management

KASIKORNBANK's risk management strategy has been established in line with international guidelines and principles to support business growth, ensuring sustainable profitability and maximization of returns to shareholders and investors. We engage in a consolidated risk management framework that emphasizes management of major risks, e.g., credit, market, liquidity, operational, strategic and other risks, which has been applied throughout KASIKORNBANK FINANCIAL CONGLOMERATE (the Conglomerate). We also emphasize thorough, accurate and regular disclosures on risk management and capital to the public.

### Key Developments to Strengthen Risk Management

KBank realizes the importance of effective and timely risk management. In 2013, risk factors associated with rising household debt, domestic political uncertainty and global economic policies that may impact our economy have been taken into account. Ongoing developments with regard to risk management policies, tools and processes, included:

- Data from the National Credit Bureau Co., Ltd., has been used to enhance credit risk management vis-à-vis credit limit renewals and monitoring of customers' credit risk, for proper and timely deliverables.
- Stress test processes and management have been improved to ensure that loss and capital adequacy assessments are incorporated into our planning towards changing economic conditions and impacts from other risks. This year, a number of stress tests were undertaken to predict impacts on our portfolio

and capital as induced by slowing exports, political uncertainties that could lead to more severe turmoil, as well as changes in the US Fed's QE stance.

- Our customer screening policy and systems have been revised to ameliorate changing risks, focusing on growth in customer segments that show financial strength and income potential.
- Our policies and systems to control the operations are regularly reviewed to cope with rising fraud risk, wherein we have improved internal processes towards document inspection and data verification.
- Supervision of market risk management has been fortified by the establishment of a Market Risk Management Subcommittee having the responsibility of overseeing such matters and other related risks, e.g., counterparty credit risk and operational risk in trading rooms. The new subcommittee is in compliance with international guidelines towards risk management structure that have been widely adopted by leading global financial institutions.
- Controls over operational risk and fraud in trading rooms have been reinforced with the introduction of a Trading Room Fraud Penetration test to verify the effectiveness of control processes that are intended to instantly detect irregularities. Transaction data from trading rooms is analyzed to detect such irregularities and thus enhance management over operational risk and fraud, e.g., off-market transactions.
- Key Risk Indicators (KRIs) have been developed to cover all risk factors, while prudent and efficient service processes have also been implemented to maintain an appropriate risk appetite.

\* Details of various risk management and other related information, in accordance with Pillar 3 requirements of the Bank of Thailand and disclosure principles, are shown in the "Information Disclosure under the Basel III Pillar 3 Principle" report posted on KBank's website.

## 2. Risk Management

Although credit risk is deemed a main risk, KBank's risk management aims to develop all types of risk management, including credit, market, liquidity, operational, strategic, and other risks:

### Credit Risk Management

Credit risk refers to risk whereby a counterparty or borrower may default on contractual obligations or agreements. Such default may be caused by the counterparty's inability to repay, because of financial encumbrances or an intention to not abide by agreements, resulting in losses to KBank. We thus place significance on appropriate credit risk management that is compatible with international standards and regulatory requirements to ensure sustainable growth and reasonable returns to shareholders and investors.

In 2013, we have improved our credit processes continually to create a balance between our service provision and credit risk management over each customer segment. Amid unpredictable political and economic situations at home and abroad, along with concern towards rising household debt, our credit risk management has been geared towards observing early warning signals in customers' asset quality. Both early warning signals and Credit Bureau data have been employed to manage and monitor credit risks of customers.

With high-risk customers, KBank has put in place more stringent customer screening processes and criteria. In particular, retail customers have exhibited a rising risk trend, for which stricter requirements have been placed to seek customers with financial strength and sound repayment capability.

### Credit Risk Management Process

An end-to-end credit management process has been determined and developed to appropriately reflect risk factors, as well as enhance our ability to prudently meet customer needs.

#### • Portfolio Management

We seek to maximize our portfolio within an acceptable risk appetite; our loan growth has been aligned with prevailing economic conditions and the outlook, as well as towards risk-adjusted returns of each customer segment/industry, and subsequent impacts from loan concentration at the customer, industry and national levels.

In 2013, an assessment of portfolio changes was emphasized to identify influential factors and events, particularly economic issues that may affect our customers or our portfolio status. Via stress testing, we ensure timely management in case our portfolio status misses the target, whether due to export performance, domestic political situations or the US Fed's QE policy changes.

#### • Credit Underwriting and Approval

KBank's credit underwriting is transparent, using current data and cautious standards. Credit consideration criteria, processes and systems have been designed to fit specific needs within each customer segment. Ongoing developments have been conducted to keep up with changing risk factors.

For large- and medium-scale corporate customers, as well as financial institutions, our relationship managers (RMs) are responsible for credit risk analyses, pricing and credit limit structures set in accordance with risk ratings determined by quantitative and qualitative tools. Credit underwriters have been given credit approval authority.

For small businesses and retail loan customers, a credit scoring system, along with verification of personal income and liability data, are applied based on customer credit history-based models to ensure precise customer risk assessments, while meeting customer needs swiftly and efficiently.



In 2013, KBank applied more stringent policies towards customers screening amid changing economic conditions. Particular interest has been given to small businesses and retail loan customers with high debt burdens subsequent to various economic stimulus measures. Desirable customers are those with healthy financial standings, good income and debt servicing ability. Meanwhile, KBank's screening criteria and cash flow assessment guidelines for large and medium corporate customers have been revised to factor in all possible economic impacts.

- **Post-Credit Approval Operations**

In achieving standardized and efficient credit operations, KBank has centralized all necessary functions for post-credit approvals. These tasks include legal, contract-related matters, preparation of collateral agreements, credit-line setup, credit withdrawals, credit-related document storage and credit data support. Our post-credit approval operations have also been upgraded and made more efficient, focusing on customer credit-use, their business performance, compliance with contractual conditions, as well as monitoring of customer debt servicing ability.

- **Debt Quality Monitoring**

KBank has developed risk indicators for monitoring and controlling debt quality and credit-use behaviors as early warning signals to prevent problem loans. Credit bureau data is used to gauge credit limit renewals and credit quality, thus achieving greater efficiency.

In the matter of debt collections from large business customers, our Corporate Portfolio Monitoring Unit (CPMU) assesses debt quality closely with the established indicators to ensure timely management prior to debt default. For certain customer segments that may have been affected by economic factors, such as falling commodity prices or declining exports, specific management guidelines such as credit reviews and possible limit suspensions have been designed to limit risk.

Regarding SME customers, we have enhanced our collection strategy towards segments that are associated with varying risk levels. Debts are managed in such a way as to prevent them from turning into NPLs, with a focus on swift and efficient operations.

- **Debt Restructuring**

Our debt restructuring complies with BOT guidelines, taking into consideration the causes of deteriorating repayment capability and the financial status of customers. The objective of debt restructuring is to assist customers towards resuming their normal debt servicing, while maximizing benefit to them and KBank. Upon completion of any debt restructuring, regular debt quality monitoring is resumed and reported to Management on a monthly basis.

- **Asset Quality Review**

The Risk Asset Review Department has been assigned with the review of KBank credit policy and process efficiency, from credit write-ups to underwriting, as well as contract preparation and credit quality monitoring. The department's function also contributes to the data provided to Management towards consideration of improved credit management standards.

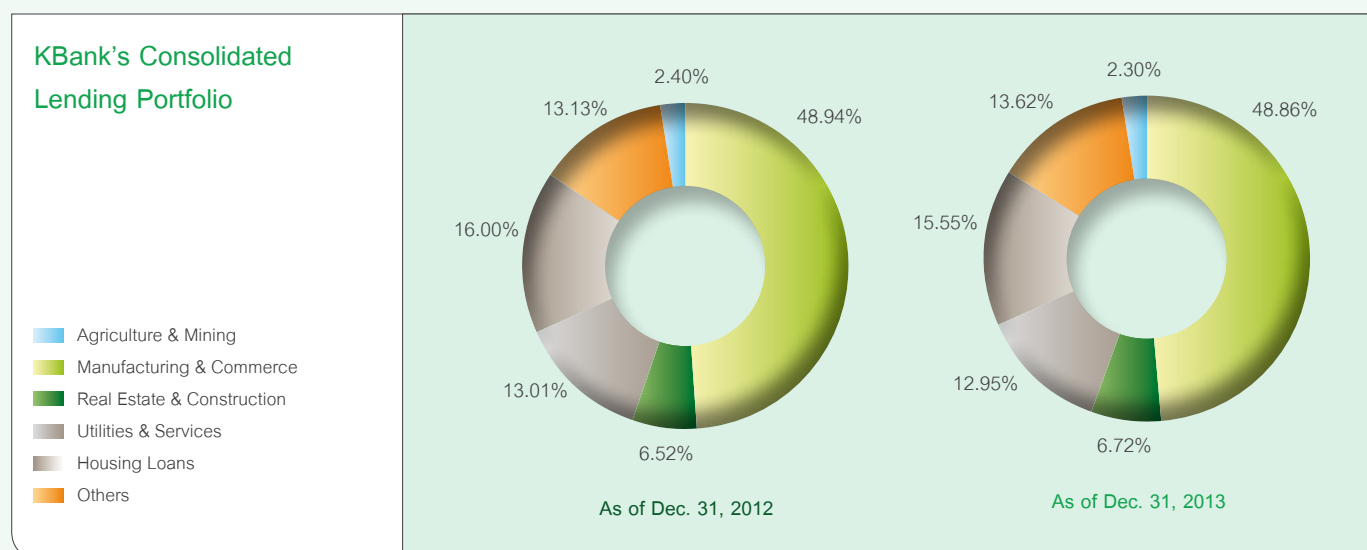
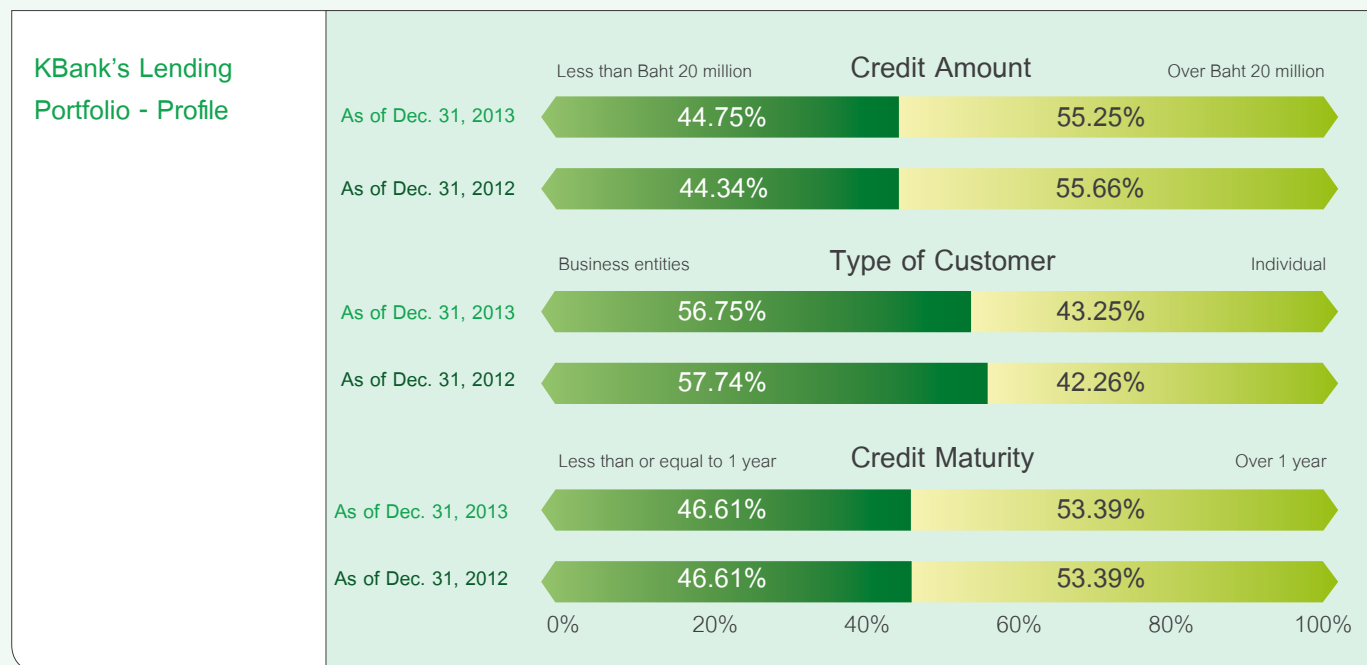
#### Credit Risk Position

- **Outstanding loans**

As of December 31, 2013, KBank's consolidated outstanding loans stood at Baht 1,438,978 million, increasing by Baht 112,246 million, or 8.46 percent, compared to Baht 1,326,732 million at the end of 2012.

As of December 31, 2013, 56.75 percent of KBank's outstanding loans were made to registered businesses. Loan accounts exceeding Baht 20 million totaled Baht 786,722 million, some 55.25 percent of the total; 44.75 percent were loans under

Baht 20 million. As for maturities, credit with maturities of less than or equal to one year accounted for 46.61 percent of our total loans.

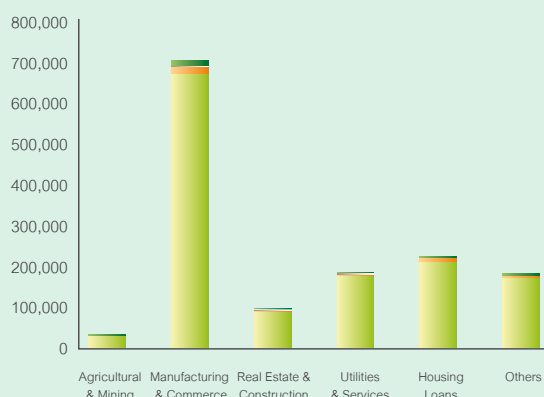


As of  
December 31, 2013

Units : Million Baht

Normal  
Special Mention  
Sub-standard  
Doubtful  
Doubtful of Loss

Consolidated Loans Classified  
by Type of Business and Loan Classification



Percent of Consolidated Loans Classified  
by Type of Business and Loan Classification



Within KBank's consolidated lending portfolio, 95.63 percent are classified as "Normal" loans. When sub-divided by type of business, Manufacturing & Commerce represent the highest share of total consolidated lending at 48.86 percent; of that, 95.39 percent are classified as "Normal" loans.

#### • Non-Performing Loans and Debt Restructuring

##### *Non-Performing Loans*

As of December 31, 2013, KBank's consolidated NPLs stood at Baht 33,525 million, 2.11 percent of the total outstanding credit, including that of financial institutions. Bank-only NPLs totaled Baht 32,031 million, 2.02 percent of the total outstanding credit, including that of financial institutions, decreasing from the end of 2012. NPL data is shown in the table below:

#### Non-Performing Loans

(Units: Million Baht)

| Year Ending   | Dec 31, 2013 | Dec 31, 2012 |
|---|--------------|--------------|
| Consolidated NPLs   | 33,525       | 33,166       |
| Percent of total outstanding credit, including that of financial institutions | 2.11         | 2.16         |
| Bank-only NPLs  | 32,031       | 31,627       |
| Percent of total outstanding credit, including that of financial institutions | 2.02         | 2.06         |

**Net Non-Performing Loans**

As of December 31, 2013, KBank's consolidated net NPLs stood at Baht 14,664 million - 0.93 percent of the

total outstanding credit, including that of financial institutions. Bank-only net NPLs totaled Baht 13,996 million - 0.89 percent of the total outstanding credit, including that of financial institutions. The net NPL data is shown in the table below:

**Net Non-Performing Loans**

(Units: Million Baht)

| Year Ending   | Dec 31, 2013 | Dec 31, 2012 |
|---|--------------|--------------|
| Consolidated net NPLs   | 14,664       | 13,607       |
| Percent of total outstanding credit, including that of financial institutions | 0.93         | 0.90         |
| Bank-only net NPLs  | 13,996       | 12,941       |
| Percent of total outstanding credit, including that of financial institutions | 0.89         | 0.85         |

**Debt Restructuring**

In 2013, KBank's consolidated pre-written off, restructured debts totaled Baht 56,555 million, increasing by Baht 951 million when compared to 2012. Losses from debt restructuring stood at Baht 2,502 million, or 4.42 percent of total restructured debts, which was equivalent to a decrease of Baht 164 million compared to Baht 2,666 million in 2012, or 0.29 percent of total restructured debts.

**Non-Performing Loans of Asset Management Company, and Foreclosed Properties**Non-Performing Loans of Phethai Asset Management Company Limited• **Phethai Asset Management Company Limited**

As of December 31, 2013, Phethai AMC had resolved/restructured NPLs totaling Baht 73,354 million, 99.11 percent of the total unpaid principal balance, with an expected recovery rate of 48.00 percent.

The details of NPL resolution and/or restructuring over the past four quarters are shown in the table below:

**Loans Resolved/Restructured at Phethai Asset Management Company Limited**

(Units: Million Baht)

| Year Ending   | Dec. 31, 2013 | Sep. 30, 2013 | Jun. 30, 2013 | Mar. 31, 2013 | Dec. 31, 2012 |
|---|---------------|---------------|---------------|---------------|---------------|
| <b>Phethai Asset Management Company Limited</b>       |               |               |               |               |               |
| Cumulative loans resolved/restructured                | 73,354        | 73,342        | 73,319        | 73,301        | 73,268        |
| Percent of the total initial unpaid principal balance | 99.11         | 99.09         | 99.06         | 99.04         | 99.00         |

- **Thai Asset Management Corporation**

In September 2013, KBank received an official directive regarding loss sharing per the Asset Transfer Agreement to Thai Asset Management Corporation (TAMC) - set up in October 2001. Shared losses totaled Baht 206 million, resulting in a reversal of the estimated loss sharing of the TAMC at Baht 1,159 million of the profit or loss, because KBank had set aside a higher allowance for impairment loss on loans in the previous cycle.

Foreclosed Properties

As of December 31, 2013, our consolidated foreclosed properties had a book value of Baht 12,103 million, thus being 0.53 percent of total assets.

As of December 31, 2013, our consolidated allowance for impairment on foreclosed properties stood at Baht 1,248 million, equivalent to 10.31 percent of the cost value of those foreclosed properties, which is believed to be sufficient to cover holding, maintenance and disposal expenses, as well as losses on liquidations.

*Allowances for Doubtful Accounts and Impairment of Assets*

As of December 31, 2013, KBank's consolidated allowance for doubtful accounts and revaluation allowance for debt restructuring totaled Baht 45,099 million. This amount was equivalent to 159.49 percent of the level required by the BOT.

## Market Risk Management

Market risk may arise from changes in interest and exchange rates, securities and commodity prices, as well as credit spreads. These changes affect our present and future income, financial assets and liabilities value.

We adhere to a consolidated risk management framework, wherein essential infrastructures and processes have been developed to manage market risk on transactions related to

derivative products or other new financial instruments. In addition, we have established risk management processes for existing and new financial products covering transaction objectives and procedures, market risk factors, risk and impact analyses, as well as risk assessment and control.

In 2013, internal and external risks led to greater volatility in financial markets, as well as investment in Thailand, along with a significant appreciation in the Baht to a 16-year high early in the year before easing to near Baht 33/USD later. Global economic uncertainties, particularly in Europe, consistent easing monetary policies by many central banks, and US Fed's QE tapering have affected capital flow movements in emerging markets, including Thailand, thus having a substantial impact on financial markets. Domestic factors included an economic slowdown early in the year, an unexpected policy rate cut and heightened political uncertainty. In order to cope with such volatility, we have applied diverse financial tools to evaluate and analyze market risk from several perspectives.

We continue to develop performance measurement and compensation methodologies for our trading book activities. Our more notable efforts in this area included the establishment of a fair-value assessment policy on financial instruments and derivative products for trading book activities, which is part of a key mechanism to enhance balanced risk management, performance measurements and the compensation programs of business units.



- **Market Risk in Trading Book Activities**

Because we have chosen not to retain any position when dealing with commodity prices and credit derivatives, we therefore adhere to a back-to-back policy in managing market risks vis-à-vis trading book activities that expose us to three types of risk, i.e., interest rate, foreign exchange and equity risks in equity underwriting and trading business, which we undertake only for customer needs.

During 2013, the VaR for a one-day holding period with a 99-percent confidence level in the trading book, was Baht 34.07 million on average, meaning that the daily potential loss on trading business was less than Baht 34.07 million on 99 out of 100 business days.

- **Market Risk in Banking Book Activities**

KBank is exposed to interest rate and equity price risks in banking book transactions, i.e.:

*Interest Rate Risk in Banking Book Activities*

Interest rate risk involves risk towards income in terms of the

underlying economic value of an asset or capital, being negatively impacted by changes in interest rates on assets, liabilities and off-balance sheet items that are sensitive to interest rate movements. Therefore, this could impact net interest income and the market value of assets in banking book activities.

To increase our net interest income and underlying economic value, we have restructured our Statement of Financial Position vis-à-vis business units and investment portfolios for greater consistency with our liquidity. Thus, our interest rate risk management has been detailed as a framework within our Statement of Financial Position to achieve a specific risk appetite and eliminate the impact of interest rate changes on our net interest income or any underlying economic value.

We prepare an interest rate risk gap report to monitor interest rate risk and assess net interest income sensitivity over the coming 12 months, based on an assumption of a 1.00 - percent change in interest rates on all types of assets and liabilities at their re-pricing periods. The results of that risk assessment are shown below:

**Net Interest Income Sensitivity to Interest Rate Change**

(Units: Million Baht)

| For the Period Ending                       | Dec. 31, 2013 |
|---|---------------|
|   | +100 bps      |
| THB   | (440)         |
| Foreign Currencies                          | 358           |
| <b>Total Effect of Interest Rate Change</b> | <b>(82)</b>   |

- **Equity Risk in Banking Book Activities**

KBank has no policy of increasing equity investments, and plans to reduce the size of such investments that are not directly related to our core financial business operations based on data analyses and close assessments of relevant events to ensure maximum benefit to KBank.

**Liquidity Risk Management**

Liquidity risk is defined as risk caused by an inability to meet obligations when they come due because of an inability to obtain sufficient funds to meet cash needs at appropriate costs within a limited time period, and/or to convert assets into cash.

In order to ensure that our liquidity sufficiently facilitates our business, we have established a liquidity risk management system that is efficient and adaptable to current market conditions using proactive management of assets and liabilities within an acceptable risk appetite and appropriate management costs.

During the first quarter of 2013, Thai export performance flourished in line with a recovery seen in global and Asian economies. Exports, coupled with strong domestic demand, served to bolster the overall economy. However, this uptrend weakened later, as the global economy failed to rise as quickly as hoped due to deceleration in Chinese and other Asian economies. Aggravated by the expiration of Thai government stimulus measures and an anticipated delay in public infrastructure megaprojects, Thai economic performance softened, thus leading to the policy rate cut by the BOT. We nevertheless saw the need to increase our deposits to be ready for future loan growth.

During the second half of 2013, financial markets remained volatile amid uncertainties involving political dissension within the US government towards cutting expenses and their annual budget; Fed QE tapering and our own domestic political turmoil exacerbated the situation. The Fed finally decided to begin tapering their QE program, as a result of improving US economic performance, thus leading to capital outflows out of Asia. To prevent liquidity shortages amid this situation, we have prepared and considered suitable options for efficient management of liquidity in both foreign currencies and the Thai Baht.

KBank has efficient monitoring over liquidity risk, given the above situations that have incurred the consequential risk. We have also adopted a Business Continuity Plan to guard against disruptions to important KBank operations and systems,

allowing us to fulfill our obligations despite emergencies.

Liquidity risk has been continually analyzed and assessed to ensure adequate liquidity for business operations. Our efforts included a liquidity gap analysis covering normal and crisis situations. Impact analyses have been conducted at three levels, i.e., a market-wide liquidity crisis, a combination liquidity crisis and bank-specific liquidity crisis, using the results of which to devise necessary preparations and strategies. We have also assessed the impact of the phasing out of full deposit coverage to cover both our base- and worst-case scenarios, wherein studying results have been used to outline plans and strategies against possible impact on commercial bank liquidity.

KBank has developed tools to assess and analyze liquidity risk that meet world-class standards, as well as assisting in the achievement of our business growth directions. Consequently, we have been able to plan for more efficient liquidity management overall and in foreign currencies. As for liquidity risk management, related processes have been reviewed for consistency with prevailing economic developments and business expansion. Our funding structure has been adjusted to suit changing conditions and liquidity directions in the commercial banking system to brace for volatility in the global economy and/or rapid changes in financial asset prices.

We also monitor, analyze and manage foreign-currency liquidity risk, while seeking short- and medium-term liquidity to support present and future demand. We have also striven to maintain a suitable level of foreign-currency denominated liquid assets. Emphasis has been placed on bolstering our foreign-currency liquidity via foreign-currency deposits as a high-quality liquidity source against any heightened liquidity risk stemming from volatility in the global economy.

Major factors that have been closely monitored towards liquidity and interest rate risks include:

- Global and Thai economic outlooks over the short and medium terms.
- The BOT's timeframe for their key policy rate adjustments.
- Direct and indirect foreign capital movements having an impact on business confidence towards consumption and investment.
- Intensified competition between financial institutions towards savings and investment products that may affect overall liquidity in the commercial banking system.
- Increasing demand for loans that could pressure liquidity in the commercial banking system.
- Possible impacts on liquidity per the Basel III Liquidity Coverage Ratio (LCR) and Net Stable funding Ratio (NSFR) reserve requirements.

### Operational Risk Management

Operational risk refers to the risk of direct or indirect losses to a bank's revenue or capital resulting from incorrect or inadequate processes, personnel, operating and/or IT systems or external events. In order to enhance our operational risk management under a unified standard, we have focused on enhancements that allow us to assess risk and proactively seek preventative measures.

During 2013, notable improvements in our operational risk management included the development of Key Risk Indicators that better cover all related areas, as well as enhancements to operational processes, particularly additional steps and quality verifications as preemptive measures against possible losses.

With regard to anti-corruption matters, our fraud detection systems and processes are up-to-date, allowing greater efficiency towards protecting against losses.

To be better prepared for political uncertainty, emergency incidents or severe natural disasters that could cause operational disruptions, a well-rounded Business Continuity Management Plan has been devised to ensure uninterrupted customer services and internal management, with regular testing and review of the plan to guarantee efficient management under all circumstances.

### Strategic Risk Management

KBank has highlighted the “Strategic Risk Management” by adopting definitive and efficient processes throughout all internal management. The verification begins with systematic data collection and analysis for use in review and determination of appropriate strategies. In addition, KBank closely examines the alignment of strategies with business plans and key performance indicators, as well as the allocation of resources. As such, these strategic plans have been communicated organization-wide; incorporated into clear operational plans and procedures with explicit monitoring approaches. Therefore, KBank could efficiently identify problems and seek precise resolutions.

In aspect of “Strategic Risk Management” process, it involves risk incurred from the inappropriateness of strategy formulation stage, business plan and execution. Besides, inconsistency with internal factors and external environment that involve revenues, capital fund or viability of the business are mainly focused, in order to manage the risk balance. The Strategic Risk Management of KBank is comprised of two parts, being:

Part 1 - Strategic risk management for strategy formulation are managed by monitoring changes in key assumptions of strategies. Key risk indicators are set in order to assist the examination stage, which aims at revising KBank strategies, as well as business plan to cope with unstable conditions.

Part 2 - Strategic risk management for strategy execution, consisting of:

1. Monthly and quarterly basis of Balanced Scorecard (BSC), Financial Performance reports, Customer Service Performance and Problem Management reports to address organizational issues relevant to problem solving with related parties.

2. Quarterly monitoring of risks or obstacles that may impede KBank from achieving targets, using established Key Risk Indicators. So doing helps indicate action plans needed for prevention, correction, or reduction in possible risks.

## 3. Capital Management

Placing great emphasis on equity capital as a significant funding source for business operations that also reflects financial strength and credibility of a financial institution, KBank’s capital management framework is consistent with Basel III requirements. Since January 1, 2013, we have complied with Basel III criteria at the “Bank-only” and “Consolidated” levels.

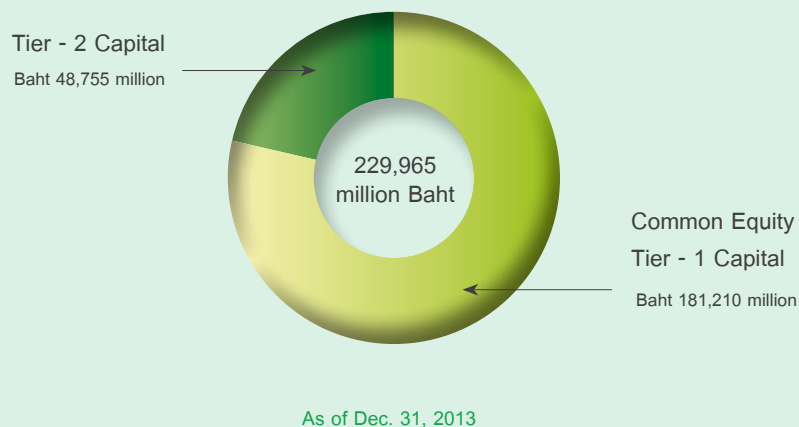
KBank’s Capital Management Subcommittee is responsible for planning and overseeing capital adequacy, under the supervision of the Risk Management Committee, which supervises overall risk management to ensure that KBank’s risk level is maintained within an acceptable risk appetite.

### Capital Management

As of December 31, 2013, total capital amounted to Baht 229,965 million, consisting of Tier-1 capital of Baht 181,210 million and Tier-2 capital of Baht 48,775 million.

### Basel III Capital Structure

Units : Million Baht

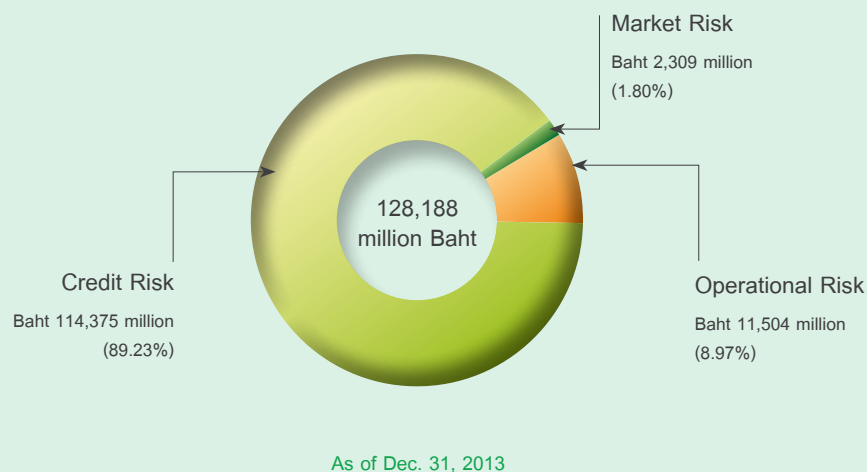


The minimum capital required for all risk types per Basel III amounted to Baht 128,188 million, equivalent to our risk-weighted asset value of Baht 1,508,096. Credit risk

constitutes the principal risk to KBank and is thus allotted 89.23 percent of our total minimum capital requirement.

### Basel III Minimum Capital Requirements

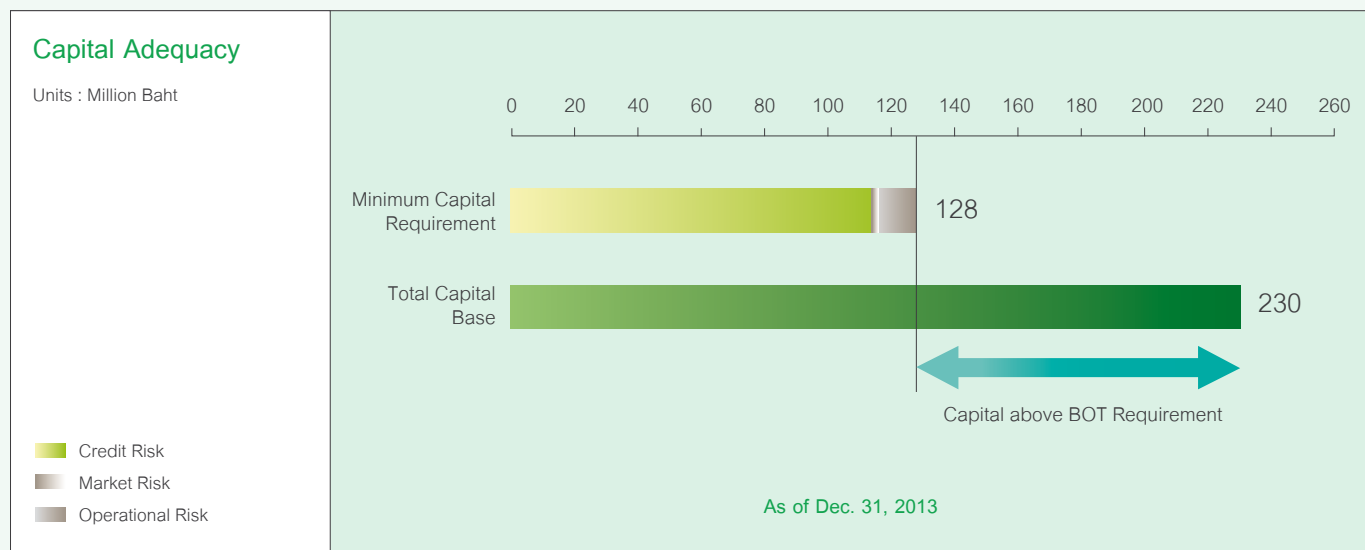
Units : Million Baht



The difference between KBank's minimum capital requirements per the Basel III Accord, totaling Baht 128,188 million, and the current available capital of Baht 229,965 million, indicates that we have Baht 101,777 million above the minimum

requirement. This excess over the regulatory requirement is adequate for future business growth under both normal and stressed conditions, reflecting our ability to maximize returns to shareholders.





KBank's 15.25-percent Capital Adequacy ratio (CAR), 12.02-percent Tier-1 Capital ratio/ Common Equity Tier-1 Capital ratio, along with the Conglomerate's 15.78-percent CAR and 12.57-percent Tier-1 Capital ratio/Common Equity Tier-1 Capital ratio, remain higher than the BOT minimum requirement of 8.50 percent. Our capital thus remains within the capital management framework of KBank and the Conglomerate.

### Performance Measurements using Risk-Adjusted Return on Capital (RAROC) and Economic Profit (EP)

During 2013, we continued to implement Value-Based Management (VBM), which is a management practice that aims to achieve the highest value creation for our shareholders, in accordance with our business strategies and goals. In achieving this objective, the Risk-Adjusted Return on Capital (RAROC) and Economic Profit (EP) – showing net profit after adjusting for both the risk charge and the cost of capital – have been adopted as key measurements.

We have developed guidelines for performance measurements consistent with various management aspects, including business targeting, as well as strategic and business planning that takes into consideration risk-adjusted returns, risk-based pricing and efficient resource management. In addition, we measure our business performance and analyze value-based profit, along with our "Customer-Centric" strategy, to strengthen our competitiveness across the board in customer segments, product domains, paying attention to the linkages between customer segments and product domains. Meanwhile, related business units have adopted value-based analyses for their viability assessments on investment projects, allowing them to effectively adjust their business strategies to align them with fast-changing market conditions and attain the highest efficiency in the use of capital.

# Financial Reports

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The Board of Directors of KASIKORNBANK PCL places importance on fulfilling the roles and responsibilities in supervising the corporate governance activities of the Bank in compliance with the Statement of Corporate Governance Principles. The Board is held accountable for the Consolidated and Bank-only Financial Statements, including the financial data disclosed in the Annual Report. The financial statements for the accounting year ending December 31, 2013 have been prepared in accordance with Thai Financial Reporting Standards. The Bank has chosen proper accounting policies and strictly and consistently adhered to them. The financial statements have also been prepared with careful consideration to detail, using best estimations only where necessary. All information has been sufficiently disclosed in the Notes to the Financial Statements in a transparent and useful manner to all shareholders and investors, thus, reflecting the actual financial position and operating results of the Bank and subsidiaries over the past year. The financial statements have been audited by the independent certified public accountant whose unqualified opinions are stated therein.

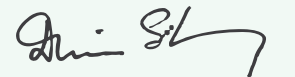
The Board has also established and reviewed appropriate and effective risk management, internal control, and compliance measures, to be reasonably assured that the financial records are accurate, complete, and adequate to protect the Bank's assets. These controls also serve as preventive measures against any significant operational risk of the Bank. The Board of Directors has appointed the Audit

Committee entirely comprised of independent directors responsible for the quality of the Bank's financial reporting and internal control systems as well as complete and appropriate disclosure of connected transactions and other processes. The opinion of the Audit Committee with regard to these matters appears in the Report of the Audit Committee in this Annual Report.

The Board is of the view that the Bank has maintained an effective internal control system at an adequate and appropriate level of protection to assure the credibility of the Consolidated and Bank-only Financial Statements presenting the financial positions as of December 31, 2013 as well as the financial performance for the year ending December 31, 2013, in accordance with Thai Financial Reporting Standards and relevant laws and regulations.



(Mr. Banthoon Lamsam)  
Chairman of the Board  
and Chief Executive Officer



(Mr. Teeranun Srihong)  
President

The Audit Committee of KASIKORNBANK comprises Professor Khunying Suchada Kiranandana as Chairperson and Mr. Somchai Bulsook and Dr. Piyasvasti Amranand as members. All three of them are independent directors. In 2013, the Audit Committee held 12 meetings to perform its duties as stipulated in the Audit Committee Charter and the proceedings from each meeting were reported to the Board of Directors which can be summarized as follows:

- The reviews of quarterly, half-yearly and annual financial statements were performed by considering financial reports, significant accounting policies and projections, disclosure of information in notes to financial statements and compliance with financial reporting standards and regulatory requirements. In addition, the Audit Committee held regular meetings with the external auditors of KPMG Phoomchai Audit Ltd, without the participation of the Bank's management, to acknowledge and discuss points of concern arising from their reviews and audits. No report on fraud or violation of law was subject to submission to the Audit Committee for attention.

- The reviews of risk management practices were performed with the executives of Enterprise Risk Management Division on a quarterly basis, covering credit, market, liquidity and operational risks to ensure that risk management was properly executed. Due attention was paid to risk factors arising from changes in the environment, globally and domestically and how the Bank managed risks from those risk factors to prevent significant impact on KASIKORNBANK FINANCIAL CONGLOMERATE.

- The reviews of the effectiveness and adequacy of internal controls were conducted by considering significant audit results of internal auditors, the examination results of the Bank of Thailand and local authorities governing overseas branches, the results of following up on corrective actions taken and the reports of material operational loss events, including measures to prevent future recurrence.

For internal audit activities, the Audit Committee approved the Internal Audit Charter and annual audit plan and considered independence and staff sufficiency of Internal Audit Department in which the Audit Committee approved the increase of internal auditor capacity in the next 2 years in order to cope with continual growth of businesses and more expectation of stakeholders. In addition, the Audit Committee monitored key deliverables against the audit plan, and gave recommendations for Internal Audit Department when necessary to ensure compliance with the Standards and to enhance greater efficiency.

- The considerations of the results of compliance supervision and reviews, undertaken by the Compliance Department according to the annual compliance program approved by the Audit Committee, were carried out to ascertain that the operations of KASIKORNBANK FINANCIAL CONGLOMERATE were in compliance with relevant laws and regulations such as Financial Institutions Business Law, Securities and Exchange Law and Anti-Money Laundering Law, etc. In addition, the Audit Committee approved Compliance Department Charter and acknowledged reports on regulatory changes in which the Audit Committee emphasized that appropriate and timely actions must be taken, where required.

- The supervision of loan reviews performed by the Risk Asset Review Department was conducted to ensure compliance with requirements of the Bank of Thailand. The Audit Committee also considered the annual loan review plan prior to submission for the Board of Directors' approval. The Audit Committee had regular meetings with the executives of Risk Asset Review Department to acknowledge the review results and corrective actions to ensure the effectiveness of credit process.

- The acknowledgment of complaints towards staff members, operating procedures and/or practices that were deemed impropriety or unfairness and the review of complaint management was accomplished to ensure fairness and transparency.

- For the matter of potential conflict of interest transactions, the Audit Committee placed importance on pursuance of the Bank's approval procedures that are in compliance with regulatory requirements and good corporate governance principles. However, the Bank had no such transactions in 2013 that were subject to the Audit Committee's consideration.

- The performance of KPMG Phoomchai Audit Ltd. for 2013 was evaluated and the Audit Committee considered their services and independence to be of value suited to the Bank's current operations. For the appointment of the Bank's external auditors for 2014, the Audit Committee took into account knowledge, capabilities, experiences, resources and independence of the auditors in accordance with the Securities and Exchange Commission criteria, thereby recommending the reappointment of KPMG Phoomchai Audit Ltd. as the Bank's external

auditor for 2014, along with appropriate audit fees, to the Board of Directors for consideration and concurrence for submission to the Annual General Meeting of Shareholders for approval.

- The review of the Audit Committee Charter was performed in order that the Audit Committee Charter is appropriate and in line with new regulatory requirements regarding duties and responsibilities of the Audit Committee.

According to duties and responsibilities specified in the Audit Committee Charter, the Audit Committee has performed them with due care, independence and transparency for the benefit of KASIKORNBANK FINANCIAL CONGLOMERATE. The Audit Committee is of confidence that the Consolidated and the Bank-only financial statements are accurate, reliable and in compliance with financial reporting standards and regulatory requirements and that KASIKORNBANK FINANCIAL CONGLOMERATE has operated under an environment of appropriate risk management, effective and adequate internal controls, and in compliance with relevant laws and regulatory requirements.



(Professor Khunying Suchada Kiranandana)  
Chairperson of the Audit Committee



To the Shareholders of KASIKORNBANK PUBLIC  
COMPANY LIMITED

I have audited the accompanying consolidated and the Bank-only financial statements of KASIKORNBANK PUBLIC COMPANY LIMITED and its subsidiaries, and of KASIKORNBANK PUBLIC COMPANY LIMITED, respectively, which comprise the consolidated and the Bank-only statements of financial position as at 31 December 2013, the consolidated and the Bank-only statements of comprehensive income, changes in equity and cash flows for the year then ended; and notes, comprising a summary of significant accounting policies and other explanatory information.

## Management's Responsibility for the Consolidated and the Bank-only Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated and the Bank-only financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated and the Bank-only financial statements that are free from material misstatement, whether due to fraud or error.

## Auditor's Responsibility

My responsibility is to express an opinion on these consolidated and the Bank-only financial statements based on my audit. I conducted my audit in accordance with Thai Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated and the Bank-only financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## Opinion

In my opinion, the consolidated and the Bank-only financial statements present fairly, in all material respects, the consolidated and the Bank-only financial positions of KASIKORNBANK PUBLIC COMPANY LIMITED and its subsidiaries, and KASIKORNBANK PUBLIC COMPANY LIMITED, respectively, as at 31 December 2013; and their consolidated and the Bank-only financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.



(Ms. Somboon Supasiripinyo)  
Certified Public Accountant  
Registration No. 3731



KPMG Phoomchai Audit Ltd.  
Bangkok  
19 February 2014



# Statements of Financial Position

KASIKORNBANK PUBLIC COMPANY LIMITED AND SUBSIDIARIES

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ANNUAL REPORT 2013

Thousand Baht

|   |        | Consolidated     |                  | The Bank         |                  |
|---|--------|------------------|------------------|------------------|------------------|
|   | Note   | 31 December 2013 | 31 December 2012 | 31 December 2013 | 31 December 2012 |
| ASSETS  |        |                  |                  |                  |                  |
| Cash  |        | 40,609,916       | 35,127,058       | 40,608,262       | 35,125,561       |
| Interbank and money market items - net                          | 7      | 203,282,320      | 249,978,713      | 200,771,436      | 247,448,235      |
| Derivative assets   | 8      | 35,905,523       | 22,111,960       | 36,052,400       | 22,265,717       |
| Investments - net   | 9      | 496,567,418      | 382,163,414      | 324,031,965      | 245,790,240      |
| Investments in subsidiaries and associates - net                | 10     | 364,394          | 166,631          | 13,028,009       | 13,569,442       |
| Loans to customers and accrued interest receivables - net       | 11, 12 |                  |                  |                  |                  |
| Loans to customers  |        | 1,448,311,370    | 1,334,601,389    | 1,424,195,637    | 1,316,452,127    |
| Accrued interest receivables                                    |        | 2,928,175        | 2,300,035        | 2,676,126        | 2,070,829        |
| Total Loans to customers and accrued interest receivables       |        | 1,451,239,545    | 1,336,901,424    | 1,426,871,763    | 1,318,522,956    |
| <u>Less</u> Deferred revenue                                    |        | (9,333,676)      | (7,869,034)      | (280,938)        | (297,217)        |
| <u>Less</u> Allowance for doubtful accounts                     | 13     | (39,864,333)     | (36,950,912)     | (38,591,170)     | (35,769,576)     |
| <u>Less</u> Revaluation allowance for debt restructuring        | 14     | (5,234,914)      | (6,771,741)      | (5,234,903)      | (6,771,725)      |
| Total Loans to customers and accrued interest receivables - net |        | 1,396,806,622    | 1,285,309,737    | 1,382,764,752    | 1,275,684,438    |
| Customers' liability under acceptances                          |        | 3,196,210        | 693,082          | 3,196,210        | 693,082          |
| Properties foreclosed - net                                     | 15     | 10,854,690       | 11,003,538       | 10,238,971       | 10,117,801       |
| Premises and equipment - net                                    | 17     | 40,838,577       | 40,565,446       | 34,799,150       | 34,590,530       |
| Goodwill and other intangible assets - net                      | 18     | 23,211,615       | 21,962,285       | 19,039,823       | 17,935,172       |
| Deferred tax assets   | 19     | 3,155,287        | 2,904,485        | 2,679,913        | 2,871,100        |
| Collateral per credit support annex                             |        | 10,151,986       | 2,015,866        | 10,151,986       | 2,015,866        |
| Other assets - net  |        | 25,100,729       | 23,440,270       | 14,697,039       | 13,213,622       |
| Total Assets  |        | 2,290,045,287    | 2,077,442,485    | 2,092,059,916    | 1,921,320,806    |

The accompanying notes are an integral part of these financial statements.

# Statements of Financial Position

KASIKORNBANK PUBLIC COMPANY LIMITED AND SUBSIDIARIES

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Financial Report

Thousand Baht

|   |      | Consolidated     |                  | The Bank         |                  |
|---|------|------------------|------------------|------------------|------------------|
|   | Note | 31 December 2013 | 31 December 2012 | 31 December 2013 | 31 December 2012 |
| LIABILITIES AND EQUITY  |      |                  |                  |                  |                  |
| Deposits  | 20   | 1,529,835,078    | 1,391,380,129    | 1,532,587,913    | 1,394,535,723    |
| Interbank and money market items                                      | 21   | 167,402,851      | 174,003,860      | 173,787,334      | 178,229,761      |
| Liabilities payable on demand   |      | 21,797,765       | 16,347,348       | 21,797,765       | 16,347,091       |
| Financial liabilities designated at fair value through profit or loss | 22   | 388,850          | 1,102,667        | 388,850          | 1,102,667        |
| Derivative liabilities  | 8    | 35,463,119       | 20,139,676       | 34,904,614       | 20,141,078       |
| Debts issued and borrowings   | 23   | 71,517,579       | 87,394,426       | 71,476,006       | 87,394,423       |
| Bank's liability under acceptances                                    |      | 3,196,210        | 693,082          | 3,196,210        | 693,082          |
| Provisions  |      | 17,049,540       | 16,969,555       | 16,517,955       | 16,492,169       |
| Deferred tax liabilities  | 19   | 1,304,706        | 1,545,773        | -                | -                |
| Life policy reserve   |      | 160,239,176      | 125,855,711      | -                | -                |
| Other liabilities   |      | 44,843,000       | 41,189,003       | 30,445,260       | 30,657,686       |
| Total Liabilities   |      | 2,053,037,874    | 1,876,621,230    | 1,885,101,907    | 1,745,593,680    |
| Equity  |      |                  |                  |                  |                  |
| Share capital   | 25   |                  |                  |                  |                  |
| Authorized share capital  |      |                  |                  |                  |                  |
| 3,048,614,697 common shares, Baht 10 par value                        |      | 30,486,147       | 30,486,147       | 30,486,147       | 30,486,147       |
| Issued and paid-up share capital                                      |      |                  |                  |                  |                  |
| 2,393,260,193 common shares, Baht 10 par value                        |      | 23,932,602       | 23,932,602       | 23,932,602       | 23,932,602       |
| Premium on common shares  |      | 18,103,110       | 18,103,110       | 18,103,110       | 18,103,110       |
| Other reserves  |      | 14,177,760       | 14,166,398       | 13,199,940       | 12,439,388       |
| Retained earnings   |      |                  |                  |                  |                  |
| Appropriated  |      |                  |                  |                  |                  |
| Legal reserve   | 26   | 3,050,000        | 3,050,000        | 3,050,000        | 3,050,000        |
| Unappropriated  |      | 159,968,832      | 125,693,484      | 148,672,357      | 118,202,026      |
| Total Equity attributable to equity holders of the Bank               |      | 219,232,304      | 184,945,594      | 206,958,009      | 175,727,126      |
| Non-controlling interests   |      | 17,775,109       | 15,875,661       | -                | -                |
| Total Equity  |      | 237,007,413      | 200,821,255      | 206,958,009      | 175,727,126      |
| Total Liabilities and Equity  |      | 2,290,045,287    | 2,077,442,485    | 2,092,059,916    | 1,921,320,806    |



(Mr. Banthoon Lamsam)  
Chairman of the Board and Chief Executive Officer



(Mr. Teeranun Srihong)  
President

The accompanying notes are an integral part of these financial statements.

Thousand Baht

|   | Note      | Consolidated                   |                    | The Bank                       |                   |
|---|-----------|--------------------------------|--------------------|--------------------------------|-------------------|
|   |           | For the year ended 31 December |                    | For the year ended 31 December |                   |
|   |           | 2013                           | 2012               | 2013                           | 2012              |
| Interest income   | 35        | 106,225,541                    | 96,173,656         | 97,533,708                     | 89,204,611        |
| Interest expenses   | 36        | 33,428,397                     | 32,592,688         | 33,508,226                     | 32,738,231        |
| <b>Interest income - net</b>  |           | <b>72,797,144</b>              | <b>63,580,968</b>  | <b>64,025,482</b>              | <b>56,466,380</b> |
| Fees and service income   |           | 37,246,065                     | 31,428,511         | 36,671,113                     | 30,916,642        |
| Fees and service expenses   |           | 7,803,035                      | 6,961,146          | 7,815,696                      | 6,874,020         |
| <b>Fees and service income - net</b>  | <b>37</b> | <b>29,443,030</b>              | <b>24,467,365</b>  | <b>28,855,417</b>              | <b>24,042,622</b> |
| Gain on trading and foreign exchange transactions                             | 38        | 5,895,354                      | 5,555,197          | 5,796,720                      | 5,546,486         |
| Loss on financial liabilities designated at fair value through profit or loss | 39        | (18,164)                       | (46,137)           | (18,164)                       | (46,137)          |
| Gain on investments   | 40        | 947,829                        | 623,886            | 164,352                        | 148,670           |
| Share of profit from investments using equity method                          |           | 193,304                        | 19,672             | -                              | -                 |
| Dividend income   |           | 881,643                        | 1,408,310          | 2,452,876                      | 2,379,003         |
| Net premiums earned   |           | 58,414,270                     | 47,516,924         | -                              | -                 |
| Other operating income  |           | 1,080,157                      | 1,369,072          | 3,356,815                      | 2,808,216         |
| <b>Total operating income</b>   |           | <b>169,634,567</b>             | <b>144,495,257</b> | <b>104,633,498</b>             | <b>91,345,240</b> |
| Underwriting expenses   |           | 48,684,874                     | 40,189,820         | -                              | -                 |
| <b>Total operating income - net</b>   |           | <b>120,949,693</b>             | <b>104,305,437</b> | <b>104,633,498</b>             | <b>91,345,240</b> |
| Other operating expenses  |           |                                |                    |                                |                   |
| Employee's expenses   |           | 23,233,601                     | 21,546,506         | 18,104,604                     | 17,063,303        |
| Directors' remuneration   |           | 105,363                        | 95,669             | 71,936                         | 68,434            |
| Premises and equipment expenses   |           | 10,664,983                     | 9,890,489          | 10,285,675                     | 9,741,479         |
| Taxes and duties  |           | 3,924,491                      | 3,589,594          | 3,621,805                      | 3,348,235         |
| Impairment on application software and related expense                        |           | 1,566,170                      | -                  | 1,566,170                      | -                 |
| Reversal of estimate for loss sharing of TAMC                                 |           | (1,158,994)                    | -                  | (1,158,994)                    | -                 |
| Others  |           | 14,567,224                     | 11,811,794         | 14,018,260                     | 11,446,007        |
| <b>Total other operating expenses</b>   |           | <b>52,902,838</b>              | <b>46,934,052</b>  | <b>46,509,456</b>              | <b>41,667,458</b> |
| Impairment loss on loans and debt securities                                  | 41        | 11,743,358                     | 8,389,960          | 11,382,704                     | 8,223,835         |
| Operating profit before income tax expense                                    |           | 56,303,497                     | 48,981,425         | 46,741,338                     | 41,453,947        |
| Income tax expense  | 42        | 11,456,922                     | 11,136,273         | 9,216,481                      | 8,996,813         |
| <b>Net profit</b>   |           | <b>44,846,575</b>              | <b>37,845,152</b>  | <b>37,524,857</b>              | <b>32,457,134</b> |

The accompanying notes are an integral part of these financial statements.



# Statements of Comprehensive Income

KASIKORNBANK PUBLIC COMPANY LIMITED AND SUBSIDIARIES

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Financial Report

Thousand Baht

|   | Note      | Consolidated                   |                   | The Bank                       |                   |
|---|-----------|--------------------------------|-------------------|--------------------------------|-------------------|
|   |           | For the year ended 31 December |                   | For the year ended 31 December |                   |
|   |           | 2013                           | 2012              | 2013                           | 2012              |
| Other comprehensive income  |           |                                |                   |                                |                   |
| Changes in revaluation surplus  |           | -                              | 1,649,441         | -                              | 1,649,441         |
| (Loss) gain on remeasurement of available - for - sale investments            |           | (1,631,287)                    | 4,090,276         | 873,741                        | 1,228,501         |
| Gain arising from translating the financial statements of a foreign operation | 3         | 194,188                        | -                 | 194,188                        | -                 |
| Actuarial gains (losses) on defined benefit plans                             | 24        | 11,389                         | (3,120,062)       |                                | (3,029,869)       |
| Income taxes relating to components of other comprehensive income             |           | 319,721                        | (326,491)         | (182,122)                      | 105,017           |
| <b>Total other comprehensive income</b>                                       |           | <b>(1,105,989)</b>             | <b>2,293,164</b>  | <b>885,807</b>                 | <b>(46,910)</b>   |
| <b>Total comprehensive income</b>   |           | <b>43,740,586</b>              | <b>40,138,316</b> | <b>38,410,664</b>              | <b>32,410,224</b> |
| Net profit attributable to:   |           |                                |                   |                                |                   |
| Equity holders of the Bank  |           | 41,324,808                     | 35,259,797        | 37,524,857                     | 32,457,134        |
| Non-controlling interests   |           | 3,521,767                      | 2,585,355         | -                              | -                 |
| Total comprehensive income attributable to:                                   |           |                                |                   |                                |                   |
| Equity holders of the Bank  |           | 41,465,782                     | 36,133,950        | 38,410,664                     | 32,410,224        |
| Non-controlling interests   |           | 2,274,804                      | 4,004,366         | -                              | -                 |
| Earnings per share of equity holders of the Bank                              |           |                                |                   |                                |                   |
| <b>Basic earnings per share (Baht)</b>  | <b>25</b> | <b>17.27</b>                   | <b>14.73</b>      | <b>15.68</b>                   | <b>13.56</b>      |
| <b>Weighted average number of common shares (Thousand shares)</b>             |           | <b>2,393,260</b>               | <b>2,393,260</b>  | <b>2,393,260</b>               | <b>2,393,260</b>  |



(Mr. Banthoon Lamsam)  
Chairman of the Board and Chief Executive Officer



(Mr. Teeranun Srihong)  
President

The accompanying notes are an integral part of these financial statements.

# Statements of Changes in Equity

KASIKORNBANK PUBLIC COMPANY LIMITED AND SUBSIDIARIES

Thousand Baht

| Consolidated                |   |                                  |                          |  |   |                              |                            |                |                           |            |   |
|-----------------------------|---|----------------------------------|--------------------------|--|---|------------------------------|----------------------------|----------------|---------------------------|------------|---|
| Note                        |   | Equity holders of the Bank       |                          |  |   |                              |                            |                | Non-controlling Interests | Total      |   |
|                             |   | Issued and Paid-up Share Capital | Premium on Share Capital | Other reserves                         |   |                              | Retained Earnings          |                |                           |            | Total equity attributable to equity holders of the Bank |
|                             |   |                                  |                          | Appraisal Surplus on Asset Revaluation | Revaluation Surplus on Available-for-sale Investments | Foreign Currency Translation | Appropriated Legal Reserve | Unappropriated |                           |            |   |
|                             |   |                                  |                          |  |   |                              |                            |                |                           |            |   |
| Year ended 31 December 2012 |   |                                  |                          |  |   |                              |                            |                |                           |            |   |
|                             | Balance at 1 January 2012               | 23,932,602                       | 18,103,110               | 8,293,493                              | 2,640,879   | -                            | 3,050,000                  | 98,778,668     | 154,798,752               | 12,166,685 | 166,965,437   |
|                             | Dividend paid                           | -                                | -                        | -                                      | -   | -                            | -                          | (5,983,150)    | (5,983,150)               | (295,400)  | (6,278,550)   |
|                             | Total comprehensive income for the year | -                                | -                        | 1,319,553                              | 2,059,110   | -                            | -                          | 32,755,287     | 36,133,950                | 4,004,366  | 40,138,316  |
|                             | Transferred to retained earnings        | -                                | -                        | (146,637)                              | -   | -                            | -                          | 146,637        | -                         | -          | -   |
|                             | Others                                  | -                                | -                        | -                                      | -   | -                            | -                          | (3,958)        | (3,958)                   | 10         | (3,948)   |
|                             | Balance at 31 December 2012             | 23,932,602                       | 18,103,110               | 9,466,409                              | 4,699,989   | -                            | 3,050,000                  | 125,693,484    | 184,945,594               | 15,875,661 | 200,821,255   |
| Year ended 31 December 2013 |   |                                  |                          |  |   |                              |                            |                |                           |            |   |
|                             | Balance at 1 January 2013               | 23,932,602                       | 18,103,110               | 9,466,409                              | 4,699,989   | -                            | 3,050,000                  | 125,693,484    | 184,945,594               | 15,875,661 | 200,821,255   |
|                             | Dividend paid                           | -                                | -                        | -                                      | -   | -                            | -                          | (7,179,781)    | (7,179,781)               | (375,349)  | (7,555,130)   |
|                             | Total comprehensive income for the year | -                                | -                        | -                                      | (50,197)  | 186,814                      | -                          | 41,329,165     | 41,465,782                | 2,274,804  | 43,740,586  |
|                             | Transferred to retained earnings        | -                                | -                        | (125,255)                              | -   | -                            | -                          | 125,255        | -                         | -          | -   |
|                             | Others                                  | -                                | -                        | -                                      | -   | -                            | -                          | 709            | 709                       | (7)        | 702   |
|                             | Balance at 31 December 2013             | 23,932,602                       | 18,103,110               | 9,341,154                              | 4,649,792   | 186,814                      | 3,050,000                  | 159,968,832    | 219,232,304               | 17,775,109 | 237,007,413   |

The accompanying notes are an integral part of these financial statements.

# Statements of Changes in Equity

KASIKORNBANK PUBLIC COMPANY LIMITED AND SUBSIDIARIES

Thousand Baht

| The Bank                                |      |                                  |                          |  |   |                              |                            |                |             |
|---|------|----------------------------------|--------------------------|--|---|------------------------------|----------------------------|----------------|-------------|
|   | Note | Equity holders of the Bank       |                          |  |   |                              |                            |                |             |
|   |      | Issued and Paid-up Share Capital | Premium on Share Capital | Other reserves                         |   |                              | Retained Earnings          |                | Total       |
|   |      |                                  |                          | Appraisal Surplus on Asset Revaluation | Revaluation Surplus on Available-for-sale Investments | Foreign Currency Translation | Appropriated Legal Reserve | Unappropriated |             |
| Year ended 31 December 2012             |      |                                  |                          |  |   |                              |                            |                |             |
| Balance at 1 January 2012               |      | 23,932,602                       | 18,103,110               | 8,293,493                              | 1,915,547   | -                            | 3,050,000                  | 94,005,300     | 149,300,052 |
| Dividend paid                           | 27   | -                                | -                        | -                                      | -   | -                            | -                          | (5,983,150)    | (5,983,150) |
| Total comprehensive income for the year |      | -                                | -                        | 1,319,553                              | 1,057,432   | -                            | -                          | 30,033,239     | 32,410,224  |
| Transferred to retained earnings        |      | -                                | -                        | (146,637)                              | -   | -                            | -                          | 146,637        | -           |
| Balance at 31 December 2012             |      | 23,932,602                       | 18,103,110               | 9,466,409                              | 2,972,979   | -                            | 3,050,000                  | 118,202,026    | 175,727,126 |
|   |      |                                  |                          |  |   |                              |                            |                |             |
| Year ended 31 December 2013             |      |                                  |                          |  |   |                              |                            |                |             |
| Balance at 1 January 2013               |      | 23,932,602                       | 18,103,110               | 9,466,409                              | 2,972,979   | -                            | 3,050,000                  | 118,202,026    | 175,727,126 |
| Dividend paid                           | 27   | -                                | -                        | -                                      | -   | -                            | -                          | (7,179,781)    | (7,179,781) |
| Total comprehensive income for the year |      | -                                | -                        | -                                      | 698,993   | 186,814                      | -                          | 37,524,857     | 38,410,664  |
| Transferred to retained earnings        |      | -                                | -                        | (125,255)                              | -   | -                            | -                          | 125,255        | -           |
| Balance at 31 December 2013             |      | 23,932,602                       | 18,103,110               | 9,341,154                              | 3,671,972   | 186,814                      | 3,050,000                  | 148,672,357    | 206,958,009 |

*Banthoon Lamsam*

(Mr. Banthoon Lamsam)  
Chairman of the Board and Chief Executive Officer

*Teeranun Srihong*

(Mr. Teeranun Srihong)  
President

The accompanying notes are an integral part of these financial statements.

Thousand Baht

|   |      | Consolidated                   |               | The Bank                       |               |
|---|------|--------------------------------|---------------|--------------------------------|---------------|
|   |      | For the year ended 31 December |               | For the year ended 31 December |               |
|   | Note | 2013                           | 2012          | 2013                           | 2012          |
| CASH FLOWS FROM OPERATING ACTIVITIES  |      |                                |               |                                |               |
| Operating profit before income tax expense  |      | 56,303,497                     | 48,981,425    | 46,741,338                     | 41,453,947    |
| Add (Less) Adjustments to reconcile profit from operating before income tax expense to net cash from operating activities |      |                                |               |                                |               |
| Depreciation and amortization   |      | 5,033,735                      | 4,884,471     | 4,368,725                      | 4,296,143     |
| Bad debt and doubtful accounts  |      | 9,687,128                      | 4,717,801     | 9,274,512                      | 4,481,400     |
| Loss on debt restructuring  |      | 2,537,472                      | 4,236,315     | 2,537,464                      | 4,236,118     |
| Interest income from amortization of revaluation allowance for debt restructuring   |      | (447,866)                      | (416,418)     | (447,859)                      | (415,735)     |
| Loss (gain) on foreign exchange translation of long-term borrowings   |      | 2,803                          | (325,593)     | 2,803                          | (325,593)     |
| Loss (gain) on revaluation of investments   |      | 5,391                          | 490           | (2,571)                        | 4,318         |
| Loss on impairment of investments   |      | 7,361                          | 8,575         | 361                            | 8,575         |
| Gain on disposal of securities for investments  |      | (937,235)                      | (633,474)     | (144,880)                      | (142,876)     |
| Gain on capital decrease in subsidiary company  |      | -                              | -             | -                              | (14,350)      |
| Amortization of discount on debt instruments  |      | (3,376,709)                    | (2,489,058)   | (2,674,464)                    | (2,747,225)   |
| Loss on impairment of properties foreclosed   |      | 428,510                        | 368,617       | 387,849                        | 360,440       |
| Impairment on application software and related expense  |      | 1,566,170                      | -             | 1,566,170                      | -             |
| Loss on impairment of other assets  |      | 170,301                        | 203,443       | 170,185                        | 203,443       |
| Gain on disposal of premises and equipment  |      | (51,612)                       | (89,108)      | (2,092)                        | (2,872)       |
| Gain on early settlement of financial lease contract  |      | (55,743)                       | -             | (55,743)                       | -             |
| Reversal of estimate for loss sharing of TAMC   |      | (1,158,994)                    | -             | (1,158,994)                    | -             |
| Loss on write off of premises and equipment   |      | 181,158                        | 130,445       | 178,237                        | 117,758       |
| Loss on write off of leasehold  |      | 24,691                         | -             | 24,691                         | -             |
| Reversal of loss on revaluation of land and premises  |      | -                              | (117,883)     | -                              | (117,883)     |
| Loss on write off of intangible assets  |      | -                              | 241,193       | -                              | 241,193       |
| Share of profit from investments using equity method  |      | (193,304)                      | (19,672)      | -                              | -             |
| Amortization of discount on debentures  |      | 5,388                          | 3,725         | 5,388                          | 3,725         |
| Increase in other reserves  |      | 91,276                         | 1,060,424     | 25,687                         | 1,009,373     |
|   |      | 69,823,418                     | 60,745,718    | 60,796,807                     | 52,649,899    |
| Interest income - net   |      | (72,797,144)                   | (63,580,968)  | (64,025,482)                   | (56,466,380)  |
| Dividend income   |      | (881,643)                      | (1,408,310)   | (2,452,876)                    | (2,379,003)   |
| Proceeds from interest  |      | 106,211,578                    | 97,296,188    | 96,299,398                     | 89,166,600    |
| Interest paid   |      | (33,068,716)                   | (32,059,330)  | (33,149,219)                   | (32,204,752)  |
| Proceeds from dividends   |      | 884,014                        | 1,455,943     | 2,452,965                      | 2,379,321     |
| Income tax paid   |      | (13,358,607)                   | (12,058,329)  | (9,493,687)                    | (9,936,656)   |
| Profit from operating before changes in operating assets and liabilities  |      | 56,812,900                     | 50,390,912    | 50,427,906                     | 43,209,029    |
| Decrease (increase) in operating assets   |      |                                |               |                                |               |
| Interbank and money market items (assets)   |      | 49,682,823                     | (137,834,228) | 49,654,317                     | (137,368,563) |
| Investments held for trading  |      | (4,393,405)                    | (2,172,381)   | (4,590,847)                    | (1,922,087)   |
| Loans to customers  |      | (126,718,921)                  | (124,721,990) | (120,321,869)                  | (122,086,150) |
| Properties foreclosed   |      | 3,346,397                      | 4,189,184     | 2,981,914                      | 3,736,927     |
| Other assets  |      | (22,645,673)                   | (474,026)     | (22,664,666)                   | 2,829,405     |

The accompanying notes are an integral part of these financial statements.

Thousand Baht

|  | Note     | Consolidated                   |                      | The Bank                       |                     |
|--|----------|--------------------------------|----------------------|--------------------------------|---------------------|
|  |          | For the year ended 31 December |                      | For the year ended 31 December |                     |
|  |          | 2013                           | 2012                 | 2013                           | 2012                |
| Increase (decrease) in operating liabilities                           |          |                                |                      |                                |                     |
| Deposits   |          | 138,337,176                    | 149,150,794          | 137,934,417                    | 150,675,377         |
| Interbank and money market items (liabilities)                         |          | (8,079,969)                    | 120,663,375          | (5,921,387)                    | 121,453,923         |
| Liabilities payable on demand  |          | 5,450,417                      | 4,749,183            | 5,450,674                      | 4,748,926           |
| Financial liabilities designated at fair value through profit or loss  |          | (713,817)                      | (1,009,906)          | (713,817)                      | (1,009,906)         |
| Short-term debts issued and borrowings                                 |          | 186,100                        | (19,532,259)         | 144,530                        | (20,156,262)        |
| Other accrued expenses   |          | (240,448)                      | 2,540,550            | 24,539                         | 2,185,906           |
| Other liabilities  |          | 55,222,997                     | 22,570,027           | 14,733,612                     | (8,596,158)         |
| <b>Net cash provided by operating activities</b>                       |          | <b>146,246,577</b>             | <b>68,509,235</b>    | <b>107,139,323</b>             | <b>37,700,367</b>   |
| CASH FLOWS FROM INVESTING ACTIVITIES                                   |          |                                |                      |                                |                     |
| Proceeds from disposal of available-for-sale investments               |          | 303,545,291                    | 241,249,374          | 297,318,596                    | 231,704,680         |
| Proceeds from redemption of held to maturity debt instruments          |          | 23,082,214                     | 41,620,099           | 15,971,167                     | 16,012              |
| Proceeds from disposal of general investments                          |          | 87,040                         | 159,168              | 80,287                         | 98,007              |
| Proceeds from capital decrease in subsidiary companies                 |          | -                              | -                    | 570,000                        | 575,538             |
| Proceeds from disposal of investments in associates                    |          | 3,738                          | 13,884               | -                              | -                   |
| Purchase of available-for-sale investments                             |          | (378,317,616)                  | (322,948,161)        | (364,107,759)                  | (310,009,199)       |
| Purchase of held to maturity debt instruments                          |          | (55,481,769)                   | (68,916,093)         | (19,000,000)                   | (1,685,778)         |
| Purchase of general investments  |          | (84,975)                       | (62,403)             | (84,975)                       | (1,730)             |
| Cash paid for capital increases in subsidiary companies                |          | -                              | -                    | (20)                           | (4,000)             |
| Purchase of investments in associates                                  |          | (11,071)                       | (18,200)             | (11,071)                       | -                   |
| Proceeds from disposal of premises and equipment                       |          | 87,732                         | 103,759              | 2,428                          | 3,028               |
| Purchase of premises and equipment                                     |          | (4,667,982)                    | (3,737,507)          | (3,983,518)                    | (2,870,394)         |
| Purchase of leasehold  |          | (65,624)                       | (41,882)             | (65,624)                       | (41,882)            |
| Purchase of intangible assets  |          | (3,827,570)                    | (4,681,314)          | (3,608,355)                    | (4,530,125)         |
| <b>Net cash used in investing activities</b>                           |          | <b>(115,650,592)</b>           | <b>(117,259,276)</b> | <b>(76,918,844)</b>            | <b>(86,745,843)</b> |
| CASH FLOWS FROM FINANCING ACTIVITIES                                   |          |                                |                      |                                |                     |
| (Decrease) increase in long-term debts issued and borrowings           |          | (17,558,003)                   | 36,945,059           | (17,558,003)                   | 36,945,059          |
| Dividend payments to shareholders                                      | 27       | (7,179,781)                    | (5,983,150)          | (7,179,781)                    | (5,983,150)         |
| Dividend paid to non-controlling interests                             |          | (375,349)                      | (295,400)            | -                              | -                   |
| <b>Net cash (used in) provided by financing activities</b>             |          | <b>(25,113,133)</b>            | <b>30,666,509</b>    | <b>(24,737,784)</b>            | <b>30,961,909</b>   |
| Effect of exchange rate changes on balances held in foreign currencies |          | 6                              | -                    | 6                              | -                   |
| <b>Net increase (decrease) in cash</b>                                 |          | <b>5,482,858</b>               | <b>(18,083,532)</b>  | <b>5,482,701</b>               | <b>(18,083,567)</b> |
| Cash at the beginning of the year                                      | 6        | 35,127,058                     | 53,210,590           | 35,125,561                     | 53,209,128          |
| <b>Cash at the end of the year</b>                                     | <b>6</b> | <b>40,609,916</b>              | <b>35,127,058</b>    | <b>40,608,262</b>              | <b>35,125,561</b>   |



(Mr. Banthoon Lamsam)  
Chairman of the Board and Chief Executive Officer



(Mr. Teeranun Srihong)  
President

The accompanying notes are an integral part of these financial statements.

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These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purpose are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Audit Committee on 19 February 2014.

## 1 GENERAL INFORMATION

KASIKORNBANK PUBLIC COMPANY LIMITED, ("the Bank"), is a registered public company located in the Kingdom of Thailand and listed on the Stock Exchange of Thailand on 9 February 1976. The registered office of the Bank is at 1 Soi Rat Burana 27/1, Rat Burana Road, Rat Burana Sub-District, Rat Burana District, Bangkok.

The principal activity of the Bank is commercial banking and the Bank conducts its businesses through a network of branches covering all parts of Thailand and certain major cities overseas.

## 2 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

### a) Statement of compliance

The financial statements are prepared in accordance with Thai Financial Reporting Standards ("TFRS"); guidelines promulgated by the Federation of Accounting Professions (FAP), applicable rules and regulations of the Thai Securities and Exchange Commission ("SEC") and Stock Exchange of Thailand ("SET") and with the Bank of Thailand ("BoT") notification number SOR NOR SOR 11/2553, directive dated 3 December 2010, regarding the "Preparation and announcement of the financial statements of commercial banks and holding companies which are a parent company of a group of companies offering financial services", any other supplementary BoT notification.

The FAP has issued the following new and revised TFRS and Announcements relevant to the Bank and its subsidiaries' operations and effective for accounting periods beginning on or after 1 January 2013:

| TFRS                     | Topic   |
|--------------------------|---|
| TAS 20                   | Accounting for Government Grants and Disclosures of Government Assistance |
| TAS 21 (revised 2009)    | The Effects of changes in Foreign Exchange Rates                          |
| TFRS 8                   | Operating Segments  |
| FAP Announcement 34/2555 | Accounting guidance for Transfers and Receives of Financial Assets        |

The adoption of these new and revised TFRS and FAP Announcements referred to above have resulted in changes in the Bank and its subsidiaries' accounting policies. The effects of these changes are disclosed in note 3.

In addition to the above new and revised TFRS and FAP Announcements, the FAP has issued a number of other new TFRS and interpretations which are effective for the financial statements beginning on or after 1 January 2014 and have not been adopted in the preparation of these financial statements. Those new and revised TFRS that are relevant to the Bank and its subsidiaries' operations are disclosed in note 33.

Furthermore, with effect from 1 January 2013, the Bank established its regulatory capital requirement in accordance with the BoT notification dated 8 November 2012 which is in line with the requirements of Basel III.

**b) Basis of measurement**

The financial statements have been prepared on the historical cost basis except the following material items in the statements of financial position:

- derivatives held for trading are measured at fair value;
- financial instruments at fair value through profit or loss are measured at fair value;
- available-for-sale financial assets are measured at fair value;
- premises and equipment are measured at revalued amounts;

**c) Functional and presentation currencies**

The financial statements are prepared in Thai Baht, which is the Bank's functional currency. All financial information is presented in Thai Baht and has been rounded in the financial statements to the nearest thousand and in the notes to the financial statements to the nearest million unless otherwise stated.

**d) Use of estimates and judgements**

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which estimates are revised and in any future period affected.

Information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements are described in note 4 “significant accounting policies” and in the following notes:

|      |      |  |
|------|------|--|
| Note | 4.17 | Life policy reserve                              |
|      | 8    | Derivatives                                      |
|      | 9    | Investments - net                                |
|      | 12   | Troubled debt restructuring                      |
|      | 13   | Allowance for doubtful accounts                  |
|      | 14   | Revaluation allowance for debt restructuring     |
|      | 15   | Properties foreclosed - net                      |
|      | 17   | Premises and equipment - net                     |
|      | 18   | Goodwill and other intangible assets - net       |
|      | 19   | Deferred tax assets and deferred tax liabilities |
|      | 24   | Employee retirement benefits                     |
|      | 29   | Contingent liabilities and commitments           |
|      | 43   | Financial risk management                        |
|      | 44   | Fair value of financial instruments              |

### 3 CHANGES IN ACCOUNTING POLICIES

#### (a) Overview

From 1 January 2013, the adoption of new and revised TFRS and FAP Announcements as set out in note 2, impacted the Bank and its subsidiaries in the following areas:

- Accounting for the effects of changes in foreign exchange rates
- Presentation of information on operating segments

Details of the new accounting policies adopted by the Bank and its subsidiaries are included in notes 3(b) to 3(c). Other new and revised TFRS and FAP Announcements did not have a material impact on the financial position or performance of the the Bank and its subsidiaries.

#### (b) Accounting for the effects of changes in foreign exchange rates

The Bank and its subsidiaries adopted the Effects of Changes in Foreign Exchange Rates (TAS21) and changed its accounting policy for foreign currency transaction and foreign operations translation (see Note 4.26)

As a result of the change, the Bank recognises the retranslation from foreign branches' functional currency to presentation currency as well as the corresponding hedging gains or losses on effective hedging relationships directly in equity and other comprehensive income. Previously, both transactions were recognised in profit or loss.

The Bank has performed an assessment of the impact of the adoption of TAS 21 (Revised 2009) on the financial statements of prior years and determined that such impact is immaterial. The impact of applying TAS 21 in the current period is set out below:

|   | (Million Baht)                      |                |             |
|---|-------------------------------------|----------------|-------------|
|   | For the year ended 31 December 2013 |                |             |
|   | Before TAS21                        | Adjustment +/- | After TAS21 |
| Gain on trading and foreign exchange transactions   |                                     |                |             |
| - Gain (Loss) from asset and liabilities revaluation  | 1,392                               | (1,392)        | -           |
| - Gain (Loss) from hedging instrument   | (1,198)                             | 1,198          | -           |
| Profit or loss  | <u>194</u>                          | <u>(194)</u>   | -           |
| Other comprehensive income  |                                     |                |             |
| - Gain (Loss) from arising from translating the financial statements of a foreign operation | -                                   | 1,392          | 1,392       |
| - Gain (Loss) from hedging instrument   | -                                   | (1,198)        | (1,198)     |
| Other comprehensive income  | -                                   | <u>194</u>     | <u>194</u>  |

**(c) Presentation of segment information**

From 1 January 2013, the Bank and its subsidiaries have adopted TFRS 8 Operating Segments. The new policy for presentation of information on operating segments is given below. The new policy has been applied retrospectively and segment information included in the 2012 financial statements, which are included in the Bank and its subsidiaries' 2013 financial statements for comparative purposes, has been restated accordingly. The change in policy only impacts presentational aspects and has no impact on the Bank and its subsidiaries' reported assets, liabilities, results or earnings per share.

TFRS 8 introduces the "management approach" to segment reporting based on the internal reports regularly reviewed by the Bank and its subsidiaries' Chief Operating Decision Maker in order to assess each segment's performance and to allocate resources to those segments (note 34). Previously the Bank and its subsidiaries' presented segment information in respect of its business and geographical segments in accordance with TAS 14 Segment Reporting.

The change in basis of presentation and disclosure of segment information has resulted in presenting information in respect of the following segments:

|           |                                  |
|-----------|----------------------------------|
| Segment 1 | Corporate Business               |
| Segment 2 | Retail Business                  |
| Segment 3 | Muangthai Group Holding Business |
| Segment 4 | Others                           |

**4 SIGNIFICANT ACCOUNTING POLICIES****4.1 Basis of consolidation**

The consolidated financial statements relate to the Bank and its subsidiaries and the Bank's interests in associates.

*Business combinations*

The Bank and its subsidiaries apply the acquisition method for all business combinations other than those with entities under common control.

Business combinations are accounted for under the purchase method. The cost of an acquisition is measured at the fair value of the assets transferred, equity securities issued and identifiable liabilities assumed at the date of exchange.

Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. In assessing control, the Bank and its subsidiaries takes into consideration potential voting rights that currently are exercisable.

*Goodwill in a business combination*

Goodwill in a business combination represents the excess of the cost of acquisition over the fair value of the Bank's share of the identifiable net assets acquired. Negative goodwill in a business combination represents the excess of the fair value of the Bank's share of the identifiable net assets acquired over the cost of acquisition.

- goodwill and negative goodwill, carried in the financial statements that arose from a business combination for which the agreement date was before 1 January 2008, is stated at cost less accumulated amortisation as of 31 December 2007 and accumulated allowance for impairment.
- goodwill arising from a business combination for which the agreement date begins on or after 1 January 2008 to 31 December 2009, are stated at cost less accumulated allowance for impairment. Negative goodwill is recognised as income in profit or loss in the year of the business combination.

*Subsidiaries*

Subsidiaries are entities controlled by the Bank and its subsidiaries. Control exists when the Bank and its subsidiaries have the power, directly or indirectly, to govern the financial and operating policies of an entity so as to obtain benefits from its activities. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases. The accounting policies of subsidiaries have been changed where necessary to align them with the policies adopted by the Bank.

Losses applicable to non-controlling interests in a subsidiary are allocated to non-controlling interests even if doing so causes the non-controlling interests to have a deficit balance.

*Associates*

Associates are those entities in which the Bank and its subsidiaries have significant influence, but not control, over the financial and operating policies. Significant influence is presumed to exist when the Bank and its subsidiaries hold between 20% and 50% of the voting power of another entity.

Investments in associates are accounted for in the consolidated financial statements using the equity method and are recognised initially at cost. The cost of the investment includes directly attributable transaction costs.

The consolidated financial statements include the Bank and its subsidiaries' share of profit or loss and other comprehensive income from the date that significant influence commences until the date that significant influence ceases. When the Bank and its subsidiaries' share of losses exceeds its interest in an associate, the Bank and its subsidiaries' carrying amount is reduced to nil and recognition of further losses is discontinued except to the extent that the Bank and its subsidiaries has incurred legal or constructive obligations or made payments on behalf of the associate.



*Transactions eliminated on consolidation*

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised gains arising from transactions with associates are eliminated against the investment to the extent of the Bank and its subsidiaries' interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

The consolidated and the Bank only financial statements include the accounts of all branches; domestic and foreign. Interbranch transactions have been eliminated.

**4.2 Cash**

Cash represents cash in hand and cash items in the process of collection.

The Bank recognises and derecognises such items in these financial statements on the Settlement Date.

**4.3 Investments***Investments in debt and equity securities*

Debt securities and marketable equity securities held for trading are classified as trading investments and are stated at fair value, with any resultant gain or loss being recognised in profit or loss.

Debt securities for which the Bank and its subsidiaries have the positive intent and ability to hold to maturity are classified as held-to-maturity investments. Held-to-maturity investments are stated at amortised cost, less any impairment losses. The difference between the acquisition cost and redemption value of such debt securities is amortised using the effective interest rate method over the period to maturity.

Debt securities and marketable equity securities, other than those securities held for trading or intended to be held to maturity, are classified as available-for-sale investments. Available-for-sale investments are, subsequent to initial recognition, stated at fair value, and changes in fair value, are recognised directly in equity and other comprehensive income. Where these investments are interest-bearing, interest calculated using the effective interest method is recognised in profit or loss.

Equity securities which are not marketable and classified as general investments and are stated at cost less any impairment losses.

Investments in marketable equity securities classified as trading investments and available-for-sale investments are stated at fair value based on the last Stock Exchange of Thailand (SET) bid prices as of the reporting date.

Investments in marketable unit trusts classified as trading investments and available-for-sale investments are stated at fair value based on the net asset value as of the reporting date.

Investments in government debt securities and state enterprises debt securities guaranteed by the government, classified as trading investments and available-for-sale investments, are stated at fair value based on the Thai Bond Market Association Government Bond Yield Curve as of the reporting date. State enterprises debt securities not guaranteed by the government and private debt instruments are stated at fair value based on bid prices from the Thai Bond Market Association as of reporting date. If not available, the Government Bond Yield for the same period is used, adjusted by an appropriate risk premium.

Investments in foreign bonds classified as available-for-sale investments are stated at fair value based on bid prices from Bloomberg, if not available, indicative price from custodian is used.

#### *Investments in receivables*

Investments in receivables are initially recognised at fair value of the consideration transferred in exchange and subsequent to initial recognition, stated at acquisition cost after deducting the allowance for impairment.

- Purchases or transfers of loans before 1 January 2013, were recognised as investments in receivables. When debt restructuring was required, the balance is recorded as a loan at fair value, The difference between the book value and the fair value was recognised as a gain or loss on transfer of financial assets in profit or loss.
- Purchases or transfers of loans since 1 January 2013, are recognized as investments in receivables for items that are intended to be sold in the future and are not intended to be hold to collect the contractual cashflows, in which case the items are recognised as loans.

#### *Investments recognition*

The Bank recognised and eliminated such items in these financial statements using the Settlement Date method.

#### *Impairment*

An impairment review of investments is carried out when there is evidence (a factor) indicating that an investment might be impaired. Losses on impairment for all classifications of investments are charged to profit or loss.

#### *Revenue recognition*

Interest income is recognised on an accrual basis. Dividend income from investment is recognised on an accrual basis at the date which the Bank earns the rights to receive the dividend. Gains or losses on sales of securities are recognised in profit or loss upon disposal. Interest income from investments in receivables is recognised using the effective yield method.

#### *Disposal of investments*

On disposal of an investment, the difference between net disposal proceeds and the carrying amount together with the associated gain or loss that was reported in equity is recognised in profit or loss.

On disposal of part of its holding of a particular investment, the deemed cost of the part sold is determined using the weighted average method applied to the carrying value of the total holding of the investment.

#### 4.4 Investments in subsidiaries and associates

Investments in subsidiaries and associates in the separate financial statements of the Bank are accounted for using the cost method less allowance for impairment. Investments in associates in the consolidated financial statements are accounted for using the equity method, net of allowance for impairment.

#### 4.5 Loans

Except in the case of loans effected through overdraft agreements, loans represent only principal amounts. Unearned discounts received in advance are presented as a reduction in loans.

The Bank recognised and eliminated such items in these financial statements using the Settlement Date method.

#### 4.6 Allowance for doubtful accounts

The Bank and its certain subsidiaries which are credit institutions or asset management companies make allowances for doubtful accounts that are determined through methods based on the Bank of Thailand's regulations and the Bank's estimated loan loss. The allowance for non-performing loans has been specifically determined by the nature of loans and the relevant factors such as payment ability, collateral, historical loss and estimated loss, etc. The allowance for performing loans has been assessed based upon relevant factors such as historical loss, credit risk, economic conditions and management experience, etc. For corporate loans, the allowance is determined on a case by case basis while the allowance for retail loans is determined on a portfolio basis for portfolios with similar risk characteristics.

Based on BoT's regulations, the Bank and certain subsidiaries which are credit institutions or an asset management company have classified their loan portfolios into six categories, primarily based on the non-accrual period. For loans classified as pass and special-mention, the calculation of allowances for doubtful accounts is based on the regulatory minimum percentage requirement, taking into consideration the collateral value, where the collateral type and date of the latest appraisal are qualifying factors. For loans classified as sub-standard, doubtful and doubtful of loss, the allowances on these accounts will be set at 100 percent for the difference between the outstanding book value of the debt and the present value of future cashflows expected to be received or the expected proceeds from the disposal of collateral in accordance with the BoT's regulations.

Allowance for doubtful accounts of the factoring subsidiary which provides credit risk guarantees with other insurance companies is established in accordance with the Bank of Thailand's notification.

Allowance for doubtful accounts established during the year and write-offs are recognised as bad debt and doubtful accounts expense in profit or loss. Bad debt recovery is recognised as income and is presented net of bad debt and doubtful accounts expense in profit or loss.

The life insurance subsidiary has allowance for doubtful accounts based on the estimated loss that may be incurred in collection of the premium due, determined by collection experience, review of premium due aging and value of collateral held against each receivable.

#### 4.7 Troubled debt restructuring

The Bank and the asset management subsidiary record foreclosed assets acquired from troubled debt restructuring at fair value net of expected selling expense but limited to the loan amount up to the legal claim for the debt including interest receivable. Where troubled debt restructuring involves change of repayment conditions, the present value of the expected future cash collections is calculated by using discount rates equivalent to the market rates of interest at the time of restructuring. The difference between the present value of the future cash flows expected to be received that is less than the outstanding balances of investment in loans is recorded in the revaluation allowance for debt restructuring. This revaluation allowance for debt restructuring is amortised to profit or loss according to the amounts received over the remaining period of the debt-restructuring contracts.

Losses on debt restructuring from various forms i.e reduction of principle and interest, transfer of assets, conversion of debt to equity and change of repayment condition is recognised as expense in profit or loss.

#### 4.8 Properties foreclosed

Properties foreclosed are presented at the lower of cost or market value. The market value is estimated by using the latest appraisal value after deduction of estimated disposal expenses and holding cost.

The Bank regularly assesses impairment of assets on a yearly basis.

Losses on impairment are charged to profit or loss. Gains or losses on disposal of properties foreclosed are recorded as other operating income or other expenses upon disposal.

#### 4.9 Premises and equipment

##### *Recognition and measurement*

##### *Owned assets*

Land and buildings are stated at their revalued amounts. The revalued amount is the fair value determined on the basis of the property's existing use at the date of revaluation less any subsequent accumulated depreciation and impairment losses. Equipment are stated at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and capitalised borrowing costs. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of premises and equipment have different useful lives, they are accounted for as separate items of premises and equipment.

Gains and losses on disposal of an item of premises and equipment are determined by comparing the proceeds from disposal with the carrying amount of premises and equipment, and are recognised net within other income or other expense in profit or loss. When revalued assets are sold, the amounts included in the revaluation reserve are transferred to retained earnings and is not taken into account in calculating the gain or loss on disposal.

#### *Revalued assets*

Revaluation of land and buildings is performed by independent professional valuers according to the Bank of Thailand's criteria with sufficient regularity to ensure that the carrying amount of these assets does not differ materially from that which would be determined using fair values at the reporting date.

Any increase in value, on revaluation, is recognised in other comprehensive income as "appraisal surplus on asset revaluation" unless it offsets a previous decrease in value recognised loss in profit or loss in respect of the same asset.

A decrease in value is recognised in profit or loss to the extent it exceeds an increase previously recognised in other comprehensive income in respect of the same asset.

The appraisal surplus on asset revaluation is utilised by reference to the difference between depreciation based on the revalued carrying amount of the asset and depreciation based on the asset's original cost and transferred directly to retained earnings.

#### *Leased assets*

Leases in terms of which the Bank and its subsidiaries substantially assumes all the risk and rewards of ownership are classified as finance leases. Equipment acquired by way of finance leases is capitalised at the lower of its fair value and the present value of the minimum lease payments at the inception of the lease, less accumulated depreciation and impairment losses. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged directly to profit or loss.

#### *Subsequent expenditure*

Subsequent expenditure relating to an item of premises and equipment is added to the carrying amount of the asset when it is probable that the Bank and its subsidiaries will receive future economic benefits embodied within the asset and the cost of the item can be measured reliably. The other subsequent expenditure is recognised in expenses as incurred.

#### *Depreciation*

Depreciation is calculated based on the depreciable amount, which is the cost of an asset, or other amount substituted for cost, less its residual value.

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of each item of premises and equipment.

Depreciation on buildings acquired before July 1996 is computed using the declining balance method. Depreciation on buildings acquired after July 1996 and on equipment is computed using the straight-line method. The estimated useful lives are as follows:

|   |                      |
|---|----------------------|
| Buildings   | 15-50 years          |
| Buildings on rented land                                      | over rental contract |
| Equipment, furnitures, fixtures, office equipment and vehicle | 4-20 years           |

Depreciation methods, useful lives and residual values are reviewed each year and adjusted if appropriate.

#### 4.10 Goodwill and intangible assets

##### *Goodwill*

Goodwill that arises upon the acquisition of subsidiaries is included in goodwill and intangible assets. The measurement of goodwill at initial recognition is described in note 4.1. Subsequent to initial recognition, goodwill is measured at cost less accumulated impairment losses. Impairment assessment of Goodwill is described in note no. 4.14

##### *Other intangible assets*

Other intangible assets that have finite useful lives are presented at cost less accumulated amortisation and accumulated impairment losses.

##### *Subsequent expenditure*

Subsequent expenditure is capitalised as intangible assets only when it is highly probable that the Bank and its subsidiaries will receive future economic benefit related to the item and cost of the item can be measured reliably. Other subsequent expenditure is recognised in expenses as incurred.

##### *Amortisation*

Amortisation is recognised a straight-line basis which closely reflects the pattern of future economic benefits expected to flow to the bank over the estimated useful lives of intangible assets, excluding goodwill. Other intangible assets are amortised from the date they are available for use. The estimated useful lives are as follows :

|                       |            |
|-----------------------|------------|
| Software licenses     | 5-15 years |
| Advisory fee licenses | 10 years   |

Intangible assets with an indefinite useful life are systematically tested for impairment at each reporting date.

Amortization expense of each period is recognised in profit or loss.

Amortisation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.



#### 4.11 Leasehold

Leasehold is presented at cost net accumulated amortisation. The amortisation is calculated using the straight-line method over the lease periods and is recognised as expense in profit or loss.

#### 4.12 Investment Property

Investment property which consists of buildings and areas for rent of the Bank and subsidiaries is measured at cost on initial recognition and subsequently at fair value and is presented as part of other assets. Changes in fair value are recognised in profit or loss.

#### 4.13 Deferred tax assets and Deferred tax liabilities

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Bank and its subsidiaries expect, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

The Bank and its subsidiaries takes into account the impact of uncertain tax positions in determining the amount of income tax. The Bank and its subsidiaries believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law, prior experience and a series of judgements about future events; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

#### 4.14 Impairment

The Bank and its subsidiaries' assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. For goodwill and intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. The impairment loss is recognised in profit or loss unless it reverses a previous revaluation credited to equity, in which case it is charged to equity.

When a decline in the fair value of an available-for-sale financial asset has been recognised directly in equity and other comprehensive income and there is objective evidence that the value of the asset is impaired, the cumulative loss that had been recognised directly in equity and other comprehensive income is recognised in profit or loss even though the financial asset has not been derecognised. The amount of the cumulative loss that is recognised in profit or loss is the difference between the carrying amount and current fair value, less any impairment loss on that financial asset previously recognised in profit or loss.

#### *Calculation of recoverable amount*

The recoverable amount of held-to-maturity securities and receivables carried at amortised cost is calculated as the present value of the estimated future cash flows discounted at the original effective interest rate. Receivables with a short duration are not discounted.

The recoverable amount of available-for-sale financial assets is calculated by reference to the fair value.

The recoverable amount of a non-financial asset is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

#### *Reversals of impairment*

An impairment loss in respect of a financial asset is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised in profit or loss. For financial assets carried at amortised cost, the reversal is recognised in profit or loss. For available-for-sale financial assets, the reversal is recognised in other comprehensive income.

An impairment loss in respect of goodwill is not reversed. Impairment losses recognised in prior periods in respect of other non-financial assets are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

#### 4.15 Interest-bearing liabilities

Interest-bearing liabilities are recognised initially at fair value less attributable transaction charges. Subsequent to initial recognition, interest-bearing liabilities are stated at amortised cost with any difference between cost and redemption value being recognised in profit or loss over the period of the borrowings on an effective interest basis.

The Bank recognised and eliminated such items on this financial statements by Settlement Date method.

#### 4.16 Provisions

A provision is recognised when the Bank and its subsidiaries have a present legal or constructive obligation as a result of a past event that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. When the time value of money has significant impact to provisions, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

Provisions for commitments not recognised in the statements of financial position relate to credit risk transactions i.e., Avals on bills, Acceptances, Letters of Indemnity - Borrowing, Other Guarantees and Letters of Credit, etc. A provision is recognised when the transactions relate to loans that are classified as sub-standard, doubtful, doubtful of loss and loss assets. The provisions have been specifically determined by using the same rate as the allowance for doubtful accounts on each of those loans.

#### 4.17 Life policy reserve

- a) Life insurance policy reserves represent the accumulated total liability for the life insurance policies in force on the reporting date. The reserves are calculated using the net premium level reserve, which is an actuarial method, based on assumptions for mortality, morbidity and discount rate. Such reserves are established to meet the estimated future obligations of all the life insurance policies in force. Additional reserves or changes to assumptions will be made if the reserve is expected to be insufficient to meet future obligations.
- b) The premium reserves comprises of the unearned premium reserve for group insurance and short-term riders which is calculated based on a pro-rata basis of the premium based on the remaining duration of each policy.

At the reporting period, the Subsidiaries performs a liability adequacy test by comparing the unearned premium reserve to the unexpired risk reserve which is determined by estimating the claims and related costs which are expected to occur over the remaining duration of the policies. Where the unexpired risk reserve exceeds the unearned premium reserve, the excess is recognised within the premium reserves.

#### 4.18 Benefit payments to life policies

Benefit payments to life policies are recorded when notices of the claims are received or when policies reach maturity.

#### 4.19 Employee benefits

##### *Short-term employee benefits*

Short-term employee benefits are expensed as the related service is provided.

A liability is recognised for the amount expected to be paid under short-term cash bonus if the Bank and subsidiaries have a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

##### *Post-employment benefits : defined contribution plans*

The Bank established a provident fund under the Provident Fund Act (B.E. 2530), and registered this Fund with the Ministry of Finance on 16 August 1994. According to the Fund's Articles, every employee is entitled to apply for membership, and each employee can choose to contribute to the Fund either at fixed rate, or at the same rate the Bank contributes varies from 3% - 4.5% based on employee's working years. Upon termination of employment, employees are entitled to receive this benefit except when terminated "without compensation".

##### *Post-employment benefits : defined benefit plans*

Under the labor laws and the Bank and its subsidiaries' employment policy, all employees are entitled to severance pay upon retirement.

The Bank and its subsidiaries' determine the net obligation in respect of defined retirement by using historical data in estimating the amount of future benefits that employees have earned in return for their service in the current and prior periods discounting to present value by using market yield of government bonds with a maturity consistent with the estimated term of the post-employment benefit obligations. The retirement benefit is calculated by actuary using The Projected Unit Credit Method and presented as part of provision, and The Bank and its subsidiaries recognised all current service cost and interest cost related to provision for retirement benefits as personnel expenses in profit or loss and recognised all actuarial gains and losses based on updated assumptions in other comprehensive income in the period in which they arise.

#### 4.20 Recognition of income

Interest and discount income on loans are recognised on an accrual basis, except when interest payments are in arrears for more than three months when, regardless of collateral, the cash basis is adopted.

In compliance with the BoT's regulation, the Bank reverses accrued interest receivable on loans for which repayments are more than three months in arrears.

The asset management subsidiary recognises interest income on investments in receivables and loans on a cash basis.

Income from factoring business is recognised on an accrual basis.

The lease income of subsidiaries is recognised as follows:

- Income under finance lease agreements is recognised on the basis of installment payments due by using the effective interest rate method, calculated from the balance of the net investment in each installment. When installment payments are in arrears for more than three months, the cash basis is adopted.
- Income under operating lease agreements is recognised on the basis of installment payments due. When installment payments are in arrears for more than three months, the cash basis is adopted.

Premium income is recognised as income when underwriting of the insurance is approved. Premium due and uncollected at the reporting date is recognised as income only if the policy is still in force, and is calculated based on the persistency rate.

#### 4.21 Recognition of interest expense

Interest expense is recognised on an accrual basis.

#### 4.22 Income tax

Income tax expenses for the period comprise current and deferred tax. Current and deferred tax are recognised in profit or loss except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable income or loss for the period, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

#### 4.23 Earnings per share

Basic earnings per share is calculated by dividing the profit or loss attributable to equity holders of the Bank on ordinary shareholders of the Bank by the weighted average number of ordinary shares in issue during the period.

#### 4.24 Derivatives

Trading Derivatives: Trading derivatives are carried at fair value which is determined based upon liquid (observable) market prices, reference to exchange traded prices, broker/dealer quotations, prices of other similar transactions or prices derived by using a valuation technique incorporating observable market data which is adjusted with counterparty credit risk and other risks to reflect liquidity and future operational cost. The changes in fair value of both realised and unrealised gains or losses are recognised in profit or loss as part of gain on trading and foreign exchange transactions against assets or liabilities in the statements of financial position so that the derivative assets/liabilities represent their fair value at the reporting date.

**Hedging Derivatives:** The Bank manages its banking exposures to market rate movements through the use of derivatives, interest rate swaps, forward exchange contracts. Gains or losses resulting from the changes in fair values of contracts are recognised in accordance with the standard accounting treatment for income or expenses on hedged items as follows:

1. Where hedged items are measured at fair value, hedging instruments are measured at fair value consistently.
2. Where hedged items are measured on an accrual basis, hedging instruments are measured on an accrual basis consistently.

The Bank accounts for derivative transactions using the Trade Date method.

#### 4.25 Hybrid Instruments

**Hybrid Instruments:** include a non-derivative host contract and an embedded derivative. The host contract shall be accounted for under the classification of the host contract. An embedded derivative shall be separated from the host contract and accounted for as a derivative which is carried at fair value, if and only if:

1. The economic characteristics and risks of the host contract and the embedded derivative are not closely related;
2. A separate instrument with the same terms as the embedded derivative would meet the definition of a stand-alone derivative; and
3. The hybrid instrument is not recognised at fair value through profit or loss.

If an embedded derivative is not separated, the hybrid instrument shall be accounted for under the classification of the host contract.

Changes in the fair value of separated embedded derivatives are recognised in profit or loss.

**Structured Note:** is a hybrid instrument, which consists of borrowing transaction and an embedded derivative. The Bank's management approach with regard to the accounting and assessment of fair value of borrowing transactions with embedded derivatives (structured note) are consistent with those of International Accounting Standard No. 39 (IAS 39) and the BoT notification number SOR NOR SOR 2/2554, dated 24 June 2011, titled "Permission for Commercial Banks to Undertake Borrowing Transactions with Embedded Derivatives", which requires commercial banks to apply IAS 39 to structured note products. The Bank has an option to classify the structured note as financial liabilities designated at fair value through profit or loss when

1. It eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on them on a different basis; or



2. It is a management tool for risk management and investment, in accordance with
  - Documented risk management or investment strategy
  - Group of financial assets or financial liabilities managed and their performance evaluated on a fair value basis; and
3. It relates to financial instruments containing one or more embedded derivatives that significantly modify the cash flows resulting from those financial instruments and meets the above criteria for separation of the embedded derivative from the host contract.

Changes in the fair value of financial liabilities designated at fair value through profit or loss are recognised in profit or loss as gain or loss on financial liabilities designated at fair value through profit or loss with the corresponding entry to liabilities in the statements of financial position. The fair value designation, once made, is irrevocable.

The Bank will comply with requirements of hybrid instrument if the Bank does not choose the option of fair value through profit or loss or the criteria for fair value through profit or loss upon designation are not met.

**Day One Profit or Loss:** Gains or losses from trading derivatives are recognised at inception in profit or loss when the fair value of those derivatives are determined based upon observable market data or supported by comparison to other observable market transactions, or based upon a valuation technique incorporating observable market data. The Bank amortizes initial gains or losses on trading transactions on a straight-line basis or on an effective interest rate basis over the life of the contract when the fair value of those trading derivatives are based upon unobservable market data or when they gains or losses on hybrid instruments. The unamortised gains or losses are recognised in profit or loss when the market data becomes observable.

The Bank recognised and eliminated such items in these financial statements using the Settlement Date method.

#### 4.26 Assets and liabilities in foreign currencies

##### 1. *Foreign currency transactions*

Assets and liabilities denominated in foreign currencies are translated into the currency of the primary economic environment in which the Bank, its foreign branches and its subsidiaries operate (the functional currency) at the rates of exchange prevailing on the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated into the functional currency at the reference rates announced by the BoT on that date. Non-monetary assets and liabilities that are measured at historical cost in a foreign currency are translated into the functional currency using the exchange rate at the date of the initial transaction.

Exchange gains or losses on translation are recognised in profit or loss or in the case of equity securities denominated in a foreign currency and designated as available for sale, directly in equity and other comprehensive income.

## 2. *Foreign operations*

The statement of financial position of the Bank's foreign branches whose functional currency is not Thai Baht are translated into Thai Baht at the reference rates announced by the BoT on the reporting date. The statements of comprehensive income of the Bank's foreign branches are translated into Thai Baht at the reference rates announced by the BoT at the transaction date.

Exchange gains or losses on retranslation of financial statements of the Bank's foreign branches are recognised in other comprehensive income, and presented in the foreign currency translation reserve in equity.

When a derivative or monetary item (non-derivative) is designated as a hedging instrument of a net investment in a foreign operation, the effective portion of the gain or loss derived from spot revaluation is recognised directly in equity and netted with the retranslation of financial statements of the Bank foreign branches in the foreign currency translation reserve in other comprehensive income. When the foreign branch is disposed of, the relevant amount in the foreign currency translation reserve is transferred to profit or loss. Previously, all such transactions were recognised in the profit or loss. The corresponding income or expense of forward points is recognised on an accrual basis in the profit or loss.

### 4.27 Trade Date – Settlement Date policy

Trade Date policy means the Bank recognises and presents such items on Financial Statements on the date both counterparties decide to mutually commit on sale agreement, eliminates those items on Financial Statements when the sale agreement is matured or cancelled as well as recognises gain or loss from such agreement.

Settlement Date policy means the Bank recognises and presents such items in Financial Statements in the date cash settlement or asset delivery and recognises gain or loss from such agreement.

### 4.28 Segment information

Segment results that are reported to the chief operating decision maker include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated transactions are not included in reporting segment operating results but shown in total.

Information about geographical areas is presented according to the domestic and overseas of the Bank and its subsidiaries transaction.

## 5 CAPITAL REQUIREMENTS

The ratios of capital to assets (Capital Adequacy Ratio) as of 31 December 2013 were calculated from the financial statements of the Bank. Effective from 1 January 2013, the Bank has chosen to adopt the Standardized Approach in accordance with BoT requirements, which is in line with the requirements of Basel III.

|   | (Million Baht) |
|---|----------------|
|   | <u>2013</u>    |
| Tier 1 Capital  |                |
| Common Equity Tier 1 (CET1)                                 |                |
| Issued and paid-up share capital, premiums on common shares | 42,036         |
| Legal reserves  | 3,050          |
| Net profit after appropriation                              | 130,386        |
| Other comprehensive income                                  | 12,206         |
| <u>Less</u> Capital deduction items on CET1                 | <u>(6,468)</u> |
| Total Tier 1 Capital Base                                   | <u>181,210</u> |
| Tier 2 Capital  |                |
| Subordinated debentures                                     | 31,935         |
| General Provision   | <u>16,820</u>  |
| Total Tier 2 Capital Base                                   | <u>48,755</u>  |
| Total Capital Base  | <u>229,965</u> |
| <br>Total Risk-Weighted Assets                              | <br>1,508,096  |

|                                   |                             | (Percentage) |
|-----------------------------------|-----------------------------|--------------|
| <u>Capital Adequacy Ratio</u>     | <u>The BoT's regulation</u> |              |
|                                   | <u>minimum requirement</u>  | <u>2013</u>  |
| Tier 1 Capital ratio              | 6.00                        | 12.02        |
| <i>Common Equity Tier 1 ratio</i> | 4.50                        | 12.02        |
| Tier 2 Capital ratio              | -                           | 3.23         |
| Capital adequacy ratio            | 8.50                        | 15.25        |

In accordance with the BoT's directive number SOR NOR SOR 4/2556, dated 2 May 2013, titled "The Disclosure of Capital Requirements of Commercial Banks" requires the Bank to disclose the capital requirements as of 31 December 2013 through the website "<http://www.kasikornbank.com/EN/Investors/FinanInfoReports/Pages/FinancialReports.aspx>" under the investor relations section within 4 months after 31 December 2013.

In accordance with the BoT's directive number SOR NOR SOR 5/2556, dated 2 May 2013, titled "The Disclosure of Capital Requirements of Commercial Banks on Consolidated Basis", requires KASIKORNBANK FINANCIAL CONGLOMERATE to disclose the capital requirements as of 31 December 2013 through the website "<http://www.kasikornbank.com/EN/Investors/FinanInfoReports/Pages/FinancialReports.aspx>" under the investor relations section within 4 months after 31 December 2013.

## 6 SUPPLEMENTARY INFORMATION OF CASH FLOWS

Significant non-cash items for the year ended 31 December 2013 and 2012 are as follows:

(Million Baht)

|   | <u>Consolidated</u> |             | <u>The Bank</u> |             |
|---|---------------------|-------------|-----------------|-------------|
|   | <u>2013</u>         | <u>2012</u> | <u>2013</u>     | <u>2012</u> |
| Revaluation surplus on available-for-sale investments*              | (50)                | 2,059       | 699             | 1,057       |
| Appraised surplus on asset revaluation*                             | -                   | 1,320       | -               | 1,320       |
| The realized portion of the appraised surplus on asset revaluation* | (125)               | (147)       | (125)           | (147)       |
| Foreign currency translation*                                       | 187                 | -           | 187             | -           |
| Foreclosed properties arising from auction and debt settlement      | 3,595               | 2,071       | 3,479           | 1,990       |

\* net of deferred tax

## 7 INTERBANK AND MONEY MARKET ITEMS - NET (ASSETS)

Interbank and money market items - net (assets) as of 31 December 2013 and 2012 consisted of:

(Million Baht)

| Consolidated                                |               |                |                |               |                |                |
|---|---------------|----------------|----------------|---------------|----------------|----------------|
|   | 2013          |                |                | 2012          |                |                |
|   | At call       | Term           | Total          | At call       | Term           | Total          |
| 1. <u>Domestic</u>                          |               |                |                |               |                |                |
| The BoT and FIDF                            | 5,803         | 136,510        | 142,313        | 14,999        | 169,268        | 184,267        |
| Commercial banks                            | 590           | 14,237         | 14,827         | 1,263         | 34,296         | 35,559         |
| Specialized financial institutions          | 140           | 70             | 210            | 137           | 5,434          | 5,571          |
| Other financial institutions                | <u>1,995</u>  | <u>6,000</u>   | <u>7,995</u>   | <u>2,249</u>  | <u>5,613</u>   | <u>7,862</u>   |
| Total                                       | 8,528         | 156,817        | 165,345        | 18,648        | 214,611        | 233,259        |
| <u>Add</u> Accrued interest receivable      | -             | 92             | 92             | -             | 152            | 152            |
| <u>Less</u> Allowance for doubtful accounts | <u>-</u>      | <u>(93)</u>    | <u>(93)</u>    | <u>-</u>      | <u>(214)</u>   | <u>(214)</u>   |
| Total Domestic                              | <u>8,528</u>  | <u>156,816</u> | <u>165,344</u> | <u>18,648</u> | <u>214,549</u> | <u>233,197</u> |
| 2. <u>Foreign</u>                           |               |                |                |               |                |                |
| US Dollars                                  | 5,410         | 11,337         | 16,747         | 7,092         | 501            | 7,593          |
| Japanese Yen                                | 91            | -              | 91             | 191           | -              | 191            |
| Euro  | 715           | -              | 715            | 456           | -              | 456            |
| Other currencies                            | <u>2,373</u>  | <u>17,869</u>  | <u>20,242</u>  | <u>1,820</u>  | <u>6,693</u>   | <u>8,513</u>   |
| Total                                       | 8,589         | 29,206         | 37,795         | 9,559         | 7,194          | 16,753         |
| <u>Add</u> Accrued interest receivable      | 1             | 196            | 197            | 2             | 47             | 49             |
| <u>Less</u> Allowance for doubtful accounts | <u>-</u>      | <u>(54)</u>    | <u>(54)</u>    | <u>-</u>      | <u>(20)</u>    | <u>(20)</u>    |
| Total Foreign                               | <u>8,590</u>  | <u>29,348</u>  | <u>37,938</u>  | <u>9,561</u>  | <u>7,221</u>   | <u>16,782</u>  |
| Total Domestic and Foreign                  | <u>17,118</u> | <u>186,164</u> | <u>203,282</u> | <u>28,209</u> | <u>221,770</u> | <u>249,979</u> |

(Million Baht)

| The Bank                             |               |                |                |               |                |                |
|--------------------------------------|---------------|----------------|----------------|---------------|----------------|----------------|
|                                      | 2013          |                |                | 2012          |                |                |
|                                      | At call       | Term           | Total          | At call       | Term           | Total          |
| 1. Domestic                          |               |                |                |               |                |                |
| The BoT and FIDF                     | 5,803         | 136,510        | 142,313        | 14,999        | 168,589        | 183,588        |
| Commercial banks                     | 8             | 12,505         | 12,513         | 792           | 32,881         | 33,673         |
| Specialized financial institutions   | -             | -              | -              | -             | 5,384          | 5,384          |
| Other financial institutions         | <u>1,995</u>  | <u>6,000</u>   | <u>7,995</u>   | <u>2,249</u>  | <u>5,813</u>   | <u>8,062</u>   |
| Total                                | 7,806         | 155,015        | 162,821        | 18,040        | 212,667        | 230,707        |
| Add Accrued interest receivable      | -             | 74             | 74             | -             | 143            | 143            |
| Less Allowance for doubtful accounts | <u>-</u>      | <u>(62)</u>    | <u>(62)</u>    | <u>-</u>      | <u>(184)</u>   | <u>(184)</u>   |
| Total Domestic                       | <u>7,806</u>  | <u>155,027</u> | <u>162,833</u> | <u>18,040</u> | <u>212,626</u> | <u>230,666</u> |
| 2. Foreign                           |               |                |                |               |                |                |
| US Dollars                           | 5,410         | 11,337         | 16,747         | 7,092         | 501            | 7,593          |
| Japanese Yen                         | 91            | -              | 91             | 191           | -              | 191            |
| Euro                                 | 715           | -              | 715            | 456           | -              | 456            |
| Other currencies                     | <u>2,373</u>  | <u>17,869</u>  | <u>20,242</u>  | <u>1,820</u>  | <u>6,693</u>   | <u>8,513</u>   |
| Total                                | 8,589         | 29,206         | 37,795         | 9,559         | 7,194          | 16,753         |
| Add Accrued interest receivable      | 1             | 196            | 197            | 2             | 47             | 49             |
| Less Allowance for doubtful accounts | <u>-</u>      | <u>(54)</u>    | <u>(54)</u>    | <u>-</u>      | <u>(20)</u>    | <u>(20)</u>    |
| Total Foreign                        | <u>8,590</u>  | <u>29,348</u>  | <u>37,938</u>  | <u>9,561</u>  | <u>7,221</u>   | <u>16,782</u>  |
| Total Domestic and Foreign           | <u>16,396</u> | <u>184,375</u> | <u>200,771</u> | <u>27,601</u> | <u>219,847</u> | <u>247,448</u> |



## 8 DERIVATIVES

Fair value and notional amount classified by type of risks as of 31 December 2013 and 2012 consisted of:

(Million Baht)

| <u>Consolidated</u> |                   |               |                    |               |   |                  |                    |                  |                  |                  |
|---------------------|-------------------|---------------|--------------------|---------------|---|------------------|--------------------|------------------|------------------|------------------|
| Type of risk        | <u>Fair Value</u> |               |                    |               | <u>Notional amount classified by maturity</u> |                  |                    |                  |                  |                  |
|                     | <u>Assets</u>     |               | <u>Liabilities</u> |               | <u>Up to 1 year</u>                           |                  | <u>Over 1 year</u> |                  | <u>Total</u>     |                  |
|                     | <u>2013</u>       | <u>2012</u>   | <u>2013</u>        | <u>2012</u>   | <u>2013</u>                                   | <u>2012</u>      | <u>2013</u>        | <u>2012</u>      | <u>2013</u>      | <u>2012</u>      |
| Exchange rate       | 27,240            | 12,692        | 26,332             | 9,836         | 1,325,336                                     | 818,259          | 142,409            | 255,867          | 1,467,745        | 1,074,126        |
| Interest rate       | 8,621             | 9,277         | 8,672              | 9,941         | 206,327                                       | 295,832          | 632,727            | 748,450          | 839,054          | 1,044,282        |
| Others              |                   |               |                    |               |   |                  |                    |                  |                  |                  |
| - Commodities       | 485               | 376           | 462                | 363           | 17,804  | 16,311           | -                  | 604              | 17,804           | 16,915           |
| - Equities          | 36                | 112           | -                  | -             | 43  | 27               | 39                 | 46               | 82               | 73               |
| - Others            | (476)             | (345)         | (3)                | -             | -   | -                | -                  | -                | -                | -                |
| Total               | <u>35,906</u>     | <u>22,112</u> | <u>35,463</u>      | <u>20,140</u> | <u>1,549,510</u>                              | <u>1,130,429</u> | <u>775,175</u>     | <u>1,004,967</u> | <u>2,324,685</u> | <u>2,135,396</u> |

(Million Baht)

| <u>The Bank</u> |                   |               |                    |               |   |                  |                    |                  |                  |                  |
|-----------------|-------------------|---------------|--------------------|---------------|---|------------------|--------------------|------------------|------------------|------------------|
| Type of risk    | <u>Fair Value</u> |               |                    |               | <u>Notional amount classified by maturity</u> |                  |                    |                  |                  |                  |
|                 | <u>Assets</u>     |               | <u>Liabilities</u> |               | <u>Up to 1 year</u>                           |                  | <u>Over 1 year</u> |                  | <u>Total</u>     |                  |
|                 | <u>2013</u>       | <u>2012</u>   | <u>2013</u>        | <u>2012</u>   | <u>2013</u>                                   | <u>2012</u>      | <u>2013</u>        | <u>2012</u>      | <u>2013</u>      | <u>2012</u>      |
| Exchange rate   | 27,389            | 12,846        | 25,774             | 9,837         | 1,325,163                                     | 818,373          | 136,832            | 257,339          | 1,461,995        | 1,075,712        |
| Interest rate   | 8,621             | 9,277         | 8,672              | 9,941         | 206,327                                       | 295,832          | 632,727            | 748,450          | 839,054          | 1,044,282        |
| Others          |                   |               |                    |               |   |                  |                    |                  |                  |                  |
| - Commodities   | 485               | 376           | 462                | 363           | 17,804  | 16,311           | -                  | 604              | 17,804           | 16,915           |
| - Equities      | 33                | 112           | -                  | -             | -   | 27               | 39                 | 46               | 39               | 73               |
| - Others        | (476)             | (345)         | (3)                | -             | -   | -                | -                  | -                | -                | -                |
| Total           | <u>36,052</u>     | <u>22,266</u> | <u>34,905</u>      | <u>20,141</u> | <u>1,549,294</u>                              | <u>1,130,543</u> | <u>769,598</u>     | <u>1,006,439</u> | <u>2,318,892</u> | <u>2,136,982</u> |

Proportion of the notional of derivative transactions classified by counterparties as of 31 December 2013 and 2012 consisted of:

| COUNTERPARTY          | <u>Consolidated</u>   |             | <u>The Bank</u>       |             |
|-----------------------|-----------------------|-------------|-----------------------|-------------|
|                       | <u>2013</u>           | <u>2012</u> | <u>2013</u>           | <u>2012</u> |
|                       | <u>Proportion (%)</u> |             | <u>Proportion (%)</u> |             |
| Financial institution | 76                    | 75          | 76                    | 75          |
| Company - other       | 24                    | 25          | 24                    | 25          |
| Total                 | <u>100</u>            | <u>100</u>  | <u>100</u>            | <u>100</u>  |

## 9 INVESTMENTS - NET

### 9.1 Type of investments

Investments as of 31 December 2013 and 2012 consisted of:

(Million Baht)

|  | <u>Consolidated</u> |                   | <u>The Bank</u>   |                   |
|--|---------------------|-------------------|-------------------|-------------------|
|  | <u>2013</u>         | <u>2012</u>       | <u>2013</u>       | <u>2012</u>       |
|  | <u>Fair Value</u>   | <u>Fair Value</u> | <u>Fair Value</u> | <u>Fair Value</u> |
| 1. <u>Trading investments</u>                  |                     |                   |                   |                   |
| 1.1 Government and state enterprise securities | 10,757              | 5,604             | 10,757            | 5,604             |
| 1.2 Private enterprise debt instruments        | 940                 | 1,455             | 940               | 1,455             |
| 1.3 Marketable equity securities - domestic    | <u>360</u>          | <u>566</u>        | <u>275</u>        | <u>275</u>        |
| Total  | <u>12,057</u>       | <u>7,625</u>      | <u>11,972</u>     | <u>7,334</u>      |
| 2. <u>Available-for-sale investments</u>       |                     |                   |                   |                   |
| 2.1 Government and state enterprise securities | 294,699             | 225,700           | 291,233           | 223,262           |
| 2.2 Private enterprise debt instruments        | 4,507               | 2,266             | 3,823             | 2,188             |
| 2.3 Foreign debt instruments                   | 15,680              | 11,113            | 5,167             | 4,563             |
| 2.4 Marketable equity securities - domestic    | 18,378              | 17,616            | 2,265             | 2,628             |
| 2.5 Marketable equity securities - overseas    | <u>3,118</u>        | <u>1,958</u>      | <u>2,348</u>      | <u>1,483</u>      |
| Total  | <u>336,382</u>      | <u>258,653</u>    | <u>304,836</u>    | <u>234,124</u>    |

(Million Baht)

|   | Consolidated                           |  | The Bank                               |  |
|---|--|--|--|--|
|   | 2013                                   | 2012                                   | 2013                                   | 2012                                   |
|   | Cost Value/<br>Amortised Cost<br>Value | Cost Value/<br>Amortised Cost<br>Value | Cost Value/<br>Amortised Cost<br>Value | Cost Value/<br>Amortised Cost<br>Value |
| 3. <u>Held-to-maturity debt instruments</u>     |  |  |  |  |
| 3.1 Government and state enterprise securities  | 98,993                                 | 71,747                                 | 4,062                                  | 1,179                                  |
| 3.2 Private enterprise debt instruments         | 42,117                                 | 37,694                                 | 583                                    | 583                                    |
| 3.3 Foreign debt instruments                    | 4,253                                  | 3,687                                  | -                                      | -                                      |
| 3.4 Investments in receivables                  | <u>1,797</u>                           | <u>1,733</u>                           | <u>1,785</u>                           | <u>1,721</u>                           |
| Total   | 147,160                                | 114,861                                | 6,430                                  | 3,483                                  |
| <u>Less</u> Allowance for impairment            | <u>(647)</u>                           | <u>(647)</u>                           | <u>(627)</u>                           | <u>(627)</u>                           |
| Total   | <u>146,513</u>                         | <u>114,214</u>                         | <u>5,803</u>                           | <u>2,856</u>                           |
| 4. <u>General investments</u>                   |  |  |  |  |
| 4.1 Non-marketable equity securities - domestic | 1,308                                  | 1,449                                  | 997                                    | 1,137                                  |
| 4.2 Non-marketable equity securities - overseas | <u>524</u>                             | <u>439</u>                             | <u>524</u>                             | <u>439</u>                             |
| Total   | 1,832                                  | 1,888                                  | 1,521                                  | 1,576                                  |
| <u>Less</u> Allowance for impairment            | <u>(217)</u>                           | <u>(217)</u>                           | <u>(100)</u>                           | <u>(100)</u>                           |
| Total   | <u>1,615</u>                           | <u>1,671</u>                           | <u>1,421</u>                           | <u>1,476</u>                           |
| Total Investments - net                         | <u>496,567</u>                         | <u>382,163</u>                         | <u>324,032</u>                         | <u>245,790</u>                         |

As of 31 December 2012, investments in held-to-maturity debt instruments, which are government and state enterprise securities, included promissory notes from Thai Asset Management Corporation of Baht 116 million. (Note 11.8)

## 9.2 Revaluation surplus on available-for-sale investments

Revaluation surplus on available-for-sale investments as of 31 December 2013 and 2012 consisted of:

(Million Baht)

|  | Consolidated |              | The Bank     |              |
|--|--------------|--------------|--------------|--------------|
|  | 2013         | 2012         | 2013         | 2012         |
| Revaluation surplus on<br>available-for-sale investments |              |              |              |              |
| Debt instruments   | 646          | 556          | 787          | 475          |
| Equity securities  | <u>4,004</u> | <u>4,144</u> | <u>2,885</u> | <u>2,497</u> |
| Total  | <u>4,650</u> | <u>4,700</u> | <u>3,672</u> | <u>2,972</u> |

### 9.3 Maturity for debt instruments

As of 31 December 2013 and 2012 a maturity analysis for debt instruments resulted in the following:

(Million Baht)

|                                   | Consolidated |         |         |         |           |         |         |         |
|-----------------------------------|--------------|---------|---------|---------|-----------|---------|---------|---------|
|                                   | 2013         |         |         |         | 2012      |         |         |         |
|                                   | Maturity     |         |         |         | Maturity  |         |         |         |
|                                   | Over         |         |         |         | Over      |         |         |         |
|                                   | 1 year to    | Over    |         |         | 1 year to | Over    |         |         |
|                                   | 1 year       | 5 years | 5 years | Total   | 1 year    | 5 years | 5 years | Total   |
| 1. Available-for-sale investments |              |         |         |         |           |         |         |         |
| 1.1 Government and state          |              |         |         |         |           |         |         |         |
| enterprise securities             | 159,025      | 132,786 | 1,905   | 293,716 | 175,200   | 47,406  | 2,447   | 225,053 |
| 1.2 Private enterprise debt       |              |         |         |         |           |         |         |         |
| instruments                       | 1,001        | 2,854   | 707     | 4,562   | 2         | 2,229   | 53      | 2,284   |
| 1.3 Foreign debt instruments      | 4,098        | 2,805   | 9,089   | 15,992  | 156       | 6,011   | 4,623   | 10,790  |
| Total                             | 164,124      | 138,445 | 11,701  | 314,270 | 175,358   | 55,646  | 7,123   | 238,127 |
| Add (Less) Allowance for          |              |         |         |         |           |         |         |         |
| revaluation                       | 184          | 926     | (448)   | 662     | 51        | 668     | 279     | 998     |
| Less Allowance for impairment     | -            | -       | (46)    | (46)    | -         | -       | (46)    | (46)    |
| Total                             | 164,308      | 139,371 | 11,207  | 314,886 | 175,409   | 56,314  | 7,356   | 239,079 |
| 2. Held-to-maturity debt          |              |         |         |         |           |         |         |         |
| instruments                       |              |         |         |         |           |         |         |         |
| 2.1 Government and state          |              |         |         |         |           |         |         |         |
| enterprise securities             | 1,341        | 6,633   | 91,019  | 98,993  | 604       | 4,008   | 67,135  | 71,747  |
| 2.2 Private enterprise debt       |              |         |         |         |           |         |         |         |
| instruments                       | 1,470        | 8,080   | 32,567  | 42,117  | 219       | 6,873   | 30,602  | 37,694  |
| 2.3 Foreign debt instruments      | 1,951        | 897     | 1,405   | 4,253   | -         | 2,711   | 976     | 3,687   |
| 2.4 Investments in receivables    | 183          | 562     | 1,052   | 1,797   | 151       | 549     | 1,033   | 1,733   |
| Total                             | 4,945        | 16,172  | 126,043 | 147,160 | 974       | 14,141  | 99,746  | 114,861 |
| Less Allowance for impairment     | (49)         | -       | (598)   | (647)   | (49)      | -       | (598)   | (647)   |
| Total                             | 4,896        | 16,172  | 125,445 | 146,513 | 925       | 14,141  | 99,148  | 114,214 |
| Total Debt Instruments            | 169,204      | 155,543 | 136,652 | 461,399 | 176,334   | 70,455  | 106,504 | 353,293 |

(Million Baht)

| The Bank                          |           |         |         |         |           |         |         |         |
|-----------------------------------|-----------|---------|---------|---------|-----------|---------|---------|---------|
|                                   | 2013      |         |         |         | 2012      |         |         |         |
|                                   | Maturity  |         |         |         | Maturity  |         |         |         |
|                                   | Over      |         |         |         | Over      |         |         |         |
|                                   | 1 year to | Over    |         |         | 1 year to | Over    |         |         |
|                                   | 1 year    | 5 years | 5 years | Total   | 1 year    | 5 years | 5 years | Total   |
| 1. Available-for-sale investments |           |         |         |         |           |         |         |         |
| 1.1 Government and state          |           |         |         |         |           |         |         |         |
| enterprise securities             | 157,894   | 131,986 | 434     | 290,314 | 175,168   | 46,594  | 991     | 222,753 |
| 1.2 Private enterprise debt       |           |         |         |         |           |         |         |         |
| instruments                       | 1,000     | 2,787   | 46      | 3,833   | -         | 2,163   | 46      | 2,209   |
| 1.3 Foreign debt instruments      | 4,097     | 646     | 395     | 5,138   | 156       | 3,977   | 370     | 4,503   |
| Total                             | 162,991   | 135,419 | 875     | 299,285 | 175,324   | 52,734  | 1,407   | 229,465 |
| Add (Less) Allowance for          |           |         |         |         |           |         |         |         |
| revaluation                       | 183       | 785     | 16      | 984     | 51        | 487     | 56      | 594     |
| Less Allowance for impairment     | -         | -       | (46)    | (46)    | -         | -       | (46)    | (46)    |
| Total                             | 163,174   | 136,204 | 845     | 300,223 | 175,375   | 53,221  | 1,417   | 230,013 |
| 2. Held-to-maturity debt          |           |         |         |         |           |         |         |         |
| instruments                       |           |         |         |         |           |         |         |         |
| 2.1 Government and state          |           |         |         |         |           |         |         |         |
| enterprise securities             | 1,000     | 3,000   | 62      | 4,062   | 23        | 1,058   | 98      | 1,179   |
| 2.2 Private enterprise debt       |           |         |         |         |           |         |         |         |
| instruments                       | -         | -       | 583     | 583     | -         | -       | 583     | 583     |
| 2.3 Investments in receivables    | 171       | 562     | 1,052   | 1,785   | 138       | 549     | 1,034   | 1,721   |
| Total                             | 1,171     | 3,562   | 1,697   | 6,430   | 161       | 1,607   | 1,715   | 3,483   |
| Less Allowance for impairment     | (44)      | -       | (583)   | (627)   | (44)      | -       | (583)   | (627)   |
| Total                             | 1,127     | 3,562   | 1,114   | 5,803   | 117       | 1,607   | 1,132   | 2,856   |
| Total Debt Instruments            | 164,301   | 139,766 | 1,959   | 306,026 | 175,492   | 54,828  | 2,549   | 232,869 |

#### 9.4 Investments in other companies having a going concern

As of 31 December 2013 and 2012, investments held by the Bank and its subsidiaries in financial institutions that were closed on 8 December 1997, or investments in listed companies which meet SET's criteria for delisting, and are in default on debt instruments, or companies whose ability to continue as a going concern is uncertain, or unlisted companies whose financial position and operating results are the same as companies which meet SET's criteria for delisting or investments in receivables with uncertainty in settlement or in default, were as follows:

(Million Baht)

|   | 2013                              |                   |                                     |                                   |                   |                                     |
|---|-----------------------------------|-------------------|-------------------------------------|-----------------------------------|-------------------|-------------------------------------|
|   | Consolidated                      |                   |                                     | The Bank                          |                   |                                     |
|   | <u>Cost Value/<br/>Book Value</u> | <u>Fair Value</u> | <u>Allowance for<br/>Impairment</u> | <u>Cost Value/<br/>Book Value</u> | <u>Fair Value</u> | <u>Allowance for<br/>Impairment</u> |
| 1. Closed financial institutions  |                                   |                   |                                     |                                   |                   |                                     |
| - Debt Instrument   | 130                               | -                 | (130)                               | 130                               | -                 | (130)                               |
| 2. Listed companies which meet SET's<br>criteria for delisting, and are in<br>default on debt instruments   |                                   |                   |                                     |                                   |                   |                                     |
| - Debt Instrument   | 46                                | -                 | (46)                                | 46                                | -                 | (46)                                |
| 3. Companies whose ability to continue<br>as a going concern is uncertain, or<br>unlisted companies whose financial<br>position and operating results are<br>the same as companies which meet<br>SET's criteria for delisting |                                   |                   |                                     |                                   |                   |                                     |
| - Equity Securities   | 36                                | -                 | (36)                                | 36                                | -                 | (36)                                |
| - Debt Instrument   | 453                               | -                 | (453)                               | 453                               | -                 | (453)                               |
| 4. Investments in receivables with<br>uncertainty in settlement or in default   | <u>59</u>                         | <u>10</u>         | <u>(49)</u>                         | <u>46</u>                         | <u>1</u>          | <u>(45)</u>                         |
| Total   | <u>724</u>                        | <u>10</u>         | <u>(714)</u>                        | <u>711</u>                        | <u>1</u>          | <u>(710)</u>                        |

(Million Baht)

|   | <u>2012</u>                       |                   |                                     |                                   |                   |                                     |
|---|-----------------------------------|-------------------|-------------------------------------|-----------------------------------|-------------------|-------------------------------------|
|   | <u>Consolidated</u>               |                   |                                     | <u>The Bank</u>                   |                   |                                     |
|   | <u>Cost Value/<br/>Book Value</u> | <u>Fair Value</u> | <u>Allowance for<br/>Impairment</u> | <u>Cost Value/<br/>Book Value</u> | <u>Fair Value</u> | <u>Allowance for<br/>Impairment</u> |
| 1. Closed financial institutions  |                                   |                   |                                     |                                   |                   |                                     |
| - Debt Instrument   | 130                               | -                 | (130)                               | 130                               | -                 | (130)                               |
| 2. Listed companies which meet SET's<br>criteria for delisting, and are in<br>default on debt instruments   |                                   |                   |                                     |                                   |                   |                                     |
| - Debt Instrument   | 46                                | -                 | (46)                                | 46                                | -                 | (46)                                |
| 3. Companies whose ability to continue<br>as a going concern is uncertain, or<br>unlisted companies whose financial<br>position and operating results are<br>the same as companies which meet<br>SET's criteria for delisting |                                   |                   |                                     |                                   |                   |                                     |
| - Equity Securities   | 414                               | 381               | (33)                                | 414                               | 381               | (33)                                |
| - Debt Instrument   | 453                               | -                 | (453)                               | 453                               | -                 | (453)                               |
| 4. Investments in receivables with<br>uncertainty in settlement or in default   | <u>61</u>                         | <u>12</u>         | <u>(49)</u>                         | <u>48</u>                         | <u>4</u>          | <u>(44)</u>                         |
| Total   | <u>1,104</u>                      | <u>393</u>        | <u>(711)</u>                        | <u>1,091</u>                      | <u>385</u>        | <u>(706)</u>                        |

#### 9.5 Investments over 10% held by the Bank and its subsidiaries

As of 31 December 2013 and 2012, investments held by the Bank and its subsidiaries, that were more than 10% of those companies' shares and were not investments in subsidiaries and associated companies, classified by industry were as follows:

(Million Baht)

|                                       | <u>Consolidated</u> |              | <u>The Bank</u> |             |
|---------------------------------------|---------------------|--------------|-----------------|-------------|
|                                       | <u>2013</u>         | <u>2012</u>  | <u>2013</u>     | <u>2012</u> |
| Property development and construction | 555                 | 572          | 555             | 572         |
| Infrastructure and services           | 78                  | 81           | 1               | 1           |
| Others                                | <u>1,129</u>        | <u>1,040</u> | <u>73</u>       | <u>126</u>  |
| Total                                 | <u>1,762</u>        | <u>1,693</u> | <u>629</u>      | <u>699</u>  |



## 10 INVESTMENTS IN SUBSIDIARIES AND ASSOCIATED COMPANIES - NET

### 10.1 Type of investments in subsidiaries and associated companies

As of 31 December 2013 and 2012, investments in ordinary shares of subsidiaries and associated companies were as follows:

(Million Baht)

| Consolidated                                |  |               |                     |        |             |           |               |            |
|---|--|---------------|---------------------|--------|-------------|-----------|---------------|------------|
|   |  |               | % Shareholding      |        |             |           |               |            |
|   |  |               | Direct and indirect |        | Cost method |           | Equity method |            |
|   | Type of Business                                 | Type of Share | 2013                | 2012   | 2013        | 2012      | 2013          | 2012       |
| Associated companies                        |  |               |                     |        |             |           |               |            |
| Goco Co., Ltd. <sup>1)</sup>                | Information and communication system development | Ordinary      | 22.65%              | 22.65% | 4           | 4         | 2             | 4          |
| Processing Center Co., Ltd.                 | Service  | Ordinary      | 30.00%              | 30.00% | 15          | 15        | 147           | 129        |
| Lawson-Marsh Events Co., Ltd. <sup>1)</sup> | Professional conference organizer                | Ordinary      | 35.71%              | 35.71% | 5           | 5         | -             | 5          |
| Humanica Co., Ltd. <sup>1)</sup>            | Software design and development                  | Ordinary      | 14.60%              | 21.60% | 7           | 11        | 7             | 11         |
| O&H Honeycomb Paper Co., Ltd. <sup>1)</sup> | Manufacture and sale of honeycomb paper          | Ordinary      | 40.99%              | 40.99% | 18          | 18        | 18            | 18         |
| National ITMX Co., Ltd.                     | Service  | Ordinary      | 20.10%              | -      | <u>29</u>   | <u>-</u>  | <u>190</u>    | <u>-</u>   |
| Total Investments in Associated Companies   |  |               |                     |        | 78          | 53        | 364           | 167        |
| <u>Less</u> Allowance for impairment        |  |               |                     |        | <u>(7)</u>  | <u>-</u>  | <u>-</u>      | <u>-</u>   |
| Investments in Associated Companies - Net   |  |               |                     |        | <u>71</u>   | <u>53</u> | <u>364</u>    | <u>167</u> |

<sup>1)</sup> The Bank holds shares indirectly through K-SME Venture Capital Co., Ltd.

(Million Baht)

| The Bank                                      |                      |               |                     |         |             |       |                 |       |
|---|----------------------|---------------|---------------------|---------|-------------|-------|-----------------|-------|
|   |                      |               | % Shareholding      |         |             |       |                 |       |
|   |                      |               | Direct and indirect |         | Cost method |       | Dividend income |       |
|   | Type of Business     | Type of Share | 2013                | 2012    | 2013        | 2012  | 2013            | 2012  |
| <u>Subsidiaries</u>                           |                      |               |                     |         |             |       |                 |       |
| KASIKORN ASSET MANAGEMENT CO., LTD.           | Fund Management      | Ordinary      | 100.00%             | 100.00% | 2,003       | 2,003 | 1,781           | 1,004 |
| KASIKORN RESEARCH CENTER CO., LTD.            | Service              | Ordinary      | 100.00%             | 100.00% | 10          | 10    | -               | 4     |
| KASIKORN SECURITIES PCL                       | Securities Business  | Ordinary      | 99.99%              | 99.99%  | 1,512       | 1,512 | -               | -     |
| KASIKORN LEASING CO., LTD.                    | Auto Leasing         | Ordinary      | 100.00%             | 100.00% | 900         | 900   | -               | -     |
| KASIKORN FACTORY & EQUIPMENT CO., LTD.        | Equipment Leasing    | Ordinary      | 100.00%             | 100.00% | 237         | 237   | -               | -     |
| Phethai Asset Management Co., Ltd.            | Asset Management     | Ordinary      | 100.00%             | 100.00% | 2,380       | 2,950 | -               | -     |
| KHAO KLA Venture Capital Management Co., Ltd. | Venture Capital      | Ordinary      | 100.00%             | 100.00% | -           | -     | -               | -     |
| K-SME Venture Capital Co., Ltd.               | Venture Capital      | Ordinary      | 100.00%             | 100.00% | 200         | 200   | -               | -     |
| Progress Software Co., Ltd.                   | Service              | Ordinary      | 100.00%             | 100.00% | 19          | 19    | -               | -     |
| Progress Plus Co., Ltd.                       | Service              | Ordinary      | 100.00%             | 100.00% | 1           | 1     | 1               | 2     |
| Progress Appraisal Co., Ltd.                  | Service              | Ordinary      | 100.00%             | 100.00% | 5           | 5     | 36              | 30    |
| Progress Gunpai Co., Ltd.                     | Service              | Ordinary      | 100.00%             | 100.00% | 21          | 21    | 80              | 50    |
| Progress Management Co., Ltd.                 | Service              | Ordinary      | 100.00%             | 100.00% | 6           | 6     | -               | -     |
| Progress Facilities Management Co., Ltd.      | Service              | Ordinary      | 100.00%             | 100.00% | 5           | 5     | 10              | 15    |
| Progress Service Co., Ltd.                    | Service              | Ordinary      | 100.00%             | 100.00% | 2           | 2     | 24              | 24    |
| Progress Land and Buildings Co., Ltd.         | Property Development | Ordinary      | 100.00%             | 100.00% | 1           | 1     | -               | 11    |
| Progress Storage Co., Ltd.                    | Service              | Ordinary      | 100.00%             | 100.00% | 3           | 3     | 7               | 6     |
| Progress HR Co., Ltd.                         | Service              | Ordinary      | 100.00%             | 100.00% | 1           | 1     | 22              | 30    |
| Progress Service Support Co., Ltd.            | Service              | Ordinary      | 100.00%             | 100.00% | 4           | 4     | -               | 5     |
| Progress Collection Co., Ltd.                 | Service              | Ordinary      | 100.00%             | 100.00% | 5           | 5     | 2               | 2     |
| Progress Training Co., Ltd.                   | Service              | Ordinary      | 100.00%             | 100.00% | 2           | 2     | 1               | 1     |

(Million Baht)

| The Bank   |                               |               |                     |         |             |         |                 |       |
|--|-------------------------------|---------------|---------------------|---------|-------------|---------|-----------------|-------|
|  |                               |               | % Shareholding      |         |             |         |                 |       |
|  |                               |               | Direct and indirect |         | Cost method |         | Dividend income |       |
|  | Type of Business              | Type of Share | 2013                | 2012    | 2013        | 2012    | 2013            | 2012  |
| <u>Subsidiaries</u>  |                               |               |                     |         |             |         |                 |       |
| Progress Multi Insurance Broker Co., Ltd.                  | Insurance Broker              | Ordinary      | 100.00%             | 100.00% | -           | -       | -               | -     |
| Thanyathanathavee Co., Ltd.                                | Investment in other Companies | Ordinary      | 100.00%             | 100.00% | 1,149       | 1,149   | -               | -     |
| Thanyathamrongkij Co., Ltd.                                | Investment in other Companies | Ordinary      | 100.00%             | 100.00% | 1,149       | 1,149   | -               | -     |
| Thanyanithiwattana Co., Ltd.                               | Investment in other Companies | Ordinary      | 100.00%             | 100.00% | 2,204       | 2,204   | 84              | 84    |
| Ruang Khao Phuean Thai Joint Investment Agreement          | Investment in other Companies | Ordinary      | 100.00%             | 100.00% | -           | -       | -               | -     |
| Muangthai Group Holding Co., Ltd.                          | Investment in other Companies | Ordinary      | 51.00%              | 51.00%  | 3,077       | 3,077   | 93              | 93    |
| Muang Thai Life Assurance PCL                              | Life Insurance                | Ordinary      | 38.25%              | 38.25%  | -           | -       | -               | -     |
| Muangthai Broker Co., Ltd.                                 | Insurance Broker              | Ordinary      | 50.49%              | 50.49%  | -           | -       | -               | -     |
| <u>Associated companies</u>                                |                               |               |                     |         |             |         |                 |       |
| Processing Center Co., Ltd.                                | Service                       | Ordinary      | 30.00%              | 30.00%  | 15          | 15      | 13              | 9     |
| National ITMX Co., Ltd.                                    | Service                       | Ordinary      | 20.10%              | -       | 29          | -       | -               | -     |
| Total  |                               |               |                     |         | 14,940      | 15,481  | 2,154           | 1,370 |
| Less Allowance for impairment                              |                               |               |                     |         | (1,912)     | (1,912) |                 |       |
| Investments in Subsidiaries and Associated Companies - Net |                               |               |                     |         | 13,028      | 13,569  | 2,154           | 1,370 |

The recording of investments in associated companies using the equity method in the consolidated financial statements is based on financial information obtained from unaudited or unreviewed financial statements.

All subsidiaries and associated companies were incorporated in Thailand.

In 2013, Progress Land and Buildings Co., Ltd. was terminated and liquidated on 31 January 2014.

## 10.2 Financial positions and results of operations of the Bank's subsidiaries and associated companies

The summary of financial positions and results of operations of the Bank's subsidiaries and associated companies are set out below:

(Million Baht)

### Statements of Financial Position

|  | 31 December 2013       |                             |                        | 31 December 2012       |                             |                        |
|--|------------------------|-----------------------------|------------------------|------------------------|-----------------------------|------------------------|
|  | Total<br><u>Assets</u> | Total<br><u>Liabilities</u> | Total<br><u>Equity</u> | Total<br><u>Assets</u> | Total<br><u>Liabilities</u> | Total<br><u>Equity</u> |
| <b>Subsidiaries</b>  |                        |                             |                        |                        |                             |                        |
| K Companies  | 113,403                | 105,685                     | 7,718                  | 104,253                | 97,981                      | 6,272                  |
| Companies in MTGH Group  | 194,233                | 166,791                     | 27,442                 | 155,020                | 130,950                     | 24,070                 |
| Phethai – AMC  | 916                    | 6                           | 910                    | 1,490                  | 43                          | 1,447                  |
| The Support Service Providers to<br>KASIKORNBANK<br>(P Companies) and others | <u>11,257</u>          | <u>976</u>                  | <u>10,281</u>          | <u>11,038</u>          | <u>902</u>                  | <u>10,136</u>          |
| Total  | <u>319,809</u>         | <u>273,458</u>              | <u>46,351</u>          | <u>271,801</u>         | <u>229,876</u>              | <u>41,925</u>          |
| <b>Associated Companies</b>  | <u>1,969</u>           | <u>558</u>                  | <u>1,411</u>           | <u>623</u>             | <u>194</u>                  | <u>429</u>             |

(Million Baht)

### Statements of Comprehensive Income

#### For the Years Ended 31 December

|  | 2013                             |                  |                   | 2012                             |                  |                   |
|--|----------------------------------|------------------|-------------------|----------------------------------|------------------|-------------------|
|  | Operating<br><u>Income - net</u> | <u>Expenses*</u> | <u>Net Profit</u> | Operating<br><u>Income - net</u> | <u>Expenses*</u> | <u>Net Profit</u> |
| <b>Subsidiaries</b>  |                                  |                  |                   |                                  |                  |                   |
| K Companies  | 6,874                            | 3,646            | 3,228             | 5,502                            | 3,255            | 2,247             |
| Companies in MTGH Group  | 11,487**                         | 4,956            | 6,531             | 8,932**                          | 4,165            | 4,767             |
| Phethai – AMC  | 45                               | 13               | 32                | 29                               | 9                | 20                |
| The Support Service Providers to<br>KASIKORNBANK<br>(P Companies) and others | <u>4,573**</u>                   | <u>4,165</u>     | <u>408</u>        | <u>4,158**</u>                   | <u>3,771</u>     | <u>387</u>        |
| Total  | <u>22,979</u>                    | <u>12,780</u>    | <u>10,199</u>     | <u>18,621</u>                    | <u>11,200</u>    | <u>7,421</u>      |
| <b>Associated Companies</b>  | <u>901</u>                       | <u>547</u>       | <u>354</u>        | <u>288</u>                       | <u>220</u>       | <u>68</u>         |

\* Expenses comprise total other operating expenses, impairment loss on loans and debt securities and income tax expense.

\*\* Including dividend income among the group for 2013 and 2012 amounting to Baht 695 million and Baht 455 million, respectively.

## 10.3 Disclosure of Statements of Cash Flows of Asset Management Company ("AMC")

Phethai Asset Management Company Limited

Statements of Cash Flows

For the Years Ended 31 December 2013 and 2012

|  | Million Baht |             |
|--|--------------|-------------|
|  | <u>2013</u>  | <u>2012</u> |
| CASH FLOWS FROM OPERATING ACTIVITIES   |              |             |
| Income before income tax   | 32           | 20          |
| (Less) Add Adjustments to reconcile income before income tax to net cash from operating activities |              |             |
| Loss on impairment of properties foreclosed  | 40           | 10          |
| Reversal of bad debt and doubtful accounts   | (18)         | (3)         |
| Gain on transfer of changing account   | (1)          | (5)         |
| Interest income from amortisation of revaluation allowance for debt restructuring                  | -            | (1)         |
| Amortisation of discount on promissory note receivables  | <u>(1)</u>   | <u>(1)</u>  |
|  | 52           | 20          |
| Net income from interest   | (26)         | (19)        |
| Proceeds from interest   | 26           | 19          |
| Income tax (paid) received   | <u>6</u>     | <u>(3)</u>  |
| Income from operations before changes in operating assets and liabilities                          | 58           | 17          |
| Decrease in operating assets   |              |             |
| Investments in receivables   | 4            | 7           |
| Loans  | 38           | 240         |
| Properties foreclosed  | 264          | 261         |
| Other assets   | 67           | 39          |
| Decrease in operating liabilities  |              |             |
| Other liabilities  | <u>(36)</u>  | <u>(1)</u>  |
| Net cash provided by operating activities  | <u>395</u>   | <u>563</u>  |

Phethai Asset Management Company Limited  
Statements of Cash Flows (Continued)  
For the Years Ended 31 December 2013 and 2012

|   | Million Baht     |                   |
|---|------------------|-------------------|
|   | <u>2013</u>      | <u>2012</u>       |
| CASH FLOWS FROM INVESTING ACTIVITIES                |                  |                   |
| Proceeds from disposal of investments in securities | <u>-</u>         | <u>-</u>          |
| Net cash provided by investing activities           | <u>-</u>         | <u>-</u>          |
| CASH FLOWS FROM FINANCING ACTIVITIES                |                  |                   |
| Cash paid for share capital decrease                | <u>(570)</u>     | <u>(400)</u>      |
| Net cash used in financing activities               | <u>(570)</u>     | <u>(400)</u>      |
| Net (decrease) increase in cash                     | <u>(175)</u>     | <u>163</u>        |
| Cash at the beginning of the year                   | <u>217</u>       | <u>55</u>         |
| Cash at the end of the year                         | <u><u>42</u></u> | <u><u>218</u></u> |

## 11 LOANS TO CUSTOMERS AND ACCRUED INTEREST RECEIVABLES - NET

Loans to customers and accrued interest receivables - net as of 31 December 2013 and 2012 consisted of:

### 11.1 Classified by Type of Loans

(Million Baht)

|  | <u>Consolidated</u> |                  | <u>The Bank</u>  |                  |
|--|---------------------|------------------|------------------|------------------|
|  | <u>2013</u>         | <u>2012</u>      | <u>2013</u>      | <u>2012</u>      |
| Overdrafts   | 246,897             | 217,338          | 246,628          | 217,006          |
| Loans  | 665,660             | 625,276          | 747,907          | 697,664          |
| Bills  | 348,936             | 332,972          | 353,410          | 340,106          |
| Hire purchase receivables  | 87,632              | 78,373           | -                | -                |
| Finance lease receivables  | 15,560              | 12,669           | -                | -                |
| Others   | 83,626              | 67,973           | 76,251           | 61,676           |
| <u>Less</u> Deferred revenue   | <u>(9,333)</u>      | <u>(7,869)</u>   | <u>(281)</u>     | <u>(297)</u>     |
| Total loans to customers net of deferred revenue                                   | 1,438,978           | 1,326,732        | 1,423,915        | 1,316,155        |
| <u>Add</u> Accrued interest receivables  | <u>2,928</u>        | <u>2,301</u>     | <u>2,676</u>     | <u>2,071</u>     |
| Total loans to customers net of deferred revenue plus accrued interest receivables | 1,441,906           | 1,329,033        | 1,426,591        | 1,318,226        |
| <u>Less</u> Allowance for doubtful accounts  |                     |                  |                  |                  |
| 1. Minimum reserve under BoT's Regulations   | (23,042)            | (23,952)         | (23,151)         | (23,965)         |
| 2. Excess allowance  | (16,664)            | (12,886)         | (15,440)         | (11,804)         |
| 3. Credit balance transaction  | (45)                | (45)             | -                | -                |
| 4. Loan from life insurance business   | (113)               | (68)             | -                | -                |
| <u>Less</u> Revaluation allowance for debt restructuring                           | <u>(5,235)</u>      | <u>(6,772)</u>   | <u>(5,235)</u>   | <u>(6,772)</u>   |
| Total Loans to customers and accrued interest receivables - net                    | <u>1,396,807</u>    | <u>1,285,310</u> | <u>1,382,765</u> | <u>1,275,685</u> |



## 11.2 Classified by Currencies and Residency of Borrowers

(Million Baht)

| Consolidated     |                  |                |                  |                  |                |                  |
|------------------|------------------|----------------|------------------|------------------|----------------|------------------|
|                  | <u>2013</u>      |                |                  | <u>2012</u>      |                |                  |
|                  | <u>Domestic</u>  | <u>Foreign</u> | <u>Total</u>     | <u>Domestic</u>  | <u>Foreign</u> | <u>Total</u>     |
| Baht             | 1,309,825        | 12,274         | 1,322,099        | 1,228,110        | 10,756         | 1,238,866        |
| US Dollars       | 94,116           | 6,596          | 100,712          | 75,931           | 632            | 76,563           |
| Other currencies | <u>5,884</u>     | <u>10,283</u>  | <u>16,167</u>    | <u>5,586</u>     | <u>5,717</u>   | <u>11,303</u>    |
| Total            | <u>1,409,825</u> | <u>29,153</u>  | <u>1,438,978</u> | <u>1,309,627</u> | <u>17,105</u>  | <u>1,326,732</u> |

(Million Baht)

| The Bank         |                  |                |                  |                  |                |                  |
|------------------|------------------|----------------|------------------|------------------|----------------|------------------|
|                  | <u>2013</u>      |                |                  | <u>2012</u>      |                |                  |
|                  | <u>Domestic</u>  | <u>Foreign</u> | <u>Total</u>     | <u>Domestic</u>  | <u>Foreign</u> | <u>Total</u>     |
| Baht             | 1,294,762        | 12,274         | 1,307,036        | 1,217,533        | 10,756         | 1,228,289        |
| US Dollars       | 94,116           | 6,596          | 100,712          | 75,931           | 632            | 76,563           |
| Other currencies | <u>5,884</u>     | <u>10,283</u>  | <u>16,167</u>    | <u>5,586</u>     | <u>5,717</u>   | <u>11,303</u>    |
| Total            | <u>1,394,762</u> | <u>29,153</u>  | <u>1,423,915</u> | <u>1,299,050</u> | <u>17,105</u>  | <u>1,316,155</u> |

## 11.3 Classified by Type of Business and Account Status

(Million Baht)

| Consolidated                             |                  |                    |                  |              |                     |                  |
|--|------------------|--------------------|------------------|--------------|---------------------|------------------|
| 2013                                     |                  |                    |                  |              |                     |                  |
|  | Pass             | Special<br>Mention | Sub-<br>Standard | Doubtful     | Doubtful<br>of Loss | Total            |
| Agriculture and mining                   | 31,840           | 536                | 99               | 131          | 488                 | 33,094           |
| Manufacturing and commerce               | 670,745          | 16,021             | 2,914            | 3,927        | 9,532               | 703,139          |
| Property development and<br>construction | 93,010           | 1,519              | 236              | 271          | 1,635               | 96,671           |
| Infrastructure and services              | 179,805          | 2,349              | 195              | 1,703        | 2,275               | 186,327          |
| Housing loans                            | 215,536          | 4,271              | 673              | 1,110        | 2,121               | 223,711          |
| Others                                   | <u>175,455</u>   | <u>4,166</u>       | <u>1,606</u>     | <u>1,908</u> | <u>2,701</u>        | <u>185,836</u>   |
| Total                                    | <u>1,366,391</u> | <u>28,862</u>      | <u>5,723</u>     | <u>9,050</u> | <u>18,752</u>       | 1,428,778        |
| Credit balance transaction               |                  |                    |                  |              |                     | 1,914            |
| Loans in life insurance business         |                  |                    |                  |              |                     | <u>8,286</u>     |
| Total                                    |                  |                    |                  |              |                     | <u>1,438,978</u> |

(Million Baht)

| Consolidated                             |                  |                    |                  |              |                     |                  |
|--|------------------|--------------------|------------------|--------------|---------------------|------------------|
| 2012                                     |                  |                    |                  |              |                     |                  |
|  | Pass             | Special<br>Mention | Sub-<br>Standard | Doubtful     | Doubtful<br>of Loss | Total            |
| Agriculture and mining                   | 30,709           | 460                | 71               | 131          | 528                 | 31,899           |
| Manufacturing and commerce               | 619,203          | 10,741             | 5,108            | 2,391        | 11,848              | 649,291          |
| Property development and<br>construction | 82,999           | 1,281              | 278              | 371          | 1,551               | 86,480           |
| Infrastructure and services              | 166,672          | 2,416              | 703              | 789          | 1,948               | 172,528          |
| Housing loans                            | 206,729          | 2,141              | 795              | 735          | 1,888               | 212,288          |
| Others                                   | <u>159,146</u>   | <u>2,449</u>       | <u>1,024</u>     | <u>1,178</u> | <u>1,829</u>        | <u>165,626</u>   |
| Total                                    | <u>1,265,458</u> | <u>19,488</u>      | <u>7,979</u>     | <u>5,595</u> | <u>19,592</u>       | 1,318,112        |
| Credit balance transaction               |                  |                    |                  |              |                     | 1,722            |
| Loans in life insurance business         |                  |                    |                  |              |                     | <u>6,898</u>     |
| Total                                    |                  |                    |                  |              |                     | <u>1,326,732</u> |

(Million Baht)

| The Bank                                 |                  |                    |                  |              |                     |                  |
|--|------------------|--------------------|------------------|--------------|---------------------|------------------|
|  | 2013             |                    |                  |              |                     |                  |
|  | Pass             | Special<br>Mention | Sub-<br>Standard | Doubtful     | Doubtful<br>of Loss | Total            |
| Agriculture and mining                   | 24,097           | 356                | 79               | 119          | 448                 | 25,099           |
| Manufacturing and commerce               | 635,845          | 15,350             | 2,825            | 3,854        | 9,181               | 667,055          |
| Property development and<br>construction | 87,092           | 1,323              | 215              | 261          | 1,453               | 90,344           |
| Infrastructure and services              | 161,946          | 2,125              | 175              | 1,679        | 2,211               | 168,136          |
| Housing loans                            | 215,532          | 4,270              | 673              | 1,109        | 2,078               | 223,662          |
| Others                                   | <u>240,153</u>   | <u>3,795</u>       | <u>1,558</u>     | <u>1,886</u> | <u>2,227</u>        | <u>249,619</u>   |
| Total                                    | <u>1,364,665</u> | <u>27,219</u>      | <u>5,525</u>     | <u>8,908</u> | <u>17,598</u>       | <u>1,423,915</u> |

(Million Baht)

| The Bank                                 |                  |                    |                  |              |                     |                  |
|--|------------------|--------------------|------------------|--------------|---------------------|------------------|
|  | 2012             |                    |                  |              |                     |                  |
|  | Pass             | Special<br>Mention | Sub-<br>Standard | Doubtful     | Doubtful<br>of Loss | Total            |
| Agriculture and mining                   | 23,879           | 223                | 62               | 98           | 517                 | 24,779           |
| Manufacturing and commerce               | 587,318          | 10,029             | 5,056            | 2,310        | 11,493              | 616,206          |
| Property development and<br>construction | 77,623           | 1,108              | 264              | 360          | 1,341               | 80,696           |
| Infrastructure and services              | 151,543          | 2,131              | 689              | 746          | 1,762               | 156,871          |
| Housing loans                            | 206,721          | 2,139              | 794              | 735          | 1,834               | 212,223          |
| Others                                   | <u>219,824</u>   | <u>1,990</u>       | <u>1,004</u>     | <u>1,126</u> | <u>1,436</u>        | <u>225,380</u>   |
| Total                                    | <u>1,266,908</u> | <u>17,620</u>      | <u>7,869</u>     | <u>5,375</u> | <u>18,383</u>       | <u>1,316,155</u> |

## 11.4 Classified by Account Status

(Million Baht)

| Consolidated                               |  |   |  |                                    |
|--|--|---|--|------------------------------------|
| 2013                                       |  |   |  |                                    |
|  | Loans and<br>Accrued Interest<br>Receivables | Net amount used for<br>set the Allowance for<br>Doubtful Accounts | % Used for setting<br>the Allowance for<br>Doubtful Accounts | Allowance for<br>Doubtful Accounts |
| 1. Minimum reserve under BoT's Regulations |  |   |  |                                    |
| Pass                                       | 1,368,735                                    | 519,769   | 1  | 5,198                              |
| Special Mention                            | 29,038                                       | 7,144   | 2  | 143                                |
| Sub-Standard                               | 5,749  | 2,830   | 100  | 2,830                              |
| Doubtful                                   | 9,054  | 4,393   | 100  | 4,393                              |
| Doubtful of Loss                           | <u>18,878</u>                                | <u>10,478</u>   | 100  | <u>10,478</u>                      |
| Total                                      | 1,431,454                                    | <u>544,614</u>  |  | 23,042                             |
| 2. Excess allowance                        |  |   |  | 16,664                             |
| 3. Credit balance transaction              | 1,914  |   |  | 45                                 |
| 4. Loans in life insurance business        | <u>8,538</u>                                 |   |  | <u>113</u>                         |
| Total                                      | <u>1,441,906</u>                             |   |  | <u>39,864</u>                      |

(Million Baht)

| Consolidated                               |  |   |  |                                    |
|--|--|---|--|------------------------------------|
| 2012                                       |  |   |  |                                    |
|  | Loans and<br>Accrued Interest<br>Receivables | Net amount used for<br>set the Allowance for<br>Doubtful Accounts | % Used for setting<br>the Allowance for<br>Doubtful Accounts | Allowance for<br>Doubtful Accounts |
| 1. Minimum reserve under BoT's Regulations |  |   |  |                                    |
| Pass                                       | 1,267,246                                    | 485,469   | 1  | 4,855                              |
| Special Mention                            | 19,606                                       | 4,863   | 2  | 97                                 |
| Sub-Standard                               | 8,033  | 4,647   | 100  | 4,647                              |
| Doubtful                                   | 5,598  | 3,045   | 100  | 3,045                              |
| Doubtful of Loss                           | <u>19,721</u>                                | <u>11,308</u>   | 100  | <u>11,308</u>                      |
| Total                                      | 1,320,204                                    | <u>509,332</u>  |  | 23,952                             |
| 2. Excess allowance                        |  |   |  | 12,886                             |
| 3. Credit balance transaction              | 1,722  |   |  | 45                                 |
| 4. Loans in life insurance business        | <u>7,107</u>                                 |   |  | <u>68</u>                          |
| Total                                      | <u>1,329,033</u>                             |   |  | <u>36,951</u>                      |

(Million Baht)

| The Bank                                   |   |  |   |   |
|--|---|--|---|---|
| 2013                                       |   |  |   |   |
|  | Loans and<br>Accrued Interest<br><u>Receivables</u> | Net amount used for<br>set the Allowance for<br><u>Doubtful Accounts</u> | % Used for setting<br>the Allowance for<br><u>Doubtful Accounts</u> | Allowance for<br><u>Doubtful Accounts</u> |
| 1. Minimum reserve under BoT's Regulations |   |  |   |   |
| Pass                                       | 1,367,022   | 613,306  | 1   | 6,133                                     |
| Special Mention                            | 27,396  | 7,120  | 2   | 142                                       |
| Sub-Standard                               | 5,551   | 2,823  | 100   | 2,823                                     |
| Doubtful                                   | 8,912   | 4,377  | 100   | 4,377                                     |
| Doubtful of Loss                           | <u>17,710</u>                                       | <u>9,676</u>   | 100   | <u>9,676</u>                              |
| Total                                      | <u>1,426,591</u>                                    | <u>637,302</u>   |   | 23,151                                    |
| 2. Excess allowance                        |   |  |   | <u>15,440</u>                             |
| Total                                      |   |  |   | <u>38,591</u>                             |

(Million Baht)

| The Bank                                   |   |  |   |   |
|--|---|--|---|---|
| 2012                                       |   |  |   |   |
|  | Loans and<br>Accrued Interest<br><u>Receivables</u> | Net amount used for<br>set the Allowance for<br><u>Doubtful Accounts</u> | % Used for setting<br>the Allowance for<br><u>Doubtful Accounts</u> | Allowance for<br><u>Doubtful Accounts</u> |
| 1. Minimum reserve under BoT's Regulations |   |  |   |   |
| Pass                                       | 1,268,694   | 574,131  | 1   | 5,741                                     |
| Special Mention                            | 17,737  | 4,854  | 2   | 97  |
| Sub-Standard                               | 7,924   | 4,645  | 100   | 4,645                                     |
| Doubtful                                   | 5,378   | 3,018  | 100   | 3,018                                     |
| Doubtful of Loss                           | <u>18,493</u>                                       | <u>10,464</u>  | 100   | <u>10,464</u>                             |
| Total                                      | <u>1,318,226</u>                                    | <u>597,112</u>   |   | 23,965                                    |
| 2. Excess allowance                        |   |  |   | <u>11,804</u>                             |
| Total                                      |   |  |   | <u>35,769</u>                             |

### 11.5 Non-performing loans (NPL)

According to the BoT's directive number SOR NOR SOR 13/2553, dated 3 December 2010, titled "Preparation and announcement of condensed report of assets and liabilities of commercial banks" details as followed:

Non-performing loans (NPL gross) are defined as sub-standard quality loans, being outstanding loans of sub-standard, doubtful, doubtful of loss and loss loan accounts in accordance with the BoT's directive number SOR NOR SOR 31/2551, dated 3 August 2008, titled "Classification and provision criteria of financial institution".

Non-performing loans, net (NPL net) refers to the non-performing loan value, net of total allowances for doubtful accounts.

In accordance with the BoT's regulations, commercial banks are required to report the following information:

- Non-performing loans (NPL gross).
- The ratio of NPL to total loans.
- Non-performing loans, net (NPL net).
- The ratio of total loans, net of allowances for doubtful accounts, which is referred to the ratio of NPL net, to total loans after deduction of allowances for doubtful accounts.

As of 31 December 2013 and 2012, The Bank and its subsidiaries showed non-performing loans (including financial institutions) to comply with BoT's regulations, summarized as follows:

|   | (Million Baht)      |                   |              |                          |
|---|---------------------|-------------------|--------------|--------------------------|
|   | 2013                |                   |              |                          |
|   | Phethai Asset       |                   |              |                          |
|   | <u>KASIKORNBANK</u> | <u>Management</u> | <u>Other</u> | <u>Consolidated</u>      |
| <u>Non-performing loans, gross</u>                              |                     |                   |              |                          |
| Non-performing loans  | 32,031              | 436               | 1,058        | 33,525                   |
| Total loans used for NPL gross ratio calculation <sup>(1)</sup> | 1,585,118           | 444               | 100,078      | 1,589,981 <sup>(2)</sup> |
| Ratio of total loans  | 2.02                | 98.08             | 1.06         | 2.11                     |
| <u>Non-performing loans, net</u>                                |                     |                   |              |                          |
| Non-performing loans  | 13,996              | 285               | 383          | 14,664                   |
| Total loans used for NPL net ratio calculation <sup>(1)</sup>   | 1,567,083           | 293               | 99,403       | 1,571,120 <sup>(2)</sup> |
| Ratio of total loans  | 0.89                | 97.09             | 0.39         | 0.93                     |

|   | (Million Baht)      |                   |              |                          |
|---|---------------------|-------------------|--------------|--------------------------|
|   | 2012                |                   |              |                          |
|   | Phethai Asset       |                   |              |                          |
|   | <u>KASIKORNBANK</u> | <u>Management</u> | <u>Other</u> | <u>Consolidated</u>      |
| <u>Non-performing loans, gross</u>                              |                     |                   |              |                          |
| Non-performing loans  | 31,627              | 566               | 973          | 33,166                   |
| Total loans used for NPL gross ratio calculation <sup>(1)</sup> | 1,533,097           | 576               | 92,209       | 1,535,054 <sup>(2)</sup> |
| Ratio of total loans  | 2.06                | 98.27             | 1.06         | 2.16                     |
| <u>Non-performing loans, net</u>                                |                     |                   |              |                          |
| Non-performing loans  | 12,941              | 365               | 301          | 13,607                   |
| Total loans used for NPL net ratio calculation <sup>(1)</sup>   | 1,514,412           | 375               | 91,537       | 1,515,495 <sup>(2)</sup> |
| Ratio of total loans  | 0.85                | 97.34             | 0.33         | 0.90                     |

<sup>(1)</sup> Excluding loans from KSecurities and MTL.

<sup>(2)</sup> Excluding loans to and from subsidiary companies.



### 11.6 Non-accrual loans based on the accrual basis

As of 31 December 2013 and 2012, the Bank and its subsidiaries showed non-accrual loans, gross, (including financial institutions) based on the accrual basis to comply with BoT's regulations can be summarized as follows:

(Million Baht)

|   | <u>Consolidated</u>      |                          | <u>The Bank</u> |             |
|---|--------------------------|--------------------------|-----------------|-------------|
|   | <u>2013</u>              | <u>2012</u>              | <u>2013</u>     | <u>2012</u> |
| Non-accrual loans                                     | 78,996                   | 72,958                   | 77,879          | 71,692      |
| Total loans used for ratio calculation <sup>(1)</sup> | 1,589,981 <sup>(2)</sup> | 1,535,054 <sup>(2)</sup> | 1,585,118       | 1,533,097   |
| Percentage of total loans                             | 4.97                     | 4.75                     | 4.91            | 4.68        |

<sup>(1)</sup> Excluding loans from KSecurities and MTL.

<sup>(2)</sup> Excluding loans to and from subsidiary companies.

### 11.7 Listed companies that meet SET's criteria for delisting

As of 31 December 2013 and 2012, loans to listed companies that meet SET's criteria for delisting were as follows:

(Million Baht)

|  | <u>Consolidated and The Bank</u> |               |                 |                    |               |                 |
|--|----------------------------------|---------------|-----------------|--------------------|---------------|-----------------|
|  | <u>2013</u>                      |               |                 | <u>2012</u>        |               |                 |
|  | Loans and                        |               |                 | Loans and          |               |                 |
|  | Accrued                          | Allowance for |                 | Accrued            | Allowance for |                 |
|  | Interest                         | Collateral    | Doubtful        | Interest           | Collateral    | Doubtful        |
|  | <u>Receivables</u>               | <u>Value</u>  | <u>Accounts</u> | <u>Receivables</u> | <u>Value</u>  | <u>Accounts</u> |
| Listed companies which meet SET's criteria for delisting | 424                              | 113           | 169             | 2,406              | 594           | 181             |

### 11.8 Transferring of Sub-Standard Quality Assets to Thai Asset Management Corporation ("TAMC")

On 11 September 2013, the Bank was formally notified of its final loss sharing portion under the asset transfer agreement with TAMC established in October 2001. This amounted to Baht 206 million. An amount of Baht 1,159 million relating to the provision for losses recorded in prior years, has been reversed through profit or loss in the current period.

## 11.9 Finance Lease Receivables

(Million Baht)

| <u>Consolidated</u>                     |                     |                   |                     |                |
|---|---------------------|-------------------|---------------------|----------------|
| <u>2013</u>                             |                     |                   |                     |                |
| <u>Portion due</u>                      |                     |                   |                     |                |
| Over 1 Year                             |                     |                   |                     |                |
|   | <u>Up to 1 year</u> | <u>to 5 Years</u> | <u>Over 5 Years</u> | <u>Total</u>   |
| Gross receivables from finance leases   | 36,498              | 64,994            | 1,700               | 103,192        |
| <u>Less</u> Unearned interest income    |                     |                   |                     | <u>(9,043)</u> |
| Present value of minimum lease payments |                     |                   |                     | 94,149         |
| Allowance for doubtful accounts         |                     |                   |                     | <u>(821)</u>   |
| Total Finance Lease Receivables - net   |                     |                   |                     | <u>93,328</u>  |

(Million Baht)

| <u>Consolidated</u>                     |                     |                   |                     |                |
|---|---------------------|-------------------|---------------------|----------------|
| <u>2012</u>                             |                     |                   |                     |                |
| <u>Portion due</u>                      |                     |                   |                     |                |
| Over 1 Year                             |                     |                   |                     |                |
|   | <u>Up to 1 year</u> | <u>to 5 Years</u> | <u>Over 5 Years</u> | <u>Total</u>   |
| Gross receivables from finance leases   | 32,640              | 57,339            | 1,063               | 91,042         |
| <u>Less</u> Unearned interest income    |                     |                   |                     | <u>(7,563)</u> |
| Present value of minimum lease payments |                     |                   |                     | 83,479         |
| Allowance for doubtful accounts         |                     |                   |                     | <u>(663)</u>   |
| Total Finance Lease Receivables - net   |                     |                   |                     | <u>82,816</u>  |

## 12 TROUBLED DEBT RESTRUCTURING

During the years ended 31 December 2013 and 2012, the Bank and its subsidiaries engaged in debt restructuring contracts as follows:

(Million Baht)

|  | Consolidated |               |             |               | The Bank    |               |             |               |
|--|--------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|
|  | 2013         |               | 2012        |               | 2013        |               | 2012        |               |
|  | Total        |               | Total       |               | Total       |               | Total       |               |
|  | Outstanding  |               | Outstanding |               | Outstanding |               | Outstanding |               |
|  | Debt Before  |               | Debt Before |               | Debt Before |               | Debt Before |               |
|  | Cases        | Restructuring | Cases       | Restructuring | Cases       | Restructuring | Cases       | Restructuring |
| Debt restructuring contracts that incurred losses    | 1,864        | 14,469        | 1,299       | 15,889        | 1,864       | 14,469        | 1,298       | 15,888        |
| Debt restructuring contracts that incurred no losses | 49,726       | 42,086        | 43,640      | 39,715        | 49,710      | 42,062        | 43,613      | 39,508        |
| Total  | 51,590       | 56,555        | 44,939      | 55,604        | 51,574      | 56,531        | 44,911      | 55,396        |

Losses on debt restructuring for the years ended 31 December 2013 and 2012 were as follows:

(Million Baht)

| Consolidated                        |               |               |                  |               |        |            |                                      |               |               |         |       |
|-------------------------------------|---------------|---------------|------------------|---------------|--------|------------|--------------------------------------|---------------|---------------|---------|-------|
| Types of Restructuring              | Cases         |               | Outstanding Debt |               |        |            | Transferred Assets                   |               |               | Loss on |       |
|                                     |               |               | Before           |               | After  |            | Types                                | Fair Value    |               | Debt    |       |
|                                     | Restructuring | Restructuring | Restructuring    | Restructuring | Types  | Fair Value |                                      | Restructuring | Restructuring |         |       |
|                                     | 2013          | 2012          | 2013             | 2012          | 2013   | 2012       |                                      | 2013          | 2012          | 2013    | 2012  |
| Transfers of assets                 | 12            | 8             | 234              | 44            | -      | -          | Cash, land, premises and investments | 140           | 36            | 94      | 8     |
| Changes of repayment conditions     | 1,825         | 1,253         | 13,038           | 13,289        | 13,038 | 13,289     | -                                    | -             | -             | 1,926   | 2,056 |
| Debt restructuring in various forms | 27            | 38            | 1,197            | 2,556         | 695    | 1,547      | Cash, land, premises and investments | 502           | 1,009         | 482     | 602   |
| Total                               | 1,864         | 1,299         | 14,469           | 15,889        | 13,733 | 14,836     |                                      | 642           | 1,045         | 2,502   | 2,666 |

(Million Baht)

| The Bank                            |                  |              |                      |               |                     |               |                                      |            |              |               |              |
|-------------------------------------|------------------|--------------|----------------------|---------------|---------------------|---------------|--------------------------------------|------------|--------------|---------------|--------------|
| Types of Restructuring              | Outstanding Debt |              |                      |               |                     |               | Transferred Assets                   |            | Loss on Debt |               |              |
|                                     | Cases            |              | Before Restructuring |               | After Restructuring |               | Types                                | Fair Value |              | Restructuring |              |
|                                     | 2013             | 2012         | 2013                 | 2012          | 2013                | 2012          |                                      | 2013       | 2012         | 2013          | 2012         |
| Transfers of assets                 | 12               | 7            | 234                  | 43            | -                   | -             | Cash, land, premises and investments | 140        | 35           | 94            | 8            |
| Changes of repayment conditions     | 1,825            | 1,253        | 13,038               | 13,289        | 13,038              | 13,289        | -                                    | -          | -            | 1,926         | 2,056        |
| Debt restructuring in various forms | 27               | 38           | 1,197                | 2,556         | 695                 | 1,547         | Cash, land, premises and investments | 502        | 1,009        | 482           | 602          |
| Total                               | <u>1,864</u>     | <u>1,298</u> | <u>14,469</u>        | <u>15,888</u> | <u>13,733</u>       | <u>14,836</u> |                                      | <u>642</u> | <u>1,044</u> | <u>2,502</u>  | <u>2,666</u> |

The Bank and its subsidiaries measure the expected recoverable amounts of loans restructured by changing repayment conditions by using the present value of future cash flows discounted by the market rate.

The terms of debt restructuring agreements with debts which were restructured by changing the repayment conditions and restructured in various other ways and which resulted in losses on debt restructuring during the years ended 31 December 2013 and 2012 are as follows:

(Million Baht)

| Consolidated and The Bank              |                  |                      |                     |               |                  |                      |                     |               |
|--|------------------|----------------------|---------------------|---------------|------------------|----------------------|---------------------|---------------|
| Terms of debt restructuring agreements | 2013             |                      |                     |               | 2012             |                      |                     |               |
|  | Outstanding Debt |                      |                     |               | Outstanding Debt |                      |                     |               |
|  | Cases            | Before Restructuring | After Restructuring | End of Year   | Cases            | Before Restructuring | After Restructuring | End of Year   |
| Less than 5 years                      | 1,115            | 7,138                | 6,693               | 6,254         | 818              | 8,519                | 7,952               | 7,888         |
| 5 to 10 years                          | 565              | 4,979                | 4,922               | 4,824         | 261              | 5,842                | 5,472               | 5,333         |
| Over 10 years                          | <u>172</u>       | <u>2,118</u>         | <u>2,118</u>        | <u>2,071</u>  | <u>212</u>       | <u>1,484</u>         | <u>1,412</u>        | <u>1,385</u>  |
| Total                                  | <u>1,852</u>     | <u>14,235</u>        | <u>13,733</u>       | <u>13,149</u> | <u>1,291</u>     | <u>15,845</u>        | <u>14,836</u>       | <u>14,606</u> |

The Bank and its subsidiaries recognised interest income from debt restructuring for the years ended 31 December 2013 and 2012 as follows:

(Million Baht)

|   | <u>Consolidated</u> |             | <u>The Bank</u> |             |
|---|---------------------|-------------|-----------------|-------------|
|   | <u>2013</u>         | <u>2012</u> | <u>2013</u>     | <u>2012</u> |
| Debt restructuring contracts that incurred losses | 980                 | 830         | 980             | 829         |

As of 31 December 2013 and 2012, the Bank had commitments to extend additional loans to these borrowers as follows:

(Million Baht)

|   | <u>Consolidated and The Bank</u> |             |
|---|----------------------------------|-------------|
|   | <u>2013</u>                      | <u>2012</u> |
| Debt restructuring contracts that incurred losses | 642                              | 626         |

The Bank and its subsidiaries had outstanding balances on debtors which were restructured during 2013 and 2012 as follows:

(Million Baht)

|  | <u>Consolidated</u> |               | <u>The Bank</u> |               |
|--|---------------------|---------------|-----------------|---------------|
|  | <u>2013</u>         | <u>2012</u>   | <u>2013</u>     | <u>2012</u>   |
| Debt restructuring contracts that incurred losses    | 13,149              | 14,606        | 13,149          | 14,606        |
| Debt restructuring contracts that incurred no losses | <u>34,647</u>       | <u>33,165</u> | <u>34,644</u>   | <u>33,159</u> |
| Total  | <u>47,796</u>       | <u>47,771</u> | <u>47,793</u>   | <u>47,765</u> |

As of 31 December 2013 and 2012, the Bank and its subsidiaries had outstanding balances relating to all restructured debtors which had been performing in accordance with debt restructuring agreements as follows:

(Million Baht)

|  | <u>Consolidated</u> |               | <u>The Bank</u> |               |
|--|---------------------|---------------|-----------------|---------------|
|  | <u>2013</u>         | <u>2012</u>   | <u>2013</u>     | <u>2012</u>   |
| Debt restructuring contracts that incurred losses    | 23,730              | 25,154        | 23,729          | 25,153        |
| Debt restructuring contracts that incurred no losses | <u>54,013</u>       | <u>46,085</u> | <u>53,989</u>   | <u>46,047</u> |
| Total  | <u>77,743</u>       | <u>71,239</u> | <u>77,718</u>   | <u>71,200</u> |

## 13 ALLOWANCE FOR DOUBTFUL ACCOUNTS

The movements in the allowance for doubtful accounts during the year were as follows:

(Million Baht)

| Consolidated                            |              |                    |                  |              |                     |                     |  |   |               |
|---|--------------|--------------------|------------------|--------------|---------------------|---------------------|--|---|---------------|
| 2013                                    |              |                    |                  |              |                     |                     |  |   |               |
|   | Pass         | Special<br>Mention | Sub-<br>Standard | Doubtful     | Doubtful<br>of Loss | Excess<br>Allowance | Allowances<br>from<br>Securities<br>Business | Allowances<br>from<br>Insurance<br>Business | Total         |
| Balance at the beginning<br>of the year | 4,855        | 97                 | 4,647            | 3,045        | 11,308              | 12,886              | 45   | 68  | 36,951        |
| Doubtful accounts (reversal)            | 343          | 46                 | (1,817)          | 1,348        | 6,028               | 3,778               | -  | 50  | 9,776         |
| Bad debt written off                    | -            | -                  | -                | -            | (10,301)            | -                   | -  | -   | (10,301)      |
| Others                                  | -            | -                  | -                | -            | 3,443               | -                   | -  | (5)   | 3,438         |
| Balance at the end<br>of the year       | <u>5,198</u> | <u>143</u>         | <u>2,830</u>     | <u>4,393</u> | <u>10,478</u>       | <u>16,664</u>       | <u>45</u>                                    | <u>113</u>                                  | <u>39,864</u> |

(Million Baht)

| Consolidated                                   |              |                    |                  |              |                     |                     |  |   |               |
|--|--------------|--------------------|------------------|--------------|---------------------|---------------------|--|---|---------------|
| 2012   |              |                    |                  |              |                     |                     |  |   |               |
|  | Pass         | Special<br>Mention | Sub-<br>Standard | Doubtful     | Doubtful<br>of Loss | Excess<br>Allowance | Allowances<br>from<br>Securities<br>Business | Allowances<br>from<br>Insurance<br>Business | Total         |
| Balance at the beginning<br>of the year        | 4,337        | 324                | 3,093            | 3,007        | 11,008              | 13,385              | 5  | 43  | 35,202        |
| Transferred from investments<br>in receivables | -            | -                  | -                | -            | 4                   | -                   | -  | -   | 4             |
| Doubtful accounts (reversal)                   | 520          | (227)              | 1,554            | 38           | 3,136               | (499)               | 40   | 22  | 4,584         |
| Bad debt written off                           | (2)          | -                  | -                | -            | (5,013)             | -                   | -  | -   | (5,015)       |
| Others   | -            | -                  | -                | -            | 2,173               | -                   | -  | 3   | 2,176         |
| Balance at the end<br>of the year              | <u>4,855</u> | <u>97</u>          | <u>4,647</u>     | <u>3,045</u> | <u>11,308</u>       | <u>12,886</u>       | <u>45</u>                                    | <u>68</u>                                   | <u>36,951</u> |

(Million Baht)

| The Bank                             |              |                    |                  |              |                     |                     |               |
|--------------------------------------|--------------|--------------------|------------------|--------------|---------------------|---------------------|---------------|
| 2013                                 |              |                    |                  |              |                     |                     |               |
|                                      | Pass         | Special<br>Mention | Sub-<br>Standard | Doubtful     | Doubtful<br>of Loss | Excess<br>Allowance | Total         |
| Balance at the beginning of the year | 5,741        | 97                 | 4,645            | 3,018        | 10,464              | 11,804              | 35,769        |
| Doubtful accounts (reversal)         | 392          | 45                 | (1,822)          | 1,359        | 5,753               | 3,636               | 9,363         |
| Bad debt written off                 | -            | -                  | -                | -            | (9,984)             | -                   | (9,984)       |
| Others                               | -            | -                  | -                | -            | 3,443               | -                   | 3,443         |
| Balance at the end of the year       | <u>6,133</u> | <u>142</u>         | <u>2,823</u>     | <u>4,377</u> | <u>9,676</u>        | <u>15,440</u>       | <u>38,591</u> |

(Million Baht)

| The Bank                             |              |                    |                  |              |                     |                     |               |
|--------------------------------------|--------------|--------------------|------------------|--------------|---------------------|---------------------|---------------|
| 2012                                 |              |                    |                  |              |                     |                     |               |
|                                      | Pass         | Special<br>Mention | Sub-<br>Standard | Doubtful     | Doubtful<br>of Loss | Excess<br>Allowance | Total         |
| Balance at the beginning of the year | 5,022        | 322                | 3,077            | 2,958        | 10,228              | 12,553              | 34,160        |
| Doubtful accounts                    | 719          | (225)              | 1,568            | 60           | 2,934               | (749)               | 4,307         |
| Bad debt written off                 | -            | -                  | -                | -            | (4,893)             | -                   | (4,893)       |
| Others                               | -            | -                  | -                | -            | 2,195               | -                   | 2,195         |
| Balance at the end of the year       | <u>5,741</u> | <u>97</u>          | <u>4,645</u>     | <u>3,018</u> | <u>10,464</u>       | <u>11,804</u>       | <u>35,769</u> |

In the current year, the Bank and its subsidiaries have estimated the impairment loss on loans based on countercyclical assumptions, resulting in an increase in the amount charged to profit or loss.

#### 14 REVALUATION ALLOWANCE FOR DEBT RESTRUCTURING

The movements in the revaluation allowance for debt restructuring during the year were as follows:

(Million Baht)

|                                      | Consolidated |              | The Bank     |              |
|--------------------------------------|--------------|--------------|--------------|--------------|
|                                      | 2013         | 2012         | 2013         | 2012         |
| Balance at the beginning of the year | 6,772        | 5,141        | 6,772        | 5,140        |
| Increase                             | 2,444        | 4,228        | 2,444        | 4,228        |
| Amortisation to interest income      | (448)        | (416)        | (448)        | (415)        |
| Others                               | (3,533)      | (2,181)      | (3,533)      | (2,181)      |
| Balance at the end of the year       | <u>5,235</u> | <u>6,772</u> | <u>5,235</u> | <u>6,772</u> |

## 15 PROPERTIES FORECLOSED – NET

Properties foreclosed as of 31 December 2013 and 2012 consisted of:

(Million Baht)

| <u>Consolidated</u>                    |                          |                 |                 |                       |
|--|--------------------------|-----------------|-----------------|-----------------------|
| <u>Type of Properties Foreclosed</u>   | <u>2013</u>              |                 |                 | <u>Ending Balance</u> |
|  | <u>Beginning Balance</u> | <u>Addition</u> | <u>Disposal</u> |                       |
| 1. Assets acquired from debt repayment |                          |                 |                 |                       |
| 1.1 Immovable assets                   | 12,410                   | 3,693           | (4,070)         | 12,033*               |
| 1.2 Movable assets                     | <u>34</u>                | <u>120</u>      | <u>(97)</u>     | <u>57</u>             |
| Total                                  | 12,444                   | 3,813           | (4,167)         | 12,090                |
| 2. Others                              | <u>19</u>                | <u>12</u>       | <u>(18)</u>     | <u>13</u>             |
| Total Properties Foreclosed            | 12,463                   | 3,825           | (4,185)         | 12,103                |
| <u>Less Allowances for impairment</u>  | <u>(1,460)</u>           | <u>(395)</u>    | <u>607</u>      | <u>(1,248)</u>        |
| Total Properties Foreclosed - net      | <u>11,003</u>            | <u>3,430</u>    | <u>(3,578)</u>  | <u>10,855</u>         |

\* As of 31 December 2013, the value of immovable assets acquired from debt repayment was appraised by external appraisers and internal appraisers in the amount of Baht 7,982 million and Baht 4,051 million, respectively.

(Million Baht)

| <u>Consolidated</u>                    |                          |                 |                 |                       |
|--|--------------------------|-----------------|-----------------|-----------------------|
| <u>Type of Properties Foreclosed</u>   | <u>2012</u>              |                 |                 | <u>Ending Balance</u> |
|  | <u>Beginning Balance</u> | <u>Addition</u> | <u>Disposal</u> |                       |
| 1. Assets acquired from debt repayment |                          |                 |                 |                       |
| 1.1 Immovable assets                   | 15,042                   | 2,038           | (4,670)         | 12,410**              |
| 1.2 Movable assets                     | <u>31</u>                | <u>118</u>      | <u>(115)</u>    | <u>34</u>             |
| Total                                  | 15,073                   | 2,156           | (4,785)         | 12,444                |
| 2. Others                              | <u>30</u>                | <u>5</u>        | <u>(16)</u>     | <u>19</u>             |
| Total Properties Foreclosed            | 15,103                   | 2,161           | (4,801)         | 12,463                |
| <u>Less Allowances for impairment</u>  | <u>(1,679)</u>           | <u>(306)</u>    | <u>525</u>      | <u>(1,460)</u>        |
| Total Properties Foreclosed - net      | <u>13,424</u>            | <u>1,855</u>    | <u>(4,276)</u>  | <u>11,003</u>         |

\*\* As of 31 December 2012, the value of immovable assets acquired from debt repayment was appraised by external appraisers and internal appraisers in the amount of Baht 8,902 million and Baht 3,508 million, respectively.



(Million Baht)

| <u>The Bank</u>                        |                          |                 |                 |                       |
|--|--------------------------|-----------------|-----------------|-----------------------|
|  | <u>2013</u>              |                 |                 |                       |
| <u>Type of Properties Foreclosed</u>   | <u>Beginning Balance</u> | <u>Addition</u> | <u>Disposal</u> | <u>Ending Balance</u> |
| 1. Assets acquired from debt repayment |                          |                 |                 |                       |
| 1.1 Immovable assets                   | 11,309                   | 3,673           | (3,720)         | 11,262*               |
| 1.2 Movable assets                     | <u>27</u>                | <u>-</u>        | <u>(2)</u>      | <u>25</u>             |
| Total                                  | 11,336                   | 3,673           | (3,722)         | 11,287                |
| 2. Others                              | <u>20</u>                | <u>12</u>       | <u>(18)</u>     | <u>14</u>             |
| Total Properties Foreclosed            | 11,356                   | 3,685           | (3,740)         | 11,301                |
| <u>Less Allowances for impairment</u>  | <u>(1,238)</u>           | <u>(355)</u>    | <u>531</u>      | <u>(1,062)</u>        |
| Total Properties Foreclosed - net      | <u>10,118</u>            | <u>3,330</u>    | <u>(3,209)</u>  | <u>10,239</u>         |

\* As of 31 December 2013, the value of immovable assets acquired from debt repayment was appraised by external appraisers and internal appraisers in the amount of Baht 7,211 million and Baht 4,051 million, respectively.

(Million Baht)

| <u>The Bank</u>                        |                          |                 |                 |                       |
|--|--------------------------|-----------------|-----------------|-----------------------|
|  | <u>2012</u>              |                 |                 |                       |
| <u>Type of Properties Foreclosed</u>   | <u>Beginning Balance</u> | <u>Addition</u> | <u>Disposal</u> | <u>Ending Balance</u> |
| 1. Assets acquired from debt repayment |                          |                 |                 |                       |
| 1.1 Immovable assets                   | 13,581                   | 2,012           | (4,284)         | 11,309**              |
| 1.2 Movable assets                     | <u>27</u>                | <u>-</u>        | <u>-</u>        | <u>27</u>             |
| Total                                  | 13,608                   | 2,012           | (4,284)         | 11,336                |
| 2. Others                              | <u>28</u>                | <u>5</u>        | <u>(13)</u>     | <u>20</u>             |
| Total Properties Foreclosed            | 13,636                   | 2,017           | (4,297)         | 11,356                |
| <u>Less Allowances for impairment</u>  | <u>(1,415)</u>           | <u>(296)</u>    | <u>473</u>      | <u>(1,238)</u>        |
| Total Properties Foreclosed - net      | <u>12,221</u>            | <u>1,721</u>    | <u>(3,824)</u>  | <u>10,118</u>         |

\*\* As of 31 December 2012, the value of immovable assets acquired from debt repayment was appraised by external appraisers and internal appraisers in the amount of Baht 7,801 million and Baht 3,508 million, respectively.

## 16 CLASSIFIED ASSETS

As of 31 December 2013 and 2012, assets of the Bank and its subsidiaries, classified as investments, loans and accrued interest receivables (including financial institutions), properties foreclosed and other assets, were categorized by quality in compliance with the BoT's regulations, taking into account analyses of each loan and appraisal of the financial standing of each borrower, as follows:

(Million Baht)

| Consolidated     |                   |      |                      |           |                       |      |              |       |           |           |
|------------------|-------------------|------|----------------------|-----------|-----------------------|------|--------------|-------|-----------|-----------|
|                  | Loans and Accrued |      |                      |           |                       |      |              |       |           |           |
|                  | Investments       |      | Interest Receivables |           | Properties Foreclosed |      | Other Assets |       | Total     |           |
|                  | 2013              | 2012 | 2013                 | 2012      | 2013                  | 2012 | 2013         | 2012  | 2013      | 2012      |
| Pass             | -                 | -    | 1,527,594            | 1,482,400 | -                     | -    | -            | -     | 1,527,594 | 1,482,400 |
| Special Mention  | -                 | -    | 28,861               | 19,488    | -                     | -    | -            | -     | 28,861    | 19,488    |
| Sub-Standard     | -                 | -    | 5,749                | 8,033     | -                     | -    | -            | -     | 5,749     | 8,033     |
| Doubtful         | -                 | -    | 9,054                | 5,598     | -                     | -    | -            | -     | 9,054     | 5,598     |
| Doubtful of Loss | 885               | 953  | 18,878               | 19,721    | 416                   | 600  | 1,680        | 1,477 | 21,859    | 22,751    |
| Total            | 885               | 953  | 1,590,136            | 1,535,240 | 416                   | 600  | 1,680        | 1,477 | 1,593,117 | 1,538,270 |

(Million Baht)

| The Bank         |                   |              |                      |                  |                       |            |              |              |                  |                  |
|------------------|-------------------|--------------|----------------------|------------------|-----------------------|------------|--------------|--------------|------------------|------------------|
|                  | Loans and Accrued |              |                      |                  |                       |            |              |              |                  |                  |
|                  | Investments       |              | Interest Receivables |                  | Properties Foreclosed |            | Other Assets |              | Total            |                  |
|                  | 2013              | 2012         | 2013                 | 2012             | 2013                  | 2012       | 2013         | 2012         | 2013             | 2012             |
| Pass             | -                 | -            | 1,525,867            | 1,483,850        | -                     | -          | -            | -            | 1,525,867        | 1,483,850        |
| Special Mention  | -                 | -            | 27,219               | 17,620           | -                     | -          | -            | -            | 27,219           | 17,620           |
| Sub-Standard     | -                 | -            | 5,551                | 7,924            | -                     | -          | -            | -            | 5,551            | 7,924            |
| Doubtful         | -                 | -            | 8,912                | 5,378            | -                     | -          | -            | -            | 8,912            | 5,378            |
| Doubtful of Loss | <u>2,790</u>      | <u>2,869</u> | <u>17,710</u>        | <u>18,493</u>    | <u>269</u>            | <u>418</u> | <u>1,676</u> | <u>1,474</u> | <u>22,445</u>    | <u>23,254</u>    |
| Total            | <u>2,790</u>      | <u>2,869</u> | <u>1,585,259</u>     | <u>1,533,265</u> | <u>269</u>            | <u>418</u> | <u>1,676</u> | <u>1,474</u> | <u>1,589,994</u> | <u>1,538,026</u> |

## 17 PREMISES AND EQUIPMENT - NET

Changes in premises and equipment for the years ended 31 December 2013 and 2012 are summarized as follows:

(Million Baht)

| Consolidated                   |                   |                        |                        |                |                                    |              |                        |                |        |                   |                |                   |                |
|--------------------------------|-------------------|------------------------|------------------------|----------------|------------------------------------|--------------|------------------------|----------------|--------|-------------------|----------------|-------------------|----------------|
| 2013                           |                   |                        |                        |                |                                    |              |                        |                |        |                   |                |                   |                |
|                                | Change of Cost    |                        |                        |                | Change of Accumulated Depreciation |              |                        |                |        | Impairment        |                | Book Value        |                |
|                                | Beginning Balance | Additions/ Transfer in | Disposal/ Transfer out | Ending Balance | Beginning Balance                  | Depreciation | Disposal/ Transfer out | Ending Balance | Others | Beginning Balance | Ending Balance | Beginning Balance | Ending Balance |
| Land                           |                   |                        |                        |                |                                    |              |                        |                |        |                   |                |                   |                |
| Cost                           | 3,872             | 58                     | (2)                    | -              | 3,928                              | -            | -                      | -              | -      | -                 | -              | 3,872             | 3,928          |
| Appraisal increase (year 2012) | 9,935             | -                      | (7)                    | -              | 9,928                              | -            | -                      | -              | -      | -                 | -              | 9,935             | 9,928          |
| Appraisal decrease (year 2012) | (253)             | -                      | -                      | -              | (253)                              | -            | -                      | -              | -      | -                 | -              | (253)             | (253)          |
| Building                       |                   |                        |                        |                |                                    |              |                        |                |        |                   |                |                   |                |
| Cost                           | 16,115            | 614                    | (209)                  | -              | 16,520                             | 6,421        | 367                    | (69)           | -      | 6,719             | -              | 9,694             | 9,801          |
| Appraisal increase (year 2012) | 8,436             | -                      | -                      | -              | 8,436                              | 3,614        | 288                    | -              | -      | 3,902             | -              | 4,822             | 4,534          |
| Appraisal decrease (year 2012) | (136)             | -                      | 1                      | -              | (135)                              | (83)         | (5)                    | -              | -      | (88)              | -              | (53)              | (47)           |
| Equipment                      | 27,967            | 4,582                  | (2,096)                | 3              | 30,456                             | 16,580       | 2,826                  | (1,062)        | (1)    | 18,343            | 6              | 11,381            | 12,107         |
| Others                         | 1,284             | 471                    | (917)                  | 2              | 840                                | 117          | 6                      | (123)          | -      | -                 | -              | 1,167             | 840            |
| Total                          | 67,220            | 5,725                  | (3,230)                | 5              | 69,720                             | 26,649       | 3,482                  | (1,254)        | (1)    | 28,876            | 6              | 40,565            | 40,838         |

(Million Baht)

Consolidated  
2012

|                                | Change of Cost    |                        |                   |                        | Change of Accumulated Depreciation |                   |              |                   | Impairment Allowance   |                | Book Value        |                |
|--------------------------------|-------------------|------------------------|-------------------|------------------------|------------------------------------|-------------------|--------------|-------------------|------------------------|----------------|-------------------|----------------|
|                                | Beginning Balance | Additions/ Transfer in | Appraisal Surplus | Disposal/ Transfer out | Ending Balance                     | Beginning Balance | Depreciation | Appraisal Surplus | Disposal/ Transfer out | Ending Balance | Beginning Balance | Ending Balance |
| Land                           |                   |                        |                   |                        |                                    |                   |              |                   |                        |                |                   |                |
| Cost                           | 3,526             | 351                    | -                 | (5)                    | 3,872                              | -                 | -            | -                 | -                      | -              | 3,526             | 3,872          |
| Appraisal increase (year 2012) | 8,463             | -                      | 1,503             | (31)                   | 9,935                              | -                 | -            | -                 | -                      | -              | 8,463             | 9,935          |
| Appraisal decrease (year 2012) | (385)             | -                      | 132               | -                      | (253)                              | -                 | -            | -                 | -                      | -              | (385)             | (253)          |
| Building                       |                   |                        |                   |                        |                                    |                   |              |                   |                        |                |                   |                |
| Cost                           | 15,833            | 358                    | -                 | (76)                   | 16,115                             | 6,104             | 363          | -                 | (46)                   | -              | 9,729             | 9,694          |
| Appraisal increase (year 2012) | 9,808             | -                      | (1,361)           | (11)                   | 8,436                              | 4,836             | 292          | (1,507)           | (7)                    | -              | 4,972             | 4,822          |
| Appraisal decrease (year 2012) | (122)             | -                      | (14)              | -                      | (136)                              | (77)              | (6)          | -                 | -                      | -              | (45)              | (53)           |
| Equipment                      | 25,611            | 2,727                  | -                 | (371)                  | 27,967                             | 14,042            | 2,807        | -                 | (269)                  | 6              | 11,563            | 11,381         |
| Others                         | 1,103             | 929                    | -                 | (748)                  | 1,284                              | 266               | 43           | -                 | (192)                  | -              | 837               | 1,167          |
| Total                          | 63,837            | 4,365                  | 260               | (1,242)                | 67,220                             | 25,171            | 3,499        | (1,507)           | (514)                  | 6              | 38,660            | 40,565         |

Depreciation presented in premises and equipment expenses in the profit or loss of the Bank and its subsidiaries for the years ended 31 December 2013 and 2012 amounted to Baht 3,482 million and Baht 3,499 million, respectively. As of 31 December 2013 and 2012, premises and equipment with original costs of Baht 9,196 million and Baht 8,303 million, respectively, were fully depreciated but still in use.

(Million Baht)

| The Bank                       |                   |                       |                       |                |                                    |              |                       |                |                   |                |                   |                |  |
|--------------------------------|-------------------|-----------------------|-----------------------|----------------|------------------------------------|--------------|-----------------------|----------------|-------------------|----------------|-------------------|----------------|--|
| 2013                           |                   |                       |                       |                |                                    |              |                       |                |                   |                |                   |                |  |
|                                | Change of Cost    |                       |                       |                | Change of Accumulated Depreciation |              |                       |                | Impairment        |                | Book Value        |                |  |
|                                | Beginning Balance | Additions/Transfer in | Disposal/Transfer out | Ending Balance | Beginning Balance                  | Depreciation | Disposal/Transfer out | Ending Balance | Beginning Balance | Ending Balance | Beginning Balance | Ending Balance |  |
| Land                           |                   |                       |                       |                |                                    |              |                       |                |                   |                |                   |                |  |
| Cost                           | 3,382             | 7                     | (2)                   | 3,387          | -                                  | -            | -                     | -              | -                 | -              | 3,382             | 3,387          |  |
| Appraisal increase (year 2012) | 7,964             | -                     | (7)                   | 7,957          | -                                  | -            | -                     | -              | -                 | -              | 7,964             | 7,957          |  |
| Appraisal decrease (year 2012) | (253)             | -                     | -                     | (253)          | -                                  | -            | -                     | -              | -                 | -              | (253)             | (253)          |  |
| Building                       |                   |                       |                       |                |                                    |              |                       |                |                   |                |                   |                |  |
| Cost                           | 14,063            | 135                   | (196)                 | 14,002         | 5,328                              | 306          | (57)                  | 5,577          | -                 | -              | 8,735             | 8,425          |  |
| Appraisal increase (year 2012) | 7,057             | -                     | -                     | 7,057          | 3,188                              | 150          | -                     | 3,338          | -                 | -              | 3,869             | 3,719          |  |
| Appraisal decrease (year 2012) | (136)             | -                     | 1                     | (135)          | (83)                               | (5)          | -                     | (88)           | -                 | -              | (53)              | (47)           |  |
| Equipment                      | 25,466            | 3,912                 | (1,938)               | 27,443         | 14,913                             | 2,440        | (937)                 | 16,415         | 6                 | 6              | 10,547            | 11,022         |  |
| Others                         | 400               | 207                   | (20)                  | 589            | -                                  | -            | -                     | -              | -                 | -              | 400               | 589            |  |
| Total                          | 57,943            | 4,261                 | (2,162)               | 60,047         | 23,346                             | 2,891        | (994)                 | 25,242         | 6                 | 6              | 34,591            | 34,799         |  |

(Million Baht)

The Bank  
2012

|                                | Change of Cost    |                        |                   |                        | Change of Accumulated Depreciation |                   |              |                   | Impairment Allowance   |                | Book Value        |                |
|--------------------------------|-------------------|------------------------|-------------------|------------------------|------------------------------------|-------------------|--------------|-------------------|------------------------|----------------|-------------------|----------------|
|                                | Beginning Balance | Additions/ Transfer in | Appraisal Surplus | Disposal/ Transfer out | Ending Balance                     | Beginning Balance | Depreciation | Appraisal Surplus | Disposal/ Transfer out | Ending Balance | Beginning Balance | Ending Balance |
| Land                           |                   |                        |                   |                        |                                    |                   |              |                   |                        |                |                   |                |
| Cost                           | 3,033             | 351                    | -                 | (2)                    | 3,382                              | -                 | -            | -                 | -                      | -              | 3,033             | 3,382          |
| Appraisal increase (year 2012) | 6,492             | -                      | 1,503             | (31)                   | 7,964                              | -                 | -            | -                 | -                      | -              | 6,492             | 7,964          |
| Appraisal decrease (year 2012) | (385)             | -                      | 132               | -                      | (253)                              | -                 | -            | -                 | -                      | -              | (385)             | (253)          |
| Building                       |                   |                        |                   |                        |                                    |                   |              |                   |                        |                |                   |                |
| Cost                           | 13,815            | 272                    | -                 | (24)                   | 14,063                             | 5,030             | 308          | -                 | (10)                   | -              | 8,785             | 8,735          |
| Appraisal increase (year 2012) | 8,430             | -                      | (1,361)           | (12)                   | 7,057                              | 4,548             | 154          | (1,507)           | (7)                    | -              | 3,882             | 3,869          |
| Appraisal decrease (year 2012) | (122)             | -                      | (14)              | -                      | (136)                              | (77)              | (6)          | -                 | -                      | -              | (45)              | (53)           |
| Equipment                      | 23,390            | 2,343                  | -                 | (267)                  | 25,466                             | 12,569            | 2,509        | -                 | (165)                  | 6              | 10,815            | 10,547         |
| Others                         | 350               | 440                    | -                 | (390)                  | 400                                | -                 | -            | -                 | -                      | -              | 350               | 400            |
| Total                          | 55,003            | 3,406                  | 260               | (726)                  | 57,943                             | 22,070            | 2,965        | (1,507)           | (182)                  | 6              | 32,927            | 34,591         |

Depreciation presented in premises and equipment expenses in the profit or loss of the Bank for the years 31 December 2013 and 2012 amounted to Baht 2,891 million and Baht 2,965 million, respectively. As of 31 December 2013 and 2012 premises and equipment with original costs of Baht 7,872 million and Baht 7,350 million, respectively, were fully depreciated but still in use.

18 GOODWILL AND OTHER INTANGIBLE ASSETS - NET

Changes in goodwill and other intangible assets for the years ended 31 December 2013 and 2012 are summarized as follows:

| Consolidated          |             |            |         |                                    |              |        |        |           |         |                      |         |            |         | (Million Baht) |         |
|-----------------------|-------------|------------|---------|------------------------------------|--------------|--------|--------|-----------|---------|----------------------|---------|------------|---------|----------------|---------|
| 2013                  |             |            |         |                                    |              |        |        |           |         |                      |         |            |         |                |         |
| Change of Cost        |             |            |         | Change of Accumulated Amortisation |              |        |        |           |         | Impairment Allowance |         | Book Value |         |                |         |
| Disposal/             |             |            |         | Disposal/                          |              |        |        |           |         |                      |         |            |         |                |         |
| Beginning             |             | Additions/ |         | Transfer                           |              | Ending |        | Beginning |         | Ending               |         | Beginning  |         | Ending         |         |
| Balance               | Transfer in | out        | Others  | Balance                            | Amortisation | out    | Others | Balance   | Balance | Increase             | Balance | Balance    | Balance | Balance        | Balance |
| Application software* | 24,226      | 5,786      | (1,965) | 26                                 | 28,073       | 6,078  | 1,437  | (5)       | (1)     | 7,509                | -       | 1,166      | 18,148  | 19,398         |         |
| Business purchased    | 270         | -          | -       | -                                  | 270          | 270    | -      | -         | -       | 270                  | -       | -          | -       | -              |         |
| Goodwill              | 3,789       | -          | -       | -                                  | 3,789        | -      | -      | -         | -       | -                    | -       | -          | 3,789   | 3,789          |         |
| Others                | 27          | -          | -       | -                                  | 27           | 2      | -      | -         | -       | 2                    | -       | -          | 25      | 25             |         |
| Total                 | 28,312      | 5,786      | (1,965) | 26                                 | 32,159       | 6,350  | 1,437  | (5)       | (1)     | 7,781                | -       | 1,166      | 21,962  | 23,212         |         |

(Million Baht)

## Consolidated

2012

|                       | Change of Cost    |                | Change of Accumulated Amortisation |                | Impairment Allowance |                | Book Value        |                |
|-----------------------|-------------------|----------------|------------------------------------|----------------|----------------------|----------------|-------------------|----------------|
|                       | Disposal/         |                | Disposal/                          |                |                      |                |                   |                |
|                       | Beginning Balance | Ending Balance | Beginning Balance                  | Ending Balance | Beginning Balance    | Ending Balance | Beginning Balance | Ending Balance |
|                       | Balance           | Transfer in    | Transfer out                       | Amortisation   | Balance              | Decrease       | Balance           | Balance        |
| Application software* | 20,130            | 4,681          | (585)                              | 1,259          | 256                  | (256)          | 14,990            | 18,148         |
| Business purchased    | 270               | -              | -                                  | -              | -                    | -              | -                 | -              |
| Goodwill              | 3,789             | -              | -                                  | -              | -                    | -              | 3,789             | 3,789          |
| Others                | 27                | -              | -                                  | 1              | -                    | -              | 26                | 25             |
| Total                 | 24,216            | 4,681          | (585)                              | 1,260          | 256                  | (256)          | 18,805            | 21,962         |

\*As of 31 December 2013 and 2012, the amount under development is Baht 11,087 million and Baht 9,545 million, respectively.

Amortisation presented in others - other operating expenses in the profit or loss of the Bank and its subsidiaries for the years ended 31 December 2013 and 2012 amounted to Baht 1,437 million and Baht 1,260 million, respectively. As of 31 December 2013 and 2012, intangible assets with original costs of Baht 2,586 million and Baht 1,623 million, respectively, were fully amortised but still in use.



(Million Baht)

| The Bank              |            |              |                                    |                   |              |                      |                |                   |                |                   |                |
|-----------------------|------------|--------------|------------------------------------|-------------------|--------------|----------------------|----------------|-------------------|----------------|-------------------|----------------|
| 2013                  |            |              |                                    |                   |              |                      |                |                   |                |                   |                |
| Change of Cost        |            |              | Change of Accumulated Amortisation |                   |              | Impairment Allowance |                |                   | Book Value     |                   |                |
| Disposal/             |            |              | Disposal/                          |                   |              | Disposal/            |                |                   | Disposal/      |                   |                |
| Beginning Balance     | Additions/ | Transfer out | Ending Balance                     | Beginning Balance | Amortisation | Transfer out         | Ending Balance | Beginning Balance | Ending Balance | Beginning Balance | Ending Balance |
| 23,657                | 5,547      | (1,940)      | 26                                 | 27,290            | 5,726        | 1,363                | -              | 7,088             | -              | 1,166             | 17,931         |
| 5                     | -          | -            | -                                  | 5                 | 1            | -                    | -              | 1                 | -              | -                 | 4              |
| 23,662                | 5,547      | (1,940)      | 26                                 | 27,295            | 5,727        | 1,363                | -              | 7,089             | -              | 1,166             | 17,935         |
| Application software* |            |              |                                    |                   |              |                      |                |                   |                |                   |                |
| Others                |            |              |                                    |                   |              |                      |                |                   |                |                   |                |
| Total                 |            |              |                                    |                   |              |                      |                |                   |                |                   |                |

(Million Baht)

| The Bank              |            |              |                                    |                   |              |                      |                |                   |                |                   |                |
|-----------------------|------------|--------------|------------------------------------|-------------------|--------------|----------------------|----------------|-------------------|----------------|-------------------|----------------|
| 2012                  |            |              |                                    |                   |              |                      |                |                   |                |                   |                |
| Change of Cost        |            |              | Change of Accumulated Amortisation |                   |              | Impairment Allowance |                |                   | Book Value     |                   |                |
| Disposal/             |            |              | Disposal/                          |                   |              | Disposal/            |                |                   | Disposal/      |                   |                |
| Beginning Balance     | Additions/ | Transfer out | Ending Balance                     | Beginning Balance | Amortisation | Transfer out         | Ending Balance | Beginning Balance | Ending Balance | Beginning Balance | Ending Balance |
| 19,689                | 4,530      | (562)        | 23,657                             | 4,586             | 1,205        | (65)                 | 5,726          | 256               | (256)          | 14,847            | 17,931         |
| 5                     | -          | -            | 5                                  | 1                 | -            | -                    | 1              | -                 | -              | 4                 | 4              |
| 19,694                | 4,530      | (562)        | 23,662                             | 4,587             | 1,205        | (65)                 | 5,727          | 256               | (256)          | 14,851            | 17,935         |
| Application software* |            |              |                                    |                   |              |                      |                |                   |                |                   |                |
| Others                |            |              |                                    |                   |              |                      |                |                   |                |                   |                |
| Total                 |            |              |                                    |                   |              |                      |                |                   |                |                   |                |

\*As of 31 December 2013 and 2012, the amount under development is Baht 11,071 million and Baht 9,535 million, respectively.

Amortisation presented in others - other operating expenses in the profit or loss of the Bank for the years ended 31 December 2013 and 2012 amounted to Baht 1,363 million and Baht 1,205 million, respectively. As of 31 December 2013 and 2012, intangible assets with original costs of Baht 2,319 million and Baht 1,412 million, respectively, were fully amortised but still in use.

In the year of 2013, the Bank made an allowance for impairment on application software and related expense accounting to Baht 1,566 million, as a result of changes to some parts of the deposit core banking system development under the K-Transformation strategic project. The amount is presented under other operating expense in the profit or loss.

## 19 DEFERRED TAX ASSETS AND DEFERRED TAX LIABILITIES

Deferred tax assets and liabilities as of 31 December 2013 and 2012 are as follows:

(Million Baht)

|                          | <u>Consolidated</u> |                | <u>The Bank</u> |              |
|--------------------------|---------------------|----------------|-----------------|--------------|
|                          | <u>2013</u>         | <u>2012</u>    | <u>2013</u>     | <u>2012</u>  |
| Deferred tax assets      | 3,155               | 2,905          | 2,680           | 2,871        |
| Deferred tax liabilities | <u>(1,305)</u>      | <u>(1,546)</u> | <u>-</u>        | <u>-</u>     |
| Net                      | <u>1,850</u>        | <u>1,359</u>   | <u>2,680</u>    | <u>2,871</u> |

Movements in total deferred tax assets and liabilities during the year were as follows:

(Million Baht)

|   | <u>Consolidated</u>           |                       |                      |               |                    |
|---|-------------------------------|-----------------------|----------------------|---------------|--------------------|
|   | <u>Charged / credited to:</u> |                       |                      |               |                    |
|   | <u>As of</u>                  |                       | <u>Other</u>         |               | <u>As of</u>       |
|   | <u>1 January</u>              |                       | <u>comprehensive</u> |               | <u>31 December</u> |
|   | <u>2013</u>                   | <u>Profit or loss</u> | <u>income</u>        | <u>Others</u> | <u>2013</u>        |
| <b>Deferred tax assets</b>                              |                               |                       |                      |               |                    |
| Investments   | 207                           | -                     | -                    | -             | 207                |
| Investments in subsidiaries and<br>associated companies | 384                           | (3)                   | -                    | -             | 381                |
| Loans and accrued interest<br>receivables               | 686                           | 80                    | -                    | 15            | 781                |
| Properties foreclosed                                   | 266                           | (34)                  | -                    | -             | 232                |
| Premises and equipment                                  | 10                            | (5)                   | -                    | -             | 5                  |
| Provisions  | 4,175                         | (8)                   | -                    | (2)           | 4,165              |
| Life policy reserve                                     | 663                           | 140                   | -                    | 5             | 808                |
| Others  | <u>1,013</u>                  | <u>164</u>            | <u>(7)</u>           | <u>(66)</u>   | <u>1,104</u>       |
| Total   | <u>7,404</u>                  | <u>334</u>            | <u>(7)</u>           | <u>(48)</u>   | <u>7,683</u>       |
| <b>Deferred tax liabilities</b>                         |                               |                       |                      |               |                    |
| Investments   | 2,142                         | (6)                   | (327)                | -             | 1,809              |
| Premises and equipment                                  | 2,889                         | (58)                  | -                    | -             | 2,831              |
| Others  | <u>1,014</u>                  | <u>240</u>            | <u>-</u>             | <u>(61)</u>   | <u>1,193</u>       |
| Total   | <u>6,045</u>                  | <u>176</u>            | <u>(327)</u>         | <u>(61)</u>   | <u>5,833</u>       |
| Net   | <u>1,359</u>                  | <u>158</u>            | <u>320</u>           | <u>13</u>     | <u>1,850</u>       |

(Million Baht)

**Consolidated**

|   | Charged / credited to:     |                |                                  |             | As of<br>31 December<br>2012 |
|---|----------------------------|----------------|----------------------------------|-------------|------------------------------|
|   | As of<br>1 January<br>2012 | Profit or loss | Other<br>comprehensive<br>income | Others      |                              |
| <b>Deferred tax assets</b>                              |                            |                |                                  |             |                              |
| Investments   | 207                        | -              | -                                | -           | 207                          |
| Investments in subsidiaries and<br>associated companies | 384                        | -              | -                                | -           | 384                          |
| Loans and accrued interest<br>receivables               | 547                        | 130            | -                                | 9           | 686                          |
| Properties foreclosed                                   | 315                        | (49)           | -                                | -           | 266                          |
| Premises and equipment                                  | 8                          | 4              | -                                | (2)         | 10                           |
| Provisions  | 3,138                      | 427            | 616                              | (6)         | 4,175                        |
| Life policy reserve                                     | 575                        | 89             | -                                | (1)         | 663                          |
| Others  | <u>469</u>                 | <u>534</u>     | <u>-</u>                         | <u>10</u>   | <u>1,013</u>                 |
| Total   | <u>5,643</u>               | <u>1,135</u>   | <u>616</u>                       | <u>10</u>   | <u>7,404</u>                 |
| <b>Deferred tax liabilities</b>                         |                            |                |                                  |             |                              |
| Investments   | 1,467                      | (9)            | 612                              | 72          | 2,142                        |
| Premises and equipment                                  | 2,558                      | 1              | 330                              | -           | 2,889                        |
| Others  | <u>217</u>                 | <u>797</u>     | <u>-</u>                         | <u>-</u>    | <u>1,014</u>                 |
| Total   | <u>4,242</u>               | <u>789</u>     | <u>942</u>                       | <u>72</u>   | <u>6,045</u>                 |
| <b>Net</b>  | <u>1,401</u>               | <u>346</u>     | <u>(326)</u>                     | <u>(62)</u> | <u>1,359</u>                 |

(Million Baht)

| The Bank  |              |                        |                      |              |
|---|--------------|------------------------|----------------------|--------------|
|   | As of        | Charged / credited to: |                      | As of        |
|   | 1 January    |                        | Other                | 31 December  |
|   | 2013         | Profit or loss         | comprehensive income | 2013         |
| <b>Deferred tax assets</b>                              |              |                        |                      |              |
| Investments   | 182          | -                      | -                    | 182          |
| Investments in subsidiaries and<br>associated companies | 382          | (3)                    | -                    | 379          |
| Loans and accrued interest<br>receivables               | 492          | 6                      | -                    | 498          |
| Properties foreclosed                                   | 247          | (35)                   | -                    | 212          |
| Provisions  | 4,093        | (14)                   | -                    | 4,079        |
| Others  | <u>397</u>   | <u>18</u>              | <u>(8)</u>           | <u>407</u>   |
| Total   | <u>5,793</u> | <u>(28)</u>            | <u>(8)</u>           | <u>5,757</u> |
| <b>Deferred tax liabilities</b>                         |              |                        |                      |              |
| Investments   | 618          | 11                     | 174                  | 803          |
| Premises and equipment                                  | <u>2,304</u> | <u>(30)</u>            | <u>-</u>             | <u>2,274</u> |
| Total   | <u>2,922</u> | <u>(19)</u>            | <u>174</u>           | <u>3,077</u> |
| Net   | <u>2,871</u> | <u>(9)</u>             | <u>(182)</u>         | <u>2,680</u> |

(Million Baht)

| The Bank   |              |                        |                      |              |
|--|--------------|------------------------|----------------------|--------------|
|  | As of        | Charged / credited to: |                      | As of        |
|  | 1 January    |                        | Other                | 31 December  |
|  | 2012         | Profit or loss         | comprehensive income | 2012         |
| <b>Deferred tax assets</b>                           |              |                        |                      |              |
| Investments  | 182          | -                      | -                    | 182          |
| Investments in subsidiaries and associated companies | 382          | -                      | -                    | 382          |
| Loans and accrued interest receivables               | 507          | (15)                   | -                    | 492          |
| Properties foreclosed                                | 296          | (49)                   | -                    | 247          |
| Provisions   | 3,069        | 418                    | 606                  | 4,093        |
| Others   | <u>263</u>   | <u>134</u>             | <u>-</u>             | <u>397</u>   |
| Total  | <u>4,699</u> | <u>488</u>             | <u>606</u>           | <u>5,793</u> |
| <b>Deferred tax liabilities</b>                      |              |                        |                      |              |
| Investments  | 448          | (1)                    | 171                  | 618          |
| Premises and equipment                               | <u>1,941</u> | <u>33</u>              | <u>330</u>           | <u>2,304</u> |
| Total  | <u>2,389</u> | <u>32</u>              | <u>501</u>           | <u>2,922</u> |
| <b>Net</b>   | <u>2,310</u> | <u>456</u>             | <u>105</u>           | <u>2,871</u> |

See Note 42 for the amounts recognised in the statements of comprehensive income.

## 20 DEPOSITS

Deposits were classified as of 31 December 2013 and 2012 as follows:

### 20.1 Classified by Type of Deposits

(Million Baht)

|                                 | <u>Consolidated</u> |                  | <u>The Bank</u>  |                  |
|---------------------------------|---------------------|------------------|------------------|------------------|
|                                 | <u>2013</u>         | <u>2012</u>      | <u>2013</u>      | <u>2012</u>      |
| Current                         | 89,118              | 81,215           | 89,291           | 81,759           |
| Savings                         | 894,098             | 830,690          | 896,427          | 833,205          |
| Term                            |                     |                  |                  |                  |
| - Less than 6 months            | 178,823             | 184,737          | 178,921          | 184,834          |
| - 6 months and less than 1 year | 125,815             | 87,544           | 125,875          | 87,544           |
| - 1 year and over 1 year        | <u>241,981</u>      | <u>207,194</u>   | <u>242,074</u>   | <u>207,194</u>   |
| Total                           | <u>1,529,835</u>    | <u>1,391,380</u> | <u>1,532,588</u> | <u>1,394,536</u> |

### 20.2 Classified by Currencies and Residency of Depositors

(Million Baht)

|                  | <u>Consolidated</u> |                |                  |                  |                |                  |
|------------------|---------------------|----------------|------------------|------------------|----------------|------------------|
|                  | <u>2013</u>         |                |                  | <u>2012</u>      |                |                  |
|                  | <u>Domestic</u>     | <u>Foreign</u> | <u>Total</u>     | <u>Domestic</u>  | <u>Foreign</u> | <u>Total</u>     |
| Baht             | 1,432,073           | 66,482         | 1,498,555        | 1,309,233        | 53,720         | 1,362,953        |
| US Dollars       | 17,377              | 3,053          | 20,430           | 24,336           | 661            | 24,997           |
| Other currencies | <u>3,570</u>        | <u>7,280</u>   | <u>10,850</u>    | <u>1,938</u>     | <u>1,492</u>   | <u>3,430</u>     |
| Total            | <u>1,453,020</u>    | <u>76,815</u>  | <u>1,529,835</u> | <u>1,335,507</u> | <u>55,873</u>  | <u>1,391,380</u> |

(Million Baht)

|                  | <u>The Bank</u>  |                |                  |                  |                |                  |
|------------------|------------------|----------------|------------------|------------------|----------------|------------------|
|                  | <u>2013</u>      |                |                  | <u>2012</u>      |                |                  |
|                  | <u>Domestic</u>  | <u>Foreign</u> | <u>Total</u>     | <u>Domestic</u>  | <u>Foreign</u> | <u>Total</u>     |
| Baht             | 1,434,826        | 66,482         | 1,501,308        | 1,312,389        | 53,720         | 1,366,109        |
| US Dollars       | 17,377           | 3,053          | 20,430           | 24,336           | 661            | 24,997           |
| Other currencies | <u>3,570</u>     | <u>7,280</u>   | <u>10,850</u>    | <u>1,938</u>     | <u>1,492</u>   | <u>3,430</u>     |
| Total            | <u>1,455,773</u> | <u>76,815</u>  | <u>1,532,588</u> | <u>1,338,663</u> | <u>55,873</u>  | <u>1,394,536</u> |

## 21 INTERBANK AND MONEY MARKET ITEMS (LIABILITIES)

Interbank and money market items (liabilities) as of 31 December 2013 and 2012 consisted of:

(Million Baht)

| Consolidated                       |               |                |                |              |                |                |
|------------------------------------|---------------|----------------|----------------|--------------|----------------|----------------|
|                                    | 2013          |                |                | 2012         |                |                |
|                                    | At call       | Term           | Total          | At call      | Term           | Total          |
| 1. Domestic                        |               |                |                |              |                |                |
| The BoT and FIDF                   | -             | 14,881         | 14,881         | -            | 19,218         | 19,218         |
| Commercial banks                   | 4,768         | 104,473        | 109,241        | 2,596        | 126,348        | 128,944        |
| Specialized financial institutions | 715           | 23,000         | 23,715         | 643          | 12,000         | 12,643         |
| Other financial institutions       | <u>4,133</u>  | <u>207</u>     | <u>4,340</u>   | <u>3,462</u> | <u>110</u>     | <u>3,572</u>   |
| Total Domestic                     | <u>9,616</u>  | <u>142,561</u> | <u>152,177</u> | <u>6,701</u> | <u>157,676</u> | <u>164,377</u> |
| 2. Foreign                         |               |                |                |              |                |                |
| US Dollars                         | 820           | 2,173          | 2,993          | 37           | 1,560          | 1,597          |
| Japanese Yen                       | 159           | 5,257          | 5,416          | 177          | 6,639          | 6,816          |
| Other currencies                   | <u>1,251</u>  | <u>5,566</u>   | <u>6,817</u>   | <u>722</u>   | <u>492</u>     | <u>1,214</u>   |
| Total Foreign                      | <u>2,230</u>  | <u>12,996</u>  | <u>15,226</u>  | <u>936</u>   | <u>8,691</u>   | <u>9,627</u>   |
| Total Domestic and Foreign         | <u>11,846</u> | <u>155,557</u> | <u>167,403</u> | <u>7,637</u> | <u>166,367</u> | <u>174,004</u> |

(Million Baht)

| The Bank                           |               |                |                |               |                |                |
|------------------------------------|---------------|----------------|----------------|---------------|----------------|----------------|
|                                    | 2013          |                |                | 2012          |                |                |
|                                    | At call       | Term           | Total          | At call       | Term           | Total          |
| 1. Domestic                        |               |                |                |               |                |                |
| The BoT and FIDF                   | -             | 14,881         | 14,881         | -             | 19,218         | 19,218         |
| Commercial banks                   | 4,768         | 104,473        | 109,241        | 2,596         | 126,348        | 128,944        |
| Specialized financial institutions | 760           | 23,000         | 23,760         | 702           | 12,000         | 12,702         |
| Other financial institutions       | <u>10,465</u> | <u>214</u>     | <u>10,679</u>  | <u>7,629</u>  | <u>110</u>     | <u>7,739</u>   |
| Total Domestic                     | <u>15,993</u> | <u>142,568</u> | <u>158,561</u> | <u>10,927</u> | <u>157,676</u> | <u>168,603</u> |
| 2. Foreign                         |               |                |                |               |                |                |
| US Dollars                         | 820           | 2,173          | 2,993          | 37            | 1,560          | 1,597          |
| Japanese Yen                       | 159           | 5,257          | 5,416          | 177           | 6,639          | 6,816          |
| Other currencies                   | <u>1,251</u>  | <u>5,566</u>   | <u>6,817</u>   | <u>722</u>    | <u>492</u>     | <u>1,214</u>   |
| Total Foreign                      | <u>2,230</u>  | <u>12,996</u>  | <u>15,226</u>  | <u>936</u>    | <u>8,691</u>   | <u>9,627</u>   |
| Total Domestic and Foreign         | <u>18,223</u> | <u>155,564</u> | <u>173,787</u> | <u>11,863</u> | <u>166,367</u> | <u>178,230</u> |

## 22 FINANCIAL LIABILITIES DESIGNATED AT FAIR VALUE THROUGH PROFIT OR LOSS

Financial liabilities designated at fair value through profit or loss as of 31 December 2013 and 2012 consisted of:

(Million Baht)

| <u>Consolidated and The Bank</u> |             |             |
|----------------------------------|-------------|-------------|
|                                  | <u>2013</u> | <u>2012</u> |
| Borrowing                        | 389         | 1,103       |

Proportion of transactions classified by the contract parties based on the amount of the contract as of 31 December 2013 and 2012 consisted of:

| <u>Consolidated and The Bank</u> |                       |             |
|----------------------------------|-----------------------|-------------|
|                                  | <u>2013</u>           | <u>2012</u> |
| <u>Contract parties</u>          | <u>Proportion (%)</u> |             |
| Financial institutions           | 32                    | 9           |
| Outsiders                        | <u>68</u>             | <u>91</u>   |
| Total                            | <u>100</u>            | <u>100</u>  |



## 23 DEBTS ISSUED AND BORROWINGS

Debts issued and borrowings as of 31 December 2013 and 2012 consisted of:

| Consolidated  |           |               |               |          |         |        |               |               |          |         |        | (Million Baht) |
|---|-----------|---------------|---------------|----------|---------|--------|---------------|---------------|----------|---------|--------|----------------|
|   |           | 2013          |               |          |         |        | 2012          |               |          |         |        |                |
|   | Currency  | Maturity Date | Interest Rate | Domestic | Foreign | Total  | Maturity Date | Interest Rate | Domestic | Foreign | Total  |                |
| Subordinated Debentures   | US Dollar | 2016          | 8.25%         | -        | 6,007   | 6,007  | 2016          | 8.25%         | -        | 5,591   | 5,591  |                |
| Subordinated Debentures - KASIKORNBANK PCL  |           |               |               |          |         |        |               |               |          |         |        |                |
| No. 1/2008**  | Baht      | 2018          | -             | -        | -       | -      | 2018          | 5.25% - 6.50% | 17,000   | -       | 17,000 |                |
| No. 1/2009  | Baht      | 2019          | 4.85% -5.75%  | 600      | -       | 600    | 2019          | 4.85% - 5.75% | 600      | -       | 600    |                |
| No. 1/2010  | Baht      | 2020          | 4.50%         | 7,500    | -       | 7,500  | 2020          | 4.50%         | 7,500    | -       | 7,500  |                |
| No. 1/2012  | Baht      | 2022          | 4.50%         | 22,000   | -       | 22,000 | 2022          | 4.50%         | 22,000   | -       | 22,000 |                |
| Unsubordinated and unsecured debentures   | US Dollar | 2018          | 3.00%         | -        | 16,395  | 16,395 | 2018          | 3.00%         | -        | 15,316  | 15,316 |                |
| Debt issued and borrowing with embedded derivative that are not designated at fair value through profit or loss |           |               |               |          |         |        |               |               |          |         |        |                |
| Bills of Exchange   | Baht      | 2024          | Variable*     | 338      | -       | 338    | 2024          | Variable*     | 971      | -       | 971    |                |
| Others  | Baht      | 2014          | 1.55% – 2.18% | 18,499   | -       | 18,499 | 2013          | 1.90% – 4.07% | 18,167   | -       | 18,167 |                |
| Total   | Baht      | 2019          | 0.00% – 0.50% | 179      | -       | 179    | 2019          | 0.00% – 0.50% | 249      | -       | 249    |                |
|   |           |               |               | 49,116   | 22,402  | 71,518 |               |               | 66,487   | 20,907  | 87,394 |                |

(Million Baht)

|   | Currency  | The Bank |               |          |         |        |          |               |          |         |        |
|---|-----------|----------|---------------|----------|---------|--------|----------|---------------|----------|---------|--------|
|   |           | 2013     |               |          |         |        | 2012     |               |          |         |        |
|   |           | Maturity | Interest Rate | Domestic | Foreign | Total  | Maturity | Interest Rate | Domestic | Foreign | Total  |
|   |           | Date     |               |          |         |        | Date     |               |          |         |        |
| Subordinated Debentures   | US Dollar | 2016     | 8.25%         | -        | 6,007   | 6,007  | 2016     | 8.25%         | -        | 5,591   | 5,591  |
| Subordinated Debentures - KASIKORNBANK PCL  |           |          |               |          |         |        |          |               |          |         |        |
| No. 1/2008**  | Baht      | 2018     | -             | -        | -       | -      | 2018     | 5.25% - 6.50% | 17,000   | -       | 17,000 |
| No. 1/2009  | Baht      | 2019     | 4.85% - 5.75% | 600      | -       | 600    | 2019     | 4.85% - 5.75% | 600      | -       | 600    |
| No. 1/2010  | Baht      | 2020     | 4.50%         | 7,500    | -       | 7,500  | 2020     | 4.50%         | 7,500    | -       | 7,500  |
| No. 1/2012  | Baht      | 2022     | 4.50%         | 22,000   | -       | 22,000 | 2022     | 4.50%         | 22,000   | -       | 22,000 |
| Unsubordinated and unsecured debentures   | US Dollar | 2018     | 3.00%         | -        | 16,395  | 16,395 | 2018     | 3.00%         | -        | 15,316  | 15,316 |
| Debt issued and borrowing with embedded derivative that are not designated at fair value through profit or loss | Baht      | 2024     | Variable*     | 300      | -       | 300    | 2024     | Variable*     | 971      | -       | 971    |
| Bills of Exchange   | Baht      | 2014     | 1.55% - 2.18% | 18,499   | -       | 18,499 | 2013     | 1.90% - 4.07% | 18,167   | -       | 18,167 |
| Others  | Baht      | 2019     | 0.00% - 0.50% | 175      | -       | 175    | 2019     | 0.00% - 0.50% | 249      | -       | 249    |
| Total   |           |          |               | 49,074   | 22,402  | 71,476 |          |               | 66,487   | 20,907  | 87,394 |

\* Variable rates linked to reference interest rates and average price of marketable equity securities.

\*\* The Bank has exercised the right to redeem the debenture on 19 December 2013.

## 24 EMPLOYEE RETIREMENT BENEFITS

Employee retirement benefits as of 31 December 2013 and 2012 are as follows:

(Million Baht)

|   | <u>Consolidated</u> |               | <u>The Bank</u> |               |
|---|---------------------|---------------|-----------------|---------------|
|   | <u>2013</u>         | <u>2012</u>   | <u>2013</u>     | <u>2012</u>   |
| Balance at the beginning of the year              | 13,831              | 9,878         | 13,353          | 9,541         |
| Current service costs                             | 1,001               | 1,191         | 950             | 1,145         |
| Interest cost                                     | 543                 | 434           | 524             | 419           |
| Actuarial (gains) losses from updated assumptions | (11)                | 3,120         | -               | 3,030         |
| Benefits paid                                     | <u>(848)</u>        | <u>(792)</u>  | <u>(836)</u>    | <u>(782)</u>  |
| Balance at the end of the year                    | <u>14,516</u>       | <u>13,831</u> | <u>13,991</u>   | <u>13,353</u> |

Actuarial gains (losses) from updated assumptions recognised in other comprehensive income for the years ended 31 December 2013 and 2012 consisted of:

(Million Baht)

|                                | <u>Consolidated</u> |                | <u>The Bank</u> |                |
|--------------------------------|---------------------|----------------|-----------------|----------------|
|                                | <u>2013</u>         | <u>2012</u>    | <u>2013</u>     | <u>2012</u>    |
| Included in retained earnings: |                     |                |                 |                |
| At 1 January                   | (3,423)             | (303)          | (3,330)         | (300)          |
| Recognised during the year     | <u>11</u>           | <u>(3,120)</u> | <u>-</u>        | <u>(3,030)</u> |
| At 31 December                 | <u>(3,412)</u>      | <u>(3,423)</u> | <u>(3,330)</u>  | <u>(3,330)</u> |

Principle actuarial assumptions as of 31 December 2013 and 2012 consisted of:

|                         | <u>Consolidated and The Bank</u> |               |
|-------------------------|----------------------------------|---------------|
|                         | <u>2013</u>                      | <u>2012</u>   |
| Discount rate           | 4% – 4.5%                        | 3.9% – 4%     |
| Average salary increase | 3.5% – 12%                       | 4% – 12%      |
| Average turnover        | 0% – 30%                         | 0% – 34%      |
| Normal retirement age   | 55 – 60 years                    | 55 – 60 years |

The Historical information of long-term employee benefits as follows:

(Million Baht)

|  | <u>Consolidated</u> |             |             |             |             |
|--|---------------------|-------------|-------------|-------------|-------------|
|  | <u>2013</u>         | <u>2012</u> | <u>2011</u> | <u>2010</u> | <u>2009</u> |
| Present value of long-term<br>employee benefit obligations | 14,516              | 13,831      | 9,878       | 9,046       | 8,766       |

(Million Baht)

|  | <u>The Bank</u> |             |             |             |             |
|--|-----------------|-------------|-------------|-------------|-------------|
|  | <u>2013</u>     | <u>2012</u> | <u>2011</u> | <u>2010</u> | <u>2009</u> |
| Present value of long-term<br>employee benefit obligations | 13,991          | 13,353      | 9,541       | 8,776       | 8,513       |

## 25 SHARE CAPITAL AND EARNINGS PER SHARE

The calculation of the consolidated and the Bank-only basic earnings per share for the year ended 31 December 2013 was based on profit attributable to ordinary shareholders of Baht 41,325 million and Baht 37,525 million, respectively (Year 2012: Baht 35,260 million and Baht 32,457 million, respectively) and the weighted average number of ordinary and paid-up shares outstanding during the year ended 31 December 2013 of 2,393,260,193 shares (Year 2012: 2,393,260,193 shares).

## 26 RESERVES

Section 116 of the Public Companies Act B.E. 2535 requires that the Bank shall allocate not less than 5 percent of its annual net profit, less any accumulated losses brought forward, to a reserve account ("legal reserve"), until this account reaches an amount not less than 10 percent of the registered authorized capital. In addition, The provisions of the Civil and Commercial Code of Thailand require that subsidiaries shall allocate not less than 5 percent of their annual net profit each time a dividend is declared, to a reserve account ("legal reserve") until the reserve reaches 10 percent of authorized share capital. The legal reserve is not available for dividend distribution.

## 27 DIVIDEND PAYMENTS

On 29 August 2013, the Board of Directors Meeting of the Bank approved to pay interim dividends from the six-month operating results of 2013 at the rate of Baht 0.50 per share, totaling Baht 1,197 million, which was paid on 26 September 2013.

On 3 April 2013, the Annual General Meeting of Shareholders of the Bank approved to pay dividend from the operating results of 2012 at the rate of Baht 3.00 per share, totaling Baht 7,180 million. The interim dividend was paid at the rate of Baht 0.50 per share, totaling Baht 1,197 million, on 20 September 2012 and the remaining dividend was paid at the rate of Baht 2.50 per share, totaling Baht 5,983 million, on 29 April 2013.

On 23 August 2012, the Board of Directors Meeting of the Bank approved to pay interim dividends from the six-month operating results of 2012 at the rate of Baht 0.50 per share, totaling Baht 1,197 million, which was paid on 20 September 2012.

On 2 April 2012, the Annual General Meeting of Shareholders of the Bank approved to pay dividend from the operating results of 2011 at the rate of Baht 2.50 per share, totaling Baht 5,983 million. The interim dividend was paid at the rate of Baht 0.50 per share, totaling Baht 1,197 million, on 22 September 2011 and the remaining dividend was paid at the rate of Baht 2.00 per share, totaling Baht 4,786 million, on 27 April 2012.

## 28 ASSETS PLEDGED AS COLLATERAL

Assets pledged as collateral as of 31 December 2013 and 2012 consisted of:

(Million Baht)

|                         | Consolidated   |                | The Bank       |                |
|-------------------------|----------------|----------------|----------------|----------------|
|                         | <u>2013</u>    | <u>2012</u>    | <u>2013</u>    | <u>2012</u>    |
| Deposits                | 10,170         | 2,040          | 10,152         | 2,022          |
| Government bonds        | 144,098        | 152,084        | 113,799        | 129,299        |
| State enterprises bonds | <u>289</u>     | <u>308</u>     | <u>172</u>     | <u>187</u>     |
| Total                   | <u>154,557</u> | <u>154,432</u> | <u>124,123</u> | <u>131,508</u> |

The Bank has pledged these assets as collateral for derivatives, for electricity consumption, for court collateral and for repurchase agreements.

## 29 CONTINGENT LIABILITIES AND COMMITMENTS

Contingent liabilities and commitments as of 31 December 2013 and 2012 consisted of:

(Million Baht)

|   | Consolidated   |                | The Bank       |                |
|---|----------------|----------------|----------------|----------------|
|   | 2013           | 2012           | 2013           | 2012           |
| Avals to bills                                    | 5,101          | 4,047          | 5,101          | 4,047          |
| Guarantees of loans                               | 7,293          | 3,931          | 7,293          | 3,931          |
| Liability under unmatured import bills            | 11,967         | 10,286         | 11,967         | 10,286         |
| Letters of credit                                 | 27,238         | 27,418         | 27,238         | 27,418         |
| Other contingencies                               |                |                |                |                |
| - Guarantees of selling instruments or securities | 3,585          | -              | 3,585          | -              |
| - Unused credit line of overdraft                 | 213,567        | 203,463        | 213,567        | 203,463        |
| - Other guarantees                                | 175,397        | 161,565        | 175,340        | 161,510        |
| - Others  | <u>12,859</u>  | <u>20,480</u>  | <u>12,843</u>  | <u>20,472</u>  |
| Total   | <u>457,007</u> | <u>431,190</u> | <u>456,934</u> | <u>431,127</u> |

Under normal business operations, the Bank is a defendant in various litigation against the Bank. This includes cases of wrongful acts brought against the Bank, with total claims amounting to Baht 7,827 million and Baht 7,701 million as of 31 December 2013 and 2012, respectively. The Management believes that any liability resulting from this litigation will not be material to the Bank's financial position or on the results of its operations.

As of 31 December 2013 and 2012, Muang Thai Life Assurance Public Company Limited has been sued as insurer, with claims amounting to approximately Baht 171 million and Baht 215 million, respectively. The Management believes that any liability resulting from this litigation will not be material to the consolidated financial statements.

## 30 RELATED PARTY TRANSACTIONS AND BALANCES

30.1 Loans and contingencies made to officers<sup>(1)</sup> and to business entities where the Bank and its subsidiaries, their directors or officers, hold 20% or more of their paid-up capital, in which market price as charged as with other normal business as of 31 December 2013 and 2012, are summarized as follows:

(Million Baht)

|               | Consolidated |      | The Bank |        |
|---------------|--------------|------|----------|--------|
|               | 2013         | 2012 | 2013     | 2012   |
| Loans         | 337          | 174  | 95,991   | 89,946 |
| Contingencies | 300          | 525  | 761      | 798    |

<sup>(1)</sup> Officers mean management who holds the title of at least First Senior Vice President including Department Head-Financial Accounting Management Department and Department Head-Financial Planning Department.

### 30.2 Related Parties

Relationships between the Bank and other business entities where control exists as of 31 December 2013 and 2012 are explained in Note 10.1

30.3 Additional transactions occurring between the Bank and related business entities, which are charged at market price as with other normal business or the price as stipulated in the agreement, are as follows:

30.3.1 Assets, liabilities and contingencies between the Bank, its subsidiaries and associated companies excluding Phethai Asset Management Company Limited as of 31 December 2013 and 2012 are summarized as follows:

(Million Baht)

|   | <u>Consolidated</u> |             | <u>The Bank</u> |             |
|---|---------------------|-------------|-----------------|-------------|
|   | <u>2013</u>         | <u>2012</u> | <u>2013</u>     | <u>2012</u> |
| <u>Interbank and Money Market Items (Assets)</u>      |                     |             |                 |             |
| Subsidiaries  | -                   | -           | -               | 200         |
| <u>Loans</u>  |                     |             |                 |             |
| Subsidiaries  |                     |             |                 |             |
| - KASIKORN LEASING CO., LTD.                          | 4                   | -           | 85,578          | 81,153      |
| - Others  | -                   | -           | 10,084          | 8,625       |
| <u>Other Assets</u>                                   |                     |             |                 |             |
| Subsidiaries  | -                   | -           | 900             | 817         |
| Associated Company                                    | 45                  | 29          | 45              | 29          |
| <u>Deposits</u>                                       |                     |             |                 |             |
| Subsidiaries  |                     |             |                 |             |
| - Phethai Asset Management Co., Ltd.                  | -                   | -           | 45              | 218         |
| - Others  | 3                   | -           | 4,556           | 4,588       |
| Associated Company                                    | 10                  | 17          | 10              | 17          |
| <u>Interbank and Money Market Items (Liabilities)</u> |                     |             |                 |             |
| Subsidiaries  | -                   | -           | 6,698           | 4,748       |
| <u>Other Liabilities</u>                              |                     |             |                 |             |
| Subsidiaries  | -                   | -           | 330             | 1,311       |
| <u>Contingencies</u>                                  |                     |             |                 |             |
| Subsidiaries  | -                   | -           | 460             | 270         |
| <u>Derivatives (notional amount)</u>                  |                     |             |                 |             |
| Subsidiaries  | -                   | -           | 6,447           | 2,941       |

Certain subsidiaries and associated companies have entered into 1-2 year building lease and service agreements with the Bank. Rentals are charged at cost plus an increment for additional administration and maintenance expenditures incurred. As of 31 December 2013 and 2012, the Bank and its related parties have rental agreements with remaining tenures amounting to Baht 44 million and Baht 49 million, respectively.

The Bank has entered into 5-year car leasing agreements with KASIKORN LEASING CO., LTD. Such agreements are classified as finance lease agreements, charged at market rates. As of 31 December 2012, the book value of finance lease liabilities, before elimination, amounts to Baht 1,012 million. These agreements were terminated in year 2013.

The Bank entered into an Information Technology Service Agreement with Progress Software Co., Ltd. under which the service will be provided until 30 November 2015. As of 31 December 2013 and 2012, the Bank is committed to pay total service fees of Baht 206 Million and Baht 246 Million, respectively.

30.3.2 Revenue and expenses occurring between the Bank, its subsidiaries and associated companies for the years ended 31 December 2013 and 2012 are summarized as follows:

| (Million Baht)       |                     |             |                 |             |
|----------------------|---------------------|-------------|-----------------|-------------|
|                      | <u>Consolidated</u> |             | <u>The Bank</u> |             |
|                      | <u>2013</u>         | <u>2012</u> | <u>2013</u>     | <u>2012</u> |
| Subsidiaries         |                     |             |                 |             |
| Revenue:             |                     |             |                 |             |
| Interest income      | -                   | -           | 3,376           | 2,895       |
| Other income         | -                   | -           | 12,163          | 8,764       |
| Expenses:            |                     |             |                 |             |
| Interest expenses    | -                   | -           | 165             | 221         |
| Other expenses       | -                   | -           | 4,154           | 3,820       |
| Associated Companies |                     |             |                 |             |
| Revenue:             |                     |             |                 |             |
| Other income         | 30                  | 23          | 30              | 23          |
| Expenses:            |                     |             |                 |             |
| Other expenses       | 69                  | 29          | 69              | 29          |

The Bank has entered into a staff secondment agreement with KASIKORN SECURITIES PCL, commencing from January 2006. The agreement shall be terminated at any time by the Bank giving notice 60 days prior to the termination date. The Bank is responsible for salaries, welfare and other benefits and any liabilities that arise or may arise from the actions of the employees.

For the years ended 31 December 2013 and 2012, the Bank incurred expenses amounting to Baht 461 million and Baht 424 million, respectively, presented as personnel expenses in profit or loss



30.3.3 Assets, liabilities and contingencies between the Bank and other business entities in which the directors, key executive officers and close members of their families have significant influence as of 31 December 2013 and 2012 were summarized as follows:

(Million Baht)

|                               | <u>Consolidated and The Bank</u> |             |
|-------------------------------|----------------------------------|-------------|
|                               | <u>2013</u>                      | <u>2012</u> |
| Loans                         | 9,077                            | 9,513       |
| Deposits                      | 9,385                            | 8,284       |
| Contingencies                 | 8,423                            | 7,052       |
| Derivatives (notional amount) | 12,156                           | 6,310       |

30.3.4 Assets, liabilities and contingencies between the Bank and its directors and key executive officers or the Bank's employees who have authority and responsibility for planning, directing and controlling the activities of the Bank including their close family members as of 31 December 2013 and 2012 are summarized as follows:

(Million Baht)

|               | <u>Consolidated</u> |             | <u>The Bank</u> |             |
|---------------|---------------------|-------------|-----------------|-------------|
|               | <u>2013</u>         | <u>2012</u> | <u>2013</u>     | <u>2012</u> |
| Loans         | 72                  | 67          | 67              | 55          |
| Deposits      | 5,283               | 6,735       | 5,274           | 6,716       |
| Contingencies | 150                 | -           | 150             | -           |

30.4 Key management<sup>(1)</sup> personnel compensation are consisted of:

(Million Baht)

|                              | <u>Consolidated</u> |              | <u>The Bank</u> |             |
|------------------------------|---------------------|--------------|-----------------|-------------|
|                              | <u>2013</u>         | <u>2012</u>  | <u>2013</u>     | <u>2012</u> |
| Short-term employee benefits | 1,198               | 1,082        | 749             | 671         |
| Post-employment benefits     | <u>50</u>           | <u>26</u>    | <u>39</u>       | <u>23</u>   |
| Total                        | <u>1,248</u>        | <u>1,108</u> | <u>788</u>      | <u>694</u>  |

<sup>(1)</sup> Key management mean director, management who holds the title of at least First Senior Vice President including Department Head-Financial Accounting Management Department and Department Head-Financial Planning Department.

## 31 BENEFITS OF DIRECTORS AND EXECUTIVES

The Bank and its subsidiaries have not paid other benefits to directors and executives except for the benefits that are normally paid such as directors' fee, directors' bonus (if any), executives' salary and bonus (if any).

## 32 CAPITAL COMMITMENTS AND LONG-TERM AGREEMENTS

## 32.1 Capital Commitments

(Million Baht)

|                                 | <u>Consolidated</u> |             | <u>The Bank</u> |             |
|---------------------------------|---------------------|-------------|-----------------|-------------|
|                                 | <u>2013</u>         | <u>2012</u> | <u>2013</u>     | <u>2012</u> |
| Contracted but not provided for | 5,909               | 5,996       | 5,908           | 5,987       |

## 32.2 Long-Term Agreements

## 32.2.1 Operating Lease

The Bank and its subsidiaries have entered into land/building lease agreements for branch offices and vehicle lease agreements. The Bank and its subsidiaries were committed to pay future rentals, which are summarized as follows:

(Million Baht)

|                                 |                                   | <u>Consolidated</u> | <u>The Bank</u> |
|---------------------------------|-----------------------------------|---------------------|-----------------|
| <u>Types of Lease Agreement</u> | <u>Remaining Period</u>           | <u>2013</u>         | <u>2013</u>     |
| Land/building lease agreements  | 1 January 2014 – 31 December 2042 | 1,876               | 1,839           |
| Vehicle lease agreements        | 1 January 2014 – 2 December 2018  | 950                 | 826             |
| Others                          | 1 January 2014 – 12 August 2017   | <u>44</u>           | <u>-</u>        |
| Total                           |                                   | <u>2,870</u>        | <u>2,665</u>    |

(Million Baht)

|                                 |                                   | <u>Consolidated</u> | <u>The Bank</u> |
|---------------------------------|-----------------------------------|---------------------|-----------------|
| <u>Types of Lease Agreement</u> | <u>Remaining Period</u>           | <u>2012</u>         | <u>2012</u>     |
| Land/building lease agreements  | 1 January 2013 – 31 December 2042 | 1,880               | 1,832           |
| Vehicle lease agreements        | 1 January 2013 – 14 November 2017 | 141                 | 14              |
| Others                          | 1 January 2013 – 14 May 2017      | <u>51</u>           | <u>-</u>        |
| Total                           |                                   | <u>2,072</u>        | <u>1,846</u>    |

## 32.2.2 Service Agreement

The Bank entered into an Information Technology Service, under which the service agreement will be provided until 31 December 2015. As of 31 December 2013 and 2012, the Bank is committed to pay total service fees of Baht 2,513 million and Baht 3,988 million, respectively.

### 33 THAI FINANCIAL REPORTING STANDARDS (TFRS) NOT YET ADOPTED

The Bank and its subsidiaries have not adopted the following applicable TFRS and interpretations that have been issued but are not yet effective. The new TFRS and interpretations that are applicable to the Bank and its subsidiaries, which become effective for the financial periods beginning on or after 1 January in the year indicated in the following table, are as follows:

| TFRS                  | Topic  | Year<br>effective |
|-----------------------|--|-------------------|
| TAS 1 (revised 2012)  | Presentation of financial statements   | 2014              |
| TAS 7 (revised 2012)  | Statement of Cash Flows  | 2014              |
| TAS 12 (revised 2012) | Income Taxes   | 2014              |
| TAS 17 (revised 2012) | Leases   | 2014              |
| TAS 18 (revised 2012) | Revenue Recognition  | 2014              |
| TAS 19 (revised 2012) | Employee Benefits  | 2014              |
| TAS 21 (revised 2012) | The Effects of Changes in Foreign Exchange Rates                             | 2014              |
| TAS 24 (revised 2012) | Related Party Disclosures  | 2014              |
| TAS 28 (revised 2012) | Investments in Associates  | 2014              |
| TAS 31 (revised 2012) | Interests in Joint Ventures  | 2014              |
| TAS 34 (revised 2012) | Interim Financial Reports  | 2014              |
| TAS 38 (revised 2012) | Intangible Assets  | 2014              |
| TFRS 5 (revised 2012) | Non-current Assets held for Sale and Discontinued Operations                 | 2014              |
| TFRS 8 (revised 2012) | Operating Segments   | 2014              |
| TIC 15                | Operating Leases-Incentives  | 2014              |
| TIC 27                | Evaluating the Substance of Transactions Involving the Legal Form of a Lease | 2014              |
| TIC 32                | Intangible Assets-Web Site Costs   | 2014              |
| TFRIC 1               | Changes in Existing Decommissioning, Restoration and Similar Liabilities     | 2014              |
| TFRIC 4               | Determining whether an Arrangement contains a Lease                          | 2014              |
| TFRIC 10              | Interim Financial Reporting and Impairment                                   | 2014              |
| TFRIC 13              | Customer Loyalty Programmes  | 2014              |
| TFRS 4                | Insurance Contracts  | 2016              |

Management expects to adopt and apply these new TFRS and interpretations in accordance with the FAP's announcement. Management has prepared the adoption of the above interpretations and determined these will not have a significant impact on the consolidated and the Bank-only financial statements. However, the management is presently considering the potential impact of TFRS 4.

## 34 SEGMENT INFORMATION

### 34.1 Information about reportable segments

The Group has identified 3 main business groups for management reporting purposes. The business groups offer different customers different products and services, and the groups' performance is measured based on segment operating profit before impairment loss on loans and debt securities and income tax expense.

#### **Corporate Business**

KBank's Corporate Business Customers include Companies and high net worth Individuals, Government and State Enterprises, and Financial Institutions etc. KBank provides a variety of financial products and services to these customers such as Long Term Loans, Working Capital, Letter of Indemnity, Trade Finance Solutions, Syndicated Loans, Cash Management Solutions, and Value Chain Solutions.

#### **Retail Business**

KBank's Retail Business comprises individual customers who use KBank's products and services such as Deposit Account, Debit Card, Credit Card, Personal Loan, Housing Loan, Investment Product and Financial Advisory Services, and Transactional Banking Services.

#### **Muangthai Group Holding Business**

Muangthai Group Holding Business includes a group of companies that operates life insurance and life brokerage businesses.

Others represents other items which are not directly attributable to the main business groups, and including items arising from capital markets and treasury operations.

(Million Baht)

| <u>Consolidated</u>   |                              |                           |  |               |                    |               |
|---|------------------------------|---------------------------|--|---------------|--------------------|---------------|
| <u>For the Year Ended 31 December 2013</u>  |                              |                           |  |               |                    |               |
|   | Corporate<br><u>Business</u> | Retail<br><u>Business</u> | Muangthai Group<br><u>Holding Business</u> | <u>Others</u> | <u>Elimination</u> | <u>Total</u>  |
| Interest income - net   | 35,417                       | 21,999                    | 7,009                                      | 8,372         | -                  | 72,797        |
| Non-interest income   | <u>18,388</u>                | <u>21,571</u>             | <u>4,477<sup>(1)</sup></u>                 | <u>10,242</u> | <u>(6,525)</u>     | <u>48,153</u> |
| Total operating income - net  | 53,805                       | 43,570                    | 11,486                                     | 18,614        | (6,525)            | 120,950       |
| Total other operating expenses  | <u>19,129</u>                | <u>24,894</u>             | <u>3,524</u>                               | <u>9,224</u>  | <u>(3,868)</u>     | <u>52,903</u> |
| Operating profit before impairment loss<br>on loans and debt securities and<br>income tax expense | 34,676                       | 18,676                    | 7,962                                      | 9,390         | (2,657)            | 68,047        |
| Impairment loss on loans and debt<br>securities   |                              |                           |  |               |                    | <u>11,744</u> |
| Operating profit before income tax<br>expense   |                              |                           |  |               |                    | <u>56,303</u> |

(Million Baht)

| <u>Consolidated</u>   |                              |                           |  |               |                    |               |
|---|------------------------------|---------------------------|--|---------------|--------------------|---------------|
| <u>For the Year Ended 31 December 2012 (Restated)</u>   |                              |                           |  |               |                    |               |
|   | Corporate<br><u>Business</u> | Retail<br><u>Business</u> | Muangthai Group<br><u>Holding Business</u> | <u>Others</u> | <u>Elimination</u> | <u>Total</u>  |
| Interest income - net   | 31,731                       | 19,651                    | 5,647                                      | 6,553         | (1)                | 63,581        |
| Non-interest income   | <u>16,057</u>                | <u>17,038</u>             | <u>3,284<sup>(1)</sup></u>                 | <u>9,863</u>  | <u>(5,518)</u>     | <u>40,724</u> |
| Total operating income - net  | 47,788                       | 36,689                    | 8,931                                      | 16,416        | (5,519)            | 104,305       |
| Total other operating expenses  | <u>18,168</u>                | <u>22,033</u>             | <u>2,823</u>                               | <u>7,609</u>  | <u>(3,699)</u>     | <u>46,934</u> |
| Operating profit before impairment loss<br>on loans and debt securities and<br>income tax expense | 29,620                       | 14,656                    | 6,108                                      | 8,807         | (1,820)            | 57,371        |
| Impairment loss on loans and debt<br>securities   |                              |                           |  |               |                    | <u>8,390</u>  |
| Operating profit before income tax<br>expense   |                              |                           |  |               |                    | <u>48,981</u> |

(Million Baht)

| <u>Consolidated</u>                           |                              |                           |  |               |                    |                  |
|---|------------------------------|---------------------------|--|---------------|--------------------|------------------|
| <u>31 December 2013</u>                       |                              |                           |  |               |                    |                  |
|   | Corporate<br><u>Business</u> | Retail<br><u>Business</u> | Muangthai Group<br><u>Holding Business</u> | <u>Others</u> | <u>Elimination</u> | <u>Total</u>     |
| Reportable segment - Loans <sup>(2)</sup>     | 964,007                      | 382,440                   | 8,286                                      | 179,904       | (95,659)           | 1,438,978        |
| Unallocated assets                            |                              |                           |  |               |                    | <u>851,067</u>   |
| Total assets                                  |                              |                           |  |               |                    | <u>2,290,045</u> |
| Deposits and bills of exchange <sup>(3)</sup> | 423,098                      | 1,121,039                 | -  | 6,950         | (2,753)            | 1,548,334        |

(Million Baht)

| <u>Consolidated</u>                           |                              |                           |  |               |                    |                  |
|---|------------------------------|---------------------------|--|---------------|--------------------|------------------|
| <u>31 December 2012 (Restated)</u>            |                              |                           |  |               |                    |                  |
|   | Corporate<br><u>Business</u> | Retail<br><u>Business</u> | Muangthai Group<br><u>Holding Business</u> | <u>Others</u> | <u>Elimination</u> | <u>Total</u>     |
| Reportable segment - Loans <sup>(2)</sup>     | 884,824                      | 346,601                   | 6,898                                      | 179,237       | (90,828)           | 1,326,732        |
| Unallocated assets                            |                              |                           |  |               |                    | <u>750,710</u>   |
| Total assets                                  |                              |                           |  |               |                    | <u>2,077,442</u> |
| Deposits and bills of exchange <sup>(3)</sup> | 381,021                      | 1,031,538                 | -  | 144           | (3,156)            | 1,409,547        |

<sup>(1)</sup> Net of underwriting expenses

<sup>(2)</sup> Loans = Loans to customers less deferred revenue

<sup>(3)</sup> Excluding bills of exchange with embedded derivative

## 34.2 Information about geographical areas

(Million Baht)

| <u>Consolidated</u>                               |                        |                 |                    |              |
|---|------------------------|-----------------|--------------------|--------------|
| <u>For the Year Ended 31 December 2013</u>        |                        |                 |                    |              |
|   | <u>Domestic</u>        | <u>Overseas</u> | <u>Elimination</u> | <u>Total</u> |
| Total operating income - net                      | 120,054 <sup>(1)</sup> | 896             | -                  | 120,950      |
| Total other operating expenses                    | 52,421                 | 482             | -                  | 52,903       |
| Operating profit (loss) before income tax expense | 56,797                 | (494)           | -                  | 56,303       |

(Million Baht)

| <u>Consolidated</u>                        |                        |                 |                    |              |
|--|------------------------|-----------------|--------------------|--------------|
| <u>For the Year Ended 31 December 2012</u> |                        |                 |                    |              |
|  | <u>Domestic</u>        | <u>Overseas</u> | <u>Elimination</u> | <u>Total</u> |
| Total operating income - net               | 103,825 <sup>(1)</sup> | 492             | (12)               | 104,305      |
| Total other operating expenses             | 46,551                 | 395             | (12)               | 46,934       |
| Operating profit before income tax expense | 48,918                 | 63              | -                  | 48,981       |

(Million Baht)

| <u>Consolidated</u>                 |                 |                 |                    |              |
|-------------------------------------|-----------------|-----------------|--------------------|--------------|
| <u>31 December 2013</u>             |                 |                 |                    |              |
|                                     | <u>Domestic</u> | <u>Overseas</u> | <u>Elimination</u> | <u>Total</u> |
| Non - current assets <sup>(2)</sup> | 77,174          | 465             | -                  | 77,639       |

(Million Baht)

| <u>Consolidated</u>                 |                 |                 |                    |              |
|-------------------------------------|-----------------|-----------------|--------------------|--------------|
| <u>31 December 2012</u>             |                 |                 |                    |              |
|                                     | <u>Domestic</u> | <u>Overseas</u> | <u>Elimination</u> | <u>Total</u> |
| Non - current assets <sup>(2)</sup> | 75,809          | 325             | -                  | 76,134       |

<sup>(1)</sup> Net of underwriting expenses<sup>(2)</sup> Non - current assets include investments in associates, properties foreclosed – net, premises and equipment – net, goodwill and other intangible assets – net, leasehold – net and investment property.

### 35 INTEREST INCOME

Interest income for the years ended 31 December 2013 and 2012 consisted of:

(Million Baht)

|                                      | Consolidated   |               | The Bank      |               |
|--------------------------------------|----------------|---------------|---------------|---------------|
|                                      | 2013           | 2012          | 2013          | 2012          |
| Interbank and money market items     | 4,302          | 4,602         | 4,236         | 4,549         |
| Investments and trading transactions | 329            | 463           | 329           | 463           |
| Investments in debt securities       | 13,273         | 11,824        | 7,066         | 6,878         |
| Loans                                | 83,692         | 75,370        | 85,862        | 77,380        |
| Hire purchase and financial lease    | 4,589          | 3,980         | -             | -             |
| Others                               | <u>41</u>      | <u>(65)</u>   | <u>41</u>     | <u>(65)</u>   |
| Total                                | <u>106,226</u> | <u>96,174</u> | <u>97,534</u> | <u>89,205</u> |

### 36 INTEREST EXPENSES

Interest expenses for the years ended 31 December 2013 and 2012 consisted of:

(Million Baht)

|   | Consolidated  |               | The Bank      |               |
|---|---------------|---------------|---------------|---------------|
|   | 2013          | 2012          | 2013          | 2012          |
| Deposits  | 20,756        | 19,876        | 20,778        | 19,891        |
| Interbank and money market items  | 2,166         | 2,808         | 2,270         | 2,885         |
| Contributions to Financial Institutions Development<br>Fund and Deposit Protection Agency | 6,834         | 6,235         | 6,834         | 6,235         |
| Debts issued  |               |               |               |               |
| - Subordinated debentures   | 2,769         | 2,692         | 2,769         | 2,692         |
| - Others  | 814           | 838           | 813           | 846           |
| Borrowings  | 3             | 62            | 3             | 62            |
| Others  | <u>87</u>     | <u>82</u>     | <u>41</u>     | <u>127</u>    |
| Total   | <u>33,429</u> | <u>32,593</u> | <u>33,508</u> | <u>32,738</u> |



### 37 FEES AND SERVICE INCOME - NET

Fees and service income - net for the years ended 31 December 2013 and 2012 consisted of:

(Million Baht)

|                                  | <u>Consolidated</u> |               | <u>The Bank</u> |               |
|----------------------------------|---------------------|---------------|-----------------|---------------|
|                                  | <u>2013</u>         | <u>2012</u>   | <u>2013</u>     | <u>2012</u>   |
| Fees and service income          |                     |               |                 |               |
| Acceptances, aval and guarantees | 2,289               | 2,089         | 2,289           | 2,089         |
| Other                            | <u>34,957</u>       | <u>29,339</u> | <u>34,382</u>   | <u>28,828</u> |
| Total Fees and service income    | 37,246              | 31,428        | 36,671          | 30,917        |
| Fees and service expenses        | <u>7,803</u>        | <u>6,961</u>  | <u>7,816</u>    | <u>6,874</u>  |
| Fees and service income - net    | <u>29,443</u>       | <u>24,467</u> | <u>28,855</u>   | <u>24,043</u> |

### 38 GAIN ON TRADING AND FOREIGN EXCHANGE TRANSACTIONS

Gain on trading and foreign exchange transactions for the years ended 31 December 2013 and 2012 consisted of:

(Million Baht)

|   | <u>Consolidated</u> |              | <u>The Bank</u> |              |
|---|---------------------|--------------|-----------------|--------------|
|   | <u>2013</u>         | <u>2012</u>  | <u>2013</u>     | <u>2012</u>  |
| 1. Gain (loss) on trading and foreign exchange transactions   |                     |              |                 |              |
| - Foreign currencies and foreign currency related derivatives | 4,952               | 5,230        | 4,854           | 5,235        |
| - Interest rate related derivatives                           | 986                 | 108          | 986             | 108          |
| - Debt securities   | 79                  | 88           | 79              | 88           |
| - Equity securities   | 42                  | 21           | (1)             | (1)          |
| - Others  | <u>(163)</u>        | <u>108</u>   | <u>(121)</u>    | <u>116</u>   |
| Total   | <u>5,896</u>        | <u>5,555</u> | <u>5,797</u>    | <u>5,546</u> |

### 39 LOSS ON FINANCIAL LIABILITIES DESIGNATED AT FAIR VALUE THROUGH PROFIT OR LOSS

Loss on financial liabilities designated at fair value through profit or loss for the years 31 December 2013 and 2012 consisted of:

(Million Baht)

| Consolidated and The Bank                                  |      |      |
|--|------|------|
|  | 2013 | 2012 |
| 1. Changes in the fair value - net                         |      |      |
| - Borrowing  | 5    | 2    |
| 2. Loss on redemption or transferable and interest expense |      |      |
| which is not excluded NO. 1                                | (23) | (48) |
| Total  | (18) | (46) |

### 40 GAIN ON INVESTMENTS

Gain on investments presented in the statements of comprehensive income for the years ended 31 December 2013 and 2012 consisted of:

(Million Baht)

|   | Consolidated |      | The Bank |      |
|---|--------------|------|----------|------|
|   | 2013         | 2012 | 2013     | 2012 |
| Gain (loss) on disposal                                   |              |      |          |      |
| Available-for-sale investments                            | 974          | 631  | 187      | 160  |
| General investments                                       | (40)         | 2    | (42)     | (17) |
| Investments in subsidiaries and associates                | 3            | (1)  | -        | 14   |
| Total   | 937          | 632  | 145      | 157  |
| Reversal (loss) on impairment and write-off of investment |              |      |          |      |
| Equity securities-available-for-sale                      | 18           | -    | 19       | -    |
| General investments                                       | -            | (8)  | -        | (8)  |
| Investments in subsidiaries and associates                | (7)          | -    | -        | -    |
| Total   | 11           | (8)  | 19       | (8)  |
| Total gain on investments                                 | 948          | 624  | 164      | 149  |

#### 41 IMPAIRMENT LOSS ON LOANS AND DEBT SECURITIES

Impairment loss on loans and debt securities for the years ended 31 December 2013 and 2012 consisted of:

(Million Baht)

|                                   | Consolidated  |              | The Bank      |              |
|-----------------------------------|---------------|--------------|---------------|--------------|
|                                   | 2013          | 2012         | 2013          | 2012         |
| Interbank and money market items  | (88)          | 174          | (88)          | 174          |
| Held-to-maturity debt instruments | (1)           | -            | 1             | -            |
| Loans to customers*               | 9,295         | 3,980        | 8,933         | 3,814        |
| Loss on debt restructuring        | <u>2,538</u>  | <u>4,236</u> | <u>2,537</u>  | <u>4,236</u> |
| Total                             | <u>11,744</u> | <u>8,390</u> | <u>11,383</u> | <u>8,224</u> |

\* Including reversal doubtful accounts to loss on debt restructuring

#### 42 INCOME TAX EXPENSE

On 21 December 2011, the Government has issued a Royal Decree under the Revenue Code that gave effect to the Cabinet resolution on 11 October 2011 regarding the Reduction and Exemption in Income Taxes (No. 530) B.E. 2554 to reduce the corporate income tax rate for the three accounting periods; from 30% to 23% for the accounting period 2012 and to 20% for the following two accounting periods 2013 and 2014.

The Bank and its subsidiaries have measured deferred tax assets and deferred tax liabilities at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled in line with Thai Accounting Standard. The substantively enacted tax rates which should be applied in measuring deferred tax assets and liabilities shall be 23% for the accounting period 2012 and 20% for accounting periods 2013 onwards that give effect to implication of The Federation of Accounting Professions.

42.1 Income tax recognised in profit or loss for the years ended 31 December 2013 and 2012 consisted of:

(Million Baht)

|                                    | <u>Consolidated</u> |               | <u>The Bank</u> |              |
|------------------------------------|---------------------|---------------|-----------------|--------------|
|                                    | <u>2013</u>         | <u>2012</u>   | <u>2013</u>     | <u>2012</u>  |
| Current tax expense                |                     |               |                 |              |
| Current year                       | 11,615              | 11,482        | 9,207           | 9,453        |
| Deferred tax expense               |                     |               |                 |              |
| Movements in temporary differences | <u>(158)</u>        | <u>(346)</u>  | <u>9</u>        | <u>(456)</u> |
| Total income tax expense           | <u>11,457</u>       | <u>11,136</u> | <u>9,216</u>    | <u>8,997</u> |

42.2 Income tax recognised in other comprehensive income for the years ended 31 December 2013 and 2012 consisted of:

(Million Baht)

|   | <u>Consolidated</u> |             | <u>The Bank</u> |             |
|---|---------------------|-------------|-----------------|-------------|
|   | <u>2013</u>         | <u>2012</u> | <u>2013</u>     | <u>2012</u> |
| Income taxes relating to components of other comprehensive income |                     |             |                 |             |
| Movements in temporary differences                                | 320                 | (326)       | (182)           | 105         |

See Note 19 for movement in deferred tax assets and deferred tax liabilities during the year.

## 42.3 Reconciliation of effective tax rates consisted of:

(Million Baht)

| <u>Consolidated</u>   |                 |               |                 |               |
|---|-----------------|---------------|-----------------|---------------|
|   | <u>2013</u>     |               | <u>2012</u>     |               |
|   | <u>Rate (%)</u> | <u>Amount</u> | <u>Rate (%)</u> | <u>Amount</u> |
| Operating profit before income tax expense  |                 | <u>56,303</u> |                 | <u>48,981</u> |
| Income tax using the Thai corporation tax rate  | 20.00%          | 11,261        | 23.00%          | 11,266        |
| Tax effect of income and expenses that are not taxable<br>income or not deductible in determining taxable profit, net |                 | <u>196</u>    |                 | <u>(130)</u>  |
| Total   | 20.35%          | <u>11,457</u> | 22.74%          | <u>11,136</u> |

(Million Baht)

| <u>The Bank</u>   |                 |               |                 |               |
|---|-----------------|---------------|-----------------|---------------|
|   | <u>2013</u>     |               | <u>2012</u>     |               |
|   | <u>Rate (%)</u> | <u>Amount</u> | <u>Rate (%)</u> | <u>Amount</u> |
| Operating profit before income tax expense  |                 | <u>46,741</u> |                 | <u>41,454</u> |
| Income tax using the Thai corporation tax rate  | 20.00%          | 9,348         | 23.00%          | 9,534         |
| Tax effect of income and expenses that are not taxable<br>income or not deductible in determining taxable profit, net |                 | <u>(132)</u>  |                 | <u>(537)</u>  |
| Total   | 19.72%          | <u>9,216</u>  | 21.70%          | <u>8,997</u>  |

## 43 FINANCIAL RISK MANAGEMENT

### Credit risk

Credit risk refers to the risk that a counterparty or a borrower may default on its contractual obligations and agreements. Such default may be caused by the counterparty's inability to pay due to financial encumbrances or their intention not to abide by the contractual agreements, resulting in a loss to the Bank.

The bank has employed credit portfolio optimization techniques to determine the target of loan growth and its desirable credit portfolio composition that strive for the highest possible risk-adjusted return within acceptable risk levels under stress conditions, by taking into account economic outlook, potential market opportunities, and the bank's strategic direction. The Bank has employed credit risk management processes in credit processes. In assessing medium and large corporate customers' credit risk level, the Bank utilizes credit risk rating tools to enhance the quality of loans granted. Furthermore, the credit scoring has been employed to determine the credit risk level of retail customers to ensure uniformity of assessment results. To manage medium business and large corporate business portfolios following the approval process, the Bank annually reviews customers' credits rating a on qualitative and quantitative basis. Regarding management of the retail portfolio, behavior scoring has been adopted for assessing customers' risk level resulting in the Bank's capability in determining risk-adjusted returns or interest rates. This also enhances the determination of asset allocation across businesses and industries to diversify risks at an aggregate level. Moreover, the bank has employed collection scoring to define risk-based collection strategies and optimize collection efficiency. In addition, the Bank has conducted the stress tests to assess potential impacts from political, financial shock on customer's credit risk profiles, flooding, and other situation in order to determine the implication to credit policy and credit risk management.

In the credit approval process, the Bank considers the customer's ability to repay and the loan objectives as key factors in the approval of credit and may obtain sufficient collateral or other securities, where appropriate, as a means of mitigating the risk of financial losses from default. To maximize the effectiveness of the credit approval process, credit analysis and approval functions are separated from the units responsible for maintaining customer relationships. The Bank also has processes for regularly reviewing customers' credit rating and performance on all approved transactions. For non-performing loans (NPL), the Bank has closely and continuously monitored, resolved and/or restructured them to retain maximum benefits for the Bank.

For loan items shown in the statements of financial position, the Bank's maximum credit loss is the carrying amount of net loans after deduction of applicable allowance for losses without considering the value of collateral. In addition, credit risk may arise from off-financial reporting items or contingencies.

## Market risk

Market risk is any risk due to changes in interest rates, foreign exchange rates, equity prices, commodity prices and risk arising from credit prices which may cause volatility in the Bank's earnings or fluctuations in the value of the Bank's financial assets and liabilities both in the current reporting period and in the future.

### 1. Interest rate risk

Interest rate risk refers to any risk arising from changes in interest rates which may affect the value of the Bank's financial instruments or may cause volatility in the Bank's earnings or cost of funds, both in the current reporting period and in the future. The Bank has employed various tools to manage interest rate risk such as Value-at-Risk (VaR) and Interest Rate Gap.

An analysis of loans (including financial institutions) at fixed and floating interest rates (MLR, MOR and MRR) as of 31 December 2013 and 2012 is follows:

(Million Baht)

|  | <u>Consolidated</u> |                  | <u>The Bank</u>  |                  |
|--|---------------------|------------------|------------------|------------------|
|  | <u>2013</u>         | <u>2012</u>      | <u>2013</u>      | <u>2012</u>      |
| Fixed interest rates                           | 604,570             | 636,631          | 592,953          | 629,722          |
| Floating interest rates                        | <u>995,610</u>      | <u>907,044</u>   | <u>992,164</u>   | <u>903,375</u>   |
| Total Loans (including financial institutions) | <u>1,600,180</u>    | <u>1,543,675</u> | <u>1,585,117</u> | <u>1,533,097</u> |

The average balances of the interest-bearing financial assets and liabilities of the Bank and its subsidiaries, calculated by using the average of the beginning of the year and the ending of the year, and the average interest rates for the years ended 31 December 2013 and 2012 are as follows:

(Million Baht)

| Consolidated                           |                  |                    |          |                  |               |          |
|--|------------------|--------------------|----------|------------------|---------------|----------|
|  | 2013             |                    |          | 2012             |               |          |
|  | Average          | Interest           | Average  | Average          | Interest      | Average  |
|  | Balance          | Income/<br>Expense | Rate (%) | Balance          | Expense       | Rate (%) |
| Interest-bearing Financial Assets      |                  |                    |          |                  |               |          |
| Interbank and money market items       | 226,386          | 4,302              | 1.90     | 180,796          | 4,602         | 2.55     |
| Investments                            | 439,365          | 13,602             | 3.10     | 323,153          | 12,287        | 3.80     |
| Loans to customers                     | <u>1,338,444</u> | <u>88,281</u>      | 6.60     | <u>1,226,751</u> | <u>79,350</u> | 6.47     |
| Total                                  | <u>2,004,195</u> | <u>106,185</u>     | 5.30     | <u>1,730,700</u> | <u>96,239</u> | 5.56     |
| Interest-bearing Financial Liabilities |                  |                    |          |                  |               |          |
| Deposits                               | 1,460,608        | 20,756             | 1.42     | 1,316,805        | 19,876        | 1.51     |
| Interbank and money market items       | 170,703          | 2,165              | 1.27     | 113,672          | 2,807         | 2.47     |
| Debts issued and borrowings            | <u>79,456</u>    | <u>3,586</u>       | 4.51     | <u>78,849</u>    | <u>3,592</u>  | 4.56     |
| Total                                  | <u>1,710,767</u> | <u>26,507</u>      | 1.55     | <u>1,509,326</u> | <u>26,275</u> | 1.74     |

(Million Baht)

| The Bank                               |                  |                    |          |                  |               |          |
|--|------------------|--------------------|----------|------------------|---------------|----------|
|  | 2013             |                    |          | 2012             |               |          |
|  | Average          | Interest           | Average  | Average          | Interest      | Average  |
|  | Balance          | Income/<br>Expense | Rate (%) | Balance          | Expense       | Rate (%) |
| Interest-bearing Financial Assets      |                  |                    |          |                  |               |          |
| Interbank and money market items       | 223,878          | 4,236              | 1.89     | 178,659          | 4,549         | 2.55     |
| Investments                            | 284,911          | 7,395              | 2.60     | 202,849          | 7,341         | 3.62     |
| Loans to customers                     | <u>1,326,851</u> | <u>85,862</u>      | 6.47     | <u>1,217,816</u> | <u>77,380</u> | 6.35     |
| Total                                  | <u>1,835,640</u> | <u>97,493</u>      | 5.31     | <u>1,599,324</u> | <u>89,270</u> | 5.58     |
| Interest-bearing Financial Liabilities |                  |                    |          |                  |               |          |
| Deposits                               | 1,463,562        | 20,778             | 1.42     | 1,319,198        | 19,891        | 1.51     |
| Interbank and money market items       | 176,009          | 2,270              | 1.29     | 117,503          | 2,885         | 2.45     |
| Debts issued and borrowings            | <u>79,435</u>    | <u>3,585</u>       | 4.51     | <u>79,161</u>    | <u>3,600</u>  | 4.56     |
| Total                                  | <u>1,719,006</u> | <u>26,633</u>      | 1.55     | <u>1,515,862</u> | <u>26,376</u> | 1.74     |



Financial assets and liabilities, classified by maturity of interest repricing, as of 31 December 2013 and 2012 shown below:

(Million Baht)

| Consolidated  |                        |                       |                       |                           |                 |                         |                 |                  |
|---|------------------------|-----------------------|-----------------------|---------------------------|-----------------|-------------------------|-----------------|------------------|
|   | 2013                   |                       |                       |                           |                 |                         |                 |                  |
|   | Immediate<br>Repricing | Less than<br>6 Months | 6 Months<br>to 1 Year | Over 1 Year<br>to 5 Years | Over<br>5 Years | Non-interest<br>Bearing | Stop<br>Accrued | Total            |
| <b>Financial Assets</b>   |                        |                       |                       |                           |                 |                         |                 |                  |
| Cash  | -                      | -                     | -                     | -                         | -               | 40,610                  | -               | 40,610           |
| Interbank and money market<br>items   | 9,334                  | 181,410               | 4,851                 | 50                        | -               | 7,784                   | -               | 203,429          |
| Investments   | -                      | 24,285                | 162,289               | 149,966                   | 135,896         | 17,015                  | 688             | 490,139          |
| Loans to customers  | 887,429                | 156,069               | 25,641                | 84,927                    | 116,979         | 88,891                  | 79,042          | 1,438,978        |
| Accrued interest receivables  | -                      | -                     | -                     | -                         | -               | 2,928                   | -               | 2,928            |
| Other assets  | <u>10,165</u>          | <u>-</u>              | <u>-</u>              | <u>-</u>                  | <u>-</u>        | <u>15,138</u>           | <u>-</u>        | <u>25,303</u>    |
| Total Financial Assets  | <u>906,928</u>         | <u>361,764</u>        | <u>192,781</u>        | <u>234,943</u>            | <u>252,875</u>  | <u>172,366</u>          | <u>79,730</u>   | <u>2,201,387</u> |
| <b>Financial Liabilities</b>  |                        |                       |                       |                           |                 |                         |                 |                  |
| Deposits  | 894,321                | 343,070               | 181,404               | 22,145                    | -               | 88,895                  | -               | 1,529,835        |
| Interbank and money market<br>items   | 2,979                  | 152,003               | 3,519                 | 35                        | -               | 8,867                   | -               | 167,403          |
| Liabilities payable on demand   | -                      | -                     | -                     | -                         | -               | 21,798                  | -               | 21,798           |
| Financial liabilities designated<br>at fair value through profit<br>or loss | -                      | 389                   | -                     | -                         | -               | -                       | -               | 389              |
| Debts issued and borrowings   | -                      | 18,630                | 21                    | 23,140                    | 29,727          | -                       | -               | 71,518           |
| Other liabilities   | <u>5,724</u>           | <u>-</u>              | <u>-</u>              | <u>-</u>                  | <u>-</u>        | <u>6,102</u>            | <u>-</u>        | <u>11,826</u>    |
| Total Financial Liabilities   | <u>903,024</u>         | <u>514,092</u>        | <u>184,944</u>        | <u>45,320</u>             | <u>29,727</u>   | <u>125,662</u>          | <u>-</u>        | <u>1,802,769</u> |
| Items recognised on the<br>statements of financial<br>position              | <u>3,904</u>           | <u>(152,328)</u>      | <u>7,837</u>          | <u>189,623</u>            | <u>223,148</u>  | <u>46,704</u>           | <u>79,730</u>   | <u>398,618</u>   |

(Million Baht)

| Consolidated  |                        |                       |                       |                           |                 |                         |                 |                  |
|---|------------------------|-----------------------|-----------------------|---------------------------|-----------------|-------------------------|-----------------|------------------|
|   | 2012                   |                       |                       |                           |                 |                         |                 |                  |
|   | Immediate<br>Repricing | Less than<br>6 Months | 6 Months<br>to 1 Year | Over 1 Year<br>to 5 Years | Over<br>5 Years | Non-interest<br>Bearing | Stop<br>Accrued | Total            |
| <b>Financial Assets</b>   |                        |                       |                       |                           |                 |                         |                 |                  |
| Cash  | -                      | -                     | -                     | -                         | -               | 35,127                  | -               | 35,127           |
| Interbank and money market<br>items   | 10,378                 | 218,809               | 2,635                 | 560                       | -               | 17,831                  | -               | 250,213          |
| Investments   | 117                    | 164,419               | 27,105                | 63,369                    | 104,348         | 14,071                  | 688             | 374,117          |
| Loans to customers  | 809,766                | 144,727               | 22,617                | 82,636                    | 109,727         | 84,256                  | 73,003          | 1,326,732        |
| Accrued interest receivables  | -                      | -                     | -                     | -                         | -               | 2,301                   | -               | 2,301            |
| Other assets  | <u>2,040</u>           | <u>-</u>              | <u>-</u>              | <u>-</u>                  | <u>-</u>        | <u>11,545</u>           | <u>-</u>        | <u>13,585</u>    |
| Total Financial Assets  | <u>822,301</u>         | <u>527,955</u>        | <u>52,357</u>         | <u>146,565</u>            | <u>214,075</u>  | <u>165,131</u>          | <u>73,691</u>   | <u>2,002,075</u> |
| <b>Financial Liabilities</b>  |                        |                       |                       |                           |                 |                         |                 |                  |
| Deposits  | 830,724                | 369,817               | 53,047                | 56,611                    | -               | 81,181                  | -               | 1,391,380        |
| Interbank and money market<br>items   | 3,226                  | 156,053               | 7,209                 | 3,105                     | -               | 4,411                   | -               | 174,004          |
| Liabilities payable on demand   | -                      | -                     | -                     | -                         | -               | 16,347                  | -               | 16,347           |
| Financial liabilities designated<br>at fair value through profit<br>or loss | -                      | 1,059                 | 44                    | -                         | -               | -                       | -               | 1,103            |
| Debts issued and borrowings   | -                      | 18,672                | 283                   | 23,352                    | 45,087          | -                       | -               | 87,394           |
| Other liabilities   | <u>5,465</u>           | <u>-</u>              | <u>-</u>              | <u>-</u>                  | <u>-</u>        | <u>6,306</u>            | <u>-</u>        | <u>11,771</u>    |
| Total Financial Liabilities   | <u>839,415</u>         | <u>545,601</u>        | <u>60,583</u>         | <u>83,068</u>             | <u>45,087</u>   | <u>108,245</u>          | <u>-</u>        | <u>1,681,999</u> |
| Items recognised on the<br>statements of financial<br>position              | <u>(17,114)</u>        | <u>(17,646)</u>       | <u>(8,226)</u>        | <u>63,497</u>             | <u>168,988</u>  | <u>56,886</u>           | <u>73,691</u>   | <u>320,076</u>   |

(Million Baht)

| The Bank  |                        |                       |                       |                           |                 |                         |                 |                  |
|---|------------------------|-----------------------|-----------------------|---------------------------|-----------------|-------------------------|-----------------|------------------|
|   | 2013                   |                       |                       |                           |                 |                         |                 | Total            |
|   | Immediate<br>Repricing | Less than<br>6 Months | 6 Months<br>to 1 Year | Over 1 Year<br>to 5 Years | Over<br>5 Years | Non-interest<br>Bearing | Stop<br>Accrued |                  |
| <b>Financial Assets</b>   |                        |                       |                       |                           |                 |                         |                 |                  |
| Cash  | -                      | -                     | -                     | -                         | -               | 40,608                  | -               | 40,608           |
| Interbank and money market<br>items   | 9,041                  | 179,699               | 4,792                 | -                         | -               | 7,355                   | -               | 200,887          |
| Investments   | -                      | 22,362                | 158,536               | 134,071                   | 1,764           | 3,763                   | 675             | 321,171          |
| Loans to customers  | 879,728                | 146,177               | 7,154                 | 99,493                    | 124,593         | 88,891                  | 77,879          | 1,423,915        |
| Accrued interest receivables  | -                      | -                     | -                     | -                         | -               | 2,676                   | -               | 2,676            |
| Other assets  | <u>10,165</u>          | <u>-</u>              | <u>-</u>              | <u>-</u>                  | <u>-</u>        | <u>10,498</u>           | <u>-</u>        | <u>20,663</u>    |
| Total Financial Assets  | <u>898,934</u>         | <u>348,238</u>        | <u>170,482</u>        | <u>233,564</u>            | <u>126,357</u>  | <u>153,791</u>          | <u>78,554</u>   | <u>2,009,920</u> |
| <b>Financial Liabilities</b>  |                        |                       |                       |                           |                 |                         |                 |                  |
| Deposits  | 896,650                | 343,321               | 181,404               | 22,145                    | -               | 89,068                  | -               | 1,532,588        |
| Interbank and money market<br>items   | 8,673                  | 152,003               | 3,526                 | 35                        | -               | 9,550                   | -               | 173,787          |
| Liabilities payable on demand   | -                      | -                     | -                     | -                         | -               | 21,798                  | -               | 21,798           |
| Financial liabilities designated<br>at fair value through profit<br>or loss | -                      | 389                   | -                     | -                         | -               | -                       | -               | 389              |
| Debts issued and borrowings   | -                      | 18,588                | 21                    | 23,140                    | 29,727          | -                       | -               | 71,476           |
| Other liabilities   | <u>1,022</u>           | <u>-</u>              | <u>-</u>              | <u>-</u>                  | <u>-</u>        | <u>6,106</u>            | <u>-</u>        | <u>7,128</u>     |
| Total Financial Liabilities   | <u>906,345</u>         | <u>514,301</u>        | <u>184,951</u>        | <u>45,320</u>             | <u>29,727</u>   | <u>126,522</u>          | <u>-</u>        | <u>1,807,166</u> |
| Items recognised on the<br>statements of financial<br>position              | <u>(7,411)</u>         | <u>(166,063)</u>      | <u>(14,469)</u>       | <u>188,244</u>            | <u>96,630</u>   | <u>27,269</u>           | <u>78,554</u>   | <u>202,754</u>   |

(Million Baht)

| The Bank  |                        |                       |                       |                           |                 |                         |                 |                  |
|---|------------------------|-----------------------|-----------------------|---------------------------|-----------------|-------------------------|-----------------|------------------|
|   | 2012                   |                       |                       |                           |                 |                         |                 |                  |
|   | Immediate<br>Repricing | Less than<br>6 Months | 6 Months<br>to 1 Year | Over 1 Year<br>to 5 Years | Over<br>5 Years | Non-interest<br>Bearing | Stop<br>Accrued | Total            |
| <b>Financial Assets</b>   |                        |                       |                       |                           |                 |                         |                 |                  |
| Cash  | -                      | -                     | -                     | -                         | -               | 35,126                  | -               | 35,126           |
| Interbank and money market<br>items   | 10,131                 | 217,723               | 2,328                 | -                         | -               | 17,470                  | -               | 247,652          |
| Investments   | 117                    | 164,127               | 25,848                | 47,597                    | 1,640           | 3,794                   | 675             | 243,798          |
| Loans to customers  | 800,881                | 138,687               | 5,871                 | 99,040                    | 115,728         | 84,256                  | 71,692          | 1,316,155        |
| Accrued interest receivables  | -                      | -                     | -                     | -                         | -               | 2,071                   | -               | 2,071            |
| Other assets  | <u>2,040</u>           | <u>-</u>              | <u>-</u>              | <u>-</u>                  | <u>-</u>        | <u>7,363</u>            | <u>-</u>        | <u>9,403</u>     |
| Total Financial Assets  | <u>813,169</u>         | <u>520,537</u>        | <u>34,047</u>         | <u>146,637</u>            | <u>117,368</u>  | <u>150,080</u>          | <u>72,367</u>   | <u>1,854,205</u> |
| <b>Financial Liabilities</b>  |                        |                       |                       |                           |                 |                         |                 |                  |
| Deposits  | 833,239                | 369,914               | 53,047                | 56,611                    | -               | 81,725                  | -               | 1,394,536        |
| Interbank and money market<br>items   | 6,919                  | 156,053               | 7,209                 | 3,105                     | -               | 4,944                   | -               | 178,230          |
| Liabilities payable on demand   | -                      | -                     | -                     | -                         | -               | 16,347                  | -               | 16,347           |
| Financial liabilities designated<br>at fair value through profit<br>or loss | -                      | 1,059                 | 44                    | -                         | -               | -                       | -               | 1,103            |
| Debts issued and borrowings   | -                      | 18,672                | 283                   | 23,352                    | 45,087          | -                       | -               | 87,394           |
| Other liabilities   | <u>2,117</u>           | <u>-</u>              | <u>-</u>              | <u>-</u>                  | <u>-</u>        | <u>6,311</u>            | <u>-</u>        | <u>8,428</u>     |
| Total Financial Liabilities   | <u>842,275</u>         | <u>545,698</u>        | <u>60,583</u>         | <u>83,068</u>             | <u>45,087</u>   | <u>109,327</u>          | <u>-</u>        | <u>1,686,038</u> |
| Items recognised on the<br>statements of financial<br>position              | <u>(29,106)</u>        | <u>(25,161)</u>       | <u>(26,536)</u>       | <u>63,569</u>             | <u>72,281</u>   | <u>40,753</u>           | <u>72,367</u>   | <u>168,167</u>   |

## 2. Foreign exchange rate risk

Foreign exchange rate risk is the risk that occurs from changes in exchange rates which may affect the value of the Bank's financial instruments or may cause volatility in the Bank's earnings or cost of funds. Tools adopted for managing foreign exchange rate risk are for instance, open positions and VaR.

Foreign currency positions in Baht equivalent, as of 31 December 2013 and 2012 were as follows:

(Million Baht)

|   | <u>Consolidated</u> |              |              |                |                 |                 |
|---|---------------------|--------------|--------------|----------------|-----------------|-----------------|
|   | 2013                |              |              |                |                 |                 |
|   | Currency            |              |              |                |                 |                 |
|   | <u>US Dollar</u>    | <u>Yen</u>   | <u>Pound</u> | <u>Euro</u>    | <u>Others</u>   | <u>Total</u>    |
| <b><u>Assets</u></b>  |                     |              |              |                |                 |                 |
| Cash  | 422                 | 60           | 102          | 305            | 419             | 1,308           |
| Interbank and money market items - net  | 16,866              | 91           | 237          | 715            | 18,790          | 36,699          |
| Derivatives - net   | -                   | 4,789        | -            | -              | -               | 4,789           |
| Investments - net   | 21,577              | 92           | -            | 1,965          | 23              | 23,657          |
| Loans to customer and accrued interest receivables - net                                    | 101,094             | 1,160        | 345          | 3,595          | 10,661          | 116,855         |
| Other assets  | <u>10,553</u>       | <u>7</u>     | <u>-</u>     | <u>76</u>      | <u>82</u>       | <u>10,718</u>   |
| Total   | <u>150,512</u>      | <u>6,199</u> | <u>684</u>   | <u>6,656</u>   | <u>29,975</u>   | <u>194,026</u>  |
| <b><u>Liabilities</u></b>   |                     |              |              |                |                 |                 |
| Deposits  | 20,430              | 694          | 293          | 2,202          | 7,661           | 31,280          |
| Interbank and money market items  | 9,753               | 5,416        | -            | 267            | 5,568           | 21,004          |
| Liabilities payable on demand   | 11,121              | 113          | 113          | 762            | 457             | 12,566          |
| Derivatives - net   | 49,795              | -            | 310          | 3,596          | 834             | 54,535          |
| Debts issued and borrowings   | 22,402              | -            | -            | -              | -               | 22,402          |
| Other liabilities   | <u>1,451</u>        | <u>19</u>    | <u>6</u>     | <u>14</u>      | <u>295</u>      | <u>1,785</u>    |
| Total   | <u>114,952</u>      | <u>6,242</u> | <u>722</u>   | <u>6,841</u>   | <u>14,815</u>   | <u>143,572</u>  |
| Foreign currency position of items recognised on the statements of financial position - net | <u>35,560</u>       | <u>(43)</u>  | <u>(38)</u>  | <u>(185)</u>   | <u>15,160</u>   | <u>50,454</u>   |
| items not recognised on the statements of financial position - net                          | <u>(84,217)</u>     | <u>4,759</u> | <u>(308)</u> | <u>(3,546)</u> | <u>(15,957)</u> | <u>(99,269)</u> |
| (Forward exchange contracts, cross currency swaps and FX options)                           |                     |              |              |                |                 |                 |

(Million Baht)

| Consolidated  |                 |              |              |                |                 |                 |
|---|-----------------|--------------|--------------|----------------|-----------------|-----------------|
|   | 2012            |              |              |                |                 |                 |
|   | Currency        |              |              |                |                 |                 |
|   | US Dollar       | Yen          | Pound        | Euro           | Others          | Total           |
| <b>Assets</b>   |                 |              |              |                |                 |                 |
| Cash  | 384             | 49           | 54           | 282            | 210             | 979             |
| Interbank and money market items - net  | 9,180           | 969          | 182          | 456            | 6,770           | 17,557          |
| Derivatives - net   | -               | 4,566        | -            | -              | -               | 4,566           |
| Investments - net   | 14,348          | 103          | -            | 1,877          | 138             | 16,466          |
| Loans to customer and accrued interest receivables - net                                    | 76,608          | 1,682        | 207          | 2,898          | 6,460           | 87,855          |
| Customers' liability under acceptances  | 2               | -            | -            | -              | -               | 2               |
| Other assets  | <u>2,592</u>    | <u>3</u>     | <u>-</u>     | <u>77</u>      | <u>17</u>       | <u>2,689</u>    |
| Total   | <u>103,114</u>  | <u>7,372</u> | <u>443</u>   | <u>5,590</u>   | <u>13,595</u>   | <u>130,114</u>  |
| <b>Liabilities</b>  |                 |              |              |                |                 |                 |
| Deposits  | 24,997          | 385          | 258          | 1,837          | 950             | 28,427          |
| Interbank and money market items  | 4,660           | 6,816        | -            | 57             | 541             | 12,074          |
| Liabilities payable on demand   | 7,182           | 168          | 62           | 460            | 823             | 8,695           |
| Derivatives - net   | 13,758          | -            | 125          | 3,095          | 904             | 17,882          |
| Debts issued and borrowings   | 20,907          | -            | -            | -              | -               | 20,907          |
| Bank's liability under acceptances  | 2               | -            | -            | -              | -               | 2               |
| Other liabilities   | <u>2,109</u>    | <u>64</u>    | <u>4</u>     | <u>186</u>     | <u>96</u>       | <u>2,459</u>    |
| Total   | <u>73,615</u>   | <u>7,433</u> | <u>449</u>   | <u>5,635</u>   | <u>3,314</u>    | <u>90,446</u>   |
| Foreign currency position of items recognised on the statements of financial position - net | <u>29,499</u>   | <u>(61)</u>  | <u>(6)</u>   | <u>(45)</u>    | <u>10,281</u>   | <u>39,668</u>   |
| items not recognised on the statements of financial position - net                          | <u>(24,825)</u> | <u>4,765</u> | <u>(124)</u> | <u>(3,139)</u> | <u>(10,831)</u> | <u>(34,154)</u> |
| (Forward exchange contracts, cross currency swaps and FX options)                           |                 |              |              |                |                 |                 |

(Million Baht)

| The Bank  |                 |              |              |                |                 |                 |
|---|-----------------|--------------|--------------|----------------|-----------------|-----------------|
|   | 2013            |              |              |                |                 |                 |
|   | Currency        |              |              |                |                 |                 |
|   | US Dollar       | Yen          | Pound        | Euro           | Others          | Total           |
| <b>Assets</b>   |                 |              |              |                |                 |                 |
| Cash  | 422             | 60           | 102          | 305            | 419             | 1,308           |
| Interbank and money market items - net  | 16,794          | 91           | 237          | 715            | 18,790          | 36,627          |
| Derivatives - net   | -               | 4,813        | -            | -              | -               | 4,813           |
| Investments - net   | 8,664           | -            | -            | 1,743          | 23              | 10,430          |
| Loans to customer and accrued interest receivables - net                                    | 101,094         | 1,160        | 345          | 3,595          | 10,661          | 116,855         |
| Other assets  | <u>10,415</u>   | <u>5</u>     | <u>-</u>     | <u>67</u>      | <u>82</u>       | <u>10,569</u>   |
| Total assets  | <u>137,389</u>  | <u>6,129</u> | <u>684</u>   | <u>6,425</u>   | <u>29,975</u>   | <u>180,602</u>  |
| <b>Liabilities</b>  |                 |              |              |                |                 |                 |
| Deposits  | 20,430          | 694          | 293          | 2,202          | 7,661           | 31,280          |
| Interbank and money market items  | 9,753           | 5,416        | -            | 267            | 5,568           | 21,004          |
| Liabilities payable on demand   | 11,121          | 113          | 113          | 762            | 457             | 12,566          |
| Derivatives - net   | 45,505          | -            | 310          | 3,614          | 834             | 50,263          |
| Debts issued and borrowings   | 22,402          | -            | -            | -              | -               | 22,402          |
| Other liabilities   | <u>1,451</u>    | <u>19</u>    | <u>6</u>     | <u>14</u>      | <u>295</u>      | <u>1,785</u>    |
| Total liabilities   | <u>110,662</u>  | <u>6,242</u> | <u>722</u>   | <u>6,859</u>   | <u>14,815</u>   | <u>139,300</u>  |
| Foreign currency position of items recognised on the statements of financial position - net | <u>26,727</u>   | <u>(113)</u> | <u>(38)</u>  | <u>(434)</u>   | <u>15,160</u>   | <u>41,302</u>   |
| items not recognised on the statements of financial position - net                          | <u>(72,370)</u> | <u>4,865</u> | <u>(308)</u> | <u>(3,302)</u> | <u>(15,957)</u> | <u>(87,072)</u> |
| (Forward exchange contracts, cross currency swaps and FX options)                           |                 |              |              |                |                 |                 |

(Million Baht)

| The Bank  |                 |              |              |                |                 |                 |
|---|-----------------|--------------|--------------|----------------|-----------------|-----------------|
|   | 2012            |              |              |                |                 |                 |
|   | Currency        |              |              |                |                 |                 |
|   | US Dollar       | Yen          | Pound        | Euro           | Others          | Total           |
| <b>Assets</b>   |                 |              |              |                |                 |                 |
| Cash  | 384             | 49           | 54           | 282            | 210             | 979             |
| Interbank and money market items - net  | 9,139           | 969          | 182          | 456            | 6,770           | 17,516          |
| Derivatives - net   | -               | 4,566        | -            | -              | -               | 4,566           |
| Investments - net   | 7,058           | -            | -            | 1,678          | 23              | 8,759           |
| Loans to customer and accrued interest receivables - net                                    | 76,608          | 1,682        | 207          | 2,898          | 6,460           | 87,855          |
| Customers' liability under acceptances  | 2               | -            | -            | -              | -               | 2               |
| Other assets  | <u>2,522</u>    | <u>2</u>     | <u>-</u>     | <u>69</u>      | <u>17</u>       | <u>2,610</u>    |
| Total assets  | <u>95,713</u>   | <u>7,268</u> | <u>443</u>   | <u>5,383</u>   | <u>13,480</u>   | <u>122,287</u>  |
| <b>Liabilities</b>  |                 |              |              |                |                 |                 |
| Deposits  | 24,997          | 385          | 258          | 1,837          | 950             | 28,427          |
| Interbank and money market items  | 4,660           | 6,816        | -            | 57             | 541             | 12,074          |
| Liabilities payable on demand   | 7,182           | 168          | 62           | 460            | 823             | 8,695           |
| Derivatives - net   | 13,758          | -            | 125          | 3,095          | 904             | 17,882          |
| Debts issued and borrowings   | 20,907          | -            | -            | -              | -               | 20,907          |
| Bank's liability under acceptances  | 2               | -            | -            | -              | -               | 2               |
| Other liabilities   | <u>2,109</u>    | <u>64</u>    | <u>4</u>     | <u>186</u>     | <u>96</u>       | <u>2,459</u>    |
| Total liabilities   | <u>73,615</u>   | <u>7,433</u> | <u>449</u>   | <u>5,635</u>   | <u>3,314</u>    | <u>90,446</u>   |
| Foreign currency position of items recognised on the statements of financial position - net | <u>22,098</u>   | <u>(165)</u> | <u>(6)</u>   | <u>(252)</u>   | <u>10,166</u>   | <u>31,841</u>   |
| items not recognised on the statements of financial position - net                          | <u>(19,002)</u> | <u>4,839</u> | <u>(124)</u> | <u>(2,894)</u> | <u>(10,831)</u> | <u>(28,012)</u> |
| (Forward exchange contracts, cross currency swaps and FX options)                           |                 |              |              |                |                 |                 |



### 3. Equity price risk

Equity price risk is any risk arising from changes in the price of equities or common stock that may cause volatility in the Bank's earnings or fluctuations in the value of the Bank's financial assets.

The Bank manages risk arising from equity underwriting and equity trading business mainly to serve customers' demand as well as investment in equity security under relevant applicable regulations. The Bank has closely managed and monitored market situations to provide information for management in order to retain maximum benefits for the Bank.

### 4. Commodity price risk

Commodity price risk is any risk arising from changes in the price of commodities which may affect the value of the Bank's financial instruments or may cause volatility in the Bank's earnings or cost of funds.

The Bank has no policy to hold commodity position and then manages risk arising from non-directional gold trading business without intention to hold gold position, and manages risk arising from other commodity position under back-to-back policy, and relevant applicable regulations. The Bank has closely managed and monitored market situations to provide information for management in order to retain maximum benefits for the Bank.

### 5. Credit derivatives price risk

Credit price risk is any risk arising from changes in the price of credit which may affect the value of the Bank's financial instruments or may cause volatility in the Bank's earnings or cost of funds.

The Bank manages risk arising from bond underwriting and bond trading business mainly to serve customers' demand as well as investment in bond under relevant applicable regulations.

## Liquidity risk

Liquidity risk is the risk that the Bank will be unable to meet its obligations as they fall due because of an inability to liquidate assets or obtain funding sufficiently in a timely manner with appropriate cost which could result in losses.

The Bank manages its liquidity position under the Bank of Thailand's liquidity reserve regulations and other applicable regulations. The Bank manages liquidity position by providing short-term and long-term funding sources as well as investing in highly liquid assets in both domestic and foreign currencies. The Bank also ensures that its liquidity position is suitable and sufficient for the current and foreseeable market conditions.

Financial assets and liabilities, classified by contractual maturity analysis, as of 31 December 2013 and 2012 shown follows:

(Million Baht)

|  | Consolidated     |                       |                       |                           |                 |                |                  |
|--|------------------|-----------------------|-----------------------|---------------------------|-----------------|----------------|------------------|
|  | 2013             |                       |                       |                           |                 |                |                  |
|  | At call          | Less than<br>6 Months | 6 Months<br>to 1 Year | Over 1 Year<br>to 5 Years | Over<br>5 Years | No<br>Maturity | Total            |
| <b>Financial Assets</b>  |                  |                       |                       |                           |                 |                |                  |
| Cash   | -                | -                     | -                     | -                         | -               | 40,610         | 40,610           |
| Interbank and money market items   | 17,118           | 181,410               | 4,851                 | 50                        | -               | -              | 203,429          |
| Investments  | 97               | 17,455                | 161,187               | 155,805                   | 138,617         | 16,978         | 490,139          |
| Loans to customers   | 240,579          | 397,787               | 35,909                | 347,769                   | 416,934         | -              | 1,438,978        |
| Accrued interest receivables   | 45               | 2,629                 | 249                   | 3                         | 2               | -              | 2,928            |
| Other assets   | <u>10,165</u>    | <u>6,695</u>          | <u>-</u>              | <u>-</u>                  | <u>-</u>        | <u>8,443</u>   | <u>25,303</u>    |
| Total Financial Assets   | <u>268,004</u>   | <u>605,976</u>        | <u>202,196</u>        | <u>503,627</u>            | <u>555,553</u>  | <u>66,031</u>  | <u>2,201,387</u> |
| <b>Financial Liabilities</b>   |                  |                       |                       |                           |                 |                |                  |
| Deposits   | 983,216          | 343,070               | 181,404               | 22,145                    | -               | -              | 1,529,835        |
| Interbank and money market items   | 11,846           | 141,294               | 6,801                 | 2,204                     | 5,258           | -              | 167,403          |
| Liabilities payable on demand  | 21,798           | -                     | -                     | -                         | -               | -              | 21,798           |
| Financial liabilities designated at<br>fair value through profit or loss | -                | 389                   | -                     | -                         | -               | -              | 389              |
| Debts issued and borrowings  | -                | 18,566                | 44                    | 22,505                    | 30,403          | -              | 71,518           |
| Other liabilities  | <u>5,905</u>     | <u>2,787</u>          | <u>885</u>            | <u>126</u>                | <u>-</u>        | <u>2,123</u>   | <u>11,826</u>    |
| Total Financial Liabilities  | <u>1,022,765</u> | <u>506,106</u>        | <u>189,134</u>        | <u>46,980</u>             | <u>35,661</u>   | <u>2,123</u>   | <u>1,802,769</u> |
| Liquidity - net  | <u>(754,761)</u> | <u>99,870</u>         | <u>13,062</u>         | <u>456,647</u>            | <u>519,892</u>  | <u>63,908</u>  | <u>398,618</u>   |
| Liquidity - cumulative net   | (754,761)        | (654,891)             | (641,829)             | (185,182)                 | 334,710         | 398,618        | 398,618          |

(Million Baht)

| Consolidated   |                  |                       |                       |                           |                 |                |                  |
|--|------------------|-----------------------|-----------------------|---------------------------|-----------------|----------------|------------------|
|  | 2012             |                       |                       |                           |                 |                |                  |
|  | At call          | Less than<br>6 Months | 6 Months<br>to 1 Year | Over 1 Year<br>to 5 Years | Over<br>5 Years | No<br>Maturity | Total            |
| <b>Financial Assets</b>  |                  |                       |                       |                           |                 |                |                  |
| Cash   | -                | -                     | -                     | -                         | -               | 35,127         | 35,127           |
| Interbank and money market items   | 28,209           | 218,809               | 2,635                 | 560                       | -               | -              | 250,213          |
| Investments  | 307              | 144,366               | 36,029                | 72,509                    | 107,086         | 13,820         | 374,117          |
| Loans to customers   | 216,621          | 378,760               | 26,266                | 315,874                   | 389,211         | -              | 1,326,732        |
| Accrued interest receivables   | 48               | 2,041                 | 204                   | 6                         | 2               | -              | 2,301            |
| Other assets   | <u>2,040</u>     | <u>5,534</u>          | <u>-</u>              | <u>-</u>                  | <u>-</u>        | <u>6,011</u>   | <u>13,585</u>    |
| Total Financial Assets   | <u>247,225</u>   | <u>749,510</u>        | <u>65,134</u>         | <u>388,949</u>            | <u>496,299</u>  | <u>54,958</u>  | <u>2,002,075</u> |
| <b>Financial Liabilities</b>   |                  |                       |                       |                           |                 |                |                  |
| Deposits   | 911,905          | 369,817               | 53,047                | 56,611                    | -               | -              | 1,391,380        |
| Interbank and money market items   | 7,637            | 156,053               | 542                   | 3,133                     | 6,639           | -              | 174,004          |
| Liabilities payable on demand  | 16,347           | -                     | -                     | -                         | -               | -              | 16,347           |
| Financial liabilities designated at<br>fair value through profit or loss | -                | 495                   | 342                   | 266                       | -               | -              | 1,103            |
| Debts issued and borrowings  | -                | 18,116                | 307                   | 5,746                     | 63,225          | -              | 87,394           |
| Other liabilities  | <u>5,651</u>     | <u>3,149</u>          | <u>353</u>            | <u>229</u>                | <u>-</u>        | <u>2,389</u>   | <u>11,771</u>    |
| Total Financial Liabilities  | <u>941,540</u>   | <u>547,630</u>        | <u>54,591</u>         | <u>65,985</u>             | <u>69,864</u>   | <u>2,389</u>   | <u>1,681,999</u> |
| Liquidity - net  | <u>(694,315)</u> | <u>201,880</u>        | <u>10,543</u>         | <u>322,964</u>            | <u>426,435</u>  | <u>52,569</u>  | <u>320,076</u>   |
| Liquidity – cumulative net   | (694,315)        | (492,435)             | (481,892)             | (158,928)                 | 267,507         | 320,076        | 320,076          |

(Million Baht)

| The Bank   |                  |                       |                       |                           |                 |                |                  |
|--|------------------|-----------------------|-----------------------|---------------------------|-----------------|----------------|------------------|
|  | 2013             |                       |                       |                           |                 |                | Total            |
|  | At call          | Less than<br>6 Months | 6 Months<br>to 1 Year | Over 1 Year<br>to 5 Years | Over<br>5 Years | No<br>Maturity |                  |
| <b><u>Financial Assets</u></b>   |                  |                       |                       |                           |                 |                |                  |
| Cash   | -                | -                     | -                     | -                         | -               | 40,608         | 40,608           |
| Interbank and money market items   | 16,396           | 179,699               | 4,792                 | -                         | -               | -              | 200,887          |
| Investments  | 46               | 15,713                | 158,035               | 140,169                   | 3,445           | 3,763          | 321,171          |
| Loans to customers   | 231,787          | 402,899               | 29,053                | 343,924                   | 416,252         | -              | 1,423,915        |
| Accrued interest receivables   | -                | 2,676                 | -                     | -                         | -               | -              | 2,676            |
| Other assets   | <u>10,165</u>    | <u>2,783</u>          | <u>-</u>              | <u>-</u>                  | <u>-</u>        | <u>7,715</u>   | <u>20,663</u>    |
| Total Financial Assets   | <u>258,394</u>   | <u>603,770</u>        | <u>191,880</u>        | <u>484,093</u>            | <u>419,697</u>  | <u>52,086</u>  | <u>2,009,920</u> |
| <b><u>Financial Liabilities</u></b>                                      |                  |                       |                       |                           |                 |                |                  |
| Deposits   | 985,718          | 343,321               | 181,404               | 22,145                    | -               | -              | 1,532,588        |
| Interbank and money market items   | 18,223           | 141,294               | 6,808                 | 2,204                     | 5,258           | -              | 173,787          |
| Liabilities payable on demand  | 21,798           | -                     | -                     | -                         | -               | -              | 21,798           |
| Financial liabilities designated at<br>fair value through profit or loss | -                | 389                   | -                     | -                         | -               | -              | 389              |
| Debts issued and borrowings  | -                | 18,524                | 44                    | 22,505                    | 30,403          | -              | 71,476           |
| Other liabilities  | <u>1,204</u>     | <u>2,790</u>          | <u>885</u>            | <u>126</u>                | <u>-</u>        | <u>2,123</u>   | <u>7,128</u>     |
| Total Financial Liabilities  | <u>1,026,943</u> | <u>506,318</u>        | <u>189,141</u>        | <u>46,980</u>             | <u>35,661</u>   | <u>2,123</u>   | <u>1,807,166</u> |
| Liquidity - net  | <u>(768,549)</u> | <u>97,452</u>         | <u>2,739</u>          | <u>437,113</u>            | <u>384,036</u>  | <u>49,963</u>  | <u>202,754</u>   |
| Liquidity – cumulative net   | (768,549)        | (671,097)             | (668,358)             | (231,245)                 | 152,791         | 202,754        | 202,754          |

(Million Baht)

| The Bank   |                  |                       |                       |                           |                 |                |                  |
|--|------------------|-----------------------|-----------------------|---------------------------|-----------------|----------------|------------------|
|  | 2012             |                       |                       |                           |                 |                |                  |
|  | At call          | Less than<br>6 Months | 6 Months<br>to 1 Year | Over 1 Year<br>to 5 Years | Over<br>5 Years | No<br>Maturity | Total            |
| <b>Financial Assets</b>  |                  |                       |                       |                           |                 |                |                  |
| Cash   | -                | -                     | -                     | -                         | -               | 35,126         | 35,126           |
| Interbank and money market items   | 27,601           | 217,723               | 2,328                 | -                         | -               | -              | 247,652          |
| Investments  | 45               | 144,190               | 35,371                | 57,062                    | 3,337           | 3,793          | 243,798          |
| Loans to customers   | 206,548          | 386,592               | 20,316                | 314,210                   | 388,489         | -              | 1,316,155        |
| Accrued interest receivables   | -                | 2,071                 | -                     | -                         | -               | -              | 2,071            |
| Other assets   | <u>2,040</u>     | <u>2,217</u>          | <u>-</u>              | <u>-</u>                  | <u>-</u>        | <u>5,146</u>   | <u>9,403</u>     |
| Total Financial Assets   | <u>236,234</u>   | <u>752,793</u>        | <u>58,015</u>         | <u>371,272</u>            | <u>391,826</u>  | <u>44,065</u>  | <u>1,854,205</u> |
| <b>Financial Liabilities</b>   |                  |                       |                       |                           |                 |                |                  |
| Deposits   | 914,964          | 369,914               | 53,047                | 56,611                    | -               | -              | 1,394,536        |
| Interbank and money market items   | 11,863           | 156,053               | 542                   | 3,133                     | 6,639           | -              | 178,230          |
| Liabilities payable on demand  | 16,347           | -                     | -                     | -                         | -               | -              | 16,347           |
| Financial liabilities designated at<br>fair value through profit or loss | -                | 495                   | 342                   | 266                       | -               | -              | 1,103            |
| Debts issued and borrowings  | -                | 18,116                | 307                   | 5,746                     | 63,225          | -              | 87,394           |
| Other liabilities  | <u>2,305</u>     | <u>3,152</u>          | <u>353</u>            | <u>229</u>                | <u>-</u>        | <u>2,389</u>   | <u>8,428</u>     |
| Total Financial Liabilities  | <u>945,479</u>   | <u>547,730</u>        | <u>54,591</u>         | <u>65,985</u>             | <u>69,864</u>   | <u>2,389</u>   | <u>1,686,038</u> |
| Liquidity - net  | <u>(709,245)</u> | <u>205,063</u>        | <u>3,424</u>          | <u>305,287</u>            | <u>321,962</u>  | <u>41,676</u>  | <u>168,167</u>   |
| Liquidity - cumulative net   | (709,245)        | (504,182)             | (500,758)             | (195,471)                 | 126,491         | 168,167        | 168,167          |

### Operational Risk Management

“Operational risk” refers to the risk of direct or indirect losses in bank earnings and capital funds, resulting from failure or inadequate processes, personnel, operating and IT systems, or external events/factors.

The Bank’s operational risk management has been implemented, through systematic and effective risk identification, assessment, management, and monitoring processes continuously. All units of the Bank are required to report their operational risk exposures, designed controls, and risk prevention initiatives. Meanwhile, many modern risk management tools – such as Key Risk Indicators (KRI), Risk Event Database (RED) and other IT systems – have been employed, in order to enhance the effectiveness for risk monitoring and prevention, as well as managing risks in a timely manner before damage occurs to the Bank and customers. Additionally, the Sub-Committee manages and controls key operational risks of the Bank through the Corporate Level Initiative project, emphasizing on major operational risk factors, such as business continuity management (BCM) and management of risk from fraud for the purpose of attaining customer satisfaction towards the Bank’s products and services.

## 44 FAIR VALUE OF FINANCIAL INSTRUMENTS

Fair value is the estimated value that the Bank and its subsidiaries could receive from the sale of financial assets, or the estimated cost of redeeming their financial liabilities. Fair values are based on market value, or estimated values derived from using general market principles of calculation.

The following is a summary of carrying amounts and estimated fair values of financial assets and liabilities and off-balance sheet items as of 31 December 2013 and 2012.

(Million Baht)

| <u>Consolidated</u>                                       |                        |                   |                        |                   |
|---|------------------------|-------------------|------------------------|-------------------|
|   | <u>2013</u>            |                   | <u>2012</u>            |                   |
|   | <u>Carrying Amount</u> | <u>Fair value</u> | <u>Carrying Amount</u> | <u>Fair value</u> |
| <b><u>Financial Assets</u></b>                            |                        |                   |                        |                   |
| Cash  | 40,610                 | 40,610            | 35,127                 | 35,127            |
| Interbank and money market items - net                    | 203,282                | 203,282           | 249,979                | 249,979           |
| Derivative assets   | 35,906                 | 35,906            | 22,112                 | 22,112            |
| Investments - net   | 496,567                | 498,378           | 382,163                | 387,635           |
| Investments in subsidiaries and associates - net          | 364                    | 364               | 167                    | 167               |
| Loans to customers and accrued interest receivables - net | 1,396,807              | 1,396,807         | 1,285,310              | 1,285,310         |
| Other assets  | <u>25,303</u>          | <u>25,303</u>     | <u>13,585</u>          | <u>13,585</u>     |
| Total Financial Assets                                    | <u>2,198,839</u>       | <u>2,200,650</u>  | <u>1,988,443</u>       | <u>1,993,915</u>  |
| <b><u>Financial Liabilities</u></b>                       |                        |                   |                        |                   |
| Deposits  | 1,529,835              | 1,529,835         | 1,391,380              | 1,391,380         |
| Interbank and money market items                          | 167,403                | 167,403           | 174,004                | 174,004           |
| Liabilities payable on demand                             | 21,798                 | 21,798            | 16,347                 | 16,347            |
| Financial liabilities designated at fair value            |                        |                   |                        |                   |
| through profit or loss                                    | 389                    | 389               | 1,103                  | 1,103             |
| Derivative liabilities                                    | 35,463                 | 35,463            | 20,140                 | 20,140            |
| Debts issued and borrowings                               | 71,518                 | 71,709            | 87,394                 | 87,803            |
| Other liabilities   | <u>11,826</u>          | <u>11,826</u>     | <u>11,771</u>          | <u>11,771</u>     |
| Total Financial Liabilities                               | <u>1,838,232</u>       | <u>1,838,423</u>  | <u>1,702,139</u>       | <u>1,702,548</u>  |

(Million Baht)

| The Bank  |                  |                  |                  |                  |
|---|------------------|------------------|------------------|------------------|
|   | 2013             |                  | 2012             |                  |
|   | Carrying Amount  | Fair value       | Carrying Amount  | Fair value       |
| <b>Financial Assets</b>                                   |                  |                  |                  |                  |
| Cash  | 40,608           | 40,608           | 35,126           | 35,126           |
| Interbank and money market items - net                    | 200,771          | 200,771          | 247,448          | 247,448          |
| Derivative assets   | 36,052           | 36,052           | 22,266           | 22,266           |
| Investments - net   | 324,032          | 324,042          | 245,790          | 245,824          |
| Investments in subsidiaries and associates - net          | 13,028           | 13,028           | 13,569           | 13,569           |
| Loans to customers and accrued interest receivables - net | 1,382,765        | 1,382,765        | 1,275,684        | 1,275,684        |
| Other assets  | <u>20,663</u>    | <u>20,663</u>    | <u>9,403</u>     | <u>9,403</u>     |
| Total Financial Assets                                    | <u>2,017,919</u> | <u>2,017,929</u> | <u>1,849,286</u> | <u>1,849,320</u> |
| <b>Financial Liabilities</b>                              |                  |                  |                  |                  |
| Deposits  | 1,532,588        | 1,532,588        | 1,394,536        | 1,394,536        |
| Interbank and money market items                          | 173,787          | 173,787          | 178,230          | 178,230          |
| Liabilities payable on demand                             | 21,798           | 21,798           | 16,347           | 16,347           |
| Financial liabilities designated at fair value            |                  |                  |                  |                  |
| through profit or loss                                    | 389              | 389              | 1,103            | 1,103            |
| Derivative liabilities                                    | 34,905           | 34,905           | 20,141           | 20,141           |
| Debts issued and borrowings                               | 71,476           | 71,667           | 87,394           | 87,803           |
| Other liabilities   | <u>7,128</u>     | <u>7,128</u>     | <u>8,428</u>     | <u>8,428</u>     |
| Total Financial Liabilities                               | <u>1,842,071</u> | <u>1,842,262</u> | <u>1,706,179</u> | <u>1,706,588</u> |

The following methods and assumptions were used by the Bank in estimating fair values of financial assets and liabilities as disclosed herein:

The fair values of cash, interbank and money market items (assets and liabilities), other assets, deposits, liabilities payable on demand, financial liabilities designated at fair value through profit or loss and other liabilities are stated at their fair values on the statements of financial position.

The fair values of derivatives is presented in accordance with the significant accounting policies disclosed in Note 4.24.

The fair values of held-for-trading investments, available-for-sale investments, general investments and investments in subsidiaries and associates are stated according to the Bank's accounting policies mentioned in Note 9.

The fair values of held-to-maturity investments is estimated by using market values.

The fair values of loans to customers approximates carrying value including accrued interest receivables and net of deferred revenue, allowance for doubtful accounts and revaluation allowance for debt restructuring. As loans are at market rates of interest and the majority of fixed rate loans are short term. Furthermore, allowance for doubtful accounts is determined on an expected loss basis.

The fair values of debts issued and borrowings are estimated using the market value or the present value of cash flows with discounting rates that reflect current interest rate risk and the Bank's credit risk.



# Corporate Governance

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The Corporate Governance Committee of KASIKORNBANK PCL comprises four directors: Mr. Krisada Lamsam, Non-Executive Director, as Chairman; Professor Dr. Yongyuth Yuthavong, Independent Director; Sqn. Ldr. Naline Paiboon, M.D., Independent Director; and Mr. Saravoot Yoovidhya, Independent Director, as members. The main responsibilities of the Committee are to oversee the Bank's business practices in compliance with the Statement of Corporate Governance Principles, as well as laws and regulations that ensure effective practice of corporate governance principles by the Bank, and to supervise Corporate Social Responsibility (CSR). In 2013, the Corporate Governance Committee held 6 meetings on various matters in accordance with the duties and responsibilities mandated by the Corporate Governance Committee Charter, which in summary include:

- Endorsing Anti-Corruption Policy.
- Approving a strategic plan and activities to enhance good corporate governance. Emphasis has been placed on the maintenance and development of the Bank corporate governance standards in a continuing and sustainable manner and the establishment of corporate governance as an organizational culture with effective practices:
  - Communicating regularly on the Statement of Corporate Governance Principles and Code of Conduct to all directors, executives and employees via KASIKORNTV, intranet and KASIKORNBANK Newsletter.
  - The self-assessment of knowledge of the Code of Conduct program was implemented after submission of revised Code of Conduct booklets to all departments and branches nationwide. The assessment included anti-corruption practices under said policy.
  - Disseminating the Bank CG values and information to external entities, agencies and interested persons to promote compliance with corporate governance principles.
- Endorsing a Corporate Social Responsibility guideline for the Bank, as well as providing recommendations on, and monitoring of, related activities.
- Considering the Bank preparations for each Annual General Meeting with respect to the granting of rights to shareholders to propose an issue for inclusion in the AGM agenda and a candidate for election to directorship, as well as the right to submit questions before the AGM.

- Endorsing the Independent Directors Committee Charter and reviewing the Statement of Corporate Governance Principles, Charters of the Board of Directors and Board Committees, as well as the Statement of Business Conduct and Code of Conduct, and KASIKORNBANK Disclosure Policy, keeping them up-to-date in accordance with ongoing business operations of the Bank and in line with the laws, international practices and best practices as prescribed by the Bank of Thailand, Stock Exchange of Thailand, Office of the Securities and Exchange Commission, Capital Market Supervisory Board and Thai Institute of Directors Association.

- Endorsing the Performance Assessment Form of Independent Directors Committee and reviewing the Performance Assessment Forms of Board of Directors and Board Committees, to be used as a tool for reviewing performance in 2013.

- Reviewing practices of the Bank under the criteria of Corporate Governance Report of Thai Listed Companies, by the Thai Institute of Directors Association and the Principles of Good Corporate Governance for Listed Companies, by the Stock Exchange of Thailand.

- Approving guidelines of the Corporate Governance Report in the Annual Report.

- Approving guidelines of the Sustainability Development Report per the Global Reporting Initiative.

In the discharge of duties and responsibilities specified in the Corporate Governance Committee Charter, the Corporate Governance Committee has performed their duties carefully and prudently with an emphasis on maximizing benefit to the Bank, its shareholders and other stakeholders. The Corporate Governance Committee believes that our continued transparent and fair business operations, as well as collaboration at all levels within the organization, will enhance the confidence of all stakeholders and contribute to long-term business sustainability.



(Mr. Krisada Lamsam)

Chairman, Corporate Governance Committee

The Human Resources and Remuneration Committee of KASIKORNBANK PCL comprises five directors, namely Mr. Somchai Bulsook, Independent Director, as Chairman, Dr. Abhijai Chandrasen, Non-Executive Director, Professor Dr. Pairash Thajchayapong, Independent Director, Ms. Kobkarn Wattanavrangkul, Independent Director, and Mr. Kalin Sarasin, Independent Director, as members. The Committee held 10 meetings in 2013.

According to its Charter, the Human Resources and Remuneration Committee has the duties and responsibilities for formulation of human resource policy, director and senior executives nomination, review of the Board of Directors remuneration and recommendation on compensation for the senior executives specified by the policy in line with the business direction of the Bank, as well as recommendation of the executive succession plan.

As for the nomination of directors, members of Board Committees and senior executives, the Human Resources and Remuneration Committee is responsible for nominating qualified persons with primary qualifications specified by the Bank and not having characteristics prohibiting them from holding a directorship. In addition, factors to be taken into consideration include the appropriate proportion, size, diversity, and composition of the Board as well as compliance with regulatory requirements, the Bank's Articles of Association and the Statement of Corporate Governance Principles. The Committee nominated the Presidents to the Board of Directors meeting. Qualifications of director and senior executive positions have been regularly reviewed.

Upon reviewing the remuneration for directors and senior executives, the Human Resources and Remuneration Committee proposed revised remuneration to the Board of Directors which deemed it commensurate with the scope of their duties and responsibilities, taking into consideration such factors as the Bank's performance results, performance assessment as well as the overall business and economic environment. The revised remuneration was approved by the 2013 Annual General Meeting of Shareholders, as proposed.

In the discharge of duties and responsibilities specified in the Human Resources and Remuneration Committee Charter, the Human Resources and Remuneration Committee is of confidence that it has performed duties with prudence, transparency, and regards for the best benefits of the Bank and shareholders.



(Mr. Somchai Bulsook)

Chairman, Human Resources and Remuneration Committee

## 1. Rights of Shareholders

In recognizing the importance and rights of all shareholders, and having specified relations with shareholders in the Statement of Corporate Governance Principles, the Board of Directors makes every effort to treat shareholders equally and fairly, as stipulated under the Articles of Association of the Bank and applicable laws. The basic legitimate rights of shareholders include the right to participate in shareholders meeting, the right to appoint a proxy to participate in and vote at shareholders meeting, the right to vote for the appointment or removal of individual directors, the right to vote on the annual appointment of independent auditors and the setting of annual audit fees, and the right to vote on various other businesses of the Bank. Shareholders rights also include eligibility to receive dividend payments, the right to give opinions and enquire into business matters of the Bank during shareholders meeting, and the right to receive sufficient information in a timely manner.

Apart from the basic rights above, the Board of Directors emphasizes the disclosure of accurate, complete, timely, and transparent information to shareholders. Information updates are regularly provided on the Bank's website in four languages, Thai, English, Chinese, and Japanese, as well as to the public media. In 2013, the Bank took the following measures to facilitate and promote the rights of shareholders:

1. The Board of Directors Meeting No. 2/2013, on February 28, 2013, resolved to schedule the 2013 Annual General Meeting of Shareholders on April 3, 2013. The resolution was published on the information dissemination system of the Stock Exchange of Thailand starting on the day the resolution was passed.

2. Before the General Meeting of Shareholders, in order to encourage all shareholders to place importance on meeting attendance, the Bank arranged for delivery of the meeting notice to shareholders, with clear, complete and adequate information on the date, time, and venue of the meeting, a map of the meeting site, and the meeting agenda, in accordance with the law, the Stock Exchange of Thailand's requirements, and the Bank's Articles of Association. In addition, proxy forms and a complete set of supporting documents for the meeting agenda, together with the Bank's Articles of Association related to the meeting, were sent to shareholders for their consideration more than 14 days prior to the meeting date. Along with the meeting notice, shareholders



Dissemination of information on corporate governance via KBank website



The Bank allows shareholders to nominate candidates for directors before the Meeting date.



The Bank allows shareholders to propose the Meeting agenda before the Meeting date.



The Bank's Notice of the General Meeting of Shareholders was presented in Thai and English.



were sent sufficient information to allow them to vote on every agenda item, each of which was identified clearly as for acknowledgment, or for approval, or for consideration, together with sufficient and clear comments by the Board of Directors to help shareholders in their voting decisions. All of the information sent in document form was also posted on the Bank's website ([www.kasikornbankgroup.com](http://www.kasikornbankgroup.com)) more than 30 days prior to the meeting date, to ensure that shareholders received the information in a convenient and timely manner, and had enough time to study all information in advance. Moreover, the meeting notice was published in a Thai daily newspaper for at least 3 consecutive days, at least 3 days before the meeting date. The Notice of the General Meeting of Shareholders and the meeting documentation in English were sent to foreign shareholders and posted on the Bank's website at the same time as the Thai language version.

For those attending the General Meeting of Shareholders or their proxies, the Bank gave detailed information as to which documents were necessary for shareholders to present on the meeting date in order to have the right to attend the meeting, including a proxy form per the Ministry of Commerce designation. Also included was a list of independent directors, the Chairman of the Board and Chief Executive Officer, or any other persons whom the shareholders might wish to appoint as proxy, to cast votes at the meeting on his/her behalf.

3. On the meeting date, the Bank arranged for shareholder registration to begin more than one hour prior to the meeting schedule. Preparation of the venue and an appropriate number of greeters were also arranged to assist shareholders. In 2013, the Bank used the AGM Voting Service, organized by Thailand Securities Depository Co., Ltd. A barcode system was used for shareholder registration and proxy registration as in the previous year, allowing for a quick and efficient registration process. Printed ballots were handed out to each shareholder for voting on each agenda item.

4. Before the meeting commenced, the Chairman of the meeting announced that all shareholders had been informed of the voting and vote-counting procedure. The counting of votes was carried out in a transparent manner. The Bank adopted the Thailand Securities Depository Co., Ltd. system to facilitate the vote counting and result presentation. One share equaled one vote; approval of a resolution was based

on the majority of votes, except for certain resolutions which required the approval of no less than two-thirds of all votes of those attending the meeting, or three-fourths of all votes of those attending the meeting and casting their votes. This practice was in line with the Bank's Articles of Association and the law.

In the 101<sup>st</sup> General Meeting of Shareholders, the Chairman of the Board and Chief Executive Officer acted as Chairman of the meeting, which was also attended by the Presidents, the Chairpersons of all Board Committees, and directors. Altogether, there were 14 directors in attendance:

1. Mr. Banthoon Lamsam  
Chairman of the Board and Chief Executive Officer
2. Mr. Somchai Bulsook  
Vice Chairman, Lead Independent Director and  
Chairman of the Human Resources and  
Remuneration Committee
3. Mr. Krisada Lamsam  
Vice Chairman and Chairman of the Corporate  
Governance Committee
4. Mr. Predee Daochai  
President
5. Mr. Teeranun Srihong  
President
6. Ms. Sujitpan Lamsam  
Director
7. Professor Khunying Suchada Kiranandana  
Independent Director and Chairperson of  
the Audit Committee
8. Professor Dr. Yongyuth Yuthavong  
Independent Director
9. Dr. Abhijai Chandrasen  
Director and Legal Adviser
10. Professor Dr. Pairash Thajchayapong  
Independent Director
11. Ms. Kobkarn Wattanavrangkul  
Independent Director
12. Ms. Chantira Purnariksha  
Independent Director
13. Sqn. Ldr. Naline Paiboon, M.D.  
Independent Director
14. Mr. Saravoot Yoovidhya  
Independent Director

5. During the meeting, the Chairman of the meeting offered all shareholders an equal opportunity to give suggestions and ask questions within an appropriate timeframe, and allowed directors in charge of topics that were raised to clarify and provide complete information to shareholders. Moreover, shareholders were given the opportunity to submit questions concerning meeting agenda items in advance, beginning the day they were notified of the meeting and the meeting agenda until one week before the shareholders meeting date. These criteria were disclosed on the Bank's website and via the information dissemination system of the Stock Exchange of Thailand at the same time as published in the meeting notice. Shareholders who entered the meeting after it had commenced were allowed to vote for agenda items that were still under consideration, pending for voting.

6. The Bank has published the quarterly newsletter "Sarn Samphan" since 2009, providing information and news on the overall economy, stock market, investments and other information that may be beneficial to shareholders in order to strengthen relationships with and enhance understanding among minor shareholders. The newsletter can be found on the Bank's website.

## 2. Equitable Treatment of Shareholders

Recognizing the importance of equitable treatment of shareholders, the Board of Directors has established a Corporate Governance Policy based on shareholders rights and the equal and fair treatment of all shareholders, and undertook the following tasks:

1. To promote good governance, the Bank provided shareholders with the opportunity, before the shareholders meeting, to propose matters for inclusion as agenda items, as well as the opportunity to propose qualified candidates having no prohibited characteristics for election as director at the General Meeting of Shareholders. Both options were under the specified criteria and process of the Board and relevant regulatory agencies during October 1 - December 31, 2012. Guidelines on the proposing procedure and shareholders



The Bank's Board of Directors at the 101<sup>st</sup> Annual General Meeting of Shareholders



Scene from the registration desk prior to the 101<sup>st</sup> Annual General Meeting of Shareholders



Dissemination of Notice of the General Meeting of Shareholders on KBank website



"San Samphan" newsletter for KBank shareholders

rights were provided to shareholders through the information dissemination system of the Stock Exchange of Thailand and disclosed on the Bank's website. Shareholders proposed no items to be included in the agenda, nor did they propose any candidates for election as directors.

2. The Bank arranged for the shareholders meeting to be conducted in a transparent and efficient manner, in line with the Bank's Articles of Association and related laws. The consideration of items and voting were conducted in accordance with the announced agenda. This included consideration of the election of directors individually and director remuneration, together with consideration of the annual appointment of independent auditors, setting of the audit fee, and other agenda items as specified in the meeting notice. During the meeting, in addition to related meeting documents, the Bank provided simultaneous English interpretation for foreign shareholders.

3. Shareholders unable to participate in the meeting in person had the option to appoint proxies to the meeting. Proxies could be any independent director, or the Chairman of the Board and Chief Executive Officer, or any other person appointed to participate in voting on behalf of the shareholders. Proxy forms were designed in such a way that shareholders were able to designate their preferred direction of voting.

4. Ballots were used to vote on every agenda item. To enable efficient and rapid vote counting, the Bank collected only the ballots of shareholders opposing or abstaining from each vote. To comply with the best practices for shareholders meetings, the Bank collected the ballots from all shareholders and proxies present at the meeting after the meeting was adjourned, arranged to have officers from a legal advisory firm verify the vote counting, and asked shareholder volunteers to witness ballot counts. Also, the Bank kept the ballots for future reference.

5. For shareholders' timely acknowledgment and examination of voting results, the Bank discloses the resolution of each agenda item on our website the working day after the shareholders meeting date, aside from disclosure via the information dissemination system of the Stock Exchange of Thailand.

6. Comprehensive meeting minutes were recorded. They included significant details, e.g., meeting resolutions, voting results (divided into approval, opposition, abstention or invalid ballots for each agenda item), questions, explanations and opinions expressed at the meeting. The minutes of the shareholders meeting were sent to regulatory agencies within 14 days from the meeting date, and to shareholders for their acknowledgment, as well as being made available on the Bank's website. Moreover, the Bank arranged for the meeting to be recorded on video for future reference.

7. The Bank has established internal regulations to supervise the use of inside information and securities and stock futures trading by directors and employees, in compliance with the securities laws and Corporate Governance Principles. The essence of the internal regulations is presented as follows:

- All operational units must set up a system, manage their workplace, and maintain inside information to prevent disclosure to others. Inside information can be used and sent only by persons who need to know or use that information for their operations.
- Directors and employees are prohibited from buying, selling, transferring or obtaining the transfer of securities and stock futures that may take advantage of outsiders by using inside information that may have a significant impact on the price of securities and has not been disclosed to the public or the Stock Exchange of Thailand. Though they may have become aware of such information in their capacity, either as directors or employees of the Bank, such actions are prohibited, whether to favor themselves or others, or to reveal such information to others to act upon it or receive benefit thereof.
- The Bank has regulated that directors, officers in the position of Executive Vice President or equivalent and higher, and staff in the position of Department Head or equivalent and higher in the Financial Accounting Management

Department or Financial Planning Department under the Financial and Control Division, must report their ownership of securities issued by the Bank and stock futures with underlying Bank stock, including those under ownership of their spouses and minor children. Moreover, they must report every change in their holding of those securities, i.e. by any purchase, sale, transfer, or obtaining the transfer of securities and stock futures, as regulated by the Office of the Securities and Exchange Commission, and also must have a copy of their ownership report of securities submitted to the Corporate Secretary who shall collectively provide such reports to the Board of Directors Meeting. Furthermore, the Bank requires that all personnel who have access to significant inside information, under the above criteria, report their ownership of those securities, including those under the possession of their spouses and minor children, to the Bank's Compliance Department.

- Concerning the supervision of securities and stock futures trading and prevention of the use of inside information, the Bank has stipulated a silent period for securities and stock futures trading by directors and related staff, including their spouses and minor children, prohibiting trading of those securities starting one month prior to the Bank's disclosure of financial statements or quarterly performance, and lasting until the second day after the information has been disclosed. Internal regulations on the prevention of the use of inside information are disseminated at the beginning of each year and quarterly to directors and related staff through various operating channels of the Bank, including regular monitoring of actions.

8. Directors and executives shall file the first reports on their interests and related persons' interests to the Corporate Secretary for further submittal to the Chairman of the Board and Chairperson of the Audit Committee. Such reports shall be submitted each time of the change, to comply with the

Securities and Exchange Act. In 2013, there were no changes in vested transactions of directors and executives. Directors and executives appointed in 2013 have already submitted their reports to the Chairman of the Board and Chairperson of the Audit Committee.

### 3. Roles of Stakeholders

The Bank places particular emphasis on the equal rights of all stakeholders, both internal stakeholders, i.e., shareholders, the Board of Directors and employees; and external stakeholders, i.e., customers, counterparties, competitors, creditors, as well as the community, environment and society at large, including human rights and anti-corruption acts. The Bank operates as a good financial institution and conducts business according to the Statement of Corporate Governance Principles. The Bank believes that environmental and social responsibilities are part of sustainable development. The Board of Directors has established a Corporate Social Responsibility (CSR) Policy as follows:

- To strictly adhere to the Statement of Business Conduct, and to participate in social development and environmental protection
- To encourage employees at all levels to strictly abide by the Code of Conduct and CSR Principles
- To launch CSR activities for the benefit of all stakeholders
- To arrange workplaces with an emphasis on safety, occupational health, environmental concerns, and facilitation for employees and customers
- To promote environmental preservation and contribution to society

In order to ensure the rights of stakeholders, the Bank established a Statement of Business Conduct and a Code of Conduct for all employees, which have been disseminated through the Bank's website and internal communication media such as the KASIKORNBANK newsletter, intranet and KASIKORNTV – the Bank's closed-circuit TV network – for strict adherence by directors, executives and employees at all levels. In addition, the Bank assigned the Compliance Department of the Compliance and Audit Division, to monitor



the performance of all employees in compliance with the Code of Conduct, and assigned the Corporate Governance Unit under the Office of Corporate Secretary, Corporate Secretariat Division, to oversee all governance issues of the Bank and to report to the Corporate Governance Committee for acknowledgment.

**Shareholders:** The Bank is determined to achieve good operating performance, sustainable growth, and competitiveness, with due consideration given to both current and future risk factors, in order to maximize shareholders value over the long term. The Bank discloses all information in a fair and transparent manner, and makes every effort to protect the Bank's assets and uphold its reputation.

**The Board of Directors:** The Board of Directors is fully aware of the authority, duties and responsibilities of directors, as well as the rights of stakeholders, and undertakes measures to ensure that these legitimate rights are provided, and that all stakeholders are treated equally and fairly.

**Employees:** Employees are valuable assets of the Bank. The Bank continues to seek capable and experienced personnel in line with its growth and the demands of the organization. Necessary training programs are continuously provided to enhance employees' capabilities, and appropriate remuneration – comparable to that of other leading companies – is offered. Favorable business culture and atmosphere are promoted in the workplace, together with fair and equal treatment, and respect for the honor, dignity, and individual rights of all employees. The Bank recognizes the need for proper welfare and security for employees, and provides benefits such as provident funds, scholarships for employees and their children, annual medical check-ups, as well as safety procedures such as fire drills and the installation of fire prevention systems, etc.

**Customers:** The Bank aims to promote customer satisfaction by offering diverse, complete, and high-quality financial products and services, in response to the needs of customers. The Bank gives due attention to and holds itself accountable to customers, and, more importantly, gives high priority to the protection of their confidential information. Customers are provided with explanations of the risks related to the use of various financial services, and are given the opportunity to

express opinions through responsible parties that the Bank has assigned to handle customer complaints.

**Counterparties:** The Bank respects compliance with contracted terms and conditions in trade, in fair and acceptable competition, and refrains from all mala fide practices. For supplier selection, the Bank shall not enter into business matching with unlawful businesses, and suppliers should have the Corporate Social Responsibility policy, and avoid causing any environmental pollution.

**Competitors:** The Bank observes fairness in competition and does not practice any mala fide methods that are deleterious to competitors.

**Creditors:** The Bank abides by lending terms and conditions and all legitimate duties to creditors, debenture holders and depositors. The Bank also gives clear explanations to customers on all of the possible risks involved with non-deposit financial services.

**Responsibility for the Community, Environment and Society:** The Bank acts as a good citizen, is non-partisan and is not aligned with any political party. The Bank bears in mind its role as part of the society at large and its responsibility to assist society and promote activities that benefit the community, society, and environment, in order to enhance the living standards of the people. The Bank recognizes the importance of and demonstrates concern for sound environmental protection through continuing efforts and activities for enhanced energy efficiency and environmental conservation; it also organizes training courses and encourages employee involvement through the expression of opinions and participation in activities related to the development of communities and the environment on a regular basis. In 2013, aside from the "Cutting Electricity Costs Year 2 project", Green at Heart project, to encourage staff participation in efficient use of resources, The Bank exhibited our responsibility towards the society, economy and environment and initiated the "Tham Di Tham Dai" project to celebrate our 68<sup>th</sup> year of business operations. This project is aimed at inspiring our employees to join force in conducting a total of 68 good deeds for the benefit of society. A summary of this item is under the heading of **Sustainable Development** in this annual report, and details are included in **Sustainability Development Report 2013**.

The Bank also specified other procedural guidelines, as follows:

**Fairness:** The Bank demonstrates fairness to all parties having business relationships with the Bank, and does its best to avoid any bias or events that would lead to conflicts of interest.

**Ethics:** The Bank adheres to its Statement of Business Conduct and pursues every business endeavor with integrity.

**Professionalism:** The Bank maintains professional standards, aiming high for superb quality integrated with modern and sophisticated technology.

**Responsiveness:** The Bank has the readiness to respond to the needs of its customers and society, as well as changes in the economy and technology, both at present and in the future.

**Discipline and Compliance:** The Bank pursues business with discipline and ethical principles, and certifies that its business operations comply with the law, the Statement of Business Conduct, and the Code of Conduct for employees, such as protection of intellectual property right and copyright. A software compliance policy has been implemented to ensure that only copyrighted software is used in the Bank's information systems. A prohibition against offering or receiving bribes for business benefits, etc. has been incorporated into the Code of Conduct. In addition, the Bank supports and respects human rights protection by refraining from human rights violations and providing related understanding for employees to ensure their correct actions.

### Anti-Corruption Acts

The Bank, KASIKORN ASSET MANAGEMENT CO., LTD. (KAsset), and KASIKORN SECURITIES PCL (KSecurities) have co-signed a declaration of the "Private Sector Collective Action Coalition Against Corruption" project jointly initiated by the Thai Institute of Directors Association (IOD), the Thai Chamber of Commerce, the Joint Foreign Chambers of Commerce in Thailand, the Thai Listed Companies Association, the Thai Bankers' Association, the Federation of Thai Capital Market Organizations and the Federation of Thai Industries. The project's major objective is to fight corruption, and in 2013, the Bank, KAsset and KSecurities were granted certification by the Private Sector Collective Action Coalition Against Corruption Council.

The Bank has established anti-corruption regulations on all fronts, with abstention from bribery and inappropriate incentives, as directed in the Code of Conduct, which is strictly observed by directors and employees. In 2013, the Board of Directors approved the Anti-Corruption Policy, which includes the issues of bribes and inducements, gifts and benefits, charitable contributions and sponsorships, and political participation. Communications on the Anti-Corruption Policy have been made with directors, executives and employees via the Bank's internal media and website, while tests have been conducted to measure the related knowledge of executives and branch managers across the country. The results will be compiled and used in planning of further communications. K Companies and P Companies have been notified to prepare similar policies.

The Bank engages in transparent and ethical business undertakings with a well-designed organizational structure that promotes transparency and efficiency, in accordance with the Bank's business goals and nature. Segregation of responsibilities, operational procedures, and line of command in each unit are well-defined in order to ensure existence of checks and balances for the Bank's sustainable growth. The Board of Directors has approved the Statement of Corporate Governance Principles, the Statement of Business Conduct, and the Code of Conduct, which involve fundamental principles of professional operations that directors and employees must adhere to. These present a common scope of accountability to the Bank and stakeholders with integrity and anti-corruption principles under a professional Code of Conduct that maintains transparent, honest and fair business conduct, together with punitive clauses against any violation. For practical implementation, operational guidelines have been established including regulations to prevent transactions that involve conflicts of interest and connected transactions, regulations to supervise the use of inside information, regulations involving anti-money laundering and combating the financing of terrorism, regulations in securities and stock futures trading, employee guidelines in accepting gifts and/or benefits, etc.

The Operational Risk and Fraud Management Department has been established with the assignments to identify the processes of operational risk and fraud management, in order to cope with

fraudulent acts and operational mishandlings that may lead to fraud. The department is responsible for risk assessment, analysis, monitoring and control. It also compiles the overall risk position to remain within an appropriate risk appetite, as well as examining and gathering preliminary information or evidence of fraud, and coordinating with relevant parties to minimize damages. The Bank is now equipped with analysis of fraud risk in all products, and in 2013, the Operational Risk and Fraud Management Department supervised all departments to identify and assess their related operational risks per the Bank for International Settlements (BIS) criteria, including fraud issues, in order to formulate guidelines for risk management as well as regular monitoring and assessment of control measures, all of which is reported to the management and Board of Directors. Moreover, all responsible employees have been trained on fraud prevention. In addition, responsible employees have been assigned to attend courses organized by outside agencies, such as VISA, MasterCard, the Thai Institute of Banking and Finance Association (TIBFA), the Fraud Management Club of the Thai Bankers' Association, the Office of the National Anti-Corruption Commission (NACC), etc.

The Compliance Department acts as the center of compliance supervision, responsible for overseeing the Bank's business operations to be in compliance with the Bank's policies and regulations, as well as regulatory requirements. It is the Bank's policy to ensure full regulatory compliance of the KASIKORNBANK FINANCIAL CONGLOMERATE. The Compliance Policy, approved by the Board of Directors, stipulates the duties and responsibilities related to compliance of the Board of Directors, the Audit Committee, executives, departments or units, and employees. Employee communications have been conducted to instill awareness of their duties and responsibilities in studying and understanding related laws and requirements, as well as Bank regulations, and in strictly complying with such regulations.

The Internal Audit Department performing its functions with independence, relies upon risk-based auditing approach. Fraud and unethical conduct are among the concerned risks assessed and audited by the Internal Audit Department. In addition, recommendations on fraud prevention measures are proposed.

The Corporate Governance Unit, Office of Corporate Secretary, has organized employee training courses on the subject of compliance with the Code of Conduct and Statement of Corporate Governance Principles, and communicated regularly with the Board of Directors, executives and employees via the annual corporate governance activities. Emphasis has been placed on maintenance and development of the corporate governance standards, and promotion of corporate governance practices as part of the organizational culture. Moreover, guidelines for monitoring and concrete evaluation have been mapped out.

#### Receiving Information or Complaints

The Bank provides various communication channels for stakeholders via the K-Contact Center, Investor Relations Unit, Shareholder Relationship Management Unit, etc. In order to promote operational transparency, direct communications with the Board of Directors in alignment with the criteria specified on the Bank's website have been enhanced to receive useful information for business undertaking or complaints on improper actions. Also, information or complaints can be directly submitted to the Internal Audit Department via documents or e-mails to inform about improper actions of employees or evidences of internal fraud. To protect the rights of information providers, the Bank has established a written policy of information or complaint receiving, identifying the receiving channels, information or complaint management processes, measures to protect the rights of information providers, protection of confidential information – only authorized persons can have access to such information, and only independent directors are assigned to give orders and report to the Board of Directors on confidential information. Fair measures have been established for stakeholders to whom losses are incurred due to violation of their legal rights.

## 4. Disclosure and Transparency

Realizing the importance of transparent information disclosure, the Bank has supervised and set up the KASIKORNBANK Disclosure Policy, approved by the Board of Directors.

The objective of this policy is to ensure that disclosures of the Bank's financial and non-financial information to shareholders, investors, analysts, regulatory agencies, and the general public are accurate, complete, timely, equal, transparent, consistent, and in accordance with all applicable laws, regulatory requirements, and criteria.

On May 18, 1998, the Bank established the Investor Relations and Shareholders Services Unit under the Executive Services Department, Corporate Secretariat Division. In 2007, under a change in organizational structure, the unit was renamed the Investor Relations Unit, under the Office of Corporate Secretary, with the objective and responsibility of handling investor relations activities. Responsibilities of the Investor Relations Unit also include setting up annual investor relations plans, and consistently and systematically providing complete, timely and accurate information to shareholders, investors, analysts and credit rating agencies, both local and international, so as to enhance the Bank's image and credibility among investors and the Bank's shareholders. The Bank also distributes KBank Investor Relations Satisfaction Survey to institutional shareholders, investors, and analysts, on an annual basis. The information gathered from the survey is systematically analyzed to optimize the efficiency and effectiveness of the investor relations functions and activities.

For shareholder services, the Shareholder Relationship Management Unit, under the Office of Corporate Secretary, is responsible for the management and supervision of shareholders rights and benefits, as well as creating, maintaining and promoting cordial relationships with the Bank's minor shareholders. The unit has developed a strategic plan to accomplish the latter objective. This has enhanced the image and credibility of the Bank as an exemplary organization with respect to the care and services provided to shareholders. Marketing activities have been organized to build connections with shareholders and provide them useful information, such as panel discussions on the economy, stock market and investment, publication of quarterly shareholder newsletters "San Samphan" on the Bank's website containing useful information for shareholders, monitoring of uncleared dividend cheques and returned dividend cheques to the Thailand Securities Depository Co., Ltd., as well as offering the e-Dividend service. These activities have received positive feedback from shareholders.



Panel discussion on the economy and investment held for KBank shareholders



Code of Conduct booklet



Article on corporate governance in the internal newsletter



KBank Chairman of the Board and Chief Executive Officer met analysts and fund managers at the Analyst and Thai Fund Manager Meeting, KBank Head Office



KBank President represented the Bank in receiving the SET Award of Honor for Excellence in Corporate Governance Report (2008-2013), Outstanding Company Performance Awards, Outstanding Investor Relations Awards, and Outstanding Corporate Social Responsibility Awards from the SET Awards 2013.



Luncheon Talk on Basel III held by KBank Executives for analysts and Thai fund managers at KBank Head Office



Dissemination of information on investor relations via KBank website



The Bank's Annual Report and Sustainability Development Report were presented in three languages, i.e., Thai, Chinese and English.



In addition, the Bank formulated and imposed the KASIKORNBANK Disclosure Policy for dissemination of significant information, authorizing the Chief Executive Officer, Presidents, Chief Financial Officer, or executive entrusted as Chief Investor Relations Officer to consider and make decisions on the content of significant information for public disclosure. Any one of these persons may disclose information by him/herself, or assign relevant parties to handle this task. The executive entrusted as Chief Investor Relations Officer has the authority to hold press conferences or to disseminate significant information related to the Bank, and to answer questions raised by shareholders, investors, and securities analysts. The unit responsible for corporate communications activities coordinates with information owners in disseminating significant information related to the Bank.

In 2013, the Bank adequately disclosed important financial information in its financial statements. The disclosures were in line with regulations of the Bank of Thailand, Stock Exchange of Thailand, Office of the Securities and Exchange Commission, and Financial Reporting Standards. Such information was also disseminated via the SET Community Portal and the Bank's website. The financial statements were reviewed/audited by certified public accountants and were endorsed by the Audit Committee before disclosure to shareholders; the Board of Directors of the Bank also disclosed its report of the responsibilities for financial reports in the annual report. Moreover, the Bank has published unreviewed/unaudited quarterly financial statements, reviewed/audited financial statements and Basel III Pillar 3 Disclosure, as well as other non-financial information such as the Management Discussion and Analysis (MD&A) and information on the Bank's corporate governance for the benefit of shareholders, investors and analysts. In addition, the Bank has periodically evaluated the effectiveness of its disclosure procedures.

The Bank enforces a 7-day silent period before the quarterly operating results are reported to the Stock Exchange of Thailand. During this period, no information related to the Bank's performance is revealed to shareholders, investors, and analysts. Company visits / participation in one-on-one meetings / group analyst meetings / replies to questions related to the Bank's operating results do not occur during this period. This

practice is regarded as a key policy of the Bank, to ensure that operations of units are consistent with the Bank's procedures, which are always in compliance with the Statement of Corporate Governance Principles. In this way, the Bank can ensure that its disclosures are transparent and equally accessible to all.

For disclosures of important information, the Bank uses various communication channels, communicating regularly through public media channels so that the Bank's shareholders and stakeholders have thorough access to information. Information outlets include:

1. The Stock Exchange of Thailand
  - 1) The Annual Report and Sustainability Development Report
  - 2) The Bank's Financial Statements
  - 3) Notification of the Board of Directors' Resolutions and Other Matters
2. The Office of the Securities and Exchange Commission

3. The Ministry of Commerce
4. Newspapers
5. Magazines and journals
6. Television channels
7. KBank IR/PR News
8. KBank website (www.kasikornbankgroup.com)  
Information available in four languages: Thai, English, Chinese and Japanese
9. Company visits / one-on-one meetings
10. Non-deal roadshows both in Thailand and overseas
11. Analyst meetings
12. Press conferences
13. Notice and meeting documents sent by mail to shareholders

In 2013, the Bank's executives and the Investor Relations Unit met with various groups to provide information through the following venues:

| Type of Meeting                     | No. of Events | No. of Companies | No. of Persons |
|-------------------------------------|---------------|------------------|----------------|
| One-on-One Meetings                 | 183           | 315              | 413            |
| Conference Calls                    | 46            | 49               | 57             |
| Group Analyst and Investor Meetings | 6             | 271              | 340            |
| Investor Conferences                | 4             | 81               | 96             |
| Non-deal Roadshows                  | 7             | 161              | 295            |
| <b>Total</b>                        | <b>246</b>    | <b>877</b>       | <b>1,201</b>   |

In 5 of the above events, a total of 186 persons from 116 companies met with the Bank's Chief Executive Officer or Presidents. Some companies met with the Bank on more than one occasion in each type of meeting.

In 2013, the Bank's Investor Relations function was widely acclaimed by analysts and investors, and received several awards, including:

- Best Investor Relations by a Thai Company 2013, from IR Magazine, for the fifth time;
- Outstanding Investor Relations Awards from the SET Awards 2013 ceremony, organized by the Stock Exchange of Thailand (SET) and Money

& Banking magazine. In the past, the Bank also received the SET Award of Honor for Excellence in Investor Relations 2010 - 2012 and Best Investor Relations Awards in the years 2004, 2008, 2010 and 2011;

- Asia Best CEO (Investor Relations) and Best Investor Relations Company (Thailand) from the 3<sup>rd</sup> Asian Excellence Recognition Awards 2013 of Corporate Governance Asia magazine, for the third consecutive year (2011 - 2013), and Asia Best CFO (Investor Relations) from the same awards ceremony.

Investors may contact the Bank at:

Chief Investor Relations Officer:

Tel. : +662-4702673 to 4

Fax : +662-4702680

Investor Relations Unit:

(Thai and Foreign Institutional Investors and Shareholders)

e-mail : IR@kasikornbank.com

Tel. : +662-4706900 to 1, +662-4702659 to 62

Fax : +662-4702690

Shareholder Relationship Management Unit:

(Thai Investors and Shareholders)

e-mail : Shareholder\_Relations@kasikornbank.com

Tel. : +662-4706116

Fax : +662-4702747

Address:

KASIKORNBANK PCL Head Office,  
33<sup>rd</sup> Floor, Office of Corporate Secretary,  
Corporate Secretariat Division,  
1 Soi Rat Burana 27/1, Rat Burana Road,  
Rat Burana Sub-District, Rat Burana District,  
Bangkok 10140, Thailand

Website: www.kasikornbankgroup.com

## 5. Responsibilities of the Board of Directors

### 5.1 Structure of the Board of Directors

#### Composition of the Board of Directors

The Bank's Board of Directors comprises qualified persons who possess knowledge, ability, and experience beneficial to the Bank. According to the company registration in the latest update from the Ministry of Commerce, dated November 27, 2013, the Board of Directors of the Bank is composed of 17 members. The election of Board members follows the resolutions of the shareholders meetings, as well as the laws and regulations and the Bank's Articles of Association. The number of directors is appropriate for the Bank's business operations, and the composition is in conformity with the Bank of Thailand's notification on the "Governance of Financial Institutions" and the Capital Market Supervisory Board's notification on "Application for and Approval of Offer

for Sale of Newly Issued Shares". The Bank's Board of Directors includes:

- 3 Executive Directors
- 5 Non-Executive Directors
- 9 Independent Directors (accounting for 53 percent of the total number of Board members)

Binding agreements of the Bank must be signed by two authorized directors and affixed with the Company's seal. The primary authorized directors with signatory authority on behalf of the Bank are Mr. Banthoon Lamsam, or Mr. Krisada Lamsam, or Mr. Somkiat Sirichatchai. Any of these persons must co-sign with any of the following directors: Dr. Abhijai Chandrasen, or Mr. Predee Daochai, or Mr. Teeranun Srihong.

#### Corporate Secretary

The Board of Directors resolved to appoint Dr. Adit Laixuthai as Corporate Secretary and Secretary to the Board of Directors, effective from May 30, 2013. The Office of Corporate Secretary, Corporate Secretariat Division, is a unit supporting the secretarial function of the Bank, consistent with the Statement of Corporate Governance Principles for effective management of the Bank. The Corporate Secretary must have qualifications and experience, and has main duties and responsibilities, as follows:

##### Qualifications and Experience

1. Having basic knowledge in business, accounting, laws and regulations governing commercial banking business, or having attended training courses concerning corporate secretarial practices;
2. Having knowledge and understanding about corporate governance principles and best practices;
3. Being independent and straightforward in the discharge of duties and provision of both recommendations and comments;
4. Having experience in the secretarial function to the Board of Directors, or other qualifications that contribute to effectiveness in the discharge of corporate secretarial functions.

##### Main Duties and Responsibilities

1. Providing basic advice pertaining to the laws and regulations governing commercial banking business and the Bank's procedures, as well as monitoring compliance on a regular basis and reporting any significant changes to the Board;

2. Promoting knowledge and understanding about corporate governance principles, providing relevant information, as well as promoting and monitoring compliance among the Board of Directors;
3. Preparing agenda and documents for the Shareholders and Board of Directors Meetings;
4. Arranging the Shareholders and Board of Directors Meetings in accordance with the laws and regulations, the Bank's Articles of Association, and best practices;
5. Preparing minutes of the Shareholders and Board of Directors Meetings, and monitoring subsequent actions in accordance with resolutions of those meetings;
6. Preparing and keeping registrations of directors, annual reports of the Bank, notices calling Shareholders and Board of Directors Meetings, as well as minutes of the Shareholders and Board of Directors Meetings;
7. Ensuring that the directors and executives have filed reports on their interest and related persons' interest, as required by law;
8. Keeping reports on interest filed by directors and executives, and presenting copies of such reports to Chairman of the Board and Chairperson of the Audit Committee, as specified by law;
9. Ensuring that corporate information disclosures to regulatory agencies are in accordance with the laws and regulations;
10. Communicating with shareholders on their legitimate rights and on the Bank's information, and serving as a communication center between shareholders and directors and executives;
11. Assisting in Board activities;
12. Arranging performance assessment of the Board of Directors and reporting the performance assessment results to the Board;
13. Monitoring regulatory requirements and practices as concern commercial banking business and directorship in order to provide initial recommendations;
14. Coordinating between the Board of Directors and executives.

### Qualifications of Independent Directors

The Board of Directors has prescribed the definition of "Independent Director" in conformity with the Principles of Good Corporate Governance of the Stock Exchange of Thailand, the requirements of the Bank of Thailand on the "Governance of Financial Institutions", and the requirements of the Capital Market Supervisory Board, in order to maintain investor confidence and balance in good governance. The qualifications set by the Bank for "Independent Director" have been defined more stringently than the criteria set by the Capital Market Supervisory Board. They are as follows:

1. Holding not more than 0.5 percent of the Bank's shares with voting rights, or that of any subsidiary company, associated company, major shareholder or controlling person of the Bank, which shall be inclusive of the shares held by any related person of such an independent director;
2. Neither being nor having been an executive director, an employee, a staff member, an adviser who receives a regular salary, or a controlling person of the Bank, subsidiary company, associated company, subsidiary company at the same level, major shareholder or controlling person of the Bank unless the foregoing status has ended for more than 2 years;
3. Not being a person related by blood or registration under law, such as father, mother, spouse, sibling, or child, including the spouse of a child, of other director, any executive, major shareholder, controlling person or person to be nominated as a director, an executive or a controlling person of the Bank or subsidiary company;
4. Neither holding nor having held a business relationship with the Bank, subsidiary company, associated company, major shareholder or controlling person in a manner which may interfere with his/her independent judgment, and neither being nor having been a substantial shareholder or a controlling person of any person having a business relationship with the Bank, subsidiary company, associated company, major shareholder or controlling person unless the foregoing relationship has ended for more than 2 years.

The aforementioned "business relationship" includes any normal business transaction, rental or lease of immovable property, transaction relating to assets or services, or grant or receipt of financial assistance through receiving or extending



loans, guarantees, providing assets as collateral, including any other similar actions, which result in the Bank or counterparty being liable to indebtedness payable to the other party in the amount of 3 percent or more of the net tangible assets of the Bank or Baht 20 million or more, whichever is lower. The amount of such indebtedness shall be calculated according to the calculation method for the value of connected transactions under the Notification of the Capital Market Supervisory Board concerning regulations in respect of an entering into connected transaction *mutatis mutandis*. The combination of such indebtedness shall include indebtedness taking place during the course of 1 year prior to the date on which such a business relationship with the person commences;

5. Neither being nor having been an auditor of the Bank, subsidiary company, associated company, major shareholder or controlling person, and not being a substantial shareholder, controlling person, or partner of an audit firm which employs auditors of the Bank, subsidiary company, associated company, major shareholder or controlling person unless the foregoing relationship has ended for more than 2 years;

6. Neither being nor having been any professional adviser including legal adviser or financial adviser who receives an annual service fee exceeding Baht 2 million from the Bank, subsidiary company, associated company, major shareholder or controlling person, and not being a substantial shareholder, controlling person, or partner of the professional adviser, unless the foregoing relationship has ended for more than 2 years;

7. Not being a director who has been appointed as a representative of the Bank's director, major shareholder, or shareholder related to the major shareholder;

8. Not undertaking any business the nature of which is the same as that of the Bank or subsidiary company and which, in any material respect, is competitive with business of the Bank or subsidiary company, or not being a substantial partner in the partnership, a director who is involved in management, an employee, a staff member, an adviser who receives a regular salary, or a shareholder holding more than 1 percent of shares with voting rights of a company undertaking any business the nature of which is the same as that of the Bank or subsidiary company and which, in any material respect, is competitive with business of the Bank or subsidiary company;

9. Not having any characteristics that prohibit the expression of independent opinion towards the Bank's business undertakings.

The previous directorial records as an independent director to be brought up for consideration shall comply with the above criteria, except under exemption in accordance with the Notification of the Capital Market Supervisory Board.

Since 2013, no independent director has had a business relationship with, or has acted as a professional adviser for the Bank, a subsidiary company, an associated company, a major shareholder, or a controlling person.

### Term of Office

The Board of Directors has a clearly established term of office for directors in the Articles of Association and the Corporate Governance Policy of the Bank. At each General Meeting of Shareholders, one-third of the directors – or the number nearest to one-third if the number is not a multiple of three – must retire from office. The directors who have been in office the longest retire first. If there is any disagreement as to who shall retire, it shall be decided by drawing lots. Retiring directors may be re-elected. The directors shall not exceed the age limit of 72 years old, and independent directors shall not hold more than three consecutive terms of directorship. It shall take effect after the Annual General Meeting of Shareholders in 2013.

Members of the Board Committee, Audit Committee, Human Resources and Remuneration Committee, and Corporate Governance Committee shall hold office for a term of 3 years, while members of the Risk Management Committee shall hold office for a term of 2 years.

### Directorship of Directors, Chief Executive Officer, Presidents and Executives in Other Companies

The Board of Directors established guidelines that the Bank's Directors, Chief Executive Officer, Presidents and Executives may hold a directorship in no more than 5 listed companies. They shall not hold the position of chairman, executive director, or director with signatory authority in more than 3 other business groups, in conformity with the criteria of the Bank of Thailand and the Stock Exchange of Thailand. The details of directorships held by the Bank's Directors, Chief

Executive Officer, Presidents and Executives in other companies are reported in the Annual Report under the heading **Board of Directors and Executives**, as well as **Directorship of Directors and Executives in Subsidiaries, Associated and Related Companies**.

At present, no executive director holds a directorship in other listed companies. No director or executive of the Bank holds a directorship in more than 3 listed companies, nor are any in the position of chairman, executive director or director with signatory authority in excess of 3 other business groups.

### Holding of the Chairman of the Board and the Chief Executive Officer Positions

The Chairman of the Board can be either an executive or a non-executive director, and the Chairman of the Board and Chief Executive Officer can be one and the same person. The Chief Executive Officer and the President can also be one and the same person. The Board of Directors shall appoint the Independent Directors Committee, and an independent director as Lead Independent Director, under recommendation by independent

directors, in order to maintain a check-and-balance between the Board and the management.

At present, Mr. Banthoon Lamsam is the Chairman of the Board and Chief Executive Officer. More than half of the members of Board of Directors are independent directors, and the Board of Directors has established the Independent Directors Committee, chaired by Lead Independent Director – Mr. Somchai Bulsook and engaged in delivering recommendations and opinions on important issues in order to maintain a balance between the Board of Directors and the management, and to protect the interests of all stakeholders.

## 5.2 Board of Directors

Mr. Banyong Lamsam is Honorary Chairman of the Bank.

Members of the Board of Directors are qualified persons who have knowledge, ability, and experience beneficial to the Bank. As of December 31, 2013, they were:

| Name                                      | Position  | Director Type          |
|---|---|------------------------|
| 1. Mr. Banthoon Lamsam                    | Chairman of the Board and Chief Executive Officer | Executive Director     |
| 2. Mr. Somchai Bulsook                    | Vice Chairman                                     | Independent Director   |
| 3. Mr. Krisada Lamsam                     | Vice Chairman                                     | Non-Executive Director |
| 4. Mr. Predee Daochai                     | President   | Executive Director     |
| 5. Mr. Teeranun Srihong                   | President   | Executive Director     |
| 6. Ms. Sujitpan Lamsam                    | Director  | Non-Executive Director |
| 7. Professor Khunying Suchada Kiranandana | Director  | Independent Director   |
| 8. Professor Dr. Yongyuth Yuthavong       | Director  | Independent Director   |
| 9. Dr. Abhijai Chandrasen                 | Director  | Non-Executive Director |
| 10. Professor Dr. Pairash Thajchayapong   | Director  | Independent Director   |
| 11. Ms. Kobkarn Wattanavrangkul           | Director  | Independent Director   |
| 12. Sqn. Ldr. Nalinee Pailoon, M.D.       | Director  | Independent Director   |
| 13. Mr. Saravoot Yoovidhya                | Director  | Independent Director   |
| 14. Dr. Piyasvasti Amranand               | Director  | Independent Director   |
| 15. Mr. Kalin Sarasin                     | Director  | Independent Director   |
| 16. Mr. Somkiat Sirichatchai              | Director  | Non-Executive Director |
| 17. Mr. Rapee Sucharitakul                | Director  | Non-Executive Director |

### Responsibilities of the Board of Directors

The Board of Directors is responsible to the Bank's shareholders. Each director represents all shareholders and takes part in supervisory and regulatory functions in the Bank's

operations, in an independent and impartial manner, for the benefit of all shareholders and other stakeholders.

The Board has duties and responsibilities designated in the Board of Directors Charter as follows:

1. Supervising and managing the Bank so that it is in accordance with the law and the Bank's objectives, the Articles of Association and the resolutions of shareholders meetings.

2. Approving the Vision, Mission, Core Values, and Statement of Business Conduct.

3. Reviewing and discussing the management's proposed strategic options and approving major decisions with respect to KASIKORNBANK FINANCIAL CONGLOMERATE direction and policies. The Board also reviews and approves the Annual Business Plan, Capital Expenditure Budget, and performance goals proposed by the management.

4. Monitoring the Bank's performance and progress toward achieving set objectives, as well as compliance with the laws, regulations and related policies.

5. Supervising and reviewing the balance between the Bank's short-term and long-term objectives.

6. Ensuring that the Bank shall vest authority in the Chief Executive Officer and the President to initiate, commit and approve payments for expenditures approved in the Capital Expenditure Budget and other budgets approved by the Board for the purpose of the special projects. The Board shall also review and approve any credit proposal beyond the established limits of the delegated lending authority.

7. Reviewing and approving human resources policies, management development plans, and remuneration policies. The Board shall seek and nominate successors to the Chief Executive Officer and the President, appraise their performance and ensure that effective performance assessments are undertaken for Bank executives.

8. Ensuring the existence of an effective internal control system and appropriate risk management framework.

9. Ensuring an effective audit system executed by both internal and external auditors.

10. Approving quarterly, semi-annual and annual financial reports; ensuring that reports are prepared under generally accepted accounting standards.

11. Ensuring capital adequacy, including an appropriate capital assessment process, for present and future business.

12. Ensuring that the Bank has a proper system in place to communicate effectively with all stakeholders and the public.

The following activities require the prior approval of the Board of Directors:

1. Issues related to the Bank policies

2. Issues likely to cause significant changes in the Bank's business

3. Issues involving regulatory compliance of the Board of Directors

4. Issues involving the Bank's established regulations

5. Issues considered by the Management Committee as appropriate for approval by the Board of Directors on a case-by-case basis, or under the criteria designated by the Board of Directors, such as credit underwriting, etc.

#### Authorities, duties and responsibilities of the Chairman of the Board:

1. Summoning the meetings of the Board of Directors and supervising the delivery of meeting notices and related documents so as to ensure that the Board of Directors acquire adequate and timely information;

2. Presiding over the Board of Directors meeting;

3. Promoting Corporate Governance standards of the Board of Directors;

4. Presiding over the Shareholders meeting and conducting the meeting in compliance with the Bank's Articles of Association and following the sequence of the agenda;

5. Supervising efficient communications between the directors and shareholders;

6. Performing the duty specified by law as the duty to be performed by the Chairman.

#### Nomination of Directors

The Bank established the Human Resources and Remuneration Committee to select and review candidates nominated to the position of director under director nomination policy. The appropriate proportion, number, diversity and composition of the Board are taken into consideration, which must also conform to regulatory statutes, the Bank's Articles of Association, and the Statement of Corporate Governance Principles. Moreover, the Human Resources and Remuneration Committee takes into consideration the skills and expertise of the current directors to seek additional directors with suitable skills and expertise, using the information in the director

pool database. Selection guidelines include:

1. Considering qualified persons, not those having characteristics prohibiting them from holding a directorship in a financial institution, per the criteria of the Bank of Thailand, the Office of the Securities and Exchange Commission, the Capital Market Supervisory Board, and other related agencies.
2. Reviewing their qualifications based on the Qualifications of Financial Institution Directors questionnaire, and in accordance with related laws.
3. Ensuring that candidates have the qualifications, skills, knowledge, and basic experience defined by the Bank.

The Bank gives shareholders the opportunity to propose candidates for consideration and election to such positions in the Annual General Meeting of Shareholders, according to specified criteria and procedures. The Human Resources and Remuneration Committee may propose to the Board of Directors to set up an ad hoc committee comprising the Bank's Directors or external personnel to handle the director nomination procedure. If there is no suitable candidate, the nomination procedure will be resumed to find new qualified candidates. For the nomination of independent directors, the Human Resources and Remuneration Committee will consider qualified candidates who do not have characteristics prohibiting them from holding such positions as prescribed by the regulations of the Bank of Thailand and other regulatory agencies. Qualified candidates will be recommended to the Board of Directors for consideration and submitted for concurrence to the Bank of Thailand before being proposed to the General Meeting of Shareholders for individual election, in the case of election of director due by rotation and appointment of new director.

After the Board of Directors resolves to endorse the proposal, the Office of Corporate Secretary proceeds to ask for the Bank of Thailand's concurrence, in either electing a director due by rotation or a new director, or a director as replacement for a vacancy. If the Bank of Thailand does not concur with the proposal, the Human Resources and Remuneration Committee shall resume the nomination process.

After the shareholders meeting has passed a resolution to elect a director, in the case of appointment due by rotation or a new director or in the case of the Bank of Thailand concurring with a proposal to appoint a vacancy replacement before the end of a term, the Office of Corporate Secretary shall register the

change of director and report to related official agencies within the defined period of time.

### Appointment and Removal of Directors

1. The Bank's shareholders meeting shall appoint not less than 7 and not more than 18 directors; not fewer than half of all directors shall reside in the Kingdom of Thailand and not fewer than three-fourths of all directors shall be of Thai nationality. A director may or may not be a shareholder. Directors shall be elected by the meeting of shareholders in accordance with the following rules and procedures:

- 1) Directors shall be elected individually.
- 2) Each shareholder shall have one vote per share held.
- 3) Each shareholder shall use all of his/her votes in the election of directors.
- 4) Persons receiving the highest number of approving votes among all candidates are to be elected in respective order, not exceeding the number of positions to be filled at that meeting.
- 5) In the event of a tied vote on the last in the order of director positions to be filled, the chairman of the meeting shall have the deciding vote.

2. At each Annual General Meeting of Shareholders, one-third of the directors - or the number nearest to one-third if the number is not a multiple of three - must retire from office. The directors who have been in office the longest shall retire first. If there is disagreement as to who should retire, it shall be decided by drawing lots. Retiring directors may be re-elected.

3. Any director who passes away, or tenders his/her resignation prior to completion of his/her term, or is resolved to be removed by a meeting, or is ordered by the Court to resign, or whose qualifications fall short of the criteria and prerequisites specified, shall be removed from office.

4. If a vacancy in the Board of Directors occurs for reasons other than the expiration of the director's term of office, the remaining Board members shall elect a person with the proper qualifications, and no prohibited characteristics, as a replacement director at the next meeting of the Board of Directors, unless the remaining term of office of said director is less than 2 months. Such a resolution by the Board of Directors shall require not less than three-fourths of the remaining directors' votes for approval. The replacement director shall hold office only for the remaining term of the director whom he or she is replacing.

### Empowerment by the Board of Directors

The Chairman and Vice Chairman may approve the empowerment of executive authority to the Bank's Chief Executive Officer or Presidents to act legally on behalf of the Bank in conducting transactions up to a limit of Baht 3,000 million per transaction. Such executives may delegate this authority to a Bank employee to act on behalf of the Bank within the limits of each employee's responsibility. For transactions over the specified limit, the Board shall review and approve the limit of such transactions on a case-by-case basis.

### Executive Authority of the Bank

In addition to the aforementioned empowerment of executive authority, the Bank has also established a set of criteria and plans for exercising internal executive authority. These principles help the Bank to delegate authority among employees in various positions, enabling them to perform specific functions and make effective decisions with flexibility, while staying within the confines of an appropriate control system. Internal executive authority is categorized into 3 areas:

1. Executive authority shared by various departments
2. Departmental/Office executive authority
3. Branch executive authority

### Principles

The following are the main points of the structure and content of the internal executive authority:

1. The empowerment of executive authority is the delegation of authority of the Chief Executive Officer or Presidents to administer and execute various tasks within the Bank to the next lower level of management, as appropriate.
2. The Chief Executive Officer or Presidents are assigned by the Board of Directors to approve the internal executive authority and principles.
3. Internal executive authority shall include:
  - 1) Executive authority involving approvals and instructions that are intended for financial and non-financial transactions for internal management within the department or unit according to assigned duties.
  - 2) Executive authority involving disbursements must be within the approved budget of the Bank.

4. For complete control, executive authority is divided into categories according to operational function, as follows:

- 1) Executive authority shared among various departments refers to authority that is not assigned specifically to any one particular department, but may be specified according to the job performed by the Chief Executive Officer, Presidents, Division Heads, Department Heads, and other individuals in various positions employing such authority in various departments/units as follows:
  - (1) Executive authority relating to human resources
  - (2) Executive authority relating to expenditures
  - (3) Executive authority to quote exchange rates and offer lower fees or interest rates to domestic and international businesses
  - (4) Executive authority of the Assets and Liabilities Management Subcommittee
  - (5) Executive authority relating to customer services
  - (6) Executive authority relating to account debit/closing for debt settlement
  - (7) Executive authority relating to credit product pricing
  - (8) Executive authority in endorsement of letters to the Bank of Thailand, regulatory agencies, or government agencies
  - (9) Executive authority relating to procurement management
  - (10) Executive authority relating to budget management
  - (11) Executive authority relating to redress to customers or external persons
  - (12) Executive authority relating to assignment of employees as special lecturers
  - (13) Executive authority relating to credit approval and authority in debt restructuring/recovery
  - (14) Executive authority relating to approval of interest rates for retail customers, which will incur loss to the Bank
  - (15) Executive authority relating to other aspects

2) Departmental executive authority is the executive authority delegated to a specific department relative to its business activities or tasks. Authority is delegated to the Chief Executive Officer, Presidents, Division Heads, Department Heads, as well as to individuals in various positions in related department(s) within their scope of responsibilities.

3) Branch executive authority is the authority regarding the scope of responsibilities delegated to branches relative to their business activities, to network heads, zone managers, and branch managers, as well as individuals in various positions in the branch.

5. The principles of executive authority are established and presented in tabular form to ensure that the management and staff at all operational levels understand and perform their duties according to the delegated authority and risk management framework.

### Board of Directors Meetings

The Board of Directors schedules the meeting dates and agenda items in advance each year. The meetings are normally scheduled for the last Thursday of every month in order to continually monitor actions in line with policies and plans. At the beginning of each year, all board members are informed of the meeting schedule and agenda for the entire year. Additional meetings may be held as deemed appropriate. The Corporate Secretary arranges for notices of board meetings, agendas, and related documents containing complete information to be delivered to each director at least 7 days in advance, except in urgent cases, to allow sufficient time for the directors to study the matters at hand. Each director may ask for additional information or access to necessary information from the Corporate Secretary and is free to propose agenda items. The agenda for board meetings shall be categorized clearly and include agenda items designed to monitor the operating results of the Bank on a regular basis. The designation of the agenda must undergo the consideration of the Chairman of the Board and Chief Executive Officer and Presidents. All directors are expected to attend every meeting, except in extenuating circumstances.

During the meeting, the Chairman will allocate sufficient time for discussion and allow directors to freely express their opinions, including corporate governance issues. Pertinent executives of the Bank shall be invited to attend the meeting to provide related information and to directly acknowledge related policies to ensure efficient implementation. The Bank provides a teleconference system for directors who cannot attend the meeting in person. Each agenda item and its resolution are recorded in writing, and the minutes of the meeting which have been affirmed by the Board together with related documents are systematically filed for examination and reference by the Board, or others concerned. Directors may request independent professional advice, as appropriate, at the Bank's expense.

Moreover, the Board has established that non-executive directors shall conduct at least one meeting annually without the participation of the executive directors, to offer them the opportunity to discuss problems related to the business of the Bank or any other concerns, and evaluate the performance of the Chief Executive Officer and Presidents. The outcome of such meetings shall be reported to the Chief Executive Officer and Presidents.

In 2013, the Board held a total of 12 board meetings; in addition, 1 non-executive directors meeting was held in August. Details of each director's attendance appear under the heading, **Meeting Attendance of the Board, Independent Directors Committee and Board Committees in 2013.**

### Advisory Council to the Board of Directors

The Board of Directors appointed several qualified persons to act as Advisory Council to the Board of the Directors, including:

1. Mr. Pairote Lamsam
2. Mr. Sukri Kaocharern
3. Ms. Elizabeth Sam
4. Mr. Hiroshi Ota
5. Mr. William Mark Evans
6. Dr. Tian Suning

### Responsibilities of the Advisory Council to the Board of Directors

Roles and responsibilities of the Advisory Council to the Board of Directors are to make recommendations to the Board of Directors in matters relevant to and within the authority and responsibilities

of the Board of Directors. Examples include the Bank's policies, issues that require compliance with the laws and regulations, as well as other important business that, once undertaken, may cause significant changes or impact to the Bank's operations.

### 5.3 Independent Directors Committee

The Board of Directors approved the appointment of the Independent Directors Committee on January 31, 2013. Its role is to oversee the Bank's overall interests, ensure fair benefits for each shareholder, maintain checks and balances between the Board of Directors and the management, and protect shareholders' rights by offering recommendations and views on significant matters beneficial to the Bank, investors and minor shareholders, with independence, transparency and freedom from involvement in any interest. This will assist the Board of Directors in performing with greater efficiency and effectiveness. Members shall have a term in office per their term as members of the Board of Directors. The Committee comprises all of the Bank's independent directors. As of December 31, 2013, the Committee had 9 independent directors, as follows:

1. Mr. Somchai Bulsook  
Lead Independent Director
2. Professor Khunying Suchada Kiranandana  
Member
3. Professor Dr. Yongyuth Yuthavong  
Member
4. Professor Dr. Pairash Thajchayapong  
Member
5. Ms. Kobkarn Wattanavrangkul  
Member
6. Sqn. Ldr. Naline Paiboon, M.D.  
Member
7. Mr. Saravoot Yoovidhya  
Member
8. Dr. Piyasvasti Amranand  
Member
9. Mr. Kalin Sarasin  
Member

The Independent Directors Committee holds meetings at least once a quarter. In 2013, the Committee held its first meeting

on March 21, 2013, making a total of 10 meetings and reported all meeting minutes to the Board of Directors.

### Responsibilities of the Independent Directors Committee

The Independent Directors Committee has duties and responsibilities mandated in the Independent Directors Committee Charter approved by the Board of Directors, as follows:

1. Expressing an opinion or providing notes or queries in the Board of Directors Meeting with independence and freedom from involvement in any interest, to ensure that any decision is for the Bank's benefit and does not affect the rights of shareholders, especially minor shareholders and other stakeholders.

In case independent directors have a different opinion or other notes, independent directors shall request that their views be recorded in the meeting minutes. In case the independent directors cannot attend the meeting and disagree with any agenda, a letter of notification shall be submitted to the Chairman of the Board within three days from the date of the meeting.

2. Providing advice or commenting on important matters under the Board of Directors' authority including major investment projects, credit policy, information technology, credit underwriting and approval, and lending transactions authorized by the Bank.

3. Recommending agenda items wherein matters are crucial and in need of the Board of Directors' consideration, which have not yet been added to the Board of Directors Meeting agenda.

4. Performing other duties assigned by the Board of Directors.

### Authorities, duties and responsibilities of the Lead Independent Director:

1. Acting as Chairman of the Independent Directors Committee Meeting.

2. Acting as Chairman of the Non-Executive Directors Meeting held once a year.

3. Acting as the leader who integrates diverse opinions and notes made by the Independent Directors Committee for submission to the Board of Directors.



4. Coordinating communications between shareholders and the Independent Directors Committee.

5. Being responsible for specific operations needing to be conducted by the independent directors.

## 5.4 Board Committees

The Board of Directors has appointed directors who have suitable knowledge and skills to act as members of Board Committees, with the specific duty to pre-screen matters that need prudent attention prior to submission to the Board of Directors. Board Committees include the Audit Committee, the Corporate Governance Committee, Human Resources and Remuneration Committee, and Risk Management Committee. The Board has also established a Management Committee consisting of the Chief Executive Officer, the Presidents, and other Bank officers to manage and operate the Bank's business as defined by the Board. In addition, directors may be appointed Advisory Directors to the Management Committee, with the duty to provide expert consultation as deemed appropriate by the Board.

Moreover, the Bank has appointed 16 subcommittees to consider and review the scope of work assigned to them.

### 1. Audit Committee

The Board of Directors approved the appointment of the Audit Committee in 1998, with the Committee having at least three independent members and each member having a 3-year term. Each member is fully qualified in accordance with the qualifications prescribed by the Securities and Exchange Commission, the Capital Market Supervisory Board, and the Bank of Thailand. Professor Khunying Suchada Kiranandana, the Chairperson, has adequate expertise and experience to audit the credibility of the financial statements. As of December 31, 2013, the Committee had 3 independent directors as follows:

1. Professor Khunying Suchada Kiranandana  
Chairperson
2. Mr. Somchai Bulsook  
Member
3. Dr. Piyasvasti Amranand  
Member

The Audit Committee holds at least 6 meetings per year and reviews operations regularly per its charter. In 2013, the Committee held a total of 12 meetings and reported all meeting minutes to the Board of Directors.

### Responsibilities of the Audit Committee

The Audit Committee has duties and responsibilities mandated in the Audit Committee Charter approved by the Board of Directors, as follows:

1. Reviewing financial statements on a quarterly, semi-annual, and annual basis under consultation with the Bank's Finance and Control Division and external auditor in order to ensure that the financial statements of the Bank are accurate and reliable and in compliance with the accounting standards, laws, and standards pertaining to the Bank's operations.
2. Reviewing the effectiveness and appropriateness of risk management processes with the Risk Management Unit, in consultation with both internal and external auditors.
3. Overseeing the effectiveness and independence of risk asset review function.
4. Reviewing the Bank's operations to see that they are in compliance with Securities and Exchange Acts, SET regulations and standards or banking laws and regulations pertaining to commercial banking business.
5. Overseeing the compliance function and approving the Compliance Department Charter and annual compliance plan.
6. Reviewing the effectiveness and appropriateness of the internal control and reviewing the effectiveness of internal audit function to ensure compliance with the Professional Practice of Internal Auditing, including approving and reviewing Internal Audit Charter and annual audit plan; reviewing the appropriateness and sufficiency of required auditing resources; considering the independence of the internal audit function; and concurring in the appointment, transfer and dismissal of the Internal Audit Head.
7. Reviewing the performance of the external auditors; considering, selecting and recommending to the Board the appointment and annual audit fees of the independent auditors. Holding at least one meeting per year with the external auditors without presence of the management.



8. Evaluating connected transactions, or transactions with possible conflict of interest in relation to compliance with the laws and regulatory requirements, in order to ensure transparency of those transactions.

9. Considering the disclosure of information on connected transactions, conflicts of interest or certain Bank operations to ensure transparency and appropriateness.

10. Ensuring that preliminary investigation is carried out after receiving the external auditor's report on suspicion of fraudulent behaviour or violation of laws by Bank Board members and management. The Audit Committee shall report the results of such investigation to the Securities and Exchange Commission and the external auditor within 30 days from the date they are notified by the external auditor.

11. Overseeing and reviewing complaint or information submitted directly by stakeholders for attention of the Board.

12. Performing other duties, as regulated or assigned by the Board as agreed by the Audit Committee.

13. Submitting minutes of each Audit Committee Meeting to the Board of Directors, and preparing the annual Audit Committee Report, signed by the Audit Committee Chairperson, summarizing the year's activities and giving information or data specified by the Stock Exchange of Thailand for disclosure in the annual report of the Bank.

14. Discussing and reviewing with the management or outside experts any matters or activities having a bearing on the Board's oversight responsibilities according to Audit Committee Charter and consolidated supervision policy.

15. At least once a year, the Audit Committee shall review its Charter and performance over the past year, taking into account any assessment or comments provided by the Chairman of the Board.

## 2. Corporate Governance Committee

The Board of Directors approved the appointment of the Corporate Governance Committee in 2002, with the Committee having not less than 3 members and each member having a 3-year term. As of December 31, 2013, the Committee had 4 members, comprising 1 non-executive director and 3 independent directors, as follows:

1. Mr. Krisada Lamsam  
Chairman

2. Professor Dr. Yongyuth Yuthavong  
Member

3. Sqn. Ldr. Naline Paiboon, M.D.  
Member

4. Mr. Saravoot Yoovidhya  
Member

The Corporate Governance Committee holds at least 4 meetings each year. In 2013, the Committee held 6 meetings and reported all meeting minutes to the Board of Directors.

## Responsibilities of the Corporate Governance Committee

The Corporate Governance Committee has duties and responsibilities mandated in the Corporate Governance Committee Charter and approved by the Board of Directors, as follows:

1. Establishing the principles and best practices for effective corporate governance appropriate to the Bank.
2. Developing and disseminating the principles and best practices of good corporate governance.
3. Formulating the Statement of Business Conduct and the Code of Conduct of the Bank's employees, and disseminating these codes as practical guidelines to all concerned.
4. Developing and formulating plans for review of corporate governance compliance.
5. Reviewing announcements concerning good corporate governance to summarize and present in the Bank's reports.
6. Recommending the Code of Best Practices for the Board of Directors or proposing guidelines for the Board of Directors Charter and all other Board Committee Charters.
7. Recommending the Statement of Business Conduct and the Code of Conduct of management and Bank personnel.
8. Reviewing corporate governance guidelines and corporate governance practice to ensure consistency and compatibility with the Bank's business.
9. Reviewing and proposing public announcements related to corporate governance issues.
10. Supervising corporate environmental and social responsibility.
11. Reviewing and reporting to the Board of Directors matters related to corporate governance, giving opinions on

practical guidelines and suggesting improvements, as deemed appropriate.

12. Ensuring effective practice of corporate governance principles in the Bank.

### 3. Human Resources and Remuneration Committee

The Board approved the appointment of the Human Resources and Remuneration Committee in 2002, with each member having a 3-year term. The Committee comprises at least 3 non-executive directors. As of December 31, 2013, the Committee had 5 members, comprising 1 non-executive director and 4 independent directors, as follows:

1. Mr. Somchai Bulsook  
Chairman
2. Dr. Abhijai Chandrasen  
Member
3. Professor Dr. Pairash Thajchayapong  
Member
4. Ms. Kobkarn Wattanavrangkul  
Member
5. Mr. Kalin Sarasin  
Member

The Human Resources and Remuneration Committee holds at least 3 meetings each year. In 2013, the Committee held 10 meetings and reported all meeting minutes to the Board of Directors.

### Responsibilities of the Human Resources and Remuneration Committee

The Human Resources and Remuneration Committee has duties and responsibilities mandated by the Human Resources and Remuneration Committee Charter and approved by the Board of Directors, as follows:

1. Reviewing and making recommendations on the proposals of the Chief Executive Officer and/or the President relating to human resources policies for the Board of Directors' approval, to ensure that proposals are aligned with the Bank's business strategies.
2. Ensuring a succession plan for senior management in important positions and occasionally reviewing a list of candidates entitled to consideration.

3. Reviewing the remuneration strategy and proposing improvements for the Board's endorsement, in order to retain highly qualified personnel, as well as reviewing the salaries and benefits to senior management.

4. Establishing terms and conditions of employment contracts of the Chief Executive Officer and the President, including their remuneration, as well as seeking and recommending qualified successors to the Board for the positions of Chief Executive Officer and President, when considered necessary.

5. Reviewing the composition, size, experience, and remuneration of the Board of Directors, as well as making recommendations on the selection of candidates with proper qualifications for the position of director prior to submission to the General Meeting of Shareholders for appointment.

### Nomination of Management

The Human Resources and Remuneration Committee is responsible for nominating, selecting and reviewing qualified candidates to be proposed to the Board of Directors for endorsement before submitting to the Bank of Thailand for concurrence for appointments to Bank's management at the level of First Senior Vice President and above, or an equivalent position under a different name. For the appointment of executives ranked below First Senior Vice President, Division Heads and the Human Resource Management Department shall prepare a list of qualified candidates to be nominated before submission for further consideration and approval by the Chief Executive Officer or the Presidents.

### 4. Risk Management Committee

The Board of Directors approved a change in the status of the former Internal Risk Management Subcommittee to the Risk Management Committee on April 3, 2003. Each member has a 2-year term and the Committee must comprise at least 7 members. As of December 31, 2013, the Committee had 8 members comprising 2 executive directors, 2 non-executive directors, and 4 executives, namely:

1. Mr. Somkiat Sirichatchai  
Chairman
2. Mr. Predee Daochai  
Member
3. Mr. Teeranun Srihong  
Member
4. Ms. Sujitpan Lamsam  
Member
5. Mr. Thiti Tantikulanan  
Member
6. Ms. Kattiya Indaravijaya  
Member
7. Mr. Somkid Jiranuntarat  
Member
8. Mr. Wirawat Panthawangkun  
Member

The Risk Management Committee meets at least once each month. In 2013, the Committee held 12 meetings and reported all meeting minutes to the Board of Directors. The Committee ensures that there are effective risk management systems for early warning and measures to prevent and manage risks, including risks that affect operations. They also oversee compliance with risk management practices according to relevant policies, and prepare risk management reports.

#### Responsibilities of the Risk Management Committee

The Risk Management Committee has duties and responsibilities as mandated in the Risk Management Committee Charter approved by the Board of Directors, as follows:

1. Possessing the authority to make decisions on related undertakings within the scope of its responsibility, as stipulated in the Risk Management Committee Charter, with the authority to access all pertinent information.
2. Formulating the KASIKORNBANK FINANCIAL CONGLOMERATE risk management policy and risk appetite to present to the Board of Directors for consideration of overall risk management. The policy must cover the various risks associated with strategies, liquidity, credit, market, operational, or other significant types of risk to the financial conglomerate.

3. Formulating strategies for the organization and resources in risk management to conform to the risk management policy of the Financial Conglomerate. The strategies must enable the effective analysis, assessment, evaluation, and monitoring of risk management.

4. Defining maximum credit lines according to the Bank's defined risk limits and proposing such to the Board of Directors for consideration.

5. Overseeing, reviewing, and providing recommendations to the Board of Directors with regard to the risk management policy, standard practices, strategies, and overall risk measurement to ensure that the risk management strategy is properly implemented.

#### 5. Advisory Directors to the Management Committee

The Board of Directors may appoint Advisory Directors to the Management Committee, with the duty to give recommendations to the Management Committee, as the Board of Directors deems appropriate, and to ensure efficiency in the Bank's management and operations.

#### 6. Management Committee

The Board of Directors and the 88<sup>th</sup> Annual General Meeting of Shareholders, on April 4, 2000, approved the appointment of the Management Committee. The Committee consists of the Chief Executive Officer, Presidents, and other Bank officers. As of December 31, 2013, the Committee comprised 15 members, namely:

1. Mr. Banthoon Lamsam  
Chairman
2. Mr. Predee Daochai  
Member
3. Mr. Teeranun Srihong  
Member
4. Mr. Pakorn Partanapat  
Member
5. Mr. Surasak Dudsdeemaytha  
Member
6. Ms. Kattiya Indaravijaya  
Member

7. Dr. Adit Laixuthai  
Member
8. Mr. Vasin Vanichvoranun  
Member
9. Mr. Ampol Polohakul  
Member
10. Mr. Wirawat Panthawangkun  
Member
11. Mr. Somkid Jiranuntarat  
Member
12. Mr. Pipit Aneaknithi  
Member
13. Mr. Patchara Samalapa  
Member
14. Mr. Pipatpong Poshyanonda  
Member
15. Mr. Vallop Vongjitvuttikrai  
Member

The Management Committee shall hold at least one meeting a week, except when there is compelling reason or when there is no required meeting agenda or other justifiable reason. In 2013, the Management Committee held 51 meetings and reported all meeting minutes to the Board of Directors.

### Responsibilities of the Management Committee

The Management Committee has duties and responsibilities as mandated in the Management Committee Charter, approved by the Board of Directors, as follows:

1. Managing and undertaking the Bank's business as assigned by the Board of Directors, or by specific resolutions of the Board of Directors.
2. Managing the Bank's business according to established policies and plans.
3. Taking action in accordance with the authority delegated by the Board of Directors, and per their mandated management jurisdiction over the Bank.
4. The Chairman of the Management Committee shall submit the minutes of the Management Committee meetings to the Board of Directors for acknowledgment. However, policy-related issues, or issues likely to have significant impact

on the Bank's business, or issues requiring action by the Board of Directors in compliance with laws, or the Bank's rules and regulations, must be approved by the Board of Directors. These also include issues for which the Management Committee considers it appropriate to seek the approval of the Board of Directors on a case-by-case basis, or per the criteria designated by the Board of Directors.

5. Undertaking activities as assigned in order to achieve the Bank's targets, including:

- 1) Preparing and reviewing of strategic objectives, financial plans and key policies of the Bank, to be submitted to the Board of Directors for approval.
- 2) Considering the annual business plans, capital expenditures, performance targets, and other initiatives to achieve the Bank's targets, including projects with capital expenditures in excess of budgets designated by the Board of Directors, to be submitted to the Board of Directors for approval.
- 3) Considering and approving various issues under their legitimate authority, or as delegated by the Board of Directors.
- 4) Reviewing management authority in various aspects stipulated in the approval authority hierarchy, to be submitted for approval to the Board of Directors.
- 5) Managing and ensuring balance between short-term and long-term objectives.
- 6) Developing and ensuring that the human resources initiatives are in line with the human resources roadmap and strategies approved by the Human Resources and Remuneration Committee.
- 7) Monitoring and reporting on the Bank's operating results to the Board of Directors, as well as on other work in progress to achieve the Bank's objectives.
- 8) Monitoring the performance of employees at all levels with regard to risk management, per the Bank's guidelines, including the effectiveness of internal control systems, and operational

compliance with laws, and regulations and related policies.

- 9) Reviewing new projects and products prior to submission to the Board of Directors for consideration and approval.
- 10) Communicating with external stakeholders, per designated authority, and as deemed appropriate.

## 7. The Subcommittees

The responsibilities of the Subcommittees are to review and manage various matters within the Bank to ensure accuracy, propriety, efficiency, and the highest effectiveness.

The Bank has reviewed and approved the establishment of Subcommittees. As of December 31, 2013, there were 16 Subcommittees, namely:

1. Information Technology Strategy Subcommittee
2. Assets and Liabilities Management Subcommittee
3. Debt Recovery and Restructure Subcommittee
4. Foreclosed Property Management Subcommittee
5. Corporate and SME Product Pricing Subcommittee
6. Retail Product Pricing Subcommittee
7. Credit Policy and Risk Management Subcommittee
8. Data Governance Subcommittee
9. Information Technology Investment Subcommittee
10. Procurement Subcommittee
11. Capital Management Subcommittee
12. Operational Risk Subcommittee
13. Credit Process Management Subcommittee
14. KBank Branding and Communications Subcommittee
15. Business Continuity Management Subcommittee
16. Market Risk Management Subcommittee

## Meeting Attendance of the Board, Independent Directors Committee and Board Committees in 2013

Number of Meetings

| Board Members                                  | Board of Directors<br>(Total 12 meetings) | Non-Executive Directors<br>(Total 1 Meeting) | Independent Directors Committee<br>(Total 10 meetings) | Audit Committee<br>(Total 12 meetings) | Corporate Governance Committee<br>(Total 6 meetings) | Human Resources and Remuneration Committee<br>(Total 10 meetings) | Risk Management Committee<br>(Total 12 meetings) |
|--|---|--|--|--|--|---|--|
| Mr. Banyong Lamsam <sup>(1)</sup>              | 2/2                                       |  |  |  |  |   |  |
| Pol. Gen. Pow Sarasin <sup>(2)</sup>           | 0/2                                       |  |  |  | 0/1  |   |  |
| Mr. Banthoon Lamsam <sup>(3)</sup>             | 12/12                                     |  |  |  |  |   | 0/2  |
| Mr. Sukri Kaocharem <sup>(4)</sup>             | 2/2                                       |  |  |  | 1/1  |   | 2/2  |
| Mr. Somchai Bulsook                            | 12/12                                     | 1/1  | 10/10  | 11/12                                  |  | 10/10   |  |
| Mr. Krisada Lamsam <sup>(5)</sup>              | 10/10                                     | 1/1  |  |  | 5/5  |   |  |
| Mr. Predee Daochai <sup>(6)</sup>              | 10/10                                     |  |  |  |  |   | 10/10  |
| Mr. Teeranun Srihong <sup>(7)</sup>            | 10/10                                     |  |  |  |  |   | 7/10   |
| Ms. Sujitpan Lamsam                            | 11/12                                     | 1/1  |  |  |  |   | 4/12   |
| Prof. Khunying Suchada Kiranandana             | 12/12                                     | 1/1  | 9/10   | 12/12                                  |  |   |  |
| Prof. Dr. Yongyuth Yuthavong                   | 12/12                                     | 1/1  | 9/10   |  | 6/6  |   |  |
| Dr. Abhijai Chandrasen                         | 12/12                                     | 1/1  |  |  |  | 10/10   |  |
| Ms. Elizabeth Sam <sup>(8)</sup>               | 2/2                                       |  |  | 2/2                                    |  |   |  |
| Prof. Dr. Pairash Thajchayapong                | 10/12                                     | 0/1  | 10/10  |  |  | 10/10   |  |
| Mr. Hiroshi Ota <sup>(9)</sup>                 | 2/2                                       |  |  |  | 0/1  |   |  |
| Ms. Kobkarn Wattanavrangkul                    | 10/12                                     | 0/1  | 8/10   |  |  | 10/10   |  |
| Ms. Chantira Purnariksha <sup>(10)</sup>       | 6/6                                       |  | 4/4  | 5/6                                    |  |   |  |
| Sqn. Ldr. Naline Paiboon, M.D. <sup>(11)</sup> | 11/12                                     | 1/1  | 9/10   |  | 4/5  |   |  |
| Mr. Saravoot Yoovidhya <sup>(12)</sup>         | 11/12                                     | 1/1  | 10/10  |  | 5/5  |   |  |
| Dr. Piyasvasti Amranand <sup>(13)</sup>        | 8/9                                       | 1/1  | 9/9  | 9/9                                    |  |   |  |
| Mr. Kalin Sarasin <sup>(14)</sup>              | 8/9                                       | 0/1  | 7/9  |  |  | 5/6   |  |
| Mr. Somkiat Sirichatchai <sup>(15)</sup>       | 9/9                                       | 1/1  |  |  |  |   | 9/9  |
| Mr. Rapee Sucharitakul <sup>(16)</sup>         | 2/2                                       |  |  |  |  |   |  |

## Remarks:

- (1) Mr. Banyong Lamsam resigned from his directorship on March 1, 2013.
- (2) Pol. Gen. Pow Sarasin passed away on March 7, 2013.
- (3) Mr. Banthoon Lamsam resigned from the Risk Management Committee on March 1, 2013.
- (4) Mr. Sukri Kaocharem resigned from his directorship on March 1, 2013.
- (5) Mr. Krisada Lamsam was appointed Vice Chairman and Chairman of the Corporate Governance Committee on March 1, 2013.
- (6) Mr. Predee Daochai was appointed a director on March 1, 2013.
- (7) Mr. Teeranun Srihong was appointed a director on March 1, 2013.
- (8) Ms. Elizabeth Sam resigned from her directorship on March 1, 2013.
- (9) Mr. Hiroshi Ota resigned from his directorship on March 1, 2013.
- (10) Ms. Chantira Purnariksha resigned from her directorship on July 19, 2013.
- (11) Sqn. Ldr. Naline Paiboon, M.D. was appointed a member of the Corporate Governance Committee on April 3, 2013.
- (12) Mr. Saravoot Yoovidhya was appointed a member of the Corporate Governance Committee on April 3, 2013.
- (13) Dr. Piyasvasti Amranand was appointed a director and a member of the Audit Committee on April 3, 2013.
- (14) Mr. Kalin Sarasin was appointed a director and a member of the Human Resources and Remuneration Committee on April 3, 2013.
- (15) Mr. Somkiat Sirichatchai was appointed a director and Chairman of the Risk Management Committee on April 3, 2013.
- (16) Mr. Rapee Sucharitakul was appointed a director on November 22, 2013.

• Number of members on the Board, Independent Directors Committee and Board Committees (As of December 31, 2013):

|  |            |
|--|------------|
| The Board of Directors                     | 17 members |
| Independent Directors Committee            | 9 members  |
| Corporate Governance Committee             | 4 members  |
| Risk Management Committee                  | 8 members  |
| (4 Board members inclusive)                |            |
| Audit Committee                            | 3 members  |
| Human Resources and Remuneration Committee | 5 members  |

• Details of meeting attendance through teleconferencing to the Board, Independent Directors Committee and Board Committees:

|  |                                 |            |
|--|---------------------------------|------------|
| The Board of Directors                     | Ms. Sujitpan Lamsam             | 5 meetings |
|  | Ms. Elizabeth Sam               | 1 meeting  |
| Independent Directors Committee            | Mr. Kalin Sarasin               | 2 meetings |
| Audit Committee                            | Ms. Elizabeth Sam               | 2 meetings |
| Human Resources and Remuneration Committee | Prof. Dr. Pairash Thajchayapong | 1 meeting  |
|  | Ms. Kobkarn Wattanavrangkul     | 1 meeting  |
|  | Mr. Kalin Sarasin               | 1 meeting  |
| Risk Management Committee                  | Ms. Sujitpan Lamsam             | 4 meetings |

• One board member, Ms. Sujitpan Lamsam, does not reside in Thailand.

## 5.5 Roles and Responsibilities of the Board of Directors

The Board of Directors comprises persons who have knowledge, ability and working experience beneficial to the Bank. Every year the Board reviews and approves the Mission, Vision, and Core Values as well as strategic directions and policies of KASIKORNBANK FINANCIAL CONGLOMERATE, reviews the annual business plan and budget, and oversees management in effectively carrying out actions that are in line with the designated policies and business plans and are in accordance with the rules and regulatory requirements of related government agencies and the resolutions of shareholders meeting. The Board of Directors decisions are independent, in order to ensure that the Bank and its stakeholders receive the maximum benefit and increased economic value of the Bank.

Moreover, the Board of Directors ensures the existence of an effective internal control system and appropriate risk management framework, and cooperates with the Bank's management in business undertakings in order to attain the best results. Current and future risks are taken into consideration, in conformity with the Bank's Mission, Vision, Statement of Business Conduct, and Statement of Corporate Governance Principles.

### Supervision of Subsidiary and Associated Companies

Nomination of directors or executives for K Companies is under the responsibility of Bank units that oversee respective K Companies. Such nomination of Bank executives of the First Senior Vice President level and higher must be approved by the Human Resources and Remuneration Committee and reported to the Board of Directors for acknowledgment. As for Bank executives of lower levels, their nomination must be submitted to the Bank Presidents and approved by the Bank Chief Executive Officer. After approval, the respective companies will be notified for other related proceedings, such as submittal to their board of directors for approval and filing for registration at the Ministry of Commerce. Companies' directors are assigned for drawing up business strategies and policies, supervising the management's operations to attain maximum benefits for the companies, and monitoring the companies' administration to ensure efficient implementation of the companies' strategies and policies, in line with the established goals and plans.

In addition, companies' directors must ensure compliance with corporate governance principles and regulations of the Bank, as well as regulatory requirements of the Bank of Thailand, the Securities and Exchange Commission and other related agencies. Before casting any votes on important issues, companies' directors must obtain approval from the companies' board of directors. Besides, the companies have been required by the Bank to set up the regulation in respect of connected transactions corresponding to the Bank, compile and record data of related transactions with the Bank to be incorporated in the financial statements on a timely basis.

Annual audit and review are conducted by the Bank to ensure regulatory compliance of K Companies.

### Corporate Governance Policy

KASIKORNBANK places great importance on good corporate governance, believing it to be essential to sustaining the Bank's business. The Statement of Corporate Governance Principles has been revised and approved by the Board of Directors. The same principles have been applied to K Companies, as well. The principles are aimed primarily at communicating to all employees, shareholders, and other stakeholders the ultimate goal of the Board of Directors, namely to act in accordance with the 7 major components of corporate governance:

- Integrity
- Transparency
- Independence
- Responsibility
- Accountability
- Fairness
- Social Responsibility

The content of the Bank's Statement of Corporate Governance Principles covers the structure, composition, roles, duties, and responsibilities of the Board of Directors, Independent Directors Committee and all Board Committees, as well as matters of risk management, internal control systems, supervision for the use of inside information policies, and issues that are likely to involve conflicts of interest and shareholder relationships. Details of the Statement of Corporate Governance Principles can be found under the "Investors" tab at [www.kasikornbankgroup.com](http://www.kasikornbankgroup.com).

The Corporate Governance Policy covers the Bank's Mission, Vision and Core Values, Statement of Business Conduct, and the Code of Conduct. This includes the protection of the legitimate rights of shareholders in all groups, who are encouraged to exercise their rights, as reflected in operational guidelines and directions adopted internally that ensure that the Bank has adequately followed the best practices in corporate governance. In 2013, the Bank assessed and reviewed operations results according to the Corporate Governance Policy, and the Board of Directors resolved to amend the Statement of Corporate Governance Principles so as to comply with regulatory requirements and best practices.

All members of the Board of Directors are aware of their mutual responsibilities for sustaining the most benefit to the Bank, and their roles in supervising information disclosure, transparency in business undertakings and the decision-making process, and fair treatment to all stakeholders. In addition, the Bank places great importance on fairness in every business undertaking, as well as participation in Corporate Social Responsibility (CSR) activities. The Bank and its employees must strictly adhere to the Code of Conduct in performing their duties under the CSR principles. The Bank has also been enthusiastically participating in and promoting environmental protection and social development projects, in recognition of the importance of the need for improvement in the quality of life of individuals and the community at large, and for the benefits of all stakeholders.

The Bank encourages all people in the organization to realize the importance of acting in compliance with the Statement of Corporate Governance Principles by organizing activities to promote continuing and sustainable corporate governance. Emphasis is placed on the maintenance and development of corporate governance, and the promotion of corporate governance as an organizational culture. In 2013, the Bank's activities to promote Corporate Governance were as follows:

- The Bank circulated the Code of Conduct to employees for their acknowledgment.
- The Statement of Corporate Governance Principles and Code of Conduct were two main issues in an orientation class for newly recruited executives and through e-Learning activities for employees.
- Actions in compliance with the Code of Conduct and the Statement of Corporate Governance Principles were disseminated to employees through a Corporate Governance database set in the electronic network.
- Actions that comply with the Code of Conduct were promoted through broadcasts of fillers through the Bank's closed-circuit TV network – known as KASIKORNTV—in order to promote common understanding of actions stipulated in the Statement of Corporate Governance Principles.
- Actions pertaining to the Statement of Corporate Governance Principles and the Code of Conduct were organized through the KASIKORNBANK newsletter circulated within the organization, i.e. the acceptance of gifts.
- Activities were organized on the "Welcome Page" of the KBank electronic network, to disseminate information on the Statement of Business Conduct and the Statement of Corporate Governance Principles, including quotes concerning the Code of Conduct.
- Criteria for supervising the use of inside information related to securities and stock futures trading, and the KASIKORNBANK Disclosure Policy concerning operating results, were disseminated to directors and employees.
- A Corporate Governance Journal was prepared to report to the Board of Directors on Corporate Governance and Corporate Social Responsibility activities of the Bank and other leading business entities, and disseminated to employees through a Corporate Governance database set in the electronic network.
- The CG Visit Project was implemented for secretary to the Human Resources and Remuneration Committee to offer consultation, recommendations, and review of compliance with the Statement of Corporate Governance Principles.
- The Code of Conduct assessment project was organized to evaluate staff knowledge and understanding on compliance with the Bank's Anti-Corruption Policy amongst Senior Vice Presidents, First Vice Presidents, Branch Managers and SME Business Network Team Managers across the country.



## Business Ethics

The Board of Directors has promoted the establishment of a Statement of Business Conduct and a Code of Conduct for directors and employees. All directors, executives, and employees share common goals in carrying out their designated duties and responsibilities to the Bank and its stakeholders. They perform their duties with integrity, in compliance with the law and the Bank's rules and regulations, based on professional standards and a business approach that is transparent, honest, and fair, for the development of the organization towards attaining international standards. The Statement of Business Conduct and the Code of Conduct have been disseminated via the Bank's website and database.

The Bank adheres to the Statement of Business Conduct, as follows:

1. Aiming to satisfy customers by offering quality products and excellent services.
2. Continually striving for superior performance.
3. The Bank's employees are valuable assets. The Bank seeks and recruits people with skill and experience, continually develops human resources, and offers remuneration comparable to other leading companies.
4. Performing as a good corporate citizen, conducting business with impartiality and contributing to social development and environmental preservation.
5. Believing in fairness for all.
6. Believing in strong ethical standards and determining to carry out business with integrity.
7. Protecting customer confidentiality and maintaining customer trust using professional standards.
8. Being dedicated to carrying out responsibilities in a professional manner and striving to achieve excellent results by integrating modern approaches and technological advances.
9. Respecting the rights of other stakeholders.
10. Being committed to discipline in business execution and making certain that all business decisions and operations conform to related laws and regulations by pursuing the Statement of Business Conduct of the Bank and the Code of Conduct of the workforce.

Salient points of the Code of Conduct include:

- 1) principles and guidelines of KBank code of conduct;
- 2) observance of laws and Bank policies; 3) relations

with customers; 4) relations with counterparties; 5) relations with creditors; 6) relations with competitors; 7) relations with communities; 8) relations with employees; 9) advertising and promotion policies; 10) confidentiality; 11) integrity and accuracy of Bank records; 12) avoidance of the use of inside information in securities trading; 13) prevention of conflicts of interest; 14) abstention from bribery and inappropriate incentives; 15) non-involvement in political activities; 16) avoidance of accepting or offering inappropriate gifts and/or benefits; and 17) reporting breaches.

In this Code of Conduct, the Bank has designated the basic principles concerning the execution of duties and compliance with professional standards by directors and employees. Details of the Code of Conduct can be viewed on the Bank's website.

Moreover, the Bank identifies important rules and practical guidelines that are in accordance with the Code of Conduct, which are detailed and disseminated to employees. The Bank also supports the practical implementation of the Code of Conduct throughout K Companies and P Companies, and has designated regulations that are consistent with business and compliance responsibilities.

Also, the Bank has established the Corporate Governance Unit to launch activities to promote ethical behavior within a culture of good corporate governance. Best practices and actions in line with the Code of Conduct are regularly and efficiently disseminated to all employees. These activities are also reported to the Corporate Governance Committee for acknowledgment, and the Compliance Department monitors and evaluates the effectiveness of employees' actions, as stated in the Code of Conduct.

## Conflicts of Interest Prevention

To encourage good governance, to be in compliance with standards of good governance, and to meet targets related to its implementation, the Bank has initiated guidelines to control, supervise, and prevent transactions that may involve conflicts of interest or connected or related transactions. This is one of the key components of corporate governance policy that the Board of Directors and the Bank's employees must strictly comply with to earn the trust of all stakeholders. The following is the essence of these principles:

- The Board of Directors has resolved to approve a Conflicts of Interest Prevention and Connected Transaction Policy, as well as guidelines to consider appropriateness in the conduct of transactions that must undergo the scrutiny of the Audit Committee and ensure compliance with the criteria of the Office of the Securities and Exchange Commission, the Capital Market Supervisory Board, the Stock Exchange of Thailand, and the Bank of Thailand.
- Directors, executives, or employees with related interest in a transaction with the Bank or its subsidiaries must not participate in considering or approving such a transaction. The price of the transaction must be set appropriately, fairly, and in accordance with general commercial terms as applied to general customers.
- Connected transactions must be submitted to the Audit Committee for consideration before further submission to the Board of Directors for approval, according to the Statement of Corporate Governance Principles and the criteria stipulated by the Office of the Securities and Exchange Commission.
- The Board of Directors has established a principle for conducting connected transactions between the Bank's directors, executives, or related persons and the Bank or its subsidiaries. Such a transaction can be conducted if the transaction is under terms and conditions similar to those applied to general customers in the normal course of business of the Bank and its subsidiaries.
- In conducting transactions between the Bank and its subsidiaries or transactions between the Bank's subsidiaries, the Bank requires that all transactions be under terms and conditions similar to those applied to other persons in the normal course of business at a similar level of risk. Those transactions must be approved by the Board of Directors of the Bank and its subsidiaries, as the case may be.
- The Bank and its subsidiaries which conduct transactions in granting credit have no policy to grant credit, conduct transactions similar to credit granting or conduct transactions relating to assets for any of the directors, executives, or related persons of the Bank and its subsidiaries which conduct such transactions in granting credit, except for cases in line with exceptions according to the Bank of Thailand's regulations. Moreover, the Bank and its subsidiaries have no policy to grant credit, invest, create contingent liabilities, or conduct transactions similar to credit granting for any of the major shareholders or related persons of the Bank and its subsidiaries which conduct transactions in granting credit, or any of the businesses that have related interests with the Bank and its subsidiaries which conduct such transactions in granting credit, separately or in combination, at the end of each day, in excess of the amount prescribed by the Bank and the Bank of Thailand.
- Directors, officers in the position of First Senior Vice President and higher, and those in the position of Department Head or equivalent in the Financial Accounting Management Department or Financial Planning Department under the Finance and Control Division and their related persons are required to disclose their shareholding information in business, their directorship or their authority to manage or control majority votes in the shareholders meeting, including the right to control the election and removal of directors or the assignment of any other person to be the nominee of their shareholding or management, or the authority to control businesses. The disclosure must be made in the Bank's database, which is under the responsibility of the Information and Operations Management Department that has the responsibility to update the information regularly for use by the Credit Policy and Risk Management Department. The monitoring and control of credit extensions and investment must follow the rules of concerned regulatory agencies. Information on the benefits of directors, officers in the position of Executive Vice President or equivalent and higher, and those in the position of Department Head or equivalent in the Financial Accounting Management Department or Financial Planning Department, under the Financial and Control Division and their related persons, must be

reported to the Board of Directors by the Office of Corporate Secretary when a transaction between the Bank and the person related to the Bank's directors and such persons is brought into consideration, seven days before the Board of Directors Meeting.

- The Bank has disclosed details of every related or connected transaction that may involve conflicts of interest according to the Office of the Securities and Exchange Commission and Capital Market Supervisory Board's criteria, in the Annual Reporting Form (56-1 Reporting Form), as well as in the Bank's Annual Report and other reports, as the case may be. This also includes disclosures of information on connected transactions to the Stock Exchange of Thailand according to the Stock Exchange of Thailand's regulations, as well as disclosure of related transactions of the Bank according to the recognized accounting standards and the rules of the Bank of Thailand. Disclosures of related transactions are shown in the Notes to the Financial Statements, under "Related Party Transactions". The Bank used the same criteria as used with general customers to consider connected transactions, in accordance with defined procedures necessary to support the Bank's business operations, and in a manner consistent with the Bank's strategies in the best interests of shareholders. In 2013, the Bank had no connected transactions subject to disclosure to the Stock Exchange of Thailand.
- Reviews of connected transactions were carried out in accordance with the plan. In cases where the Bank becomes involved in any related party transaction, the Bank is subject to report to the Audit Committee. In this regard, the Bank's directors and employees must follow the Conflicts of Interest Prevention and Connected Transaction Policy as mentioned above, in accordance with official regulations.

and promotion of an appropriate business culture, recognizing the importance of risk management and the adequacy of the internal control system in every business undertaking. The Bank requires all units to comply with the best practices for internal control as a guideline for the Bank's business operations and employees' practices. The Bank also set up a Risk Management Unit and a clear risk management policy. The Audit Committee has the duty and responsibility to review the effectiveness and adequacy of all risk management processes and internal control systems by discussing and evaluating operational results with the Compliance and Audit Division on a continuing basis. These discussions include consideration of the appropriateness of the scope of work, roles and responsibilities, audit plans, audit conclusions with regard to the adequacy and effectiveness of the risk management, internal control, and governance processes, as well as the monitoring of compliance with the Bank's Articles of Association and laws and regulations. Major recommendations or material deficiencies must be reported to the Board of Directors in a timely manner for effective action.

To create an appropriate control environment, written policies and operational procedures, training and orientation programs, an operational manual providing information on rules and regulations, a professional Code of Conduct, a regular self-assessment program, and standardized disciplinary actions for gross offenses have been established. These also ensure common understanding as well as capabilities that will lead to efficient, transparent and fair operations for the benefit of all stakeholders. In addition, in order to strengthen the supervision aspect and to promote a control culture that is consistent on all levels of the organization, the Bank organized a course entitled "Governance, Risk Management and Compliance", which has been incorporated into the executive training course.

Control activities are an integral part of day-to-day operations. Appropriate segregation of duties is embedded to create a proper "check-and-balance" system for operating staff, supervisors, and performance assessment. Any possible conflict of interest is identified and subject to careful monitoring, in accordance with regulatory requirements and the Bank's regulations.

IT systems have continuously been upgraded to provide accurate, up-to-date, and adequate information for timely decision-making by the management and the Board of Directors.

### Internal Control and Auditing Systems

The Board of Directors and the Bank's management have placed particular emphasis on an efficient internal control system

Systems include the financial data system, as well as operational and compliance databases, to monitor the effectiveness of the internal control system for prompt corrective action against significant deficiencies. The Bank also provides effective communication channels to ensure that all executives and employees understand and adhere to the policies and procedures affecting their duties and responsibilities.

The Bank has assigned the Compliance and Audit Division to audit and monitor the operations of KASIKORNBANK FINANCIAL CONGLOMERATE. The Compliance and Audit Division is independent in its tasks and reports directly to the Audit Committee. The Audit Committee Meeting No. 1/2014, on January 16, 2014, resolved to appoint Mr. Surasak Dudsdeemaytha as Internal Audit Head, in view of his suitable knowledge, qualifications and experience to perform this function. The audit is risk-based and aimed at assessing the adequacy and effectiveness of the risk management and internal control system, the efficiency of resource management, the accuracy and reliability of information, and compliance with regulatory requirements, the Bank's operational procedures, and the Statement of Business Conduct. Moreover, the Internal Audit Department provides consulting services to the audited units, in accordance with the nature and scope of task as agreed upon by both parties, with the objective of increasing the value and improving the operations of the KASIKORNBANK FINANCIAL CONGLOMERATE. The Internal Audit Department acts in conformance with the International Standards for the Professional Practice of Internal Auditing, and applies the concepts of continuous audit and integrated audit in its audit process. The Department constantly evaluates and improves the quality of its work as measured against the generally accepted international auditing standards. Additionally, the Internal Audit Department, which is an independent unit, has been assigned as another channel for reporting complaints and suspicious conduct. This ensures that the Bank has a transparent and fair whistle-blowing process and complies with good corporate governance standards.

The Compliance and Audit Division, by the Compliance Department, supervises the conduct of the Bank in order to comply with regulatory requirements and the Bank regulations, provides views on law and regulatory compliance, identifies and assesses related risks and reports to high-level executives, the Audit Committee or the Board of Directors. Other

tasks include the review of the Bank operations and preparation of relevant policies, also acts as the center for contact with the regulatory agencies. Mr. Phaisarn Vorasetsiri is the Compliance Head.

The Bank is aware that a system of effective internal controls is a critical component of the Bank's management and a foundation for the "safe and sound" operations of the Bank. These features help to ensure that the goals and objectives of the Bank will be met, that the Bank will achieve long-term profitability, and will maintain reliable financial and managerial reporting. Such a system can also help to ensure that the Bank will comply with laws and regulations as well as policies, plans, and internal rules and procedures, and prevent the risk of unexpected losses or damage to the Bank's assets and its reputation. The Bank, therefore, monitors the effectiveness of the internal control system through regular operations and periodic assessment, so as to be assured of the system's consistency and capability in managing the changing risks at different periods of time. Any detected irregularities are immediately reported to responsible managers, and significant findings are appropriately reported to senior management and the Board of Directors.

### Risk Management

The Risk Management Committee is responsible for designating organization-wide risk management policies under the guidelines established by the Board of Directors, to whom the results must be reported regularly. The Bank has outlined the risk management process, key steps of which include risk identification, assessment, monitoring and control, and reporting. Moreover, the Bank emphasizes early warning indicators, monitoring of key risk, exposures and concentration, as well as regular reviews of the sufficiency of the risk management system and its effectiveness. The details of risk management are disclosed in the section entitled **Risk Management and Risk Factors**.

### Appointment of External Auditors and Consideration of Audit Fees

The Audit Committee considers the qualifications and performance of external auditors for recommendation to the Board of Directors for their annual appointment, and the proposed audit fees for further consideration and approval by the General Meeting of Shareholders. The list of external

auditors to be proposed as the Bank's auditors must also be endorsed by the Bank of Thailand.

In 2013, the remuneration for external auditors included:

**1. Audit Fees:**

The Bank and subsidiary companies have paid audit fees to:

- Auditors of the Bank, totaling Baht 8,980,000 in the past accounting year.
- The respective audit company including individuals or business entities related to the auditors and the respective audit company, totaling Baht 14,853,700 in the past accounting year.

**2. Non-Audit Fees:**

The Bank and subsidiary companies have paid non-regular auditing fees, i.e., special purpose audit, legal and tax service engagements to perform agreed-upon procedures and consulting services irrelevant to auditing to:

- Auditors of the Bank totaling Baht -0- over the past accounting year, together with future payments of Baht 775,000, due on incomplete work in the past accounting year.
- The respective audit companies or their independent contracted auditors, including individuals or business entities related to the auditors and their respective audit companies, totaling Baht 2,076,500 over the past accounting year, together with future payment of Baht 4,072,800, due on incomplete work in the past accounting year.

## 5.6 Self-Assessment by the Board of Directors

The Bank has established an annual self-assessment plan for the Bank's Board of Directors. It serves as a tool for reviewing performance, as well as issues and obstacles facing each director over the past year. It also helps increase the operational effectiveness of the Board. Performance assessment of the Board of Directors is conducted in 2 ways: the overall performance assessment of the Board and the performance assessment of each individual director. To facilitate this, the Bank has developed an assessment form consistent with the Statement of

Corporate Governance Principles, as well as the duties and responsibilities stated in the Board of Directors Charter. The Board of Directors conducts self-assessments once a year. The Corporate Secretary submitted the 2013 performance assessments to directors, including 6 topics: (1) Structure and characteristics of the Board; (2) Roles and responsibilities of the Board; (3) Board meetings; (4) Discharge of duties of the Board; (5) Relationship with the Bank's management; (6) Self-development of directors and executive development. The assessment results were then analyzed and evaluated to indicate the level of achievement for self-assessment by the Board of Directors, as established by Bank regulations.

In 2013, the self-assessment process was also applied to the Independent Directors Committee and all Board Committees—Audit, Corporate Governance, Human Resources and Remuneration, and Risk Management. The Independent Directors Committee and all Board Committees conduct self-assessment every year, and the assessment results have been presented to the Board of Directors.

The Chief Executive Officer and the Presidents also undergo self-assessment in order to compare their actual performance with the Bank's targets and the annual business plan. The Human Resources and Remuneration Committee is responsible for submitting the assessment results to the Board of Directors for consideration. The self-assessment of the Chief Executive Officer and the Presidents are specified as part of their performance assessment in the Board of Directors' Charter. The Chairman of the Human Resources and Remuneration Committee then submits the Board's assessment results, together with their opinion, to the Chief Executive Officer and the Presidents.

## 5.7 Remuneration to Directors and Executives

The Bank has established a set of well-defined and transparent remuneration policies for directors. The Human Resources and Remuneration Committee is responsible for reviewing these policies, taking into consideration the appropriateness of remuneration with respect to the scope of responsibilities of each director to ensure that the Bank's remuneration is comparable to that of other commercial banks.

The General Meeting of Shareholders No. 101, on April 3, 2013, approved director remuneration and bonuses, which shall remain effective until a General Meeting of Shareholders determines otherwise. A director who is also a member of other Board Committees shall receive additional remuneration in accordance with the increased responsibilities, except that the executive directors receive no remuneration for their membership in a Board Committee as follows:

(Baht)

1. Remuneration for directors for the Board of Directors Meeting
  - Chairman of the Board 154,000 per person/month
  - Vice Chairman 115,500 per person/month
  - Director 100,000 per person/month
2. Remuneration for Independent Directors
  - 30,000 per person/month
3. Remuneration for Board Committees:
  - 3.1 The Audit Committee
    - Chairperson 90,000 per person/month
    - Member 60,000 per person/month
  - 3.2 The Corporate Governance Committee
    - Chairman 50,000 per person/month
    - Member 36,000 per person/month
  - 3.3 The Human Resources and Remuneration Committee
    - Chairman 50,000 per person/month
    - Member 36,000 per person/month
  - 3.4 The Risk Management Committee
    - Chairman 50,000 per person/month
    - Member 36,000 per person/month
4. Remuneration for the Legal Adviser
  - 330,000 per person/month
5. Bonus for directors at the rate of 0.5 percent of dividend payments.

Remuneration to executives is paid according to the policies and criteria set by the Board of Directors. It is tied directly to the performance of the Bank and the performance of each individual executive. The Human Resources and Remuneration Committee shall propose remuneration to the Board of Directors for consideration and approval.

Details of remuneration to directors and executives are shown as follows:

## 1. Remuneration

1) Remuneration for directors: In 2013, directors received remuneration as directors and as Independent Directors, members of the Advisory Directors to the Management Committee, Audit Committee, Corporate Governance Committee, Human Resources and Remuneration Committee, Risk Management Committee, and as Legal Adviser, together with a bonus at the rate of 0.5 percent of the dividend payments, totaling Baht 71,935,905.

### 2) Remuneration for executives:

- Executives in the position of First Senior Vice President or equivalent, totaling 39 persons, received remuneration including salaries, living expenses, special contributions, and bonuses from the Bank, totaling Baht 290,296,353.
- Executives in the position of Executive Vice President or equivalent and higher, totaling 24 persons, received remuneration including salaries, living expenses, special contributions, and bonuses from the Bank, totaling Baht 318,786,100.

In summary, executives in the position of First Senior Vice President or equivalent and higher, totaling 63 persons, received remuneration including salaries, living expenses, special contributions, and bonuses from the Bank, totaling Baht 609,082,453.

### Remuneration for Directors in 2013

|  |  |
|--|--|
| Mr. Banyong Lamsam <sup>(1)</sup>      | Received remuneration as Chairman of the Board and Advisory Director to the Management Committee, totaling Baht 1,188,000, and a bonus of Baht 3,911,150.  |
| Pol. Gen. Pow Sarasin <sup>(2)</sup>   | Received remuneration as Vice Chairman and Advisory Director to the Management Committee, totaling Baht 887,000; and as Chairman of the Corporate Governance Committee, amounting to Baht 66,000, and a bonus of Baht 2,933,355.   |
| Mr. Banthoon Lamsam <sup>(3)</sup>     | Received remuneration as Chairman of the Board, totaling Baht 1,540,000; and as a director, totaling Baht 200,000, and a bonus of Baht 2,395,120.  |
| Mr. Sukri Kaochareem <sup>(4)</sup>    | Received remuneration as a director and Advisory Director to the Management Committee, totaling Baht 400,000; as Chairman of the Risk Management Committee, amounting to Baht 66,000; and as a member of the Corporate Governance Committee, amounting to Baht 44,000, and a bonus of Baht 1,955,570.  |
| Mr. Somchai Bulsook <sup>(5)</sup>     | Received remuneration as Vice Chairman, totaling Baht 1,155,000; as a director, totaling Baht 200,000; as Independent Director, totaling Baht 270,000; as Chairman of the Human Resources and Remuneration Committee, amounting to Baht 549,000; and as a member of the Audit Committee, amounting to Baht 705,000, and a bonus of Baht 2,285,230. |
| Mr. Krisada Lamsam <sup>(6)</sup>      | Received remuneration as Vice Chairman, totaling Baht 1,155,000; and as Chairman of the Corporate Governance Committee, amounting to Baht 483,000, and a bonus of Baht 329,660.  |
| Mr. Predee Daochai <sup>(7)</sup>      | Received remuneration as a director, totaling Baht 1,000,000, and a bonus of Baht 219,770.   |
| Mr. Teeranun Srihong <sup>(8)</sup>    | Received remuneration as a director, totaling Baht 1,000,000, and a bonus of Baht 219,770.   |
| Ms. Sujitpan Lamsam                    | Received remuneration as a director, totaling Baht 1,200,000; and as a member of the Risk Management Committee, amounting to Baht 390,000, and a bonus of Baht 2,175,350.  |
| Professor Khunying Suchada Kiranandana | Received remuneration as a director, totaling Baht 1,200,000; as Independent Director, totaling Baht 270,000; and as a Chairperson of the Audit Committee, amounting to Baht 1,008,000, and a bonus of Baht 2,175,350.   |
| Professor Dr. Yongyuth Yuthavong       | Received remuneration as a director, totaling Baht 1,200,000; as Independent Director, totaling Baht 270,000; and as a member of the Corporate Governance Committee, amounting to Baht 390,000, and a bonus of Baht 2,175,350.   |
| Dr. Abhijai Chandrasen                 | Received remuneration as a director and Legal Adviser, totaling Baht 5,160,000; and as a member of the Human Resources and Remuneration Committee, amounting to Baht 390,000, and a bonus of Baht 2,175,350.   |
| Ms. Elizabeth Sam <sup>(9)</sup>       | Received remuneration as a director, totaling Baht 200,000; and as a member of the Audit Committee, amounting to Baht 110,000, and a bonus of Baht 1,955,570.  |
| Professor Dr. Pairash Thajchayapong    | Received remuneration as a director, totaling Baht 1,200,000; as Independent Director, totaling Baht 270,000; and as a member of the Human Resources and Remuneration Committee, amounting to Baht 390,000, and a bonus of Baht 2,175,350.   |



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| Mr. Hiroshi Ota <sup>(10)</sup>                | Received remuneration as a director, totaling Baht 200,000; and as a member of the Corporate Governance Committee amounting to Baht 44,000, and a bonus of Baht 1,955,570.   |
| Ms. Kobkam Wattanavrangkul                     | Received remuneration as a director, totaling Baht 1,200,000; as Independent Director, totaling Baht 270,000; and as a member of the Human Resources and Remuneration Committee, amounting to Baht 390,000, and a bonus of Baht 2,175,350. |
| Ms. Chantira Purnariksha <sup>(11)</sup>       | Received remuneration as a director, totaling Baht 600,000; as Independent Director, totaling Baht 90,000; and as a member of the Audit Committee, amounting to Baht 345,000, and a bonus of Baht 2,058,180.                               |
| Sqn. Ldr. Naline Paiboon, M.D. <sup>(12)</sup> | Received remuneration as a director, totaling Baht 1,200,000; as Independent Director, totaling Baht 270,000; and as a member of the Corporate Governance Committee, amounting to Baht 324,000, and a bonus of Baht 1,263,760.             |
| Mr. Saravoot Yoovidhya <sup>(13)</sup>         | Received remuneration as a director, totaling Baht 1,200,000; as Independent Director, totaling Baht 270,000; and as a member of the Corporate Governance Committee, amounting to Baht 324,000, and a bonus of Baht 891,750.               |
| Dr. Piyasvasti Amranand <sup>(14)</sup>        | Received remuneration as a director, totaling Baht 900,000; as Independent Director, totaling Baht 270,000; and as a member of the Audit Committee, amounting to Baht 540,000, and a bonus of Baht 157,450.                                |
| Mr. Kalin Sarasin <sup>(15)</sup>              | Received remuneration as a director, totaling Baht 900,000; as Independent Director, totaling Baht 270,000; and as a member of the Human Resources and Remuneration Committee, amounting to Baht 324,000, and a bonus of Baht 157,450.     |
| Mr. Somkiat Sirichatchai <sup>(16)</sup>       | Received remuneration as a director, totaling Baht 900,000; and as Chairman of the Risk Management Committee, amounting to Baht 450,000, and a bonus of Baht 157,450.  |
| Mr. Rapee Sucharitakul <sup>(17)</sup>         | Received remuneration as a director, totaling Baht 200,000.  |

- Remarks:
- (1) Mr. Banyong Lamsam resigned from his directorship on March 1, 2013.
  - (2) Pol. Gen. Pow Sarasin passed away on March 7, 2013.
  - (3) Mr. Banthoon Lamsam was appointed Chairman of the Board on March 1, 2013.
  - (4) Mr. Sukri Kaocharern resigned from his directorship on March 1, 2013.
  - (5) Mr. Somchai Bulsook was appointed Vice Chairman on March 1, 2013.
  - (6) Mr. Krisada Lamsam was appointed Vice Chairman and Chairman of the Corporate Governance Committee on March 1, 2013.
  - (7) Mr. Predee Daochai was appointed a director on March 1, 2013.
  - (8) Mr. Teeranun Srihong was appointed a director on March 1, 2013.
  - (9) Ms. Elizabeth Sam resigned from her directorship on March 1, 2013.
  - (10) Mr. Hiroshi Ota resigned from his directorship on March 1, 2013.
  - (11) Ms. Chantira Purnariksha resigned from her directorship on July 19, 2013.
  - (12) Sqn. Ldr. Naline Paiboon, M.D. was appointed a member of the Corporate Governance Committee on April 3, 2013.
  - (13) Mr. Saravoot Yoovidhya was appointed a member of the Corporate Governance Committee on April 3, 2013.
  - (14) Dr. Piyasvasti Amranand was appointed a director and a member of the Audit Committee on April 3, 2013.
  - (15) Mr. Kalin Sarasin was appointed a director and a member of the Human Resources and Remuneration Committee on April 3, 2013.
  - (16) Mr. Somkiat Sirichatchai was appointed a director and Chairman of the Risk Management Committee on April 3, 2013.
  - (17) Mr. Rapee Sucharitakul was appointed a director on November 22, 2013.



## 2. Other remuneration

1) Remuneration for directors: none

2) Remuneration for executives: In 2013, the Bank contributed Baht 7,626,997 to the provident funds for the Bank's executives in the positions of First Senior Vice President or equivalent, totaling 39 persons, and Baht 7,787,000 to the provident funds for the Bank's executives in the positions of Executive Vice President or equivalent and higher, totaling 24 persons, making a total contribution of Baht 15,413,997 for executives in the positions of First Senior Vice President or equivalent and higher, totaling 63 persons.

## 5.8 Professional Development for Directors and Executives

To enhance the operational efficiency of the Board of Directors, the Bank continued to implement a policy of supporting directors, executives and staff performing duties related to corporate secretary, compliance, internal control, and corporate governance, in attending seminars and training courses at the Thai Institute of Directors (IOD), the Stock Exchange

of Thailand, and other independent institutions, in accordance with the established plan and budget.

The Bank has organized orientations for new directors, to provide them with information on their roles and responsibilities, as well as information related to the Bank, clarifications on legal obligations, regulations related to the directorship of listed companies, regulations related to the Board and Board Committee's charters, the Bank's core policies, and the manual for directors of financial institutions and securities companies, as an overall process to promote understanding among directors about their roles and the Bank's business operations. Information on the business operations of the Bank has also been continuously provided in the forms of documents and presentations in meetings. An orientation session was arranged for 7 new directors in 2013, namely Mr. Krisada Lamsam, Mr. Predee Daochai, Mr. Teeranun Srihong, Dr. Piyasvasti Amranand, Mr. Kalin Sarasin, Mr. Somkiat Sirichatchai, and Mr. Rapee Sucharitakul.

In 2013, Board members attended seminars or training programs as follows:

| Board Members                      | Seminars/Training Programs  |
|------------------------------------|---|
| 1. Mr. Banthoon Lamsam             | - Seminar on “Looking Global, Looking at Thailand into 2015,”<br>Thailand-China Business Council  |
| 2. Mr. Krisada Lamsam              | - Director Accreditation Program (DAP), Class 103/2013,<br>Thai Institute of Directors Association<br>- The National Defence Course, Class 55, National Defence College<br>- The Programme for Senior Executives on Justice Administration, Class 18,<br>National Justice Academy   |
| 3. Mr. Predee Daochai              | - Making Innovation Happen Programme, London Business School  |
| 4. Mr. Teeranun Srihong            | - Director Certification Program (DCP), Class 179/2013,<br>Thai Institute of Directors Association  |
| 5. Ms. Kobkarn Wattanavrangkul     | - Executive Program, Class 2, Thailand Energy Academy (TEA)<br>- Executive Development Program (EDP), Class 2, Office of the Royal Development<br>Projects Board<br>- Executive Program, Class 1, Institute of Business and Industrial Development,<br>Ministry of Industry   |
| 6. Sqn.Ldr. Nalineee Paiboon, M.D. | - Director Accreditation Program (DAP), Class 100/2013,<br>Thai Institute of Directors Association  |
| 7. Mr. Saravoot Yoovidhya          | - Director Accreditation Program (DAP), Class 100/2013,<br>Thai Institute of Directors Association  |
| 8. Mr. Kalin Sarasin               | - Director Accreditation Program (DAP), Class 105/2013,<br>Thai Institute of Directors Association<br>- Certificate in Senior Executive Program, Class 17, Capital Market Academy   |
| 9. Mr. Somkiat Sirichatchai        | - Director Certification Program (DCP), Class 178/2013,<br>Thai Institute of Directors Association<br>- Effective Predictive Modeling and Decision Making for Non-Statisticians, YF Asia Pte Ltd<br>- Workshop on “Quantitative Credit Risk Models”, Chulalongkorn University<br>- The Global Risk Regulation Summit, RiskMinds, U.S.A. |

In addition, the Human Resources and Remuneration Committee has considered executive development and succession plans for the positions of Chief Executive Officer, President, and other senior executives, taking into account different factors, e.g. the qualification, knowledge, competencies and experiences required for each position. The performance of potential executives is evaluated in order to formulate individual development plans; and rotation of responsibilities is undertaken

to ensure that they will gain greater understanding and hands-on experience, preparing them for organization-level management. Criteria and a list of persons qualified for these positions are reviewed regularly and reported to the Board of Directors. In addition, the Bank continuously implemented the Management Development Program (MDP) for executives of the Bank and K Companies.

## The Bank's Dividend Policy

In determining dividend payments, the Bank will take into consideration its operating results as well as long-term returns to shareholders. Dividend payments will be in accordance with Article 32 of the Bank's Articles of Association, stating that no dividend shall be paid out of any money, other than profits. In the event that the Bank has an accumulated loss, no dividend shall be paid.

Dividend shall be paid equally, according to the number of shares. Payment of dividend shall be subject to shareholders approval. The Board of Directors may pay to the shareholders the interim dividend from time to time, if there is sufficient profit for such payments, and shall report the same to the shareholders at the next shareholders meeting.

Dividend payments must also be in compliance with statutory requirements, including the Bank of Thailand Notification, Re: "Classification and Provisioning of Financial Institutions" stating that if impaired assets are not written off, or full provisioning for impaired and unimpaired assets and contingent liabilities has not yet been set aside, banks cannot pay dividends or other benefits to shareholders. In addition, the Bank of Thailand Notification, Re: "Guidelines on Accounting of Financial Institutions" states that banks should not pay dividend from the transactions that resulting in unrealized gain or no real cash inflow or the profit arising from selling of asset which is not actually been sold that lead to a higher profit or lower loss than it should be.

## The Dividend Policies of Subsidiaries

The Bank has not fixed a dividend payout ratio for our subsidiaries. Their dividend payments shall depend on the operating results of each company.

Dividend payments of subsidiaries to the Bank must be in accordance with each company's regulations on dividend payments that must be approved by a resolution of their General Meeting of Shareholders. Interim dividend payments are allowed. In paying dividend, subsidiary companies must record some profits. If there is an operating loss, dividend payments are barred until such losses are recovered. In addition, at least one-twentieth (1/20) of all profits after accumulated loss must be set aside as provisioning reserves until provisioning reserves reach one-tenth (1/10) of a company's authorized share.

### Legal Disputes

The Bank and its subsidiaries is not a litigant or a concerning party in the following particular cases;

1. cases that may cause any negative impact to assets of the Bank and its subsidiaries (cases which have litigation sum greater than 5 percent of the Bank's or its subsidiaries' shareholder equity as the case may be as of the latest fiscal year-end).
2. cases that may have a material adverse effect on business operation; but unable to estimate the exact amount.
3. cases that are not caused by the ordinary course of business.

In part of the Bank, the Bank has involved in 205 pending cases caused by the ordinary course of the Bank's business and having the total litigation sum of approximately Baht 7,827 million. In those cases, there are 68 cases which the Court of First Instance has awarded judgment in favor of the Bank but are still pending in higher courts, having an aggregate litigation sum of approximately Baht 1,391 million. The Bank is under the opinion that at the present status of the Bank, such total litigation sum of all of the aforementioned lawsuits will have no material impact on the Bank's business operation.

# Sustainable Development

243 Business

243 Employees

244 Environment

244 Society



KASIKORNBANK is a financial institution operating in conformity with the Statement of Business Conduct, as well as Corporate Governance and Sustainable Development Principles, to enhance sustainability, transparency and responsibility. KBank has adopted the “Green at Heart” concept that focuses on fostering staff awareness of said principles in all of their operational processes. Any lessons learnt therefrom Sustainable Development will be applied in the creation of a strong business foundation with optimal benefits for both business and society.

The Board of Directors has approved the Corporate Social Responsibility (CSR) Policy , as follow:

- To strictly adhere to the Statement of Business Conduct, and to participate in social development and environmental protection
- To encourage employees at all levels to strictly abide by the Code of Conduct and CSR Principles
- To launch CSR activities for the benefit of all stakeholders
- To arrange workplaces with an emphasis on safety, occupational health, environmental concerns, and facilitation for employees and customers
- To promote environmental preservation and contribution to society

The Bank has developed business plans and created innovations for optimal benefits for business and society, holding full responsibility for economy, society and the environment. Sustainable Development undertakings were ongoing throughout 2013, promoting participation by employees, customers, society and communities. The Bank allocated a budget of 1-1.5 percent of annual net profit for such undertaking, and Sustainable Development framework reports were submitted to the Corporate Governance Committee and the Board of Directors on a regular basis. Sustainable Development framework may be summarized under four headings, i.e., business, employees, environment and society.

## Business

Emphasis has been placed on efficiently offering quality products, as well as standardized and responsive services to customers, the general public and society. KBank also aims to be Thailand's leading financial conglomerate to participate in the sustainable economic development of Thailand. Based on this determination, the Bank has outlined our credit policy and measures in alignment with the national development directions and in deterrence of illegal activities, to upgrade internal work standards, and to revise products/services patterns and work processes for greater cost effectiveness and responsiveness to the diverse needs of customers and the general public. The Bank has also assisted in the improvement of customers' work processes for greater rapidity and efficiency, while providing knowledge for customers and developing their skills in financial management and planning to elevate their potential competitiveness and business operations, which will be beneficial to the economic advancement of the country as a whole. Our business activities include the following features:

1. A Rigorous Culture of Credit
2. Product and Service Enhancements
3. Leader Renewable Energy and Energy-Efficiency Lending
4. Financial Knowledge
5. KBank: The Bank for All
6. Personal Financial Advisory Service

## Employees

The Bank has adopted a human resource policy to enhance job opportunities and boost the potential of our staff towards professional excellence. This policy is consistent with business requirements and our “Customer-Centricity” strategy that paves the way for us to



become an even more secure and innovative financial institution, as well as being able to respond to the needs of customers more efficiently. This is achieved via a number of established methods. Based on our management of labor relations, compensation and benefits, and human resource development, we:

1. Undertake to recruit quality personnel and then enhance their competency to suit tasks that further their career growth;
2. Motivate each employee to achieve better results by offering incentives to perform well, and encouraging them to commit themselves to our organization. Also, we seek to improve employee leadership skills at every level, where appropriate;
3. Organize and promote an internal organizational culture emphasizing teamwork and customer-centricity; and
4. Continuously promote development and joint efforts under the KASIKORNBANK brand.

## Environment

The Bank is being committed to environmental awareness and to developing procedures, products and services that satisfy customer needs while contributing to environmental preservation. Our commitment is made concrete in many ways, from Green Buildings - the Chaeng Watthana, Phahon Yothin and Rat Burana buildings - to KASIKORNTHAI Learning Center. Our green buildings have been based on guidelines of energy and environmental preservation. For the Chaeng Watthana Main Building, an 18-year-old building was renovated instead of building a new one, to use the minimum of resources, in adhering to the sufficiency concept, energy saving and selection of recycled materials, along with the LEED-CI (LEED for Commercial Interiors) concept of the U.S. Green Building Council (USGBC). Domestic consultants and materials/equipment have been used, together with the adoption of "Local Wisdom". As for global warming concerns, the K-ATM to Reduce Carbon Footprint program has

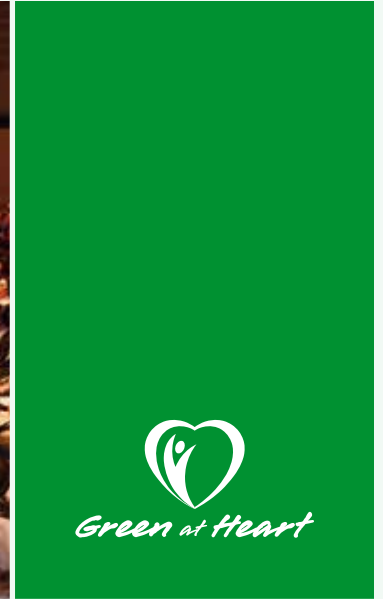
been implemented to reduce the volume of paper used in ATM slips, while the K-Cost Excellence program has encouraged all KBank units to propose ways to conserve natural resources in KBank products and services. Environmental activities can be grouped as follows:

1. Construction of KBank Learning Center, which has been praised for its excellent energy-saving and environment-conscious design
2. Energy and Water Management
3. Operations with concern for the global warming phenomenon

## Society

The Bank is committed to adherence to Corporate Governance and Sustainable Development principles, as well as compliance with international CSR standards. Our determination is to remain a strong financial institution while maintaining the fullest Sustainable Development practices for a fortified and sustainable foundation of the society and the nation. Notable efforts in the past year include the Cultivation of Wisdom Project, K-Expert: Knowledge Enhancement Project, the Young Financial Star, the Sino-Thai Forum Program, activities of the Namjai Thai Arsa Club, sharing of Financial Knowledge for the Society, and KASIKORNTHAI Foundation activities.

For more information about Sustainable Development of KASIKORNBANK, read the Sustainability Development Report 2013

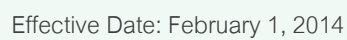




# Structure

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**KASIKORNTHAI**



Mr. Banyong Lamsam  
Honorary Chairman





## Chairman of the Board and Chief Executive Officer

1. Mr. Banthoon Lamsam

## Vice Chairman

2. Mr. Somchai Bulsook
3. Mr. Krisada Lamsam

## Director

4. Mr. Predee Daochai
5. Mr. Teeranun Srihong
6. Ms. Sujitpan Lamsam
7. Professor Khunying Suchada Kiranandana
8. Professor Dr. Yongyuth Yuthavong
9. Dr. Abhijai Chandrasen
10. Professor Dr. Pairash Thajchayapong
11. Ms. Kobkarn Wattanavrangkul
12. Sqn. Ldr. Naline Paiboon, M.D.
13. Mr. Saravoot Yoovidhya
14. Dr. Piyasvasti Amranand
15. Mr. Kalin Sarasin
16. Mr. Somkiat Sirichatchai
17. Mr. Rapee Sucharitakul

## Legal Adviser

Dr. Abhijai Chandrasen

## Corporate Secretary and Secretary to the Board of Directors

Dr. Adit Laixuthai

## Assistant Secretary to the Board of Directors

Ms. Prayoonsri Katanyutanon  
Ms. Nuchsrn Ratanachuchote  
Mr. Pornpipat Klinpongsa



**1. Mr. Banthoon Lamsam**

Chairman of the Board and Chief Executive Officer  
(Authorized Signature)

Age 61

**Date of Appointment**

January 1, 1992

**Education**

- Master's Degree (Business Administration), Harvard University, U.S.A.
- Bachelor's Degree (Chemical Engineering), Princeton University, U.S.A.
- Honorary Doctorate Degree in Business Administration, Prince of Songkla University
- Honorary Doctorate Degree in Business Administration, Kasetsart University
- Honorary Doctorate Degree in Business Administration, University of the Thai Chamber of Commerce
- Honorary Doctorate Degree in Business Administration (Management), Sripatum University
- Honorary Doctorate Degree in Business Administration (Banking and Finance), Chulalongkorn University
- Honorary Doctorate Degree in Business Administration, Thammasat University
- Honorary Doctorate Degree in Business Administration (Financial Management), Mahasarakham University

**Training Program**

- Director Certification Program (DCP) Class 2/2000, Thai Institute of Directors Association

**Experience Over Past 5 Years**

|                     |  |
|---------------------|--|
| Mar. 2013 - Present | Chairman of the Board and Chief Executive Officer, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2010 - Feb. 2013    | Chief Executive Officer and President, KASIKORNBANK PUBLIC COMPANY LIMITED             |
| 2010 - Feb. 2013    | Member of the Risk Management Committee, KASIKORNBANK PUBLIC COMPANY LIMITED           |
| 2010 - Feb. 2013    | Vice Chairman, Muangthai Group Holding Company Limited                                 |
| 2004 - 2010         | Chief Executive Officer, KASIKORNBANK PUBLIC COMPANY LIMITED                           |

|             |  |
|-------------|--|
| 2003 - 2010 | Chairman of the Risk Management Committee, KASIKORNBANK PUBLIC COMPANY LIMITED |
|-------------|--|

**Positions in Other Listed Companies** None

**Positions in Non-Listed Companies**

|                |   |
|----------------|---|
| 2009 - Present | Director, PUKHA HOLDINGS COMPANY LIMITED          |
| 2009 - Present | Director, PUKHA REALTY COMPANY LIMITED            |
| 2009 - Present | Director, PUKHA GO COMPANY LIMITED                |
| 2009 - Present | Director, PUKHA NANFA HOTEL COMPANY LIMITED       |
| 1997 - Present | Director, Santikaset Company Limited              |
| 1996 - Present | Member of the Council, The Thai Red Cross Society |

**Family Relationship**

- Nephew of Ms. Sujitpan Lamsam
- Cousin of Mr. Krisada Lamsam

**2. Mr. Somchai Bulsook**

Vice Chairman

Lead Independent Director

Chairman of the Human Resources and Remuneration Committee

Member of the Audit Committee

Age 71

**Date of Appointment**

July 29, 1993

**Education**

- Bachelor's Degree (Business Administration), Menlo School of Business, U.S.A.

**Training Program**

- Director Certification Program (DCP) Class 37/2003, Thai Institute of Directors Association
- Certificate in Senior Executive Program, Capital Market Academy

**Experience Over Past 5 Years**

|                     |  |
|---------------------|--|
| Mar. 2013 - Present | Vice Chairman, KASIKORNBANK PUBLIC COMPANY LIMITED |
|---------------------|--|

|   |  |  |   |
|---|--|--|---|
| Mar. 2013 - Present                         | Lead Independent Director, KASIKORNBANK PUBLIC COMPANY LIMITED   | 2002 - Present   | Chairman, Petform (Thailand) Company Limited  |
| 2011 - Present                              | Chairman of the Human Resources and Remuneration Committee, KASIKORNBANK PUBLIC COMPANY LIMITED                                      | 1997 - Present   | Chairman, Sermsuk Beverage Company Limited  |
| 1998 - Present                              | Member of the Audit Committee, KASIKORNBANK PUBLIC COMPANY LIMITED   | 1995 - Present   | Director, Ngow Hock Company Limited   |
| 1993 - Feb. 2013                            | Director, KASIKORNBANK PUBLIC COMPANY LIMITED  | 1995 - Present   | Director, Ngow Hock Agency Company Limited  |
| 2009 - 2011                                 | Member of the Human Resources and Remuneration Committee, KASIKORNBANK PUBLIC COMPANY LIMITED  | 1995 - Present   | Director, Panjamitr Holding Company Limited   |
| 1996 - 2011                                 | President and Executive Officer, Sermsuk Public Company Limited  | <b>Family Relationship</b>   | None  |
| 1992 - 2011                                 | Director, Bangkok Glass Industry Company Limited   | <b>3. Mr. Krisada Lamsam</b>   |   |
| <b>Positions in Other Listed Companies</b>  |  | Vice Chairman  |   |
| 2011 - Present                              | Chairman of Executive Committee, Chief Executive Officer and Member of the Risk Management Committee, Sermsuk Public Company Limited | Chairman of the Corporate Governance Committee (Authorized Signature)  |   |
| 2009 - Present                              | Independent Director, Royal Orchid Hotel (Thailand) Public Company Limited   | Age 49   |   |
| 2002 - Present                              | Member of the Nominating and Corporate Governance Committee, Sermsuk Public Company Limited  | <b>Date of Appointment</b>   |   |
| 1983 - Present                              | Director, Sermsuk Public Company Limited   | March 1, 2013  |   |
| <b>Directorship in Non-Listed Companies</b> |  | <b>Education</b>   |   |
| Aug. 2013 - Present                         | Director, Wrangyer Beverage (2008) Company Limited   | <ul style="list-style-type: none"> <li>• Master's Degree (Interdisciplinary Studies), Oregon State University, U.S.A.</li> <li>• Bachelor's Degree, St. John Fisher College, U.S.A.</li> </ul> |   |
| 2006 - Present                              | Chairman, Sermsuk Holdings Company Limited   | <b>Training Program</b>  |   |
| 2003 - Present                              | Director, Sheraton Royal Orchid Company Limited  | <ul style="list-style-type: none"> <li>• Director Accreditation Program (DAP) Class 103/2013, Thai Institute of Directors Association</li> </ul>   |   |
| 2003 - Present                              | Director, Thai Royal Orchid Real Estate Company Limited  | <b>Experience Over Past 5 Years</b>  |   |
|   |  | Mar. 2013 - Present  | Vice Chairman, KASIKORNBANK PUBLIC COMPANY LIMITED                                  |
|   |  | Mar. 2013 - Present  | Chairman of the Corporate Governance Committee, KASIKORNBANK PUBLIC COMPANY LIMITED |
|   |  | 2012 - Feb. 2013   | Chairman, KASIKORN SECURITIES PUBLIC COMPANY LIMITED                                |
|   |  | 2010 - Feb. 2013   | Senior Executive Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED                |
|   |  | 2004 - Feb. 2013   | Member of the Risk Management Committee, KASIKORNBANK PUBLIC COMPANY LIMITED        |
|   |  | 2010 - 2011  | Chairman, KASIKORN LEASING COMPANY LIMITED  |

2009 - 2011 Executive Chairman, KASIKORN LEASING COMPANY LIMITED

2006 - 2010 Executive Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED

**Positions in Other Listed Companies** None

**Positions in Non-Listed Companies**

May 2013 - Present Director, SF Corporation Public Company Limited

Mar. 2013 - Present Vice Chairman, Muangthai Group Holding Company Limited

2010 - Present Vice Chairman, Muang Thai Life Assurance Public Company Limited

1996 - Present Director, Pruettthada Company Limited

1995 - Present Director, Thaveepramoth Company Limited

**Family Relationship**

- Nephew of Ms. Sujitpan Lamsam
- Cousin of Mr. Banthoon Lamsam

**4. Mr. Predee Daochai**

Director  
President  
Member of the Risk Management Committee  
(Authorized Signature)  
Age 55

**Date of Appointment**

March 1, 2013

**Education**

- Master's Degree (Comparative Law), University of Illinois at Urbana-Champaign, U.S.A.
- Barrister-at-Law, Thailand
- Bachelor's Degree (Honors) (Law), Thammasat University

**Training Program**

- Financial Institutions Governance Program (FGP) Class 1/2010, Thai Institute of Directors Association
- Director Certification Program (DCP) Class 56/2005, Thai Institute of Directors Association

**Experience Over Past 5 Years**

Mar. 2013 - Present Director, KASIKORNBANK PUBLIC COMPANY LIMITED

Mar. 2013 - Present President, KASIKORNBANK PUBLIC COMPANY LIMITED

2003 - Present Member of the Risk Management Committee, KASIKORNBANK PUBLIC COMPANY LIMITED

2010 - Feb. 2013 Senior Executive Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED

2010 - Feb. 2013 Director, Muang Thai Life Assurance Public Company Limited

2008 - 2010 Director, Phethai Asset Management Company Limited

2004 - 2010 Executive Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED

**Positions in Other Listed Companies** None

**Positions in Non-Listed Companies**

Jul. 2013 - Present Chairman, KASIKORN FACTORY AND EQUIPMENT COMPANY LIMITED

Mar. 2013 - Present Chairman, KASIKORN RESEARCH CENTER COMPANY LIMITED

2012 - Present Chairman, KASIKORN LEASING COMPANY LIMITED

2010 - Present Director, Muangthai Group Holding Company Limited

**Family Relationship** None

**5. Mr. Teeranun Srihong**

Director  
President  
Member of the Risk Management Committee  
(Authorized Signature)  
Age 48

**Date of Appointment**

March 1, 2013

**Education**

- Master's Degree (Business Administration), University of Michigan - Ann Arbor, U.S.A.
- Bachelor's Degree (Computer Engineering), Chulalongkorn University

**Training Program**

- Director Certification Program (DCP) Class 179/2013, Thai Institute of Directors Association
- Director Accreditation Program (DAP) Class 86/2010, Thai Institute of Directors Association

**Experience Over Past 5 Years**

|                     |  |
|---------------------|--|
| Mar. 2013 - Present | Director, KASIKORNBANK PUBLIC COMPANY LIMITED                                |
| Mar. 2013 - Present | President, KASIKORNBANK PUBLIC COMPANY LIMITED                               |
| 2003 - Present      | Member of the Risk Management Committee, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2012 - May 2013     | Chairman, KASIKORN FACTORY AND EQUIPMENT COMPANY LIMITED                     |
| 2010 - Feb. 2013    | Senior Executive Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED         |
| 2009 - 2011         | Director, Thai Digital ID Company Limited                                    |
| 2006 - 2010         | Executive Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED                |
| 2006 - 2010         | Director, PROGRESS SOFTWARE COMPANY LIMITED                                  |
| 2005 - 2011         | Director, Processing Center Company Limited                                  |

**Positions in Other Listed Companies**      None

**Positions in Non-Listed Companies**

|                     |  |
|---------------------|--|
| May 2013 - Present  | Director, Muangthai Group Holding Company Limited    |
| Apr. 2013 - Present | Chairman, KASIKORN SECURITIES PUBLIC COMPANY LIMITED |
| Mar. 2013 - Present | Chairman, KASIKORN ASSET MANAGEMENT COMPANY LIMITED  |

**Family Relationship**      None

**6. Ms. Sujitpan Lamsam**

Director

Member of the Risk Management Committee

Age 55

**Date of Appointment**

April 30, 1998

**Education**

- Master's Degree (Management), Massachusetts Institute of Technology, U.S.A.
- Master's Degree (Honors) (Economics), Cambridge University, U.K.
- Bachelor's Degree (Honors) (Economics), Cambridge University, U.K.

**Training Program**

- Director Accreditation Program (DAP) Class 21/2004, Thai Institute of Directors Association

**Experience Over Past 5 Years**

|                |  |
|----------------|--|
| 2004 - Present | Member of the Risk Management Committee, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 1998 - Present | Director, KASIKORNBANK PUBLIC COMPANY LIMITED                                |
| 2004 - 2008    | Director, Phatra Insurance Public Company Limited                            |
| 2000 - 2009    | Chairperson, Phethai Asset Management Company Limited                        |
| 2000 - 2008    | Director, Muang Thai Life Assurance Public Company Limited                   |

**Positions in Other Listed Companies**

|                |  |
|----------------|--|
| 2008 - Present | Director and Chairperson of the Executive Committee, Muang Thai Insurance Public Company Limited |
|----------------|--|

**Positions in Non-Listed Companies**

|                |   |
|----------------|---|
| 2009 - Present | Director, Muangthai Group Holding Company Limited   |
| 2009 - Present | Director, MUANGTHAI HOLDING COMPANY LIMITED   |
| 2008 - Present | Director and Chairperson of the Executive Committee, Muang Thai Life Assurance Public Company Limited |

**Family Relationship**

- Aunt of Mr. Banthoon Lamsam and Mr. Krisada Lamsam

## 7. Professor Khunying Suchada Kiranandana

Independent Director

Chairperson of the Audit Committee

Age 68

### Date of Appointment

April 4, 2000

### Education

- Ph.D. (Statistics), Harvard University, U.S.A.
- Master's Degree (Statistics), Harvard University, U.S.A.
- Bachelor's Degree (First Class Honors) (Commerce), Chulalongkorn University
- Honorary Doctorate Degree in Business Administration, Chulalongkorn University

### Training Program

- Director Certification Program (DCP) Class 0/2000, Thai Institute of Directors Association

### Experience Over Past 5 Years

|                |   |
|----------------|---|
| 2011 - Present | Chairperson of the Audit Committee, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2000 - Present | Director, KASIKORNBANK PUBLIC COMPANY LIMITED                           |
| 2008 - 2011    | Member of the Audit Committee, Sermsuk Public Company Limited           |
| 2006 - 2008    | Member of the National Legislative Assembly                             |
| 2004 - 2008    | President, Chulalongkorn University                                     |
| 2000 - 2011    | Member of the Audit Committee, KASIKORNBANK PUBLIC COMPANY LIMITED      |
| 1997 - 2011    | President, Thai Statistical Association                                 |

### Positions in Other Listed Companies

|                |  |
|----------------|--|
| 2011 - Present | Chairperson of the Audit Committee, Sermsuk Public Company Limited |
| 2008 - Present | Director, Sermsuk Public Company Limited                           |

### Positions in Non-Listed Companies

|                |   |
|----------------|---|
| 2012 - Present | Chairperson of the University Council, Chulalongkorn University |
| 2006 - Present | Member of the Council, The Thai Red Cross Society               |

**Family Relationship** None

## 8. Professor Dr. Yongyuth Yuthavong

Independent Director

Member of the Corporate Governance Committee

Age 69

### Date of Appointment

April 3, 2008

### Education

- D.Phil. (Organic Chemistry), University of Oxford, U.K.
- Bachelor's Degree (First Class Honors) (Chemistry), University of London, U.K.
- Honorary Doctorate Degree in Science (Biochemistry), Prince of Songkla University
- Honorary Doctorate Degree in Science (Biochemistry), Mahidol University
- Honorary Doctorate Degree in Science (Chemistry), Suranaree University of Technology
- Honorary Doctorate Degree in Science (Biochemistry), Thammasat University

### Training Program

- Financial Institutions Governance Program (FGP) Class 3/2011, Thai Institute of Directors Association
- Director Accreditation Program (DAP) Class 5/2003, Thai Institute of Directors Association

### Experience Over Past 5 Years

|                |   |
|----------------|---|
| 2008 - Present | Director, KASIKORNBANK PUBLIC COMPANY LIMITED                                     |
| 2008 - Present | Member of the Corporate Governance Committee, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2011 - 2012    | Member of the Audit Committee, KASIKORNBANK PUBLIC COMPANY LIMITED                |
| 2006 - 2008    | Minister, Ministry of Science and Technology                                      |

**Positions in Other Listed Companies** None

### Positions in Non-Listed Companies

|                |   |
|----------------|---|
| 2008 - Present | Senior Researcher, National Science and Technology Development Agency |
|----------------|---|

1984 - Present      Member of the Council of Trustee  
and the Board of Directors, Thailand  
Development Research Institute

**Family Relationship**      None

#### 9. Dr. Abhijai Chandrasen

Director and Legal Adviser

Member of the Human Resources and Remuneration  
Committee

(Authorized Signature)

Age 65

##### Date of Appointment

April 4, 2000

##### Education

- Docteur en Droit (Honors), Paris University (Sorbonne), France
- Barrister-at-Law, Thailand
- Bachelor's Degree (Honors) (Law), Chulalongkorn University

##### Training Program

- Audit Committee Program (ACP) Class 24/2008, Thai Institute of Directors Association
- Role of the Compensation Committee (RCC) Class 2/2007, Thai Institute of Directors Association
- Developing Corporate Governance Policy, 2006, Thai Institute of Directors Association
- Finance for Non-Finance Director Class 11/2004, Thai Institute of Directors Association
- Director Accreditation Program (DAP) Class 5/2003, Thai Institute of Directors Association

##### Experience Over Past 5 Years

2011 - Present      Member of the Human Resources  
and Remuneration Committee,  
KASIKORNBANK PUBLIC  
COMPANY LIMITED

2000 - Present      Director and Legal Adviser,  
KASIKORNBANK PUBLIC  
COMPANY LIMITED

2003 - Dec. 2013      Chairman of the Human Resources  
and Remuneration Committee  
and Member of the Audit Committee  
and Risk Management Committee,  
Sammakorn Public Company Limited

2000 - Mar. 2013      Advisory Director to the Management  
Committee, KASIKORNBANK  
PUBLIC COMPANY LIMITED

2000 - 2008      Chairman, Punyariddhi Law Office  
Company Limited

1994 - Dec. 2013      Director, Sammakorn Public  
Company Limited

**Positions in Other Listed Companies**      None

##### Positions in Non-Listed Companies

2006 - Present      Eminent Director, The National  
Commission on the Elderly,  
Office of the Prime Minister

2005 - Present      Director, Siam Motors  
Company Limited

1995 - Present      Member of the Council,  
The Thai Red Cross Society

1994 - Present      Legal Adviser,  
The Chaipattana Foundation

**Family Relationship**      None

#### 10. Professor Dr. Pairash Thajchayapong

Independent Director

Member of the Human Resources and Remuneration  
Committee

Age 69

##### Date of Appointment

June 28, 2007

##### Education

- Ph.D. (Computer and Electronics), Cambridge University, U.K.
- Bachelor's Degree (First Class Honors) (Electrical and Electronics Engineering), Imperial College of Science and Technology, University of London, U.K.
- Honorary Doctorate Degree in Engineering, Tokai University, Japan
- Honorary Doctorate Degree in Information Technology, King Mongkut's Institute of Technology Ladkrabang

##### Training Program

- Director Certification Program (DCP) Class 114/2009, Thai Institute of Directors Association
- Director Accreditation Program (DAP) Class 67/2007, Thai Institute of Directors Association

**Experience Over Past 5 Years**

|                |   |
|----------------|---|
| 2008 - Present | Member of the Human Resources and Remuneration Committee, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2007 - Present | Director, KASIKORNBANK PUBLIC COMPANY LIMITED   |

**Positions in Other Listed Companies**

|                |  |
|----------------|--|
| 1995 - Present | Chairman, Internet Thailand Public Company Limited |
|----------------|--|

**Positions in Non-Listed Companies**

|                |   |
|----------------|---|
| 2008 - Present | Chairman of the Board, Netbay Company Limited   |
| 2006 - Present | Director, Klue Panya Company Limited  |
| 2005 - Present | Specialist and Senior Advisor, National Science and Technology Development Agency (NSTDA)     |
| 2004 - Present | Chairman, National Nanotechnology Center  |
| 2001 - Present | Member of the Council, The Thai Red Cross Society   |
| 2000 - Present | Chairman, National Electronics and Computer Technology Center                                 |
| 1995 - Present | Assistant Director, IT Project Under the Initiative of H.R.H. Princess Maha Chakri Sirindhorn |
| 1989 - Present | Assistant Director for Engineering and Computer, Chulabhorn Research Institute                |

|                            |      |
|----------------------------|------|
| <b>Family Relationship</b> | None |
|----------------------------|------|

**Training Program**

- Role of the Chairman Program (RCP) Class 11/2005, Thai Institute of Directors Association
- Director Certification Program (DCP) Class 1/2000, Thai Institute of Directors Association

**Experience Over Past 5 Years**

|                |   |
|----------------|---|
| 2011 - Present | Director, KASIKORNBANK PUBLIC COMPANY LIMITED   |
| 2011 - Present | Member of the Human Resources and Remuneration Committee, KASIKORNBANK PUBLIC COMPANY LIMITED |

|  |      |
|--|------|
| <b>Positions in Other Listed Companies</b> | None |
|--|------|

**Positions in Non-Listed Companies**

|                            |  |
|----------------------------|--|
| 2010 - Present             | Director, Control Component Company Limited                      |
| 2010 - Present             | Director, Vichaiyut Company Limited                              |
| 2008 - Present             | Director, B.Grimm BIP Power Limited                              |
| 2004 - Present             | Chairperson, Toshiba Thailand Company Limited                    |
| 2004 - Present             | Chairperson, Thai Toshiba Electric Industries Company Limited    |
| 2004 - Present             | Chairperson, Thai Toshiba Lighting Company Limited               |
| 2004 - Present             | Chairperson, Thai Toshiba Fluorescent Lamp Company Limited       |
| 2004 - Present             | Chairperson, Bangkadi Industrial Park Company Limited            |
| 2004 - Present             | Executive Director, Mitkorn Development Company Limited          |
| 2001 - Present             | Director, Toshiba Lighting Components (Thailand) Company Limited |
| 2001 - Present             | Director, Superlite N.K.S. Holding Company Limited               |
| 1999 - Present             | Director, Thai Electric Industries Company Limited               |
| 1991 - Present             | Director, Nikornkij and Sons Company Limited                     |
| 1990 - Present             | Director, B.I.P.-1990 Company Limited                            |
| 1989 - Present             | Director, T.T.H. Company Limited                                 |
| <b>Family Relationship</b> | None   |

**11. Ms. Kobkarn Wattanavrangkul**

Independent Director  
Member of the Human Resources and Remuneration Committee  
Age 53

**Date of Appointment**

January 31, 2011

**Education**

- Bachelor's Degree (Architecture), Rhode Island School of Design, U.S.A.



**12. Sqn.Ldr. Naline Paiboon, M.D.**

Independent Director

Member of the Corporate Governance Committee

Age 55

**Date of Appointment**

August 22, 2012

**Education**

- Bachelor's Degree (Doctor of Medicine), Chulalongkorn University
- Diplomat Thai Board of Obstetrics and Gynaecology, Bhumibol Adulyadej Hospital
- Honorary Doctorate Degree in Technology Management, Phranakorn Rajabhat University

**Training Program**

- Director Accreditation Program (DAP) Class 100/2013, Thai Institute of Directors Association

**Experience Over Past 5 Years**

|                     |   |
|---------------------|---|
| Apr. 2013 - Present | Member of the Corporate Governance Committee, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2012 - Present      | Director, KASIKORNBANK PUBLIC COMPANY LIMITED                                     |
| 2006 - 2010         | President, Thai Direct Selling Association  |
| 1995 - 2008         | Chairperson, Skyline Unity Company Limited  |

**Positions in Other Listed Companies** None**Positions in Non-Listed Companies**

|                     |   |
|---------------------|---|
| Apr. 2013 - Present | Managing Director, Giffarine Beauty and Health Medical Clinic Company Limited |
| 2012 - Present      | Director, Happy Gift Company Limited  |
| 2001 - Present      | President and Managing Director, Giffarine Skyline Unity Company Limited      |
| 2001 - Present      | President, Giffarine Skyline Laboratory and Health Care Company Limited       |
| 1997 - Present      | President, Skyline Health Care Company Limited                                |

1995 - Present

President, Skyline Laboratory Company Limited

**Family Relationship** None**13. Mr. Saravoot Yoovidhya**

Independent Director

Member of the Corporate Governance Committee

Age 43

**Date of Appointment**

October 2, 2012

**Education**

- Master's Degree (Industrial Engineering), Oregon State University, U.S.A.
- Bachelor's Degree (Computer Engineering), King Mongkut's Institute of Technology Ladkrabang

**Training Program**

- Director Accreditation Program (DAP) Class 100/2013, Thai Institute of Directors Association

**Experience Over Past 5 Years**

|                     |   |
|---------------------|---|
| Apr. 2013 - Present | Member of the Corporate Governance Committee, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2012 - Present      | Director, KASIKORNBANK PUBLIC COMPANY LIMITED                                     |

**Positions in Other Listed Companies** None**Positions in Non-Listed Companies**

|                |  |
|----------------|--|
| 2011 - Present | Chairman, DURBELL Company Limited                              |
| 2011 - Present | Director, KTD Property Development Limited                     |
| 2010 - Present | Director, Super Lookthung Beverage Company Limited             |
| 2007 - Present | Director, Prachinburi Glass Industry Company Limited           |
| 1999 - Present | Director, Burapha Golf Public Company Limited                  |
| 1996 - Present | Director, The Red Bull Company Limited                         |
| 1996 - Present | Director, T.G. Vending and Showcase Industries Company Limited |
| 1996 - Present | Director, Wonderland Adventure Park Company Limited            |



|                |   |                            |   |
|----------------|---|----------------------------|---|
| 1995 - Present | Director, Bang Sang Opening Zoo Company Limited                     | 1994 - Present             | Director, Inter Sauce Product Company Limited                 |
| 1995 - Present | Director, T.C. Pinklao Properties Company Limited                   | 1994 - Present             | Director, Hi-Gear Entertainment Company Limited               |
| 1995 - Present | Director, Red Bull Vitamin Drink (Thailand) Company Limited         | 1994 - Present             | Director, Kaerai Golf Company Limited                         |
| 1994 - Present | Managing Director, T.C. Pharmaceutical Industries Company Limited   | 1994 - Present             | Director, Central Golf Company Limited                        |
| 1994 - Present | Managing Director, The Red Bull Beverage Company Limited            | 1994 - Present             | Director, Thajeen Golf Company Limited                        |
| 1994 - Present | Director, Samutsongkram Supermarket and Food Center Company Limited | 1994 - Present             | Director, Nakhonchaisri Golf Company Limited                  |
| 1994 - Present | Director, Thai Krajeab Company Limited                              | 1994 - Present             | Director, Salaya Golf Company Limited                         |
| 1994 - Present | Director, Circure Herbal Med Company Limited                        | 1994 - Present             | Director, Suwinthawong Golf Company Limited                   |
| 1994 - Present | Director, Tomato Juice Product (Thailand) Company Limited           | 1994 - Present             | Director, Nhongplataphien Golf Company Limited                |
| 1994 - Present | Director, Bangbon Fruit Company Limited                             | 1994 - Present             | Director, Nongpho Golf Company Limited                        |
| 1994 - Present | Director, Bangbon Food Production Company Limited                   | 1994 - Present             | Director, Taladnoi Chaophraya View Properties Company Limited |
| 1994 - Present | Director, Bangpakong Fruit Company Limited                          | 1994 - Present             | Director, T.C. Condo and Department Store Company Limited     |
| 1994 - Present | Director, Bangpakong Food Production Company Limited                | 1994 - Present             | Director, TC-Bangkok Condo Company Limited                    |
| 1994 - Present | Director, Paed Riu Fruit Company Limited                            | 1994 - Present             | Director, TC-Trading & Leasing Company Limited                |
| 1994 - Present | Director, Paed Riu Food Production Company Limited                  | 1994 - Present             | Director, T.C. Paknam Condo Company Limited                   |
| 1994 - Present | Director, Thai Fruit Product Company Limited                        | 1994 - Present             | Director, T.C. Romglao Condo Company Limited                  |
| 1994 - Present | Director, Mahachai Food Production Company Limited                  | 1994 - Present             | Director, T.C. Samutprakan Condo Company Limited              |
| 1994 - Present | Director, Somthakhoy Company Limited                                | 1994 - Present             | Director, T.C. Sathon Condo Company Limited                   |
| 1994 - Present | Director, Samutsakorn Fruit Company Limited                         | <b>Family Relationship</b> | None  |
| 1994 - Present | Director, Nongchok Food Production Company Limited                  |                            |   |

**14. Dr. Piyasvasti Amranand**

Independent Director

Member of the Audit Committee

Age 60

**Date of Appointment**

April 3, 2013

**Education**

- Ph.D. (Economics), London School of Economics and Political Science, University of London, U.K.
- Master's Degree (Economics), London School of Economics and Political Science, University of London, U.K.
- Bachelor's Degree (First Class Honors) (Mathematics), University of Oxford, U.K.

**Training Program**

- Director Accreditation Program (DAP) Class 35/2005, Thai Institute of Directors Association

**Experience Over Past 5 Years**

|                     |   |
|---------------------|---|
| Apr. 2013 - Present | Director, KASIKORNBANK PUBLIC COMPANY LIMITED                                 |
| Apr. 2013 - Present | Member of the Audit Committee, KASIKORNBANK PUBLIC COMPANY LIMITED            |
| 2009 - 2012         | President, Thai Airways International Public Company Limited                  |
| 2008 - 2009         | Chief Advisor to Chief Executive Officer, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2006 - 2008         | Minister, Ministry of Energy  |

**Positions in Other Listed Companies** None

**Positions in Non-Listed Companies**

|                |   |
|----------------|---|
| 2010 - Present | Chairman, Energy for Environment Foundation |
|----------------|---|

**Family Relationship** None

**Education**

- Master's Degree (Business Administration), University of Notre Dame, U.S.A.
- Bachelor's Degree (Industrial Engineering), Lehigh University, U.S.A.

**Training Program**

- Director Accreditation Program (DAP) Class 105/2013, Thai Institute of Directors Association
- Advanced Management Program, Harvard University, U.S.A.

**Experience Over Past 5 Years**

|                     |   |
|---------------------|---|
| Apr. 2013 - Present | Director, KASIKORNBANK PUBLIC COMPANY LIMITED   |
| Apr. 2013 - Present | Member of the Human Resources and Remuneration Committee, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2012 - Mar. 2013    | Director, Jumbo Barge and Tugs Company Limited  |
| 2007 - Mar. 2013    | Director, SCG Trading Services Company Limited  |
| 2007 - Mar. 2013    | Director, SCG Experience Company Limited  |
| 2003 - Jan. 2013    | Director, Provincial (Thailand) Company Limited   |
| 2002 - Mar. 2013    | Director, SCG Logistics Management Company Limited  |
| 2001 - Mar. 2013    | Managing Director, SCG Trading Company Limited  |
| 2001 - Mar. 2013    | Director, SCG Network Management Company Limited  |
| 2001 - Mar. 2013    | Director, Burapha Logistics Service Company Limited   |

**Positions in Other Listed Companies**

|                     |  |
|---------------------|--|
| Apr. 2013 - Present | Director-Government Liaison and Public Affairs, The Siam Cement Public Company Limited |
|---------------------|--|

**Positions in Non-Listed Companies**

|                     |   |
|---------------------|---|
| May 2013 - Present  | Director, JTB (Thailand) Company Limited    |
| Mar. 2013 - Present | Secretary General, Thai Chamber of Commerce |

**15. Mr. Kalin Sarasin**

Independent Director

Member of the Human Resources and Remuneration Committee

Age 52

**Date of Appointment**

April 3, 2013

|   |  |                     |   |
|---|--|---------------------|---|
| 2004 - Present  | Director, Sarasin Company Limited  | 2005 - 2010         | Chairman, PROGRESS SERVICE COMPANY LIMITED  |
| Family Relationship   | None   | 2005 - 2010         | Chairman, PROGRESS PLUS COMPANY LIMITED   |
| <b>16. Mr. Somkiat Sirichatchai</b>   |  | 2005 - 2010         | Chairman, PROGRESS FACILITIES MANAGEMENT COMPANY LIMITED  |
| Director  |  | 2005 - 2010         | Chairman, PROGRESS MANAGEMENT COMPANY LIMITED   |
| Chairman of the Risk Management Committee (Authorized Signature)                                  |  | 2005 - 2010         | Chairman, PROGRESS LAND AND BUILDINGS COMPANY LIMITED   |
| Age 49  |  | 2005 - 2010         | Chairman, PROGRESS STORAGE COMPANY LIMITED  |
| <b>Date of Appointment</b>  |  | 2005 - 2010         | Chairman, PROGRESS H R COMPANY LIMITED  |
| April 3, 2013   |  | 2005 - 2010         | Chairman, PROGRESS APPRAISAL COMPANY LIMITED  |
| <b>Education</b>  |  | 2005 - 2010         | Chairman, PROGRESS SERVICE SUPPORT COMPANY LIMITED  |
| • Master's Degree (Business Administration), University of Pennsylvania (Wharton), U.S.A.         |  | 2005 - 2010         | Chairman, PROGRESS COLLECTION COMPANY LIMITED   |
| • Bachelor's Degree (Second Class Honors) (Civil Engineering), Chulalongkorn University           |  | 2005 - 2010         | Chairman, PROGRESS TRAINING COMPANY LIMITED   |
| <b>Training Program</b>   |  | 2005 - 2010         | Secretary to the Human Resources and Remuneration Committee, KASIKORNBANK PUBLIC COMPANY LIMITED                |
| • Director Certification Program (DCP) Class 178/2013, Thai Institute of Directors Association    |  | 2005 - 2010         | Executive Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED   |
| • Director Accreditation Program (DAP) Class 84/2010, Thai Institute of Directors Association     |  | 2005 - 2010         |   |
| • Role of the Compensation Committee (RCC) Class 11/2010, Thai Institute of Directors Association |  | 2005 - 2010         |   |
| <b>Experience Over Past 5 Years</b>   |  | 2005 - 2010         |   |
| Apr. 2013 - Present   | Director, KASIKORNBANK PUBLIC COMPANY LIMITED                                  |                     |   |
| Apr. 2013 - Present   | Chairman of the Risk Management Committee, KASIKORNBANK PUBLIC COMPANY LIMITED | 2004 - 2010         |   |
| 2010 - Feb. 2013  | Senior Executive Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED           |                     |   |
| 2010 - Feb. 2013  | Member of the Risk Management Committee, KASIKORNBANK PUBLIC COMPANY LIMITED   |                     |   |
| 2011 - 2012   | Chairman, KASIKORN ASSET MANAGEMENT COMPANY LIMITED                            |                     |   |
| 2011 - 2012   | Chairman, KASIKORN RESEARCH CENTER COMPANY LIMITED                             |                     |   |
| 2009  | Chairman, KASIKORN SECURITIES PUBLIC COMPANY LIMITED                           |                     |   |
| 2005 - 2010   | Chairman, PROGRESS SOFTWARE COMPANY LIMITED                                    |                     |   |
| <b>Positions in Other Listed Companies</b>  |  |                     |   |
|   |  | Nov. 2013 - Present | Executive Director, Muang Thai Insurance Public Company Limited   |
|   |  | Jul. 2013 - Present | Chairman of the Risk Management Committee, Muang Thai Insurance Public Company Limited                          |
| <b>Positions in Non-Listed Companies</b>  |  |                     |   |
|   |  | Mar. 2013 - Present | Chairman of the Advisory Panel to the Chief Executive Officer, Muang Thai Life Assurance Public Company Limited |
|   |  | Jan. 2013 - Present | Member of the Risk Management Sub-Committee, The Stock Exchange of Thailand                                     |

|                            |  |  |  |
|----------------------------|--|--|--|
| 2012 - Present             | Chairman of the Risk Management Committee, Muang Thai Life Assurance Public Company Limited                  | 2009 - 2011                                | Executive Chairman, KASIKORN ASSET MANAGEMENT COMPANY LIMITED              |
| 2012 - Present             | Director, Human Resources Institute, Thammasat University  | 2006 - 2009                                | Chairman, KASIKORN SECURITIES PUBLIC COMPANY LIMITED                       |
| 2011 - Present             | Director, Thai Listed Companies Association  | <b>Positions in Other Listed Companies</b> |  |
| 2009 - Present             | Director, Muang Thai Life Assurance Public Company Limited   | 2013 - Present                             | Director, Big C Supercenter Public Company Limited                         |
| 2009 - Present             | Vice Chairman of the Nomination and Remuneration Committee, Muang Thai Life Assurance Public Company Limited | <b>Positions in Non-Listed Companies</b>   |  |
| 2009 - Present             | Director, Muangthai Group Holding Company Limited  | 2012 - Present                             | Advisor to the President, Muang Thai Life Assurance Public Company Limited |
| 2008 - Present             | Member of the Workforce Management in Public Sector Sub-Committee, Office of the Civil Service Commission    | 2010 - Present                             | Director, The Stock Exchange of Thailand                                   |
|                            |  | 2009 - Present                             | Principal Project Advisor, Thai Institute of Directors Association         |
| <b>Family Relationship</b> | None   | <b>Family Relationship</b>                 | None   |

#### 17. Mr. Rapee Sucharitakul

Director

Age 52

##### Date of Appointment

November 22, 2013

##### Education

- Master's Degree (Law), University of Bristol, U.K.
- Bachelor's Degree (Second Class Honors) (Law), University of Essex, U.K.

##### Training Program

- Chartered Director Class (CDC) Class 5/2009, Thai Institute of Directors Association
- Role of the Chairman Program (RCP) Class 12/2005, Thai Institute of Directors Association
- Director Certification Program (DCP) Class 1/2000, Thai Institute of Directors Association

##### Experience Over Past 5 Years

Nov. 2013 - Present Director, KASIKORNBANK PUBLIC COMPANY LIMITED

#### 18. Mr. Pakorn Partanapat

Executive Vice President

Retail Business Division Head

Age 48

##### Education

- Master's Degree (Business Administration), Columbia Business School, U.S.A.

##### Experience Over Past 5 Years

|                  |  |
|------------------|--|
| 2008 - Present   | Executive Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED                |
| 2009 - Apr. 2013 | Director, Muangthai Group Holding Company Limited                            |
| 2008 - 2011      | Director, Muang Thai Insurance Public Company Limited                        |
| 2008 - 2011      | Director, KHAO KLA Venture Capital Management Company Limited                |
| 2008 - 2010      | Member of the Risk Management Committee, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2006 - 2008      | First Senior Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED             |
| 2003 - 2011      | Director, KASIKORN FACTORY AND EQUIPMENT COMPANY LIMITED                     |

**Directorship in Other Companies**

- Director, KASIKORN LEASING COMPANY LIMITED
- Director, Thanyathanathavee Company Limited
- Director, Thanyanithiwattana Company Limited
- Director, Muang Thai Life Assurance Public Company Limited

**Family Relationship** None

**19. Mr. Thiti Tantikulanan**

Capital Markets Business Division Head\*  
Member of the Risk Management Committee  
Age 44

**Education**

- Bachelor's Degree (Business Administration), University of Washington, U.S.A.

**Experience Over Past 5 Years**

|                |  |
|----------------|--|
| 2008 - Present | Capital Markets Business Division Head, KASIKORNBANK PUBLIC COMPANY LIMITED  |
| 2008 - Present | Member of the Risk Management Committee, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2006 - 2010    | Director, Thai Bond Market Association                                       |
| 2006 - 2008    | Capital Markets Business Head, KASIKORNBANK PUBLIC COMPANY LIMITED           |

**Directorship in Other Companies**

- Executive Chairman, KASIKORN SECURITIES PUBLIC COMPANY LIMITED

**Family Relationship** None

\* This position is equivalent to Executive Vice President

**20. Mr. Surasak Dudsdeemaytha**

Executive Vice President  
Compliance and Audit Division Head\*  
Internal Audit Head\*  
Age 48

**Education**

- Master's Degree (Business Administration), Sasin Graduate Institute of Business Administration
- Bachelor's Degree (Economics), Kasetsart University

**Training Program**

- Role of the Compensation Committee (RCC) Class 16/2013, Thai Institute of Directors Association
- Director Certification Program (DCP) Class 131/2010, Thai Institute of Directors Association

**Experience Over Past 5 Years**

|                     |  |
|---------------------|--|
| Jan. 2014 - Present | Secretary to the Audit Committee, KASIKORNBANK PUBLIC COMPANY LIMITED                            |
| 2010 - Present      | Executive Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED                                    |
| 2011 - Dec. 2013    | Director, KASIKORN ASSET MANAGEMENT COMPANY LIMITED  |
| 2010 - Dec. 2013    | Secretary to the Human Resources and Remuneration Committee, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2010 - Dec. 2013    | Chairman, PROGRESS SOFTWARE COMPANY LIMITED  |
| 2010 - Dec. 2013    | Chairman, PROGRESS SERVICE COMPANY LIMITED   |
| 2010 - Dec. 2013    | Chairman, PROGRESS PLUS COMPANY LIMITED  |
| 2010 - Dec. 2013    | Chairman, PROGRESS FACILITIES MANAGEMENT COMPANY LIMITED   |
| 2010 - Dec. 2013    | Chairman, PROGRESS MANAGEMENT COMPANY LIMITED  |
| 2010 - Dec. 2013    | Chairman, PROGRESS STORAGE COMPANY LIMITED   |
| 2010 - Dec. 2013    | Chairman, PROGRESS H R COMPANY LIMITED   |
| 2010 - Dec. 2013    | Chairman, PROGRESS APPRAISAL COMPANY LIMITED   |
| 2010 - Dec. 2013    | Chairman, PROGRESS SERVICE SUPPORT COMPANY LIMITED   |
| 2010 - Dec. 2013    | Chairman, PROGRESS COLLECTION COMPANY LIMITED  |
| 2010 - Dec. 2013    | Chairman, PROGRESS TRAINING COMPANY LIMITED  |
| 2010 - Jul. 2013    | Chairman, PROGRESS LAND AND BUILDINGS COMPANY LIMITED  |

|             |   |
|-------------|---|
| 2010 - 2012 | Chairman, PROGRESS MULTI<br>INSURANCE BROKER<br>COMPANY LIMITED             |
| 2010        | Secretary to the Audit Committee,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED |
| 2003 - 2009 | First Senior Vice President,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED      |

**Directorship in Other Companies** None

**Family Relationship** None

*\* Effective on January 1, 2014*

## 21. Ms. Kattiya Indaravijaya

Executive Vice President

Finance and Control Division Head and Chief Financial  
Officer

Member of the Risk Management Committee

Age 48

### Education

- Master's Degree (Business Administration - Finance and Investment), The University of Texas at Austin, U.S.A.

### Experience Over Past 5 Years

|                |  |
|----------------|--|
| 2010 - Present | Executive Vice President,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED                |
| 2010 - Present | Member of the Risk Management<br>Committee, KASIKORNBANK<br>PUBLIC COMPANY LIMITED |
| 2005 - 2009    | First Senior Vice President,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED             |

### Directorship in Other Companies

- Director, KASIKORN LEASING COMPANY LIMITED
- Director, Muangthai Group Holding Company Limited

**Family Relationship** None

## 22. Dr. Adit Laixuthai

Executive Vice President

Corporate Secretariat Division Head

Corporate Secretary and Secretary to the Board of Directors

Age 49

### Education

- Ph.D. (Public Health Sciences - Health Economics), University of Illinois at Chicago, U.S.A.
- Master's Degree (Economics - Health Economics), University of Illinois at Chicago, U.S.A.
- Master's Degree (Policy Economics), University of Illinois at Urbana-Champaign, U.S.A.
- Bachelor's Degree (International Economics), Chulalongkorn University

### Training Program

- Company Secretary Program (CSP) Class 53/2013, Thai Institute of Directors Association
- Director Certification Program (DCP - Diploma) Class 25/2009, Thai Institute of Directors Association
- Director Certification Program (DCP) Class 115/2009, Thai Institute of Directors Association

### Experience Over Past 5 Years

|                     |   |
|---------------------|---|
| May 2013 - Present  | Corporate Secretary and Secretary<br>to the Board of Directors,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED |
| Feb. 2013 - Present | Secretary to the Independent<br>Directors Committee,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED            |
| 2010 - Present      | Executive Vice President,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED                                       |
| 2008 - Present      | Secretary to the Corporate<br>Governance Committee,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED             |
| 1999 - Present      | Chief Investor Relations Officer,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED                               |
| 2006 - 2009         | First Senior Vice President,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED                                    |
| 2000 - Apr. 2013    | Assistant Secretary to the Board of<br>Directors, KASIKORNBANK<br>PUBLIC COMPANY LIMITED                  |

**Directorship in Other Companies**

- Director, KASIKORN RESEARCH CENTER COMPANY LIMITED
- Director, KASIKORN FOUNDATION

**Family Relationship** None

**23. Mr. Vasin Vanichvoranun**

Executive Vice President

Corporate Business Division Head

Age 47

**Education**

- Master's Degree (Business Administration - Financial and Marketing), Sasin Graduate Institute of Business Administration

**Experience Over Past 5 Years**

2010 - Present      Executive Vice President,  
KASIKORNBANK PUBLIC  
COMPANY LIMITED

2008 - 2009      First Senior Vice President,  
KASIKORNBANK PUBLIC  
COMPANY LIMITED

**Directorship in Other Companies**

- Director, KASIKORN SECURITIES PUBLIC COMPANY LIMITED

**Family Relationship** None

**24. Mr. Ampol Polohakul**

Executive Vice President

Corporate Strategy Management Division

Age 48

**Education**

- Master's Degree (Business Administration), University of Michigan - Ann Arbor, U.S.A.

**Experience Over Past 5 Years**

2010 - Present      Executive Vice President,  
KASIKORNBANK PUBLIC  
COMPANY LIMITED

2012      Executive Chairman,  
KASIKORN ASSET MANAGEMENT  
COMPANY LIMITED

2011      Director, KASIKORN LEASING  
COMPANY LIMITED

2009 - 2010

Director, National ITMX  
Company Limited

2008 - 2010

Director, KASIKORN ASSET  
MANAGEMENT COMPANY LIMITED

2008 - 2010

Member of the Risk Management  
Committee, KASIKORNBANK  
PUBLIC COMPANY LIMITED

2006 - 2011

Director, PROGRESS SERVICE  
SUPPORT COMPANY LIMITED

2001 - 2009

First Senior Vice President,  
KASIKORNBANK PUBLIC  
COMPANY LIMITED

**Directorship in Other Companies**

- Director, Muangthai Group Holding Company Limited
- Director, Thanyathanathavee Company Limited
- Director, Thanyathamrongkij Company Limited
- Director, Thanyanithiwattana Company Limited
- Director, Processing Center Company Limited
- Director, Sahakij Aluminium Company Limited

**Family Relationship** None

**25. Mr. Wirawat Panthawangkun**

Executive Vice President

Enterprise Risk Management Division Head

Member of the Risk Management Committee

Age 41

**Education**

- Master's Degree (Business Administration – Financial Engineering), Sloan School of Management, Massachusetts Institute of Technology, U.S.A.

**Training Program**

- Director Certification Program (DCP) Class 143/2011, Thai Institute of Directors Association

**Experience Over Past 5 Years**

2010 - Present      Executive Vice President,  
KASIKORNBANK PUBLIC  
COMPANY LIMITED

2010 - Present      Member of the Risk Management  
Committee, KASIKORNBANK  
PUBLIC COMPANY LIMITED

2010 - 2012      Director, KASIKORN SECURITIES  
PUBLIC COMPANY LIMITED



2008 - 2009 First Senior Vice President,  
KASIKORNBANK PUBLIC  
COMPANY LIMITED

#### Directorship in Other Companies

- Director, KASIKORN LEASING COMPANY LIMITED
- Director, Thanyathanathavee Company Limited
- Director, Thanyathamrongkij Company Limited

**Family Relationship** None

### 26. Mr. Krit Jitjang

Executive Vice President

Human Resource Division Head\*

Age 42

#### Education

- Master's Degree (Business Administration), Sloan School of Management, Massachusetts Institute of Technology, U.S.A.

#### Training Program

- Director Certification Program (DCP) Class 140/2010, Thai Institute of Directors Association

#### Experience Over Past 5 Years

|                     |  |
|---------------------|--|
| Jan. 2014 - Present | Secretary to the Human Resources and Remuneration Committee, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2010 - Present      | Executive Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED                                    |
| 2010 - Dec. 2013    | Secretary to the Audit Committee, KASIKORNBANK PUBLIC COMPANY LIMITED                            |
| 2010                | Director, KASIKORN SECURITIES PUBLIC COMPANY LIMITED   |
| 2009 - 2010         | Director, Muangthai Group Holding Company Limited  |
| 2009 - 2010         | Director, Muang Thai Life Assurance Public Company Limited                                       |
| 2008 - 2010         | Member and Secretary to the Risk Management Committee, KASIKORNBANK PUBLIC COMPANY LIMITED       |
| 2008 - 2009         | First Senior Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED                                 |

#### Directorship in Other Companies

- Chairman, PROGRESS SOFTWARE COMPANY LIMITED
- Chairman, PROGRESS SERVICE COMPANY LIMITED
- Chairman, PROGRESS PLUS COMPANY LIMITED
- Chairman, PROGRESS FACILITIES MANAGEMENT COMPANY LIMITED
- Chairman, PROGRESS MANAGEMENT COMPANY LIMITED
- Chairman, PROGRESS STORAGE COMPANY LIMITED
- Chairman, PROGRESS H R COMPANY LIMITED
- Chairman, PROGRESS APPRAISAL COMPANY LIMITED
- Chairman, PROGRESS SERVICE SUPPORT COMPANY LIMITED
- Chairman, PROGRESS COLLECTION COMPANY LIMITED
- Chairman, PROGRESS TRAINING COMPANY LIMITED

**Family Relationship** None

\* Effective on January 1, 2014

### 27. Mr. Somkid Jiranuntarat

Executive Vice President

Systems Division Head

Member of the Risk Management Committee

Age 53

#### Education

- Master's Degree (Management), Sasin Graduate Institute of Business Administration
- Master's Degree (Computer Science), Oregon State University, U.S.A.

#### Training Program

- Director Certification Program (DCP) Class 52/2004, Thai Institute of Directors Association

#### Experience Over Past 5 Years

|                     |  |
|---------------------|--|
| Apr. 2013 - Present | Member of the Risk Management Committee, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2010 - Present      | Executive Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED                |
| 2012 - Aug. 2013    | Director, PROGRESS APPRAISAL COMPANY LIMITED                                 |
| 2009 - 2010         | First Senior Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED             |



2002 - 2009 Executive Vice President,  
United Overseas Bank (Thai)  
Public Company Limited

**Directorship in Other Companies**

- Director, PROGRESS SOFTWARE COMPANY LIMITED
- Director, PROGRESS GUNPAI COMPANY LIMITED

**Family Relationship** None

**28. Mr. Pipit Aneaknithi**

Executive Vice President  
World Business Division Head  
Age 46

**Education**

- Master's Degree (Business Administration),  
University of Brighton, U.K.
- Master's Degree (Business Administration),  
Fachhochschule Pforzheim, Germany

**Experience Over Past 5 Years**

2010 - Present Executive Vice President,  
KASIKORNBANK PUBLIC  
COMPANY LIMITED

2008 - 2010 Director, KASIKORN RESEARCH  
CENTER COMPANY LIMITED

2008 - 2009 First Senior Vice President,  
KASIKORNBANK PUBLIC  
COMPANY LIMITED

2006 - 2010 Director, KASIKORN SECURITIES  
PUBLIC COMPANY LIMITED

**Directorship in Other Companies** None

**Family Relationship** None

**29. Mr. Patchara Samalapa**

Executive Vice President  
SME Business Division Head  
Age 42

**Education**

- Master's Degree (Business Administration),  
Massachusetts Institute of Technology, U.S.A.

**Experience Over Past 5 Years**

2012 - Present Executive Vice President,  
KASIKORNBANK PUBLIC  
COMPANY LIMITED

2010 - Jul. 2013 Director, KASIKORN ASSET  
MANAGEMENT COMPANY LIMITED

2010 - 2011 Managing Director, KASIKORN  
ASSET MANAGEMENT  
COMPANY LIMITED

2009 - 2010 Executive Vice President,  
KASIKORN ASSET MANAGEMENT  
COMPANY LIMITED

1999 - 2009 Senior Principal, Merrill Lynch &  
Co., Inc. Australia & Thailand

**Directorship in Other Companies**

- Director, Muang Thai Life Assurance Public Company Limited

**Family Relationship** None

**30. Mr. Panop Ansusinha**

Investment Banking Business Division Head\*  
Age 48

**Education**

- Master's Degree (Business Administration),  
The University of Connecticut, U.S.A.

**Experience Over Past 5 Years**

2012 - Present Investment Banking Business  
Division Head, KASIKORNBANK  
PUBLIC COMPANY LIMITED

2009 - 2012 Acting Chief Executive Officer,  
KTB Advisory Company Limited

2007 - 2009 Managing Director,  
iFAC Company Limited

**Directorship in Other Companies** None

**Family Relationship** None

*\* This position is equivalent to Executive Vice President.*

**31. Dr. Pipatpong Poshyanonda**

Executive Vice President  
Customer Service Fulfillment Division Head  
Age 45

**Education**

- Ph.D. (Engineering Management),  
University of Missouri-Rolla, U.S.A.

**Experience Over Past 5 Years**

2010 - Present Executive Vice President,  
KASIKORNBANK PUBLIC  
COMPANY LIMITED

|                  |  |
|------------------|--|
| 2011 - Mar. 2013 | Director, Thai Digital ID Company Limited                        |
| 2010 - 2012      | Director, PROGRESS SOFTWARE COMPANY LIMITED                      |
| 2005 - 2010      | First Senior Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED |

#### Directorship in Other Companies

- Director, PROGRESS SERVICE SUPPORT COMPANY LIMITED
- Director, PROGRESS APPRAISAL COMPANY LIMITED
- Director, PROGRESS STORAGE COMPANY LIMITED

**Family Relationship** None

### 32. Mr. Vallop Vongjitvuttikrai

Executive Vice President

Corporate and SME Products Division Head

Age 44

#### Education

- Master's Degree (Business Administration - Operation Management), Illinois Institute of Technology, U.S.A.

#### Experience Over Past 5 Years

|                     |   |
|---------------------|---|
| Aug. 2013 - Present | Executive Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED                                   |
| 2010 - Jul. 2013    | First Senior Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED                                |
| 2009 - 2010         | Senior Vice President, Multi-Corporate Business Department, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2007 - 2009         | First Vice President, Multi-Corporate Business Department, KASIKORNBANK PUBLIC COMPANY LIMITED  |

**Directorship in Other Companies** None

**Family Relationship** None

### 33. Mr. Prasopsuk Damrongchietanon

Executive Vice President

Age 51

#### Education

- Master's Degree (Business Administration - Finance and Marketing), University of Rochester, U.S.A.

#### Training Program

- Director Certification Program (DCP) Class 136/2010, Thai Institute of Directors Association

#### Experience Over Past 5 Years

|                  |  |
|------------------|--|
| 2010 - Present   | Executive Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED    |
| 2010 - Apr. 2013 | Director, KASIKORN RESEARCH CENTER COMPANY LIMITED               |
| 2009 - Apr. 2013 | Director, Thanyathanathavee Company Limited                      |
| 2009 - Apr. 2013 | Director, Thanyathamrongkij Company Limited                      |
| 2009 - Apr. 2013 | Director, Thanyanithiwattana Company Limited                     |
| 2009 - Apr. 2013 | Director, Muangthai Group Holding Company Limited                |
| 2010 - 2011      | Director, KASIKORN SECURITIES PUBLIC COMPANY LIMITED             |
| 2005 - 2008      | Director, KASIKORN LEASING COMPANY LIMITED                       |
| 2003 - 2009      | First Senior Vice President, KASIKORNBANK PUBLIC COMPANY LIMITED |

#### Directorship in Other Companies

- Executive Chairman, KASIKORN RESEARCH CENTER COMPANY LIMITED
- Director, KASIKORN ASSET MANAGEMENT COMPANY LIMITED

**Family Relationship** None

### 34. Mr. Songpol Chevapanyaroj

Executive Vice President

Age 41

#### Education

- Master's Degree (Business Administration - Finance), Case Western Reserve University, U.S.A.

**Experience Over Past 5 Years**

|                  |  |
|------------------|--|
| 2010 - Present   | Executive Vice President,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED                |
| 2008 - Apr. 2013 | Member of the Risk Management<br>Committee, KASIKORNBANK<br>PUBLIC COMPANY LIMITED |
| 2012 - Apr. 2013 | Director, Muang Thai Insurance<br>Public Company Limited                           |
| 2011 - 2012      | Director, KASIKORN ASSET<br>MANAGEMENT COMPANY LIMITED                             |
| 2009 - 2010      | Director, KASIKORN LEASING<br>COMPANY LIMITED                                      |
| 2008 - 2009      | First Senior Vice President,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED             |

**Directorship in Other Companies**      None

**Family Relationship**      None

**35. Mr. Chatchai Payuhanaveechai**

Executive Vice President

Age 53

**Education**

- Master's Degree (Business Administration),  
Chulalongkorn University

**Experience Over Past 5 Years**

|                |  |
|----------------|--|
| 2012 - Present | Executive Vice President,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED    |
| 2008 - 2011    | First Senior Vice President,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED |

**Directorship in Other Companies**

- Director, KASIKORN LEASING COMPANY LIMITED

**Family Relationship**      None

**36. Mr. Chongrak Rattanapian**

Executive Vice President

Age 45

**Education**

- Master's Degree (Business Administration - Finance),  
William Paterson University of New Jersey, U.S.A.

**Experience Over Past 5 Years**

|                |  |
|----------------|--|
| 2012 - Present | Executive Vice President,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED                              |
| 2008 - 2012    | Member of the Risk Management<br>Committee, KASIKORNBANK<br>PUBLIC COMPANY LIMITED               |
| 2008 - 2011    | First Senior Vice President,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED                           |
| 2006 - 2008    | Senior Vice President,<br>Central Treasury Department,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED |

**Directorship in Other Companies**

- Executive Chairman, KASIKORN ASSET MANAGEMENT  
COMPANY LIMITED

**Family Relationship**      None

**37. Ms. Sansana Sukhanunth**

First Senior Vice President

Age 44

**Education**

- Master's Degree (Business Administration - Finance),  
University of Wisconsin - Madison, U.S.A.

**Experience Over Past 5 Years**

|                |   |
|----------------|---|
| 2010 - Present | First Senior Vice President,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED                                      |
| 2010 - 2011    | Director, KASIKORN RESEARCH<br>CENTER COMPANY LIMITED   |
| 2008 - 2009    | Senior Vice President, Retail Portfolio<br>Management Department,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED |
| 2006 - 2008    | First Vice President, Retail Portfolio<br>Management Department,<br>KASIKORNBANK PUBLIC<br>COMPANY LIMITED  |

**Directorship in Other Companies**      None

**Family Relationship**      None

**38. Ms. Wasana Surakit**

Senior Vice President

Financial Accounting Management Department Head

Age 46

**Education**

- Master's Degree (Accounting), Thammasat University

**Experience Over Past 5 Years**

|                |  |
|----------------|--|
| 2008 - Present | Senior Vice President, Financial Accounting Management Department, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2008 - 2010    | Director, KASIKORN FACTORY AND EQUIPMENT COMPANY LIMITED   |

Directorship in Other Companies None

Family Relationship None

**39. Ms. Hataiporn Chiemprasert**

Senior Vice President

Financial Planning Co-Department Head\*

Age 40

**Education**

- Master's Degree (Business Administration), Sasin Graduate Institute of Business Administration

**Experience Over Past 5 Years**

|                     |   |
|---------------------|---|
| Jan. 2014 - Present | Senior Vice President, Financial Planning Department, KASIKORNBANK PUBLIC COMPANY LIMITED                             |
| 2012 - Dec. 2013    | Senior Vice President, Cash Management Department, KASIKORNBANK PUBLIC COMPANY LIMITED                                |
| 2009 - 2012         | Senior Vice President, Credit Policy and Risk Management Department, KASIKORNBANK PUBLIC COMPANY LIMITED              |
| 2012                | First Vice President, Credit Policy and Risk Management Department, KASIKORNBANK PUBLIC COMPANY LIMITED               |
| 2008 - 2012         | First Vice President, Retail and SME Business Collection and Recovery Department, KASIKORNBANK PUBLIC COMPANY LIMITED |

Directorship in Other Companies None

Family Relationship None

\* Effective on January 1, 2014

**40. Mr. Phaisarn Vorasetsiri**

First Vice President

Compliance Department Head

Compliance Head

Age 40

**Education**

- Master's Degree (Business Administration - Accounting), University of Illinois at Urbana-Champaign, U.S.A.
- Bachelor's Degree (Honors) (Law), Thammasat University
- Bachelor's Degree (Accounting), Thammasat University

**Training Program**

- Financial Executive Development Program, The Thai Institute of Banking and Finance Association
- Compliance Knowledge for the Head of Compliance, The Thai Bankers' Association

**Experience Over Past 5 Years**

|                |   |
|----------------|---|
| 2012 - Present | First Vice President, Compliance Department, KASIKORNBANK PUBLIC COMPANY LIMITED                                      |
| 2011 - 2012    | First Vice President, Asset Quality Management Department, KASIKORNBANK PUBLIC COMPANY LIMITED                        |
| 2009 - 2011    | First Vice President, Retail and SME Business Collection and Recovery Department, KASIKORNBANK PUBLIC COMPANY LIMITED |
| 2008 - 2009    | Vice President, Retail and SME Business Collection and Recovery Department, KASIKORNBANK PUBLIC COMPANY LIMITED       |
| 2008           | Vice President, Compliance Department, KASIKORNBANK PUBLIC COMPANY LIMITED  |

Directorship in Other Companies None

Family Relationship None

## As of December 31, 2013

[illegible]

|  |   |  |
|--|---|--|
| 1) Subsidiaries, Associated and Related Companies shall comply with the definitions of the Office of the Securities and Exchange Commission, which shall include directorship in other companies as specified by the Bank of Thailand. |   |  |
| 2) X = Chairman : / = Director : // = Executive Director   |   |  |
| 3) <b>List of Subsidiaries</b>   |   |  |
| 1 KASIKORN ASSET MANAGEMENT CO., LTD.  | 10 PROGRESS APPRAISAL CO., LTD.   | 19 PROGRESS GUNPAI CO., LTD.                     |
| 2 KASIKORN RESEARCH CENTER CO., LTD.   | 11 PROGRESS MANAGEMENT CO., LTD.  | 20 Thanyathanathavee Co., Ltd.                   |
| 3 KASIKORN SECURITIES PCL  | 12 PROGRESS FACILITIES MANAGEMENT CO., LTD.   | 21 Thanyathamrongkij Co., Ltd.                   |
| 4 KASIKORN LEASING CO., LTD.   | 13 PROGRESS SERVICE CO., LTD.   | 22 Thanyanihiwattana Co., Ltd.                   |
| 5 KASIKORN FACTORY AND EQUIPMENT CO., LTD.   | 14 PROGRESS STORAGE CO., LTD.   | 23 KHAO KLA Venture Capital Management Co., Ltd. |
| 6 Phethai Asset Management Co., Ltd.   | 15 PROGRESS H R CO., LTD.   | 24 Muangthai Group Holding Co., Ltd.             |
| 7 K-SME Venture Capital Co., Ltd.  | 16 PROGRESS SERVICE SUPPORT CO., LTD.   | 25 Muang Thai Life Assurance PCL                 |
| 8 PROGRESS SOFTWARE CO., LTD.  | 17 PROGRESS COLLECTION CO., LTD.  |  |
| 9 PROGRESS PLUS CO., LTD.  | 18 PROGRESS TRAINING CO., LTD.  |  |
| 4) <b>List of Associated Companies</b>   |   |  |
| 1 Processing Center Co., Ltd.  | 2 Muang Thai Insurance PCL  |  |
| 5) <b>List of Related Companies</b>  |   |  |
| 1 Phukha Holdings Co., Ltd.  | 8 Happy Gift Co., Ltd.  | 53 Tri Danai Co., Ltd.                           |
| 2 Thaveepromoth Co., Ltd.  | 9 DURBELL Co., Ltd.   | 54 CH. Vanich Co., Ltd.                          |
| 3 Pruetthada Co., Ltd.   | 10 T.C. Pharmaceutical Industries Co., Ltd.   | 55 National ITMX Co., Ltd.                       |
| 4 B.I.P.-1990 Co., Ltd.  | 11 The Red Bull Beverage Co., Ltd.  | 56 Crystal Football Club Co., Ltd.               |
| 5 Giffarine Beauty and Health Medical Clinic Co., Ltd.   | 12-52   |  |
| 6 Giffarine Skyline Unity Co., Ltd.  | For details, please refer to Mr. Saravoot Yoovidhya's positions in non-listed companies on page 261 - 262 except for Prachinburi Glass Industry Co., Ltd. and Wonderland Adventure Park Co., Ltd. |  |
| 7 Skyline Laboratory Co., Ltd.   |   |  |
| 6) Independent directors do not hold any directorship in Subsidiaries and Associated Companies   |   |  |

# Changes in KASIKORNBANK Shares Held by Directors and Executives in 2013

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As of December 31, 2013

| No. | Name                                   | Position  | KBank shares held as of December 31, 2012 | KBank shares held as of December 31, 2013 | Increase/ (Decrease) in KBank shares held in 2013 | Percentage of shares held (%) |
|-----|--|---|---|---|---|-------------------------------|
| 1   | Mr. Banthoon Lamsam                    | Chairman of the Board and Chief Executive Officer | 50,000                                    | 50,000                                    | 0   | 0.002                         |
|     | Spouse and minor children              |   | 1,530,000                                 | 1,530,000                                 | 0   | 0.064                         |
| 2   | Mr. Somchai Bulsook                    | Vice Chairman                                     | 290,120                                   | 290,120                                   | 0   | 0.012                         |
|     | Spouse and minor children              |   | 1,840                                     | 1,840                                     | 0   | 0.000                         |
| 3   | Mr. Krisada Lamsam                     | Vice Chairman                                     | 8,880                                     | 8,880                                     | 0   | 0.000                         |
|     | Spouse and minor children              |   | -   | -   | 0   | 0.000                         |
| 4   | Mr. Predee Daochai                     | President   | -   | -   | -   | -                             |
|     | Spouse and minor children              |   | 110                                       | 110                                       | 0   | 0.000                         |
| 5   | Mr. Teeranun Srihong                   | President   | 24,600                                    | 24,600                                    | 0   | 0.001                         |
|     | Spouse and minor children              |   | -   | -   | -   | -                             |
| 6   | Ms. Sujitpan Lamsam                    | Director  | 2,920,000                                 | 3,000,000                                 | 80,000  | 0.125                         |
|     | Spouse and minor children              |   | -   | -   | -   | -                             |
| 7   | Professor Khunying Suchada Kiranandana | Director  | 1,000                                     | 1,000                                     | 0   | 0.000                         |
|     | Spouse and minor children              |   | -   | -   | -   | -                             |
| 8   | Professor Dr. Yongyuth Yuthavong       | Director  | -   | -   | -   | -                             |
|     | Spouse and minor children              |   | -   | -   | -   | -                             |
| 9   | Dr. Abhijai Chandrasen                 | Director and Legal Adviser                        | 10,000                                    | 10,000                                    | 0   | 0.000                         |
|     | Spouse and minor children              |   | -   | -   | -   | -                             |
| 10  | Professor Dr. Pairash Thajchayapong    | Director  | -   | -   | -   | -                             |
|     | Spouse and minor children              |   | -   | -   | -   | -                             |
| 11  | Ms. Kobkarn Wattanavrangkul            | Director  | 2,100                                     | 1,900                                     | (200)   | 0.000                         |
|     | Spouse and minor children              |   | -   | -   | -   | -                             |
| 12  | Sqn.Ldr. Nalineee Paiboon, M.D.        | Director  | -   | -   | -   | -                             |
|     | Spouse and minor children              |   | -   | -   | -   | -                             |
| 13  | Mr. Saravoot Yoovidhya                 | Director  | 975,800                                   | 975,800                                   | 0   | 0.041                         |
|     | Spouse and minor children              |   | -   | -   | -   | -                             |
| 14  | Dr. Piyasvasti Amranand                | Director  | N/A                                       | -   | N/A   | -                             |
|     | Spouse and minor children              |   | N/A                                       | -   | N/A   | -                             |
| 15  | Mr. Kalin Sarasin                      | Director  | N/A                                       | 1,200                                     | N/A   | 0.000                         |
|     | Spouse and minor children              |   | N/A                                       | 4,000                                     | N/A   | 0.000                         |
| 16  | Mr. Somkiat Sirichatchai               | Director  | -   | -   | -   | -                             |
|     | Spouse and minor children              |   | -   | -   | -   | -                             |
| 17  | Mr. Rapee Sucharitakul                 | Director  | N/A                                       | -   | N/A   | -                             |
|     | Spouse and minor children              |   | N/A                                       | -   | N/A   | -                             |
| 18  | Mr. Pakorn Partanapat                  | Executive Vice President                          | N/A                                       | -   | N/A   | -                             |
|     | Spouse and minor children              |   | N/A                                       | -   | N/A   | -                             |
| 19  | Mr. Thiti Tantikulan                   | Capital Markets Business Division Head            | N/A                                       | -   | N/A   | -                             |
|     | Spouse and minor children              |   | N/A                                       | -   | N/A   | -                             |
| 20  | Mr. Surasak Dudsdeemaytha              | Executive Vice President                          | N/A                                       | -   | N/A   | -                             |
|     | Spouse and minor children              |   | N/A                                       | -   | N/A   | -                             |
| 21  | Ms. Kattiya Indaravijaya               | Executive Vice President                          | 40  | 40  | 0   | 0.000                         |
|     | Spouse and minor children              |   | -   | -   | -   | -                             |

| No. | Name                           | Position   | KBank shares held as of December 31, 2012 | KBank shares held as of December 31, 2013 | Increase/ (Decrease) in KBank shares held in 2013 | Percentage of shares held (%) |
|-----|--------------------------------|--|---|---|---|-------------------------------|
| 22  | Dr. Adit Laixuthai             | Executive Vice President                           | N/A                                       | 284                                       | N/A   | 0.000                         |
|     | Spouse and minor children      |  | N/A                                       | -   | N/A   | -                             |
| 23  | Mr. Vasin Vanichvoranun        | Executive Vice President                           | N/A                                       | -   | N/A   | -                             |
|     | Spouse and minor children      |  | N/A                                       | -   | N/A   | -                             |
| 24  | Mr. Ampol Polohakul            | Executive Vice President                           | N/A                                       | -   | N/A   | -                             |
|     | Spouse and minor children      |  | N/A                                       | -   | N/A   | -                             |
| 25  | Mr. Wirawat Panthawangkun      | Executive Vice President                           | N/A                                       | 10,380                                    | N/A   | 0.000                         |
|     | Spouse and minor children      |  | N/A                                       | -   | N/A   | -                             |
| 26  | Mr. Krit Jitjang               | Executive Vice President                           | N/A                                       | 920                                       | N/A   | 0.000                         |
|     | Spouse and minor children      |  | N/A                                       | -   | N/A   | -                             |
| 27  | Mr. Somkid Jiranuntarat        | Executive Vice President                           | N/A                                       | -   | N/A   | -                             |
|     | Spouse and minor children      |  | N/A                                       | -   | N/A   | -                             |
| 28  | Mr. Pipit Aneaknithi           | Executive Vice President                           | N/A                                       | -   | N/A   | -                             |
|     | Spouse and minor children      |  | N/A                                       | -   | N/A   | -                             |
| 29  | Mr. Patchara Samalapa          | Executive Vice President                           | N/A                                       | -   | N/A   | -                             |
|     | Spouse and minor children      |  | N/A                                       | -   | N/A   | -                             |
| 30  | Mr. Panop Ansusinha            | Investment Banking<br>Business Division Head       | N/A                                       | -   | N/A   | -                             |
|     | Spouse and minor children      |  | N/A                                       | -   | N/A   | -                             |
| 31  | Dr. Pipatpong Poshyanonda      | Executive Vice President                           | N/A                                       | 35  | N/A   | 0.000                         |
|     | Spouse and minor children      |  | N/A                                       | -   | N/A   | -                             |
| 32  | Mr. Vallop Vongjitvuttikrai    | Executive Vice President                           | N/A                                       | -   | N/A   | -                             |
|     | Spouse and minor children      |  | N/A                                       | -   | N/A   | -                             |
| 33  | Mr. Prasopsuk Damrongchietanon | Executive Vice President                           | N/A                                       | -   | N/A   | -                             |
|     | Spouse and minor children      |  | N/A                                       | -   | N/A   | -                             |
| 34  | Mr. Songpol Chevapanyaroj      | Executive Vice President                           | N/A                                       | -   | N/A   | -                             |
|     | Spouse and minor children      |  | N/A                                       | -   | N/A   | -                             |
| 35  | Mr. Chatchai Payuhanaveechai   | Executive Vice President                           | N/A                                       | -   | N/A   | -                             |
|     | Spouse and minor children      |  | N/A                                       | -   | N/A   | -                             |
| 36  | Mr. Chongrak Rattanapian       | Executive Vice President                           | -   | -   | -   | -                             |
|     | Spouse and minor children      |  | -   | -   | -   | -                             |
| 37  | Ms. Sansana Sukhanunth         | First Senior Vice President                        | -   | -   | -   | -                             |
|     | Spouse and minor children      |  | -   | -   | -   | -                             |
| 38  | Ms. Wasana Surakit             | Financial Accounting<br>Management Department Head | 80  | 80  | 0   | 0.000                         |
|     | Spouse and minor children      |  | -   | -   | -   | -                             |

Remarks: N/A

- Dr. Piyasvasti Amranand was appointed as Director on April 3, 2013. Hence, number of shares held as of December 31, 2012 are not applicable for comparison.
- Mr. Kalin Sarasin was appointed as Director on April 3, 2013. Hence, number of shares held as of December 31, 2012 are not applicable for comparison.
- Mr. Rapee Sucharitakul was appointed as Director on November 22, 2013. Hence, number of shares held as of December 31, 2012 are not applicable for comparison.
- Due to the change in management structure in March 2013, resulting in the changes in the top 4 executive positions. Therefore, there was no report on shareholding of No. 18 - 20 and 22 - 35 as of December 31, 2012 for comparison.



## Chairman of the Board and Chief Executive Officer

Mr. Banthoon Lamsam

## President

Mr. Predee Daochai

Mr. Teeranun Srihong

## Executive Vice President

Mr. Pakorn Partanapat

Mr. Thiti Tantikulan

Mr. Surasak Dudsdeemaytha

Ms. Kattiya Indaravijaya \*

Dr. Adit Laixuthai \*\*

Mr. Vasin Vanichvoranun

Mr. Ampol Polohakul

Mr. Wirawat Panthawangkun

Mr. Krit Jitjang

Mr. Somkid Jiranuntarat

Mr. Pipit Aneaknithi

Mr. Patchara Samalapa

Mr. Panop Ansusinha

Dr. Pipatpong Poshyanonda

Mr. Vallop Vongjitvuttikrai

Mr. Prasopsuk Damrongchietanon

Mr. Songpol Chevapanyaroj

Mr. Chatchai Payuhanaveechai

Mr. Chongrak Rattanapian

## First Senior Vice President

Ms. Patcharin Vongsiridej

Mr. Tawit Thanachanan

Mr. Chartchai Sundharagiati

Mr. Suwat Charoenvijitchai

Mr. Pongpichet Nananukool

Ms. Pannee Lertchanyakul

Mr. Atipat Asawachinda

Mr. Suradech Kietthanakorn

Ms. Kwannet Rattanaprug

Mr. Sammit Sakulwira

Ms. Siranee Phoophat

Mr. Suwat Techawatanawana

Mr. Porvarate Chetphongphan

Ms. Sansana Sukhanunth

Mr. Thawee Teerasoontornwong

Mr. Boonchan Kulvatunyoo

Mr. Maytee Phanachet

Mr. Art Wichiencharoen

Ms. Sarunya Leelarasamee

Mr. Photjanart Sangpruaksa

Ms. Sopa Noonate

Mr. Pattanapong Tansomboon

Mr. Pipavat Bhadranaik

Mr. Vichai Tangjettanaporn

Ms. Orn-Anong Thonguthai

Ms. Chayathip Chuvanichanon

Mr. Tawatchai Silamut

Ms. Noppawan Jermhansa

Mr. Pattarapong Kanhasuwan

Dr. Wichai Narongwanich

Mr. Dithichai Limpodom

Mr. Lertsak Supitayakul

Ms. Kitiya Rerkpooritat

Ms. Nutcharee Nuntivacharin

Mr. Jirawat Supornpaibul

Mr. Worawit Kiatthawee-anand

Mr. Anan Lapsuksatit

## Corporate Secretariat Division

### Senior Vice President

Ms. Chitravinee Vannakorn \*\*\*

Ms. Marisa Watthaphanich \*\*\*

### First Vice President

Ms. Nuchsrn Ratanachuchote

Ms. Pranee Visitkitchakarn

Mr. Rungsee Buranaprapapong

## Corporate Strategy Management Division

### Senior Vice President

Ms. Pannee Sae-tung

Ms. Phannarai Piyachinawan

Mr. Sorrasak Pheongrattana

Mr. Surat Leelataviwat

Mr. Suvichai Lovichit

Ms. Varaluck Aphikulvanich

### First Vice President

Ms. Nartsinee Sarnvanichpitak

Ms. Saowaphak Pinijpichitkul

Mr. Siripong Nandhasri \*\*\*

Mr. Srihanath Lamsam \*\*\*

Ms. Supatcharee Sirikulvadhana

\* Chief Financial Officer

\*\* Corporate Secretary

\*\*\* Department Head

## Compliance and Audit Division

### First Vice President

Mr. Kittichat Darnvachirakul \*\*\*  
Mr. Krisana Tesprasit  
Mr. Passakorn Onpanich-aree \*\*\*  
Ms. Peerapat Wongcharoenwatana  
Mr. Phaisarn Vorasetsiri \*\*\*  
Ms. Phoranee Rhuwadhana  
Ms. Pimpavee Sirivallop  
Ms. Visinee Samakasevee

## Corporate Business Division

### Senior Vice President

Ms. Chanoksuda Chitrattana  
Ms. Chutima Mokkaasmit \*\*\*  
Ms. Kasemsri Charoensiddhi  
Mr. Panya Kongkapaisai  
Ms. Sarunya Bunyaratavej  
Mr. Surin Seubvongpataya

### First Vice President

Ms. Duangkamon Mongkolpla  
Ms. Duangrutai Chotsurakalya  
Ms. Jiraporn Luengtrirat  
Ms. Juthatip Tasma  
Mr. Kant Nilubol  
Mr. Noppawit Thothoetwilai  
Ms. Patcharee Chamnong  
Ms. Patcharee Uthairatanakit  
Mr. Patinya Honsawek  
Ms. Penpilai Piyarat  
Ms. Piangta Deetee  
Mr. Prasong Hanpiyavatanasakul  
Ms. Priyanutch Tanmanee  
Mr. Songkran Chankanakorn  
Mr. Tipakorn Saiphatana

## Corporate and SME Products Division

### Senior Vice President

Mr. Decha Ngamthanaphaisarn \*\*\*  
Mr. Kittipan Jamprawit \*\*\*  
Ms. Nisanat Ouwuthipong \*\*\*  
Ms. Sriyupa Mahaleelakul \*\*\*

### First Vice President

Ms. Chatuporn Suvimolpan  
Mr. Ittiporn Intravisit  
Mr. Krittapat Paimanee  
Mr. Kullawat Phumthien \*\*\*  
Mr. Nopporn Nuchniyom  
Dr. Patcharaporn Chinavicharana \*\*\*  
Mr. Peerapol Karjornkiatsakul \*\*\*  
Ms. Supin Makboonprasith  
Ms. Tamonwan Kulsiriruanyos  
Mr. Vasin Janethaworn  
Mr. Visuth Suvimolpan

## SME Business Division

### Senior Vice President

Mr. Austapol Samittivatwong  
Ms. Chalarat Phinitbenchaphol \*\*\*  
Mr. Chalom Patan  
Mr. Charat Siriphongvuttikorn  
Mr. Kovit Kerdkamolkupt  
Mr. Nathapol Sukhum

## First Vice President

Mr. Anan Chongsuviwatwong  
Mr. Chaiyot Tunpisut \*\*\*  
Ms. Jinda Srijarassin  
Mr. Mana Chaturabul  
Mr. Niwat Yongpaibool  
Ms. Sarinya Piyawongsomboon \*\*\*  
Mr. Trewuth Srikate  
Mr. Varatad Tantivorawong \*\*\*

## Retail Business Division

### Senior Vice President

Mr. James Rama Phataminviphas \*\*\*  
Ms. Janchai Angsamaporn \*\*\*  
Mr. Kamphon Sutthiphichet \*\*\*  
Mr. Kittipong Koomman \*\*\*  
Mr. Manus Pinthong  
Mr. Mogul Posayapisith \*\*\*  
Ms. Panlapa Srisogsai \*\*\*  
Mr. Parames Promburee \*\*\*  
Ms. Supaneewan Chutrakul \*\*\*  
Mr. Tanong Sombutpanit  
Mr. Worakit Panutat

\*\*\* Department Head

### First Vice President

Mr. Alongkot Boonmasuk \*\*\*  
 Mr. Amorn Suvachittanont \*\*\*  
 Mr. Boonterb Chirapatr  
 Mr. Jaturong Payomrat  
 Mr. Kritapas Kusmith \*\*\*  
 Mr. Napapat Pitaksiripan  
 Ms. Onthida Boonpiamsak \*\*\*  
 Mr. Phole Dhanashoti \*\*\*  
 Ms. Pishsinee Thangtrongjit  
 Mr. Pongsakorn Lamsam  
 Mr. Rawin Benjatuntikul \*\*\*  
 Ms. Rojarek Simapivapan \*\*\*  
 Mr. Sastra Mungkornusawakul \*\*\*  
 Mr. Sooksant Wattanayakorn  
 Ms. Sudrutai Thongsong \*\*\*  
 Mr. Surapong Siwalai  
 Mr. Tassapong Budsayaplakorn \*\*\*  
 Mr. Tavatchai Sumethnapis  
 Ms. Udomluk Tantbirojn \*\*\*  
 Ms. Waranee Wanrat  
 Ms. Yupa Boonmee \*\*\*

### Capital Markets Business Division

Ms. Jitkasem Wetwatana  
 Mr. Kitti Charoenkitchaichana  
 Mr. Kobsidhi Silpachai  
 Mr. Thana Phootanakit  
 Ms. Vipavee Bhudisanont  
 Mr. Woravit Srirongkawat

### Investment Banking Business Division

Mr. Kongkrit Kangvanchai  
 Ms. Pornvipa Tangtrongchit

### World Business Division

#### Senior Vice President

Mr. Chat Luangarpa \*\*\*  
 Mr. Kin Chong Choi  
 Ms. Siriporn Wongtriphop \*\*\*  
 Mr. Vongpat Bhuncharoen  
 Mr. Wirot Tantiapikun

#### First Vice President

Ms. Ajaree Thanapongporn  
 Mr. Chaivudh Chaiphan  
 Mr. Disapong Jaipakdeemun \*\*\*  
 Ms. Jariporn Kijcharoenpaisan  
 Ms. Natcha Argasreog  
 Mr. Niasinn Lamsam \*\*\*  
 Ms. Nirat Buchasuk  
 Ms. Pimpan Laohaphan  
 Ms. Rungrat Taechawinyutham  
 Mr. Somboon Wanichavasin  
 Mr. Surachet Chantiratikul

### Customer Service Fulfillment Division

#### Senior Vice President

Mr. Cheewin Prangchaikul \*\*\*  
 Ms. Oratai Trimungklayon  
 Mr. Pongchet Mangkalaphiban \*\*\*  
 Ms. Sawakon Makasawat \*\*\*  
 Mr. Weeranant Chuensuan \*\*\*  
 Mr. Winij Panamaeta \*\*\*

#### First Vice President

Mr. Chanathat Santiboon \*\*\*  
 Mr. Chavalit Akkhasomporn  
 Mr. Chidchod Loyprasert  
 Ms. Nitaya Phithaksphongs  
 Ms. Piyaat Sermchaiwong  
 Ms. Satinee Srirattanapong \*\*\*  
 Ms. Usa Coasol  
 Ms. Yukol Rompo \*\*\*

### Enterprise Risk Management Division

#### Senior Vice President

Mr. Chitcharoen Phichitkurugarn \*\*\*  
 Ms. Rattanapun Srimaneekulroj \*\*\*  
 Dr. Sanphet Sukhapesna \*\*\*  
 Mr. Somyos Boonma

## First Vice President

Ms. Ajjima Jiravichai  
Dr. Anuwat Sriudom  
Mr. Atasit Ua-Arak  
Mr. Dolapar Petpiroon  
Mr. Jittipol Jantanarat  
Ms. Monta Voraprasit \*\*\*  
Ms. Mookda Soontornsingha  
Ms. Nardsinee Boonsunanondha  
Ms. Nattorn Puchongsawat  
Ms. Nidapa Sutiratan  
Ms. Pantip Thirawathanavong  
Mr. Parkorn Kijitkhun  
Ms. Pichavadee Charupattanapornkit  
Ms. Pokkes Wongkittiruk  
Mr. Sanay Mayoothiang  
Mr. Sittiporn Damsaengsawat  
Mr. Somsit Ussavanuphap \*\*\*  
Ms. Sukontha Chaisataworawong  
Mr. Suwat Chritamara \*\*\*  
Mr. Thanit Shumnij  
Mr. Thitipat Na-Pombejra \*\*\*  
Mr. Wichai Yongchaitrakul  
Mr. Worravit Pongchumrus

## Finance and Control Division

### Senior Vice President

Ms. Hataiporn Chiemprasert \*\*\*  
Dr. Karin Boonlertvanich \*\*\*  
Ms. Wasana Surakit \*\*\*

### First Vice President

Ms. Manasikan Pakdeesrisantikul

## Systems Division

### Senior Vice President

Ms. Charassri Charoenpol \*\*\*  
Mr. Jarung Kiatsupapong  
Ms. Manaviga Piyapimook \*\*\*  
Mr. Satit Kriyansom \*\*\*  
Ms. Soopanit Rojanasaranrom \*\*\*  
Mr. Wichai Jermhansa \*\*\*

### First Vice President

Ms. Bunga Setasathid \*\*\*  
Ms. Bunvarong Bunyaviraj \*\*\*  
Mr. Chaisit Thamrattanakorn  
Mr. Chalongchai Sasibutra \*\*\*  
Mr. Chatchawat Asawarakwong \*\*\*  
Ms. Choompit Wattanachai \*\*\*  
Mr. Dumrong Lertpalungsanti  
Ms. Jaisawan Jeerakul \*\*\*  
Ms. Jurairat Krajangta  
Mr. Mongkol Uechitanantakul  
Ms. Nipaporn Roongrattanapitak  
Ms. Patcharee Chitrabumrung  
Ms. Pensiri Dudsdeemaytha \*\*\*  
Mr. Pornchai Yongnoppakul \*\*\*  
Mr. Prasong Chanwitgan  
Ms. Somsri Lertsarunyapong  
Ms. Sujira Suthiworapunchai \*\*\*  
Mr. Surose Petchakich \*\*\*  
Ms. Suvanee Panubuse \*\*\*  
Ms. Tikumporn Papraisawang  
Mr. Wichai Sinboonmee  
Dr. Wiput Phijaisanit  
Mr. Witoon Pongsangiam  
Mr. Yongyut Yodinlom \*\*\*

## Human Resource Division

### Senior Vice President

Ms. Sunan Siriaksorn \*\*\*  
Mr. Wiwat Rumratana \*\*\*

### First Vice President

Ms. Apinya Bhundhoombhoad  
Ms. Atchara Klaisakul  
Ms. Naruemon Asavathongkul \*\*\*  
Ms. Passamon Vichitkamthorn \*\*\*  
Mr. Pennung Chaiyachit \*\*\*  
Mr. Prasit Ongarttrakul  
Ms. Umapon Sumetkijakan  
Ms. Vassaya Meemookich

As of December 31, 2013

The following is a list of companies in which KASIKORNBANK made investments, in the form of shareholding of 10 percent or more of the total number of shares issued.

| No. | Name of Company   | Location of Corporate Headquarters | Type of Business     | Total Number of Paid-up Shares | Total Number of Shares Held | Proportion of Total Shares Held (%) | Type of Share |
|-----|---|------------------------------------|----------------------|--------------------------------|-----------------------------|-------------------------------------|---------------|
| 1   | KASIKORN ASSET MANAGEMENT CO., LTD.<br>Tel. +662-6733999 Fax +662-6733988         | Bangkok                            | Fund Management      | 27,154,274                     | 27,154,274                  | 100.00                              | Common Share  |
| 2   | KASIKORN RESEARCH CENTER CO., LTD.<br>Tel. +662-2731144 Fax +662-2701235          | Bangkok                            | Service              | 100,000                        | 100,000                     | 100.00                              | Common Share  |
| 3   | KASIKORN SECURITIES PCL<br>Tel. +662-6960000 Fax +662-6960099                     | Bangkok                            | Securities Business  | 100,001,877                    | 99,996,096                  | 99.99                               | Common Share  |
| 4   | KASIKORN LEASING CO., LTD.<br>Tel. +662-6969999 Fax +662-6969966                  | Bangkok                            | Auto Leasing         | 90,000,000                     | 90,000,000                  | 100.00                              | Common Share  |
| 5   | KASIKORN FACTORY & EQUIPMENT CO., LTD.<br>Tel. +662-2902900 Fax +662-2903000      | Bangkok                            | Equipment Leasing    | 1,600,000                      | 1,600,000                   | 100.00                              | Common Share  |
| 6   | Phethai Asset Management Co., Ltd.<br>Tel. +662-5626401-25 Fax +662-2733171       | Bangkok                            | Asset Management     | 238,000,000                    | 238,000,000                 | 100.00                              | Common Share  |
| 7   | K-SME Venture Capital Co., Ltd.<br>Tel. +662-6738701-4 Fax +662-6738709           | Bangkok                            | Venture Capital      | 20,000,000                     | 20,000,000                  | 100.00                              | Common Share  |
| 8   | PROGRESS SOFTWARE CO., LTD.<br>Tel. +662-2257900-1 Fax +662-2255654-5             | Bangkok                            | Service              | 100,000                        | 100,000                     | 100.00                              | Common Share  |
| 9   | PROGRESS PLUS CO., LTD.<br>Tel. +662-2252020 Fax +662-2252021                     | Bangkok                            | Service              | 60,000                         | 60,000                      | 100.00                              | Common Share  |
| 10  | PROGRESS APPRAISAL CO., LTD.<br>Tel. +662-2706900 Fax +662-2785035                | Bangkok                            | Service              | 5,000                          | 5,000                       | 100.00                              | Common Share  |
| 11  | PROGRESS GUNPAI CO., LTD.<br>Tel. +662-2733900 Fax +662-9806265                   | Bangkok                            | Service              | 200,000                        | 200,000                     | 100.00                              | Common Share  |
| 12  | PROGRESS MANAGEMENT CO., LTD.<br>Tel. +662-2751880 Fax +662-2751889-91            | Bangkok                            | Service              | 60,000                         | 60,000                      | 100.00                              | Common Share  |
| 13  | PROGRESS FACILITIES MANAGEMENT CO., LTD.<br>Tel. +662-2733288-91 Fax +662-2733292 | Bangkok                            | Service              | 50,000                         | 50,000                      | 100.00                              | Common Share  |
| 14  | PROGRESS SERVICE CO., LTD.<br>Tel. +662-2733293-4 Fax +662-2733292                | Bangkok                            | Service              | 20,000                         | 20,000                      | 100.00                              | Common Share  |
| 15  | PROGRESS LAND AND BUILDINGS CO., LTD.<br>Tel. +662-2751880 Fax +662-2751889       | Bangkok                            | Property Development | 117,750                        | 117,750                     | 100.00                              | Common Share  |
| 16  | PROGRESS STORAGE CO., LTD.<br>Tel. +662-2733833 Fax +662-2714784                  | Bangkok                            | Service              | 30,000                         | 30,000                      | 100.00                              | Common Share  |
| 17  | PROGRESS HR CO., LTD.<br>Tel. +662-2701070-6 Fax +662-2701068-9                   | Bangkok                            | Service              | 10,000                         | 10,000                      | 100.00                              | Common Share  |
| 18  | PROGRESS SERVICE SUPPORT CO., LTD.<br>Tel. +662-4705420 Fax +662-8888882          | Bangkok                            | Service              | 40,000                         | 40,000                      | 100.00                              | Common Share  |

**Note:** Total number of paid-up shares and total number of shares held include common shares and preferred shares.

| No. | Name of Company   | Location of Corporate Headquarters | Type of Business              | Total Number of Paid-up Shares | Total Number of Shares Held | Proportion of Total Shares Held (%) | Type of Share |
|-----|---|------------------------------------|-------------------------------|--------------------------------|-----------------------------|-------------------------------------|---------------|
| 19  | PROGRESS COLLECTION CO., LTD.<br>Tel. +662-2733210 Fax +662-2732559             | Bangkok                            | Service                       | 50,000                         | 50,000                      | 100.00                              | Common Share  |
| 20  | PROGRESS TRAINING CO., LTD.<br>Tel. +662-4706273 Fax +662-4703198               | Bangkok                            | Service                       | 17,000                         | 17,000                      | 100.00                              | Common Share  |
| 21  | Thanyathanathavee Co., Ltd.<br>Tel. +662-4706330 Fax +662-4702652               | Bangkok                            | Investment in other Companies | 114,865,000                    | 114,865,000                 | 100.00                              | Common Share  |
| 22  | Thanyathamrongkij Co., Ltd.<br>Tel. +662-4706330 Fax +662-4702652               | Bangkok                            | Investment in other Companies | 114,865,000                    | 114,865,000                 | 100.00                              | Common Share  |
| 23  | Thanyanithiwattana Co., Ltd.<br>Tel. +662-4706330 Fax +662-4702652              | Bangkok                            | Investment in other Companies | 449,930,000                    | 220,465,700                 | 49.00                               | Common Share  |
| 24  | Processing Center Co., Ltd.<br>Tel. +662-2376330-4 Fax +662-2376340             | Bangkok                            | Service                       | 500,000                        | 150,000                     | 30.00                               | Common Share  |
| 25  | Muangthai Group Holding Co., Ltd.<br>Tel. +662-2764859 Fax +662-2764859         | Bangkok                            | Investment in other Companies | 45,865,949                     | 11,925,147                  | 26.00                               | Common Share  |
| 26  | WTA (THAILAND) Co., Ltd.<br>Tel. +662-6991609 Fax +662-6431881                  | Bangkok                            | Trading                       | 1,000                          | 249                         | 24.90                               | Common Share  |
| 27  | National ITMX Co., Ltd.<br>Tel. +662-6506800                                    | Bangkok                            | Service                       | 500,000                        | 100,500                     | 20.10                               | Common Share  |
| 28  | Muangthai Holding Co., Ltd.<br>Tel. +662-2749400                                | Bangkok                            | Investment in other Companies | 45,600,000                     | 4,560,000                   | 10.00                               | Common Share  |
| 29  | Ban Somthavil Co., Ltd.<br>Tel. +662-3320352-71 ext. 2344<br>Fax +662-3320372-4 | Bangkok                            | Property Development          | 1,000,000                      | 100,000                     | 10.00                               | Common Share  |
| 30  | Palit Palangngan Co., Ltd.<br>Tel. +662-7161600 Fax +662-7161488                | Bangkok                            | Energy & Utilities            | 10,000                         | 1,000                       | 10.00                               | Common Share  |
| 31  | Seacon Development Public Co., Ltd.<br>Tel. +662-7218888 Fax +662-7219444       | Bangkok                            | Service                       | 5,740,000                      | 574,000                     | 10.00                               | Common Share  |
| 32  | T S C Innovation Co., Ltd.<br>Tel. +662-6829700 Fax +662-6829709                | Bangkok                            | Telecommunications            | 30,000,000                     | 3,000,000                   | 10.00                               | Common Share  |
| 33  | Unitas Co., Ltd.<br>Tel. +662-2627694 Fax +662-2490503                          | Bangkok                            | Land Rental                   | 110,532                        | 11,053                      | 10.00                               | Common Share  |
| 34  | WEI POA Co., Ltd.   | Hong Kong                          | Agro-Industry                 | 5,500,000                      | 550,000                     | 10.00                               | Common Share  |
| 35  | Zin Suapah Co., Ltd.<br>Tel. +662-2215895 Fax +662-2215895                      | Bangkok                            | Service                       | 6,000                          | 600                         | 10.00                               | Common Share  |

Note: Total number of paid-up shares and total number of shares held include common shares and preferred shares.

## Other information

- 285 Reference information
- 286 Major Shareholders
- 287 Awards And Commendation





KASIKORNBANK PCL conducts commercial banking business, securities business, and other related business under the Financial Institution Business Act, Securities and Exchange Act and other related regulations.

|                             |  |
|-----------------------------|--|
| Head Office                 | : 1 Soi Rat Burana 27/1, Rat Burana Road, Rat Burana Sub-District,<br>Rat Burana District, Bangkok 10140, Thailand                             |
| Company Registration Number | : 0107536000315 (formerly PLC 105)   |
| Telephone                   | : +662-2220000   |
| Fax                         | : +662-4701144   |
| e-mail                      | : info@kasikornbank.com  |
| K-Contact Center            | : +662-8888888 (Thai), +662-8888822 Press 2 (Mandarin),<br>+662-8888800 (English), +662-8888826 (Japanese),<br>+662-8888888 Press *5 (Myanmar) |
| K-BIZ Contact Center        | : +662-8888822 (Thai, Mandarin, English, and Japanese)   |
| Website                     | : www.kasikornbankgroup.com  |

### Names, Offices, Telephone and Fax Numbers of Referenced Entities

|  |   |
|--|---|
| Registrar - Ordinary Shares  | : Thailand Securities Depository Company Limited<br>The Stock Exchange of Thailand Building,<br>62 Ratchadaphisek, Klong Toei, Bangkok 10110<br>Tel. +662-2292800 Fax +662-3591259  |
| - KASIKORNBANK Subordinated Debentures<br>No. 1/2009, due for redemption in 2019 | : KASIKORNBANK PUBLIC COMPANY LIMITED<br>1 Soi Rat Burana 27/1, Rat Burana Road,<br>Rat Burana Sub-District, Rat Burana District, Bangkok 10140<br>Tel. +662-2220000 Fax +662-4701144   |
| - KASIKORNBANK Subordinated Debentures<br>No. 1/2010, due for redemption in 2020 |   |
| - KASIKORNBANK Subordinated Debentures<br>No. 1/2012, due for redemption in 2022 |   |
| - KASIKORNBANK 8 1/4% Subordinated Bonds due<br>2016                             | : The Bank of New York Mellon,<br>One Wall Street New York, N.Y. 10286 U.S.A.<br>Tel. (1) (212) 495 1784 Fax (1) (212) 635 1799   |
| Auditors   | : Mr. Nirand Lilamethwat, CPA No. 2316<br>Ms. Somboon Supasiripinyo, CPA No. 3731<br>Ms. Wilai Buranakittisopon, CPA No. 3920<br>KPMG Phoomchai Audit Limited<br>Empire Tower, 50 <sup>th</sup> - 51 <sup>st</sup> Floor, 195 South Sathorn Road, Yannawa,<br>Sathorn District, Bangkok 10120<br>Tel. +662-6772000 Fax +662-6772222 |
| Legal Adviser  | : Dr. Abhijai Chandrasen<br>22 Soi Soonthornsaratoon (On Nut 21/1), Sukhumvit 77, Suan Luang District,<br>Bangkok 10250<br>Tel. +662-7306969-76 Fax +662-7306967-8  |



### List of the first 10 major KBank shareholders\*

The Bank has scheduled the record date on September 12, 2013, to determine the list of shareholders entitled to receive dividend and the shareholders register book closing date on September 13, 2013 to compile the list of shareholders.

| Rank | Name   | Number of common shares | Percentage of common shares |
|------|--|-------------------------|-----------------------------|
| 1    | THAI NVDR CO., LTD   | 640,303,475             | 26.754                      |
| 2    | STATE STREET BANK EUROPE LIMITED   | 204,421,415             | 8.542                       |
| 3    | CHASE NOMINEES LIMITED 42  | 117,560,800             | 4.912                       |
| 4    | STATE STREET BANK AND TRUST COMPANY  | 104,487,511             | 4.366                       |
| 5    | HSBC (SINGAPORE) NOMINEES PTE LTD  | 58,259,343              | 2.434                       |
| 6    | NORTRUST NOMINEES LIMITED-NT0 SEC LENDING THAILAND   | 51,649,532              | 2.158                       |
| 7    | CHASE NOMINEES LIMITED 1   | 47,850,536              | 1.999                       |
| 8    | THAILAND SECURITIES DEPOSITORY COMPANY LIMITED FOR DEPOSITORS (THAI SECURITIES - HOLDER ACCOUNT) | 38,272,964              | 1.599                       |
| 9    | THE BANK OF NEW YORK MELLON-CGT TAXABLE  | 31,956,210              | 1.335                       |
| 10   | GIC PRIVATE LIMITED - C**  | 31,844,400              | 1.331                       |
|      | OTHERS   | 1,066,654,007           | 44.569                      |
|      | <b>Total paid-up capital</b>   | <b>2,393,260,193</b>    | <b>100.000</b>              |
|      | THAI SHAREHOLDERS  | 1,221,041,351           | 51.02                       |
|      | FOREIGN SHAREHOLDERS   | 1,172,218,842           | 48.98                       |

**Note:** \* The top 10 shareholders are ranked by Thailand Securities Depository Co., Ltd.

\*\* GIC holds KBank shares via three accounts. Combining those three accounts, GIC holds 1.721% of KBank shares, ranking them at number 8.

### KASIKORNBANK's common shares at September 13, 2013

Registered capital : 3,048,614,697 shares, at Baht 10 per share, totaling Baht 30,486,146,970

Paid-up capital : 2,393,260,193 shares, at Baht 10 per share, totaling Baht 23,932,601,930

In 2013, KASIKORNBANK received many awards and commendations, i.e.

## KASIKORNBANK

### In Recognition of Management

- The Corporate Governance Asia magazine:
  1. **Asia Best CEO (Investor Relations)** given for the third consecutive year (2011 - 2013) to Mr. Banthoon Lamsam, Chairman of the Board and Chief Executive Officer
  2. **Asia Best CFO (Investor Relations)** given to Ms. Kattiya Indaravijaya, Executive Vice President
  3. **Best Investor Relations Company (Thailand)** given for the third consecutive year (2011 - 2013)
- The Asset magazine: **The Asset Corporate Awards 2012 - Platinum Award, Banking and Finance sector** given for the third consecutive year (2010 - 2012)
- The 10<sup>th</sup> SET Awards 2013 by the Stock Exchange of Thailand and Money & Banking magazine:
  1. **SET Award of Honor for Excellence in Corporate Governance Report (2008 - 2013)**
  2. **Outstanding Company Performance Award**
  3. **Outstanding Investor Relations Award**
  4. **Outstanding Corporate Social Responsibility Award**
- The Ministry of Labour: **Excellent Labour Relation and Welfare Award 2013** in the large enterprise with labour union category given for the eighth consecutive year (2006 - 2013)



President represented KBank in receiving The Asset Corporate Awards 2012 - Platinum Award, Banking and Finance sector given for the third consecutive year (2010 - 2012) from The Asset magazine.



KBank President and executives represented the Bank in receiving SET Award of Honor for Excellence in Corporate Governance Report (2008 - 2013), Outstanding Company Performance Award, Outstanding Investor Relations Award, Outstanding Corporate Social Responsibility Award, Best Securities Company Award 2013 for Retail Investors and Best Securities Company Award 2013 for Institutional Investors, based on the SET Awards 2013.



KBank executive represented the Bank in receiving Channel Excellence in Branch award from Bill Payments Asia journal.



KBank executive represented the Bank in receiving Excellent Labour Relation and Welfare Award 2013 for the eighth consecutive year (2006 - 2013) from the Ministry of Labour.

President represented KBank in receiving Best Retail Bank of the Year 2013 based on the Money & Banking Awards 2013 organized by Money & Banking magazine.



KBank executive represented the Bank in receiving Best Retail Bank in Thailand from The Asian Banker journal.



KBank executive represented the Bank in receiving Best Bond House from the Thai Bond Market Association (ThaiBMA)



KBank received SME Bank of the Year 2013 - Asia award for the Bank's best SME services in Asia for 2013 from the European magazine.



KBank executive represented the Bank in receiving Best Bank in Thailand and Best Cash Management Bank in Thailand from Alpha Southeast Asia magazine.



## In Recognition of Service

- The Asian Banker journal:
  1. **Best Retail Bank in Thailand** given for the fourth consecutive year (2010 - 2013)
  2. **Best Cash Management Bank in Thailand** given for the second consecutive year (2012 - 2013)
  3. **Best Managed Banks Achievement Awards 2013**
- The ABF magazine:
  1. **Thailand Domestic Cash Management Bank of the Year**
  2. **Thailand Domestic Trade Finance Bank of the Year**
- The Alpha Southeast Asia magazine:
  1. **Best Bank in Thailand** given for the second consecutive year (2012 - 2013)
  2. **Best Cash Management Bank in Thailand** given for the second consecutive year (2012 - 2013)
- The European magazine: **SME Bank of the Year 2013 - Asia**
- The Money & Banking magazine: **Best Retail Bank 2013** given for the sixth consecutive year (2008 - 2013)
- The Asset magazine:
  1. **Best in Treasury and Working Capital - SMEs, Thailand**
  2. **Best Regional Cash Management Solution**
- The Thai Bond Market Association (ThaiBMA):
  1. **Best Bond House** given for the sixth consecutive year (2008 - 2013)
  2. **Deal of the Year** given for the sixth consecutive year (2008 - 2013)
  3. **Most Creative Issue** given for the third consecutive year (2011 - 2013)
  4. **Best Dealer Compliance**
  5. **Dealer of the Year**
  6. **Best Ministry of Finance's Counterparty**
- Bill Payment Asia journal: **Channel Excellence in Branch**
- "2012 Popular Stock Award" organized by Kaohoon Turakij newspaper and the Stock Exchange of Thailand: **2012 Popular Stock Award in the financial sector**



### In Recognition of CSR

- The Department of Alternative Energy Development and Efficiency, Ministry of Energy:
  1. ESCO Excellence Supporting Bank Award given for the second consecutive year (2012 - 2013)
  2. Thailand Energy Awards 2013, for the Supporters of Alternative Energy and Energy Conservation category
- LEED-NC Platinum: LEED-NC Platinum, for New Construction category, making KBank the first organization in Thailand to receive this award
- The Corporate Social Responsibility Institute (CSRI): CSRI Recognition 2013 award, for General type
- The Thai Listed Companies Association, CSR Club: Sustainability Report Award 2013

### KASIKORN ASSET MANAGEMENT CO., LTD

- The Reader's Digest magazine: Reader's Digest Trusted Brand GOLD Award Thailand 2013 for investment fund company category given for the sixth consecutive year (2008 - 2013)
- The Money & Banking Awards 2013 by Money & Banking magazine:
  1. Best Fund of the Year, for fixed-income fund category: KA Short Term Fixed-Income Fund
  2. Best Fund of the Year, for provident fund category: K Short Term Fixed Income RMF
- Thailand Smart Money by Dokbia Turakij newspaper based on the 3<sup>rd</sup>: Second prize of best service for LTF/RMF

### KASIKORN SECURITIES PCL

- The Stock Exchange of Thailand and Money & Banking magazine:
  1. Best Securities Company Award 2013 for Retail Investors
  2. Best Securities Company Award 2013 for Institutional Investors

### KASIKORN LEASING CO., LTD

- Grandprix International Co., Ltd.: Best Car Leasing of the Year 2013 given for the fifth consecutive year (2009 - 2013)



President represented KBank in receiving 2012 Popular Stock Award in the financial sector based on "2012 Popular Stock Award" organized by Kaohoon Turakij newspaper and the Stock Exchange of Thailand.



Executive Chairman of KASIKORN ASSET MANAGEMENT Co., Ltd. represented the company in receiving Best Fund of the Year for fixed-income fund category and Best Fund of the Year for provident fund category based on Money & Banking Awards 2013.



KBank received LEED-NC Platinum, for New Construction category, making KBank the first organization in Thailand to receive this award

## 291 KASIKORNBANK PUBLIC COMPANY LIMITED

Domestic Branches and Sub-offices

Foreign Exchange Booth

THE WISDOM Center and Corner

Corporate Business Center

Corporate & SME Service Center

SME Business Center

Overseas and Representative Office

## 317 K COMPANIES

**KASIKORNBANK PUBLIC COMPANY LIMITED****Head Office**

|                      |  |
|----------------------|--|
| Address              | : 1 Soi Rat Burana 27/1, Rat Burana Road, Rat Burana Sub-District, Rat Burana District, Bangkok 10140, Thailand                          |
| Telephone            | : +662-2220000   |
| Fax                  | : +662-4701144   |
| e-mail               | : info@kasikornbank.com  |
| K-Contact Center     | : +662-8888888 (Thai), +662-8888822 Press 2 (Mandarin), +662-8888800 (English), +662-8888826 (Japanese), +662-8888888 Press *5 (Myanmar) |
| K-BIZ Contact Center | : +662-8888822 (Thai, Mandarin, English and Japanese)  |
| SWIFT                | : KASITHBK   |
| Website              | : www.kasikornbankgroup.com  |

**Financial Servicing Branches and Offices**

|                                    |     |          |
|------------------------------------|-----|----------|
| Domestic Branches and Sub-offices  | 965 | Branches |
| 1. Domestic Branches               | 869 | Branches |
| - Bangkok Branches                 | 291 | Branches |
| - Upcountry Branches               | 578 | Branches |
| 2. Domestic Sub-offices            | 96  | Branches |
| - Bangkok Sub-offices              | 14  | Branches |
| - Upcountry Sub-offices            | 82  | Branches |
| Foreign Exchange Booth             | 135 | Branches |
| THE WISDOM Center and Corner       | 75  | Branches |
| Corporate Business Center          | 8   | Centers  |
| Corporate & SME Service Center     | 63  | Centers  |
| SME Business Center*               | 127 | Centers  |
| Overseas and Representative Office | 10  | Branches |

**K Companies**

5 Companies

\* In one branch, there could be more than one SME Business Center.



## 869 Domestic Branches

### 291 Bangkok Branches

| No.  | Branch                                       | Tel.            | Fax          | No.  | Branch   | Tel.            | Fax          |
|------|--|-----------------|--------------|------|--|-----------------|--------------|
| 001. | All Seasons Place                            | +662-2514610-4  | +662-2514615 | 045. | Central Pin Klao                                     | +662-4243595-6  | +662-4242834 |
| 002. | Asok   | +662-2040188-92 | +662-2040193 | 046. | Central Plaza Grand Rama IX                          | +662-1603813-7  | +662-1603818 |
| 003. | Ban Mo                                       | +662-2253089-90 | +662-2253291 | 047. | Central Ram Intra                                    | +662-5212813-4  | +662-5211140 |
| 004. | Ban Thad Thong                               | +662-2154674-5  | +662-2155971 | 048. | Central Rama II                                      | +662-8724250-2  | +662-8724555 |
| 005. | Bang Bon                                     | +662-8998330-7  | +662-4164396 | 049. | Central Rama III                                     | +662-6736338-9  | +662-6736240 |
| 006. | Bang Khae                                    | +662-8010610-9  | +662-4542891 | 050. | Central World  | +662-2510231-5  | +662-2510236 |
| 007. | Bang Khen                                    | +662-9301234-7  | +662-5139040 | 051. | Chakkrawat   | +662-2255807-8  | +662-2259675 |
| 008. | Bang Khun Non                                | +662-8825818    | +662-8825495 | 052. | Chaloem Phrakiat                                     | +662-1439648-52 | +662-1439659 |
| 009. | Bang Khun Thian                              | +662-8780023-4  | +662-8780526 |      | Government Complex (B Building)                      |                 |              |
| 010. | Bang Krabu                                   | +662-6690870-6  | +662-6690877 | 053. | Chamchuri Square                                     | +662-1605085-9  | +662-1605090 |
| 011. | Bang Lamphu                                  | +662-2815187-90 | +662-6290947 | 054. | Charansanitwong 11                                   | +662-4120068-71 | +662-4128296 |
| 012. | Bang Mot                                     | +662-8700224-30 | +662-4282025 | 055. | Charoen Krung  | +662-6232609-12 | +662-6232614 |
| 013. | Bang Pakok                                   | +662-8744764-5  | +662-4283523 | 056. | Chatuchak Plaza                                      | +662-2659502-6  | +662-2659507 |
| 014. | Bang Phlat                                   | +662-8853333-6  | +662-4346197 | 057. | Chok Chai 4  | +662-5398735-7  | +662-5304584 |
| 015. | Bang Pho                                     | +662-9126790-3  | +662-5857700 | 058. | Chong Nonsi  | +662-2852071-3  | +662-6780844 |
| 016. | Bang Rak                                     | +662-6306370-7  | +662-2667540 | 059. | Chulalongkorn Hospital                               | +662-2511420-2  | +662-2511423 |
| 017. | Bang Son                                     | +662-9108768-9  | +662-5870094 | 060. | Court of Justice                                     | +662-5128130-4  | +662-5128135 |
| 018. | Bang Su                                      | +662-5870219-21 | +662-5870652 | 061. | CP Tower   | +662-2383044-8  | +662-2383049 |
| 019. | Bang Yikhan                                  | +662-8830163-9  | +662-4331337 | 062. | Crystal Design Center                                | +662-1022470-4  | +662-1022475 |
| 020. | Bangkok Hospital                             | +662-7165534-8  | +662-7165539 | 063. | Dao Khanong  | +662-8775671-2  | +662-4764463 |
| 021. | Big-C Bang Bon                               | +662-4172351-5  | +662-4172356 | 064. | Din Daeng  | +662-2481841    | +662-2481843 |
| 022. | Big-C Bang Pakok                             | +662-4289833-5  | +662-4289857 | 065. | Don Mueang International Airport                     | +662-5043301-5  | +662-5043306 |
| 023. | Big-C Don Muang (Saphan Mai)                 | +662-5214354-5  | +662-5214361 | 066. | Ekkamai  | +662-7141081-8  | +662-7140410 |
| 024. | Big-C Lat Phrao 2 (Soi 9)                    | +662-5120463-4  | +662-5120458 | 067. | Empire Tower   | +662-6701755-8  | +662-6701759 |
| 025. | Big-C On Nut                                 | +662-3111021-5  | +662-3111017 | 068. | Energy Complex (PTT)                                 | +662-5370352-6  | +662-5370357 |
| 026. | Big-C Phetkasem 2<br>(Phuttha Monthon Sai 3) | +662-4217631-2  | +662-4217622 | 069. | Esplanade Ratchada Phisek                            | +662-6609224-8  | +662-6609229 |
| 027. | Big-C Pracha Uthit                           | +662-4643808-9  | +662-4643919 | 070. | Faculty of Public Health<br>Mahidol University       | +662-3545124-8  | +662-3545129 |
| 028. | Big-C Ram Intra                              | +662-5514001-3  | +662-5514005 | 071. | Fashion Island Ram Indra                             | +662-5194813-6  | +662-5194817 |
| 029. | Big-C Rama II (Tha Kham)                     | +662-4165037-8  | +662-4168062 | 072. | Fortune Town   | +662-2467519-23 | +662-2467524 |
| 030. | Big-C Rama II 2<br>(Kan Kheha Thonburi 3)    | +662-4513756-7  | +662-4513760 | 073. | Hua Mak  | +662-7322560-3  | +662-3756487 |
| 031. | Big-C Rama IV                                | +662-2597132-6  | +662-2597137 | 074. | Hua Mak Town Center                                  | +662-3143061-2  | +662-3143720 |
| 032. | Big-C Rat Burana                             | +662-8731268    | +662-8731269 | 075. | Huai Khwang  | +662-6921375-9  | +662-2761820 |
| 033. | Big-C Ratchada Phisek                        | +662-2480290-4  | +662-2480295 | 076. | IT Square  | +662-5760691-5  | +662-5760696 |
| 034. | Big-C Ratchadamri                            | +662-2505430-4  | +662-2505435 | 077. | Jewelry Trade Center Building                        | +662-2366063-7  | +662-2366068 |
| 035. | Big-C Rom Klao                               | +662-5438273-7  | +662-5438278 | 078. | Kasetsart University Bang Khen                       | +662-5794510    | +662-5794595 |
| 036. | Big-C Sai Mai                                | +662-5360403-6  | +662-5360422 | 079. | Khlong Chan  | +662-7337136-40 | +662-7337141 |
| 037. | Big-C Saphankhwai                            | +662-6167468-70 | +662-6167471 | 080. | Khlong San   | +662-4370260-2  | +662-4393344 |
| 038. | Bo Bae Tower                                 | +662-2829674-6  | +662-2829803 | 081. | Khlong Thom  | +662-2213239-40 | +662-2213868 |
| 039. | Bukkhalo                                     | +662-8776689-96 | +662-4772812 | 082. | Khlong Toei  | +662-6712042-7  | +662-2495011 |
| 040. | Central Bang Na                              | +662-3987240-2  | +662-3988483 | 083. | King Mongkul's<br>Institute of Technology Ladkrabang | +662-3264771-5  | +662-3264776 |
| 041. | Central Bang Na 2                            | +662-3985820-1  | +662-3985827 | 084. | King Phet  | +662-6120463-74 | +662-6121550 |
| 042. | Central Chit Lom                             | +662-2554804-8  | +662-2554809 | 085. | Kluai Nam Thai                                       | +662-3673111-7  | +662-3673109 |
| 043. | Central Lat Phrao                            | +662-5411543-5  | +662-5411548 | 086. | Lad Krabang Industrial Estate                        | +662-3260874-7  | +662-3260863 |
| 044. | Central Lat Phrao 2                          | +662-5411631-4  | +662-5411635 | 087. | Lat Krabang  | +662-7390187-94 | +662-3267198 |

| No.  | Branch                            | Tel.            | Fax          | No.  | Branch  | Tel.            | Fax          |
|------|-----------------------------------|-----------------|--------------|------|---|-----------------|--------------|
| 088. | Lat Phrao 10                      | +662-9387425-9  | +662-5125565 | 133. | Prawet  | +662-7260484-7  | +662-7260494 |
| 089. | Lat Phrao 101                     | +662-7368047-8  | +662-7368128 | 134. | Pure Place Ramkhamhaeng 110                   | +662-3723589-93 | +662-3723594 |
| 090. | Lat Phrao 25                      | +662-9383040-2  | +662-5131603 | 135. | Ramkhamhaeng 2                                | +662-3977185-9  | +662-3977190 |
| 091. | Lat Phrao 67                      | +662-9330960-8  | +662-5393273 | 136. | Rat Burana Main                               | +662-8713650-5  | +662-8713645 |
| 092. | Lat Phrao 71                      | +662-5303866-9  | +662-5303624 | 137. | Ratchadamri                                   | +662-2534997-9  | +662-2531423 |
| 093. | Lat Phrao 92                      | +662-5304958-60 | +662-5304966 | 138. | Ratchawat                                     | +662-2437815-7  | +662-6685637 |
| 094. | Lat Phrao 99                      | +662-5300545-7  | +662-5300548 | 139. | Samre   | +662-4380050-1  | +662-4378236 |
| 095. | Lotus Bang Kapi                   | +662-3750211-4  | +662-3750198 | 140. | Sanam Pao                                     | +662-6172315-6  | +662-6172842 |
| 096. | Lotus Phetkasem 81                | +662-4892071-5  | +662-4892076 | 141. | Sao Chingcha                                  | +662-6220034-6  | +662-6221344 |
| 097. | Lotus Ram Intra 109               | +662-1753435-9  | +662-1753440 | 142. | Saphan Krung Thon                             | +662-8830172-9  | +662-4334554 |
| 098. | Lotus Rama IV                     | +662-6727953    | +662-6714661 | 143. | Saphan Luang                                  | +662-6116183-6  | +662-2159240 |
| 099. | Lotus Sukhaphiban 1               | +662-9479271-3  | +662-9479103 | 144. | Saphan Mai Don Muang                          | +662-9725512-20 | +662-5526544 |
| 100. | Lotus Sukhumvit 101/1             | +662-3613966-70 | +662-3613971 | 145. | Saphan Phut                                   | +662-6237504-8  | +662-6237613 |
| 101. | Lotus Sutthisan                   | +662-2769067-9  | +662-2769095 | 146. | Sathon (Saint Louis 3)                        | +662-2123533-4  | +662-2123652 |
| 102. | Lotus Town in Town                | +662-5149037-41 | +662-5149042 | 147. | Sathon Square                                 | +662-1632716-20 | +662-1632721 |
| 103. | Lotus Wang Hin                    | +662-5786341-5  | +662-5786346 | 148. | Save-E Buddha Monthon Sai 2<br>(Pin Klao)     | +662-4479461-5  | +662-4479494 |
| 104. | Maha Phruttharam                  | +662-6390740-9  | +662-2365566 | 149. | Seacon Bang Khae                              | +662-4582810-4  | +662-4582815 |
| 105. | Mahboonkrong Center               | +662-2164820    | +662-2164821 | 150. | Seacon Square                                 | +662-7218554-61 | +662-7218562 |
| 106. | Makro Charansanitwong             | +662-4113274-6  | +662-4114410 | 151. | Seacon Square 2                               | +662-3217432-6  | +662-3217437 |
| 107. | Maxvalu Laksi                     | +662-5217932-4  | +662-5217942 | 152. | Si Wara Town in Town                          | +662-5590080-2  | +662-5590086 |
| 108. | Maxvalu Phattanakan               | +662-7221004-8  | +662-3222589 | 153. | Si Yaek Bang Na                               | +662-7452900-5  | +662-7452905 |
| 109. | Min Buri                          | +662-9187708-12 | +662-5181475 | 154. | Si Yaek Kaset                                 | +662-5615231-2  | +662-5615475 |
| 110. | Money Park<br>Mahboonkrong Center | +662-6863940-2  | +662-6863943 | 155. | Si Yaek Ratchawong                            | +662-2256527-9  | +662-2255753 |
| 111. | Na-Na Nua                         | +662-6550735-7  | +662-2530298 | 156. | Si Yaek Saphan Krung Thap                     | +662-6890092-8  | +662-6890694 |
| 112. | Nang Loeng                        | +662-6298810-7  | +662-6299379 | 157. | Si Yaek Thanon Chan-Liab<br>Khlom Chong Nonsi | +662-6784101-4  | +662-6784105 |
| 113. | Nawamin City Avenue               | +662-9072010-3  | +662-9072110 | 158. | Si Yaek Tossakan                              | +662-4103503-4  | +662-4103887 |
| 114. | N-Mark Plaza Bang Kapi            | +662-3781527-8  | +662-3782383 | 159. | Si Yaek Wang Hin                              | +662-9404824-8  | +662-9404840 |
| 115. | On Nut                            | +662-7425080-4  | +662-3325285 | 160. | Siam Paragon                                  | +662-6109404-8  | +662-6109409 |
| 116. | On Nut 39                         | +662-3226514-5  | +662-7213031 | 161. | Siam Square                                   | +662-6581755-9  | +662-6581754 |
| 117. | Or Tor Kor Market (Chatuchak)     | +662-2783137-41 | +662-2783145 | 162. | Siangkong                                     | +662-6394041-5  | +662-2374990 |
| 118. | Pantip Pratu Nam                  | +662-2547140-4  | +662-2547145 | 163. | Silom Main                                    | +662-2325001    | +662-2347445 |
| 119. | Paradise Park                     | +662-7871922-5  | +662-7872149 | 164. | Silom Soi 1<br>(Zuellig House Building)       | +662-2330721-5  | +662-2330726 |
| 120. | Park Ventures                     | +662-2522177-9  | +662-2522055 | 165. | Silom Soi 22                                  | +662-2352540-4  | +662-2352545 |
| 121. | Phahon Yothin Main                | +662-2733337    | +662-2731399 | 166. | Siriraj                                       | +662-4110232-4  | +662-4110520 |
| 122. | Phat Phong                        | +662-6370041-8  | +662-6370477 | 167. | Siriraj Hospital                              | +662-4184124-5  | +662-4184245 |
| 123. | Phetkasem 51                      | +662-8013626-9  | +662-4542975 | 168. | Soi Chalaem Nimit (Pha Du 1)                  | +662-6884250-4  | +662-2911079 |
| 124. | Phetkasem Avenue Bang Khae        | +662-8092747-8  | +662-8093313 | 169. | Soi Charoen Rat 7                             | +662-2919280-1  | +662-2919812 |
| 125. | Pho Sam Ton                       | +662-8910037-8  | +662-4654660 | 170. | Soi Charurat                                  | +662-6517093-8  | +662-2533537 |
| 126. | Phra Khanong                      | +662-7110203-8  | +662-7111682 | 171. | Soi Khubon                                    | +662-5092169-70 | +662-5092680 |
| 127. | Phran Nok                         | +662-8661323-7  | +662-8661328 | 172. | Soi Udomsuk                                   | +662-3617666-7  | +662-3617668 |
| 128. | Pin Klao                          | +662-8846380-90 | +662-4339920 | 173. | Soi Vipavadi Rangsit 2<br>(Ho Kankha)         | +662-2768511-3  | +662-2768725 |
| 129. | Platinum Fashion Mall             | +662-1219544-8  | +662-1219549 | 174. | Soi Watcharaphon                              | +662-5090013-4  | +662-5090019 |
| 130. | Pracha Niwet 1                    | +662-9543334-7  | +662-5892914 |      |   |                 |              |
| 131. | Pradit Manutham                   | +662-5150506-10 | +662-5150511 |      |   |                 |              |
| 132. | Pratu Nam Pathum Wan              | +662-2080112-7  | +662-2080096 |      |   |                 |              |



| No.  | Branch   | Tel.            | Fax          | No.  | Branch   | Tel.            | Fax          |
|------|--|-----------------|--------------|------|--|-----------------|--------------|
| 175. | Somdech Phra Debaratana<br>Madical Center (Ramathibodi Hospital) | +662-3543226-7  | +662-3543791 | 215. | Thammasat University<br>Tha Phra Chan          | +662-2260536-7  | +662-2260643 |
| 176. | Song Prapha-Don Muang  | +662-5664345-6  | +662-5664347 | 216. | Thanam Ratchawong                              | +662-2245490-1  | +662-2249244 |
| 177. | Southern Bus Terminal<br>Phuttha Monthon Sai 1                   | +662-8946020-4  | +662-8946025 | 217. | Thanon Asok Din Daeng                          | +662-6418660-2  | +662-2477552 |
| 178. | Suan Chatuchak   | +662-6176040-7  | +662-2720857 | 218. | Thanon Bang<br>Khunthian-Chaythale             | +662-4166184-5  | +662-4166362 |
| 179. | Suan Chatuchak<br>Weekend Market                                 | +662-2724790-3  | +662-2724802 | 219. | Thanon Bang Na-Trat Km. 4                      | +662-3973570-2  | +662-3973568 |
| 180. | Suan Mali  | +662-2245970-1  | +662-2246173 | 220. | Thanon Chan                                    | +662-2129788-9  | +662-6730438 |
| 181. | Suan Phlu  | +662-6794246-53 | +662-2131362 | 221. | Thanon Charoen Nakorn 36                       | +662-8627920-2  | +662-8627924 |
| 182. | Sukhaphiban 1 (Bang Bon)   | +662-4544331-2  | +662-4544333 | 222. | Thanon Charoen Rat                             | +662-4370256-8  | +662-4370259 |
| 183. | Sukhumvit 1 (Bumrungrad)   | +662-2552324-8  | +662-2552329 | 223. | Thanon Convent<br>(Liberty Square)             | +662-2338601-5  | +662-2338606 |
| 184. | Sukhumvit 101  | +662-7417661-5  | +662-7418352 | 224. | Thanon Ekkachai-Bang Bon                       | +662-4530562-3  | +662-4530702 |
| 185. | Sukhumvit 11   | +662-2538623-4  | +662-2558600 | 225. | Thanon Kanlapaphruek                           | +662-8975035-7  | +662-8975059 |
| 186. | Sukhumvit 15   | +662-2537381-5  | +662-2537386 | 226. | Thanon Khao San                                | +662-2805904-8  | +662-2805909 |
| 187. | Sukhumvit 18 (Exchange Tower)                                    | +662-2614054-8  | +662-2614059 | 227. | Thanon Lan Luang                               | +662-6281391-6  | +662-6281406 |
| 188. | Sukhumvit 21<br>(Serm Mit Tower Building)                        | +662-2600112-6  | +662-2600117 | 228. | Thanon Lang Suan                               | +662-6571642-6  | +662-6571641 |
| 189. | Sukhumvit 23<br>(Interchange Building)                           | +662-2614060-4  | +662-2614065 | 229. | Thanon Lat Ya                                  | +662-8614415-25 | +662-4380538 |
| 190. | Sukhumvit 33 (Bang Kapi)   | +662-2610151-7  | +662-2610164 | 230. | Thanon Maha Chai                               | +662-6210764-6  | +662-2264805 |
| 191. | Sukhumvit 57   | +662-7141089-93 | +662-3900784 | 231. | Thanon Mangkon                                 | +662-2245070-1  | +662-2245178 |
| 192. | Sukhumvit 6<br>(Two Pacific Place Building)                      | +662-2551861-5  | +662-2551866 | 232. | Thanon Narathiwat Rat Nakharin                 | +662-2379858-62 | +662-2379863 |
| 193. | Sukhumvit 71   | +662-3925012-6  | +662-3925017 | 233. | Thanon Nawamin 36                              | +662-3740269-72 | +662-3750986 |
| 194. | Suntowers Building   | +662-2738186-90 | +662-2738191 | 234. | Thanon Nuan Chan                               | +662-3638949-53 | +662-3638954 |
| 195. | Surawong   | +662-6394056-60 | +662-6390927 | 235. | Thanon Padiphat                                | +662-6184168-70 | +662-6186042 |
| 196. | Sutthisan  | +662-6169990-5  | +662-6169997 | 236. | Thanon Phanit<br>Chayakan Thonburi             | +662-8657364-5  | +662-8657367 |
| 197. | Suwinthawong Nong Chok   | +662-9880680-5  | +662-9880692 | 237. | Thanon Phattanakan 20                          | +662-7178870-3  | +662-3198352 |
| 198. | Talat Min Buri   | +662-5407972-4  | +662-5408146 | 238. | Thanon Phetchaburi 17                          | +662-2555320-4  | +662-2555325 |
| 199. | Talat Phattanakan  | +662-3217426-7  | +662-3217425 | 239. | Thanon Phetchaburi Tat Mai                     | +662-3184700-1  | +662-7165209 |
| 200. | Talat Phlu   | +662-8914022-9  | +662-8914278 | 240. | Thanon Phetchaburi Tat Mai<br>(ItalThai Tower) | +662-3691834-8  | +662-3691839 |
| 201. | Talat Wongsakon Sai Mai  | +662-5634357-61 | +662-5634362 | 241. | Thanon Pracha Chuen                            | +662-5869352-3  | +662-5860757 |
| 202. | Taopoon  | +662-9113126-8  | +662-9113129 | 242. | Thanon Pracha Rat Sai 2                        | +662-9128045-6  | +662-9128047 |
| 203. | Tesco Lotus Bang Khae  | +662-4548304-8  | +662-4548309 | 243. | Thanon Pracha Uthit                            | +662-4287390-2  | +662-4283987 |
| 204. | Tesco Lotus Lat Phrao  | +662-9393682-4  | +662-9393265 | 244. | Thanon Ram Intra                               | +662-5523060-2  | +662-9716515 |
| 205. | Tesco Lotus Min Buri   | +662-5402740    | +662-5402772 | 245. | Thanon Rama II                                 | +662-8940274-7  | +662-4165554 |
| 206. | Tesco Lotus Pin Klao   | +662-4332530-3  | +662-4332543 | 246. | Thanon Rama III                                | +662-6834250-3  | +662-6834264 |
| 207. | Tesco Lotus Pracha Chuen   | +662-5872010-4  | +662-5872015 | 247. | Thanon Rama IX                                 | +662-7196809-16 | +662-3184820 |
| 208. | Tesco Lotus Rama I   | +662-2191836-40 | +662-2191842 | 248. | Thanon Ramkhamhaeng                            | +662-3141871-2  | +662-3141873 |
| 209. | Tesco Lotus Rama II  | +662-4154514-8  | +662-4154510 | 249. | Thanon Ramkhamhaeng 151                        | +662-3730981-3  | +662-3730985 |
| 210. | Tesco Lotus Rama III   | +662-2943703-4  | +662-2943712 | 250. | Thanon Ramkhamhaeng 53                         | +662-3740756-7  | +662-3759239 |
| 211. | Tesco Lotus Sukhaphiban 3  | +662-9166743-4  | +662-9166881 | 251. | Thanon Rang Nam                                | +662-6424611-6  | +662-6400128 |
| 212. | Tha Phra   | +662-8680125-35 | +662-4578812 | 252. | Thanon Ratchada Phisek<br>(Sukhumvit-Rama IV)  | +662-2640213-6  | +662-2640221 |
| 213. | Tha Rua Sathu Pradit   | +662-2950123-5  | +662-2946661 | 253. | Thanon Ratchada Phisek<br>(Taksin-Tha Phra)    | +662-4768856-8  | +662-4768862 |
| 214. | Thai Airways International                                       | +662-5136243-6  | +662-5136982 |      |  |                 |              |

## 578 Upcountry Branches

## Central 196 Branches

| No.  | Branch                                   | Tel.            | Fax          | No.                  | Branch  | Tel.            | Fax          |
|------|--|-----------------|--------------|----------------------|---|-----------------|--------------|
| 254. | Thanon Ratchada Phisek 15                | +662-2754072-6  | +662-2754077 | <b>Ang Thong</b>     |   |                 |              |
| 255. | Thanon Ratchada Phisek<br>Huai Khwang    | +662-6932460-9  | +662-6932472 | 001.                 | Ang Thong   | +6635-611306-7  | +6635-611346 |
| 256. | Thanon Rom Klao 32                       | +662-7376082-6  | +662-7376087 | 002.                 | Pa Mok  | +6635-661235-6  | +6635-661237 |
| 257. | Thanon Sathon                            | +662-6338013-6  | +662-6338018 | 003.                 | Wiset Chai Chan                                   | +6635-631242    | +6635-631262 |
| 258. | Thanon Sathu Pradit                      | +662-6740164-70 | +662-2122900 | <b>Chai Nat</b>      |   |                 |              |
| 259. | Thanon Serithai 46 (Suan Siam)           | +662-5182040-1  | +662-5182043 | 004.                 | Chai Nat  | +6656-411264    | +6656-411331 |
| 260. | Thanon Sirinthon                         | +662-4230787    | +662-4230918 | 005.                 | Hankha  | +6656-451373-5  | +6656-451378 |
| 261. | Thanon Sri Nakharin Km. 9                | +662-3935850-4  | +662-3617236 | 006.                 | Sankhaburi  | +6656-481362-3  | +6656-481004 |
| 262. | Thanon Sua Pa Main                       | +662-2213131-8  | +662-2256573 | 007.                 | Wat Sing  | +6656-461080-3  | +6656-461085 |
| 263. | Thanon Suan Phak                         | +662-4485321-5  | +662-4485326 | <b>Kanchanaburi</b>  |   |                 |              |
| 264. | Thanon Suk Sawat                         | +662-8770350-5  | +662-8771090 | 008.                 | Kanchanaburi                                      | +6634-511203    | +6634-512382 |
| 265. | Thanon Sukhumvit 55<br>(Soi Thong Lo 1)  | +662-7125067-9  | +662-7125139 | 009.                 | Robinson Kanchanaburi                             | +6634-603320-4  | +6634-603325 |
| 266. | Thanon Sukhumvit 55<br>(Soi Thong Lo 20) | +662-1780904-8  | +662-1780909 | 010.                 | Tha Muang Kanchanaburi                            | +6634-613081-5  | +6634-613086 |
| 267. | Thanon Sukhumvit 55<br>(Soi Thong Lo 9)  | +662-7128770-2  | +662-3900457 | 011.                 | Tha Rua   | +6634-636859-60 | +6634-561994 |
| 268. | Thanon Wuthakat                          | +662-8754536    | +662-8754535 | <b>Lop Buri</b>      |   |                 |              |
| 269. | The Avenue Ratchayothin                  | +662-5126013-6  | +662-5126148 | 012.                 | Ban Mi  | +6636-628729-32 | +6636-471675 |
| 270. | The Mall Bang Kapi                       | +662-3744261-3  | +662-3747298 | 013.                 | Big-C Lop Buri                                    | +6636-615762-3  | +6636-616113 |
| 271. | The Mall Bang Khae                       | +662-4549023-6  | +662-4549027 | 014.                 | Khok Samrong                                      | +6636-441117    | +6636-441581 |
| 272. | The Mall Tha Phra                        | +662-4777343-7  | +662-4777348 | 015.                 | Lam Narai   | +6636-461151-2  | +6636-461153 |
| 273. | The Nine Center Rama IX                  | +662-7167925-9  | +662-7167930 | 016.                 | Nong Muang  | +6636-648452-6  | +6636-431103 |
| 274. | Thewet                                   | +662-2814182-3  | +662-6285050 | 017.                 | Thanon Surasongkhram Lop Buri                     | +6636-617280    | +6636-413761 |
| 275. | Thiam Ruam Mit                           | +662-2744200    | +662-2744203 | 018.                 | Wong Wan Sa Kaeo Lop Buri                         | +6636-613770-1  | +6636-413733 |
| 276. | Thon Buri                                | +662-8614357-64 | +662-4389921 | <b>Nakhon Nayok</b>  |   |                 |              |
| 277. | Thung Kru                                | +662-8735140-1  | +662-8735144 | 019.                 | Nakhon Nayok                                      | +6637-321159-64 | +6637-311854 |
| 278. | Tops Market Place Silom                  | +662-1010214-8  | +662-1010219 | 020.                 | Ongkharak   | +6637-391486-90 | +6637-391492 |
| 279. | Union Mall Lat Phrao                     | +662-5111227-8  | +662-5111342 | <b>Nakhon Pathom</b> |   |                 |              |
| 280. | Urban Square<br>(Pracha Chuen 12)        | +662-5910677    | +662-5910921 | 021.                 | Bang Len Nakhon Pathom                            | +6634-301235-9  | +6634-301240 |
| 281. | Victory Monument                         | +662-2458140-1  | +662-6446881 | 022.                 | Big-C Om Yai                                      | +662-4311919-21 | +662-4311931 |
| 282. | Wang Burapha                             | +662-6237681-90 | +662-2250344 | 023.                 | Huai Phlu   | +6634-239662-4  | +6634-389121 |
| 283. | Wat Sai                                  | +662-8936285-93 | +662-4165371 | 024.                 | Kamphaeng Saen                                    | +6634-355126-7  | +6634-355393 |
| 284. | Watergate Pavillion Pratu Nam            | +662-2501834-8  | +662-2501839 | 025.                 | Nakhon Pathom                                     | +6634-253822-9  | +6634-252510 |
| 285. | Wong Sawang Town Center                  | +662-5867624-7  | +662-5869821 | 026.                 | Om Yai  | +662-4205561-5  | +662-4208607 |
| 286. | Wong Waen Rob Nok<br>(Ekkachai-Bang Bon) | +662-8996930-9  | +662-4160356 | 027.                 | Salaya  | +662-4415421-5  | +662-4415426 |
| 287. | Wong Wan 22 Karakada                     | +662-6230030-2  | +662-2249860 | 028.                 | Sam Phran   | +6634-225649-51 | +6634-322990 |
| 288. | Worachak                                 | +662-6210244-7  | +662-6210064 | 029.                 | Talat Ong Phra Pathom Chedi                       | +6634-273469-71 | +6634-273209 |
| 289. | Yan Nawa                                 | +662-6755120-7  | +662-2123281 | 030.                 | Talat Pathom Mongkhon<br>Nakhon Pathom            | +6634-256627-8  | +6634-253554 |
| 290. | Yaowarat                                 | +662-6230016-9  | +662-2264806 | 031.                 | Tesco Lotus Nakhon Chaisi                         | +6634-332260-4  | +6634-332265 |
| 291. | Yotse                                    | +662-2246075-6  | +662-2244819 | 032.                 | Tesco Lotus Nakhon Pathom                         | +6634-252227-8  | +6634-252337 |
|      |  |                 |              | 033.                 | Tesco Lotus Salaya                                | +662-4822400-4  | +662-4822405 |
|      |  |                 |              | 034.                 | Tesco Lotus Samphran                              | +6634-312134-8  | +6634-312139 |
|      |  |                 |              | 035.                 | Thanon Phetkasem Nakhon Chaisi                    | +6634-230513-6  | +6634-230517 |
|      |  |                 |              | 036.                 | Thanon Phetkasem Nakhon Pathom                    | +6634-213387-9  | +6634-213390 |
|      |  |                 |              | 037.                 | Thanon Phuttha Monthon Sai 4<br>(Talat Sri Sawat) | +662-4296431-5  | +662-4296427 |

| No.                 | Branch  | Tel.            | Fax          | No.                             | Branch                                     | Tel.            | Fax          |
|---------------------|---|-----------------|--------------|---------------------------------|--|-----------------|--------------|
| 038.                | Thanon Phuttha Monthon Sai 5<br>(Talat Seri)    | +662-8118405-9  | +662-8118410 | 077.                            | Future Park Rangsit                        | +662-9580971-2  | +662-9580974 |
| <b>Nonthaburi</b>   |   |                 |              | 078.                            | Future Park Rangsit 2                      | +662-9586160-4  | +662-9586165 |
| 039.                | Bang Bua Thong                                  | +662-5715214-8  | +662-5715219 | 079.                            | Khlong 2 Thanyaburi                        | +662-9960262-3  | +662-9960181 |
| 040.                | Bang Kruai                                      | +662-8793060-6  | +662-4470696 | 080.                            | Khlong 6 Thanyaburi                        | +662-5772360-3  | +662-5772366 |
| 041.                | Big-C Bang Yai                                  | +662-9263235-8  | +662-9263259 | 081.                            | Khlong Luang                               | +662-5162130-1  | +662-5162998 |
| 042.                | Big-C Chaeng Watthana 2<br>(Yaek Pak Kret)      | +662-5821162-4  | +662-5821229 | 082.                            | Lat Lum Kao                                | +662-9793434    | +662-9793131 |
| 043.                | Central Chaeng Watthana                         | +662-1938065-9  | +662-1938070 | 083.                            | Lotus Lam Luk Ka (Khlong 2)                | +662-1911581-5  | +662-1911586 |
| 044.                | Central Rattanathibet                           | +662-9698085-90 | +662-9698091 | 084.                            | Lotus Lam Luk Ka (Khlong 6)                | +662-5691403-5  | +662-5691388 |
| 045.                | Chaeng Watthana<br>Muang Thong Thani Main       | +662-5628001-7  | +662-5628015 | 085.                            | Lotus Rangsit                              | +662-5674536-8  | +662-5674916 |
| 046.                | Esplanade Rattanathibet                         | +662-5895823-6  | +662-5899705 | 086.                            | Lotus Rangsit Khlong 7                     | +662-5772401-4  | +662-5773888 |
| 047.                | Homeworks Ratchaphruek                          | +662-4476740-3  | +662-4476744 | 087.                            | Nava Nakorn                                | +662-9091123-5  | +662-5292904 |
| 048.                | Lotus Nichada Thani                             | +662-5828120-4  | +662-5828125 | 088.                            | Nava Nakorn 2                              | +662-5291077    | +662-5291859 |
| 049.                | Lotus Rattanathibet                             | +662-5910199    | +662-5910525 | 089.                            | Pathum Thani                               | +662-9780112-8  | +662-5811773 |
| 050.                | Lotus Wat Ladpladuk                             | +662-1945054-8  | +662-1945059 | 090.                            | Rangsit                                    | +662-9590001-10 | +662-5314124 |
| 051.                | Muang Thong Thani                               | +662-9806055-9  | +662-9806060 | 091.                            | Sam Khok Pathum Thani                      | +662-5932495-9  | +662-5932500 |
| 052.                | Nonthaburi                                      | +662-9674023-30 | +662-9672006 | 092.                            | Talat AC Lam Luk Ka (Khlong 4)             | +662-5693513-7  | +662-5693518 |
| 053.                | Pak Kret  | +662-9608940-5  | +662-5838919 | 093.                            | Talat Phun Sap                             | +662-5933800-4  | +662-5933805 |
| 054.                | Pantip Ngam Wong Wan                            | +662-9536047-9  | +662-9536073 | 094.                            | Talat Si Mum Muang-Rangsit                 | +662-5367176-9  | +662-5367171 |
| 055.                | Sanambin Nam                                    | +662-5919613-6  | +662-5915628 | 095.                            | Talat Thai                                 | +662-5295697    | +662-5295550 |
| 056.                | Saphan Nonthaburi                               | +662-5845034-5  | +662-5845383 | 096.                            | Tesco Lotus Pathum Thani                   | +662-5813802-4  | +662-5813805 |
| 057.                | Talat Amphoe Bang Kruai                         | +662-8836218-9  | +662-8836222 | 097.                            | Thanon Bang Khan -<br>Khlong Luang         | +662-9016951-3  | +662-9016973 |
| 058.                | Talat Chao Phraya Bang Yai                      | +662-5951261-3  | +662-5951264 | 098.                            | Thanon Pathum Thani-Bang Len<br>(Ra Haeng) | +662-5991889-93 | +662-5991894 |
| 059.                | Talat Duang Kao                                 | +662-9616390-1  | +662-9616392 | 099.                            | Zeer Rangsit                               | +662-9926112-4  | +662-9926117 |
| 060.                | Thanam Nonthaburi                               | +662-5269183-4  | +662-5269508 | <b>Phetchaburi</b>              |  |                 |              |
| 061.                | Thanon Bang Kruai-Sai Noi<br>(Bua Thong Square) | +662-9276105-6  | +662-9276168 | 100.                            | Ban Laem                                   | +6632-450692-4  | +6632-481118 |
| 062.                | Thanon Chaeng Watthana                          | +662-9829760-5  | +662-9829934 | 101.                            | Cha-Am                                     | +6632-433894-6  | +6632-471409 |
| 063.                | Thanon Kanchanaphisek Bang Yai                  | +662-5950401-3  | +662-5950790 | 102.                            | Phetchaburi                                | +6632-426111-3  | +6632-426245 |
| 064.                | Thanon Ngam Wong Wan                            | +662-5917895-7  | +662-5895091 | 103.                            | Phetphaibun Plaza Phetchaburi              | +6632-402990-3  | +6632-402994 |
| 065.                | Thanon Ratchaphruek<br>(PTT Pradapdao)          | +662-1952039-40 | +662-1952160 | 104.                            | Tha Yang                                   | +6632-461444    | +6632-461222 |
| 066.                | Thanon Rattanathibet Bang Yai                   | +662-9211145-56 | +662-5940626 | <b>Phra Nakhon Si Ayutthaya</b> |  |                 |              |
| 067.                | Thanon Samakkhi                                 | +662-573619-1   | +662-5738542 | 105.                            | Ayutthaya                                  | +6635-252260-2  | +6635-252256 |
| 068.                | Thanon Tiwanon (Khae Rai)                       | +662-5890030-3  | +662-5802838 | 106.                            | Big-C Ayutthaya                            | +6635-747139-43 | +6635-747144 |
| 069.                | The Mall Ngam Wong Wan                          | +662-550079-0   | +662-5500799 | 107.                            | Lotus Ayutthaya                            | +6635-345324    | +6635-345160 |
| 070.                | The Square Bang Yai                             | +662-1950100-4  | +662-1950105 | 108.                            | Phak Hai                                   | +6635-239324-5  | +6635-391298 |
| 071.                | Tiwanon 8                                       | +662-9659070-8  | +662-9659086 | 109.                            | Pratu Nam Phra In                          | +6635-219524-7  | +6635-361123 |
| <b>Pathum Thani</b> |   |                 |              | 110.                            | Rojana Industrial Park                     | +6635-332281-5  | +6635-332286 |
| 072.                | Bang Dua Pathum Thani                           | +662-5818513-7  | +662-5818518 | 111.                            | Rojana Industrial Park 2                   | +6635-746974-8  | +6635-746979 |
| 073.                | Big-C Lam Luk Ka                                | +662-1527182-6  | +662-1527187 | 112.                            | Sena                                       | +6635-217332-4  | +6635-201551 |
| 074.                | Big-C Nava Nakorn                               | +662-5204250-3  | +662-5204209 | 113.                            | Talat Bang Pa-in Industrial Estate         | +6635-221954-5  | +6635-221849 |
| 075.                | Big-C Rangsit Khlong 3                          | +662-5922901-5  | +662-5922906 | 114.                            | Tha Rua Ayutthaya                          | +6635-341642-4  | +6635-342333 |
| 076.                | Big-C Rangsit Khlong 6                          | +662-5770051-3  | +662-5772888 | 115.                            | Thanon Rojana Ayutthaya                    | +6635-213870-2  | +6635-213875 |
|                     |   |                 |              | 116.                            | Wang Noi                                   | +6635-215286-8  | +6635-215289 |
|                     |   |                 |              | <b>Prachuap Khiri Khan</b>      |  |                 |              |
|                     |   |                 |              | 117.                            | Bang Saphan                                | +6632-548435-7  | +6632-691249 |

| No.                 | Branch                            | Tel.            | Fax          | No.                    | Branch                            | Tel.            | Fax          |
|---------------------|-----------------------------------|-----------------|--------------|------------------------|-----------------------------------|-----------------|--------------|
| 118.                | Hua Hin                           | +6632-511775-6  | +6632-512585 | 160.                   | Thanon Thepharak Km. 16           | +662-7506193-5  | +662-7507328 |
| 119.                | Hua Hin Market Village            | +6632-526290-4  | +6632-526295 | 161.                   | Yes Bang Phli                     | +662-7051728-9  | +662-7054130 |
| 120.                | Prachuap Khiri Khan               | +6632-550933-5  | +6632-611101 | <b>Samut Sakhon</b>    |                                   |                 |              |
| 121.                | Pran Buri                         | +6632-621992-3  | +6632-621942 | 162.                   | Ban Phaeo Lak Sam                 | +6634-850597-9  | +6634-481463 |
| 122.                | Sam Roi Yot                       | +6632-688551-2  | +6632-688553 | 163.                   | Big-C Mahachai                    | +6634-442860-4  | +6634-442865 |
| 123.                | Talat Chatchai Hua Hin            | +6632-521044-6  | +6632-521275 | 164.                   | Khlong Maduea Samut Sakhon        | +6634-849695-7  | +6634-849326 |
| 124.                | Thap Sakae                        | +6632-546686-8  | +6632-671212 | 165.                   | Krathum Baen Samut Sakhon         | +6634-472006-7  | +6634-479503 |
| <b>Ratchaburi</b>   |                                   |                 |              | 166.                   | Om Noi                            | +662-4201571    | +662-4202364 |
| 125.                | Ban Pong                          | +6632-344679-80 | +6632-201193 | 167.                   | Phanthai Norasing Samut Sakhon    | +6634-458503-7  | +6634-458508 |
| 126.                | Big-C Ratchaburi                  | +6632-317313-5  | +6632-316760 | 168.                   | Phutta Monthon Sai 4              | +662-8131701-7  | +662-4209978 |
| 127.                | Damnoen Saduak                    | +6632-245160-4  | +6632-245165 | 169.                   | Porto Chino Mahachai              | +6634-110748-52 | +6634-110753 |
| 128.                | Photharam Ratchaburi              | +6632-232327-9  | +6632-232415 | 170.                   | Samut Sakhon                      | +6634-811087-91 | +6634-423013 |
| 129.                | Ratchaburi                        | +6632-314054-5  | +6632-325834 | 171.                   | Talat Samut Sakhon                | +6634-811100-1  | +6634-427137 |
| 130.                | Robinson Ratchaburi               | +6632-310860-4  | +6632-310865 | 172.                   | Tesco Lotus Krathum Baen          | +6634-472012-3  | +6634-473044 |
| 131.                | Tesco Lotus Ban Pong              | +6632-201585-7  | +6632-201718 | 173.                   | Thanon Ekkachai Samut Sakhon      | +6634-425605-7  | +6634-425667 |
| 132.                | Thanon Sri Suriyawong Ratchaburi  | +6632-310630-3  | +6632-310634 | 174.                   | Thanon Ekkachai-Photchae          | +6634-494551-4  | +6634-495002 |
| <b>Samut Prakan</b> |                                   |                 |              | 175.                   | Thanon Rama II Samut Sakhon       | +6634-428751-5  | +6634-428756 |
| 133.                | Bang Bo                           | +662-3381184-6  | +662-3381113 | 176.                   | Thanon Sethakit 1<br>Samut Sakhon | +6634-816662-5  | +6634-816671 |
| 134.                | Bang Khru                         | +662-4636314-6  | +662-4634549 | <b>Samut Songkhram</b> |                                   |                 |              |
| 135.                | Bang Mek Khao                     | +662-7038524-31 | +662-3872779 | 177.                   | Samut Songkhram                   | +6634-711522-3  | +6634-712433 |
| 136.                | Bang Phli                         | +662-7510650-4  | +662-3167827 | <b>Saraburi</b>        |                                   |                 |              |
| 137.                | Big-C Samut Prakan                | +662-3955027-9  | +662-3952452 | 178.                   | Kaeng Khoi Saraburi               | +6636-245429-33 | +6636-245434 |
| 138.                | Big-C Suksawat                    | +662-4644281-5  | +662-4644284 | 179.                   | Nong Khae                         | +6636-326281-5  | +6636-326290 |
| 139.                | Customs Free Zone<br>Suvarnabhumi | +662-1341916-9  | +662-1341905 | 180.                   | Phra Phutthabat                   | +6636-266716-7  | +6636-266998 |
| 140.                | Home Pro Bang Na                  | +662-3164849-52 | +662-3164856 | 181.                   | Robinson Saraburi                 | +6636-351452-6  | +6636-351457 |
| 141.                | Imperial World Samrong            | +662-1830732-6  | +662-1830737 | 182.                   | Saraburi                          | +6636-220414-8  | +6636-220422 |
| 142.                | Khlong Dan                        | +662-3301133-5  | +662-3301136 | 183.                   | Tesco Lotus Saraburi              | +6636-214361-5  | +6636-214433 |
| 143.                | Lotus Sri Nakharin                | +662-1757812-5  | +662-1757818 | 184.                   | Thanon Sutbanthad Saraburi        | +6636-221132-3  | +6636-221941 |
| 144.                | Mega Bang Na                      | +662-1051715-9  | +662-1051720 | <b>Sing Buri</b>       |                                   |                 |              |
| 145.                | Phra Pradaeng                     | +662-8180990-3  | +662-4631976 | 185.                   | Bang Rachan Sing Buri             | +6636-591096-7  | +6636-591098 |
| 146.                | Phra Samut Chedi                  | +662-8197747-50 | +662-8197967 | 186.                   | In Buri                           | +6636-533519-21 | +6636-581722 |
| 147.                | Pu Chao Saming Phrai              | +662-7543348-52 | +662-7545531 | 187.                   | Sing Buri                         | +6636-520035-7  | +6636-511308 |
| 148.                | Samrong (Pu Chao Center)          | +662-7578963-8  | +662-3843413 | 188.                   | Talat Channasut Bang Rachan       | +6636-591478    | +6636-591479 |
| 149.                | Samut Prakan                      | +662-3953000-2  | +662-7017805 | <b>Suphan Buri</b>     |                                   |                 |              |
| 150.                | Sukhumvit 107                     | +662-3985849-53 | +662-3985884 | 189.                   | Dan Chang                         | +6635-595013    | +6635-595252 |
| 151.                | Talat Bang Bo                     | +662-7084056-7  | +662-3381188 | 190.                   | Doembang Nangbuat                 | +6635-578011    | +6635-578099 |
| 152.                | Talat Bang Pu Industrial Estate   | +662-3243046-50 | +662-3243051 | 191.                   | Robinson Suphan Buri              | +6635-454225-9  | +6635-454230 |
| 153.                | Talat Nam Daeng                   | +662-7547160-1  | +662-7547844 | 192.                   | Sam Chuk Suphan Buri              | +6635-572184-8  | +6635-572189 |
| 154.                | Talat Samut Prakan                | +662-3870995    | +662-3871794 | 193.                   | Song Phi Nong                     | +6635-531943-4  | +6635-531092 |
| 155.                | Thanon Bang Na-Trat Km. 18        | +662-7406611-8  | +662-7406623 | 194.                   | Suphan Buri                       | +6635-511522-3  | +6635-522155 |
| 156.                | Thanon King Kao<br>Samut Prakan   | +662-7388025-6  | +662-7388216 | 195.                   | Thanon Malaiman Suphan Buri       | +6635-524044-6  | +6635-524047 |
| 157.                | Thanon Sri Nakharin Km. 15        | +662-3857901-2  | +662-3857149 | 196.                   | U Thong                           | +6635-404202-4  | +6635-551405 |
| 158.                | Thanon Sri Nakharin Km. 17        | +662-3856968-71 | +662-3856977 |                        |                                   |                 |              |
| 159.                | Thanon Thepharak                  | +662-7582403-5  | +662-3946966 |                        |                                   |                 |              |

## North 100 Branches

| No.               | Branch                                   | Tel.            | Fax          | No.                   | Branch                          | Tel.            | Fax          |
|-------------------|--|-----------------|--------------|-----------------------|---------------------------------|-----------------|--------------|
| <b>Chiang Mai</b> |  |                 |              | 042.                  | Thanon Super Highway Chiang Rai | +6653-754144-5  | +6653-717489 |
| 001.              | Big-C Chiang Mai 2 (Yaek San Dek)        | +6653-240482-3  | +6653-240484 | 043.                  | Thoeng Chiang Rai               | +6653-669105-9  | +6653-669110 |
| 002.              | Big-C Hang Dong                          | +6653-447822-6  | +6653-447827 | <b>Kamphaeng Phet</b> |                                 |                 |              |
| 003.              | Bo Sang                                  | +6653-386850-1  | +6653-339036 | 044.                  | Kamphaeng Phet                  | +6655-711244    | +6655-713702 |
| 004.              | Central Festival Chiang Mai              | +6653-807605-9  | +6653-807610 | 045.                  | Khlong Khlung                   | +6655-724383-6  | +6655-724390 |
| 005.              | Central Plaza Chiang Mai Airport         | +6653-903607-8  | +6653-903612 | 046.                  | Khlong Lan Kamphaeng Phet       | +6655-735250    | +6655-786233 |
| 006.              | Chang Phuak Chiang Mai                   | +6653-211672    | +6653-212013 | <b>Lampang</b>        |                                 |                 |              |
| 007.              | Chiang Mai University                    | +6653-223371-3  | +6653-223506 | 047.                  | Central Plaza Lampang           | +6654-811925-9  | +6654-811930 |
| 008.              | Chom Thong                               | +6653-341181-2  | +6653-341180 | 048.                  | Thanon Chatchai Lampang         | +6654-224830-1  | +6654-221994 |
| 009.              | Fang                                     | +6653-451111-3  | +6653-451114 | 049.                  | Thanon Rob Wiang Lampang        | +6654-323501-4  | +6654-227676 |
| 010.              | Hang Dong Chiang Mai                     | +6653-442871-2  | +6653-442951 | 050.                  | Thoen Lampang                   | +6654-333112-6  | +6654-333117 |
| 011.              | Lotus Kham Thiang Chiang Mai             | +6653-227356-60 | +6653-227369 | <b>Lamphun</b>        |                                 |                 |              |
| 012.              | Mae Chaem                                | +6653-485124-5  | +6653-828192 | 051.                  | Big-C Lamphun                   | +6653-575512-4  | +6653-575616 |
| 013.              | Mae Jo                                   | +6653-353406-9  | +6653-353426 | 052.                  | Lamphun                         | +6653-561115-7  | +6653-561118 |
| 014.              | Mae Rim Chiang Mai                       | +6653-298171-5  | +6653-298176 | 053.                  | Lamphun Industrial Estate       | +6653-581376-7  | +6653-582304 |
| 015.              | Mi Chok Plaza (Thanon Chiang Mai-Mae Jo) | +6653-230351-5  | +6653-230356 | 054.                  | Li                              | +6653-979777-8  | +6653-979779 |
| 016.              | Night Bazaar                             | +6653-273487    | +6653-273552 | 055.                  | Pa Sang                         | +6653-557264-8  | +6653-520227 |
| 017.              | Promenada Chiang Mai                     | +6653-142681-5  | +6653-142686 | <b>Mae Hong Son</b>   |                                 |                 |              |
| 018.              | Sam Yaek San Sai                         | +6653-491822    | +6653-491821 | 056.                  | Mae Hong Son                    | +6653-620337-9  | +6653-611557 |
| 019.              | San Pa Tong                              | +6653-823503-4  | +6653-311113 | 057.                  | Pai                             | +6653-699119    | +6653-699285 |
| 020.              | Saraphi                                  | +6653-423248-50 | +6653-321591 | <b>Nakhon Sawan</b>   |                                 |                 |              |
| 021.              | Si Yaek Nong Hoi Chiang Mai              | +6653-140421-5  | +6653-140426 | 058.                  | Big-C Nakhon Sawan (V-Square)   | +6656-233241-5  | +6656-233141 |
| 022.              | Si Yaek Sanambin Chiang Mai              | +6653-202529-37 | +6653-270825 | 059.                  | Lat Yao                         | +6656-317640-2  | +6656-271438 |
| 023.              | Talat Warorot                            | +6653-252960    | +6653-252961 | 060.                  | Nong Bua                        | +6656-323396-7  | +6656-251053 |
| 024.              | Thanon Chang Klan Chiang Mai             | +6653-281850-3  | +6653-281859 | 061.                  | Takhli                          | +6656-261520-1  | +6656-261972 |
| 025.              | Thanon Charoen Muang Chiang Mai          | +6653-242855    | +6653-242901 | 062.                  | Tha Tako                        | +6656-360636-8  | +6656-249330 |
| 026.              | Thanon Moon Muang Chiang Mai             | +6653-218210-3  | +6653-218217 | 063.                  | Thanon Kosi Nakhon Sawan        | +6656-312885-8  | +6656-225202 |
| 027.              | Thanon Nimmanhemmin Chiang Mai           | +6653-357650-4  | +6653-357655 | 064.                  | Thanon Sai Asia Nakhon Sawan    | +6656-229120-1  | +6656-229122 |
| 028.              | Thanon Ratchawong Chiang Mai             | +6653-251852-3  | +6653-233918 | 065.                  | Thanon Sawanwithi Nakhon Sawan  | +6656-311500-5  | +6656-221581 |
| 029.              | Thanon Si Don Chai Chiang Mai            | +6653-282085-6  | +6653-279026 | <b>Nan</b>            |                                 |                 |              |
| 030.              | Thanon Suthep Chiang Mai                 | +6653-808514-6  | +6653-808523 | 066.                  | Nan                             | +6654-710162    | +6654-710566 |
| 031.              | Thanon Tha Phae Chiang Mai               | +6653-270151-8  | +6653-282679 | 067.                  | Pua                             | +6654-791106-7  | +6654-791108 |
| <b>Chiang Rai</b> |  |                 |              | <b>Phayao</b>         |                                 |                 |              |
| 032.              | Central Plaza Chiang Rai                 | +6653-179801-5  | +6653-179806 | 068.                  | Chiang Kham                     | +6654-416340-3  | +6654-451432 |
| 033.              | Chiang Khong                             | +6653-655393-4  | +6653-791112 | 069.                  | Chun                            | +6654-420186-7  | +6654-459033 |
| 034.              | Chiang Rai                               | +6653-752226-9  | +6653-714003 | 070.                  | Phayao                          | +6654-412209-16 | +6654-431774 |
| 035.              | Ha Yaek Po Khun Mengrai                  | +6653-748311-3  | +6653-748314 | 071.                  | Si Yaek Mae Tam Phayao          | +6654-412526-9  | +6654-412530 |
| 036.              | Huai Khrai Mae Chan                      | +6653-763003-4  | +6653-763004 | <b>Phetchabun</b>     |                                 |                 |              |
| 037.              | Mae Chan                                 | +6653-771230-2  | +6653-771054 | 072.                  | Dong Khui                       | +6656-769223-5  | +6656-769226 |
| 038.              | Mae Sai                                  | +6653-640786-90 | +6653-733101 | 073.                  | Lom Sak                         | +6656-746048-9  | +6656-701119 |
| 039.              | Mae Sai 2                                | +6653-732435-6  | +6653-732223 | 074.                  | Phetchabun                      | +6656-722262-3  | +6656-711163 |
| 040.              | Pa Daet                                  | +6653-654282-4  | +6653-761011 | 075.                  | Sap Samo Thot                   | +6656-731168    | +6656-731169 |
| 041.              | Phan Chiang Rai                          | +6653-722818-9  | +6653-722789 | 076.                  | Talat Huai Phai                 | +6656-750045-8  | +6656-750050 |
|                   |  |                 |              | 077.                  | Tesco Lotus Phetchabun          | +6656-726033-7  | +6656-726022 |



| No.                | Branch                                 | Tel.            | Fax          | No.                  | Branch                              | Tel.            | Fax          |
|--------------------|--|-----------------|--------------|----------------------|-------------------------------------|-----------------|--------------|
| <b>Phichit</b>     |  |                 |              | 010.                 | Kaeng Khro                          | +6644-882754    | +6644-882758 |
| 078.               | Bang Mun Nak                           | +6656-660758-60 | +6656-631278 | 011.                 | Phu Khleo                           | +6644-844900-2  | +6644-861498 |
| 079.               | Phichit                                | +6656-611221    | +6656-612178 | 012.                 | Thep Sathit                         | +6644-857005    | +6644-857131 |
| 080.               | Taphan Hin                             | +6656-621388    | +6656-621488 | <b>Kalasin</b>       |                                     |                 |              |
| 081.               | Thap Khlo                              | +6656-641237-8  | +6656-654430 | 013.                 | Big-C Kalasin                       | +6643-810400-4  | +6643-810405 |
| <b>Phitsanulok</b> |  |                 |              | 014.                 | Kalasin                             | +6643-811024    | +6643-811497 |
| 082.               | Central Plaza Phitsanulok              | +6655-338519-23 | +6655-338524 | 015.                 | Kuchinarai Kalasin                  | +6643-851929-32 | +6643-851936 |
| 083.               | Ha Yaek Khok Matum                     | +6655-211730-3  | +6655-302018 | <b>Khon Kaen</b>     |                                     |                 |              |
| 084.               | Naresuan University                    | +6655-227064-5  | +6655-227355 | 016.                 | Ban Phai                            | +6643-272433-4  | +6643-272435 |
| 085.               | Nong Tom                               | +6655-366000-1  | +6655-366002 | 017.                 | Big-C Khon Kean                     | +6643-227187-91 | +6643-227192 |
| 086.               | Phitsanulok                            | +6655-241497-9  | +6655-241744 | 018.                 | Central Plaza Khon Kaen             | +6643-288060-4  | +6643-288065 |
| 087.               | Thanon Borom Trai Lokkanat Phitsanulok | +6655-248802-3  | +6655-248819 | 019.                 | Chum Phae                           | +6643-311027    | +6643-311007 |
| <b>Phrae</b>       |  |                 |              | 020.                 | Khon Kaen University                | +6643-204434-8  | +6643-204439 |
| 088.               | Kat Nam Thong Phrae                    | +6654-531312-6  | +6654-531317 | 021.                 | Kranuan                             | +6643-251276    | +6643-251683 |
| 089.               | Phrae                                  | +6654-627230-2  | +6654-521483 | 022.                 | Lotus Khon Kaen                     | +6643-472621-5  | +6643-472626 |
| <b>Sukhothai</b>   |  |                 |              | 023.                 | Muang Phon                          | +6643-414132    | +6643-414138 |
| 090.               | Sawankhalok                            | +6655-623651-3  | +6655-641392 | 024.                 | Nam Phong Khon Kaen                 | +6643-473075-6  | +6643-473125 |
| 091.               | Sukhothai                              | +6655-611101-2  | +6655-612887 | 025.                 | Tesco Lotus Nong Rua                | +6643-294078    | +6643-294813 |
| <b>Tak</b>         |  |                 |              | 026.                 | Thanon Kasikon Thung Sang Khon Kaen | +6643-241901-5  | +6643-241908 |
| 092.               | Mae Sot                                | +6655-544824-8  | +6655-532738 | 027.                 | Thanon Mittraphap Khon Kaen         | +6643-325519-24 | +6643-325442 |
| 093.               | Tak                                    | +6655-540609-11 | +6655-511188 | 028.                 | Thanon Na Muang Khon Kaen           | +6643-225131-3  | +6643-225069 |
| 094.               | Tesco Lotus Mae Sot                    | +6655-506934-8  | +6655-506939 | 029.                 | Thanon Pracha Samoson Khon Kaen     | +6643-333761-7  | +6643-237709 |
| <b>Uthai Thani</b> |  |                 |              | 030.                 | Thanon Sri Chan Khon Kaen           | +6643-326154-5  | +6643-326156 |
| 095.               | Lan Sak                                | +6656-522313-5  | +6656-537003 | <b>Loei</b>          |                                     |                 |              |
| 096.               | Nong Chang                             | +6656-531037-8  | +6656-531190 | 031.                 | Chiang Khan Loei                    | +6642-822360-4  | +6642-822365 |
| 097.               | Uthai Thani                            | +6656-511414-5  | +6656-511962 | 032.                 | Loei                                | +6642-811080    | +6642-811443 |
| <b>Uttaradit</b>   |  |                 |              | 033.                 | Wang Saphung                        | +6642-850920-2  | +6642-841043 |
| 098.               | Nam Pat Uttaradit                      | +6655-481556-8  | +6655-481370 | <b>Maha Sarakham</b> |                                     |                 |              |
| 099.               | Tesco Lotus Uttaradit                  | +6655-409695-6  | +6655-409713 | 034.                 | Kosum Phisai Maha Sarakham          | +6643-761944-8  | +6643-761949 |
| 100.               | Uttaradit                              | +6655-441829-31 | +6655-412082 | 035.                 | Maha Sarakham                       | +6643-740920-4  | +6643-711242 |

### Northeast 103 Branches

| No.                  | Branch                         | Tel.            | Fax          | No.                      | Branch                         | Tel.            | Fax          |
|----------------------|--------------------------------|-----------------|--------------|--------------------------|--------------------------------|-----------------|--------------|
| <b>Amnat Charoen</b> |                                |                 |              | 036.                     | Sermthai Complex Maha Sarakham | +6643-970733-5  | +6643-970739 |
| 001.                 | Amnat Charoen                  | +6645-270803-4  | +6645-511560 | 037.                     | Wapi Pathum                    | +6643-799375-8  | +6643-799380 |
| <b>Bung Kan</b>      |                                |                 |              | <b>Mukdahan</b>          |                                |                 |              |
| 002.                 | Bung Kan                       | +6642-491667-9  | +6642-491666 | 038.                     | Mukdahan                       | +6642-631200-5  | +6642-631206 |
| 003.                 | Pak Khat                       | +6642-404260-4  | +6642-480016 | 039.                     | Talat Mukdahan                 | +6642-611655    | +6642-611620 |
| <b>Buri Ram</b>      |                                |                 |              | <b>Nakhon Phanom</b>     |                                |                 |              |
| 004.                 | Thaweekit Supercenter Buri Ram | +6644-625451-4  | +6644-625474 | 040.                     | Nakhon Phanom                  | +6642-522896-7  | +6642-511411 |
| 005.                 | Buri Ram                       | +6644-611056    | +6644-612590 | 041.                     | Si Songkhram                   | +6642-599160-2  | +6642-599165 |
| 006.                 | Nang Rong                      | +6644-624466-8  | +6644-631863 | 042.                     | Tha Uthen                      | +6642-581117-8  | +6642-581116 |
| 007.                 | Prakhon Chai                   | +6644-652008-10 | +6644-671483 | <b>Nakhon Ratchasima</b> |                                |                 |              |
| 008.                 | Satuk                          | +6644-627407-9  | +6644-681325 | 043.                     | Bua Yai                        | +6644-913866-70 | +6644-913871 |
| <b>Chaiyaphum</b>    |                                |                 |              | 044.                     | Cho Ho Nakhon Ratchasima       | +6644-928955-9  | +6644-928960 |
| 009.                 | Chaiyaphum                     | +6644-838015-7  | +6644-811267 | 045.                     | Chok Chai Nakhon Ratchasima    | +6644-492905-9  | +6644-492910 |
|                      |                                |                 |              | 046.                     | Dan Khun Thot                  | +6644-204875-8  | +6644-204874 |

| No.             | Branch                                       | Tel.            | Fax          | No.                 | Branch                                     | Tel.            | Fax          |
|-----------------|--|-----------------|--------------|---------------------|--|-----------------|--------------|
| 047.            | Hua Tha Le Nakhon Ratchasima                 | +6644-251372-4  | +6644-256394 | Ubon Ratchathani    |  |                 |              |
| 048.            | Khon Buri                                    | +6644-448011-2  | +6644-448012 | 084.                | Central Plaza Ubon Ratchathani             | +6645-422284-8  | +6645-422289 |
| 049.            | Lotus Pak Chong                              | +6644-328744-7  | +6644-328866 | 085.                | Det Udom                                   | +6645-361488-9  | +6645-361199 |
| 050.            | Pak Chong                                    | +6644-280383-6  | +6644-311387 | 086.                | Khemarat Ubon Ratchathani                  | +6645-491069    | +6645-491586 |
| 051.            | Pak Thong Chai                               | +6644-283970-1  | +6644-441433 | 087.                | Phibun Mangsahan                           | +6645-204817-9  | +6645-441871 |
| 052.            | Phimai                                       | +6644-287403-6  | +6644-471394 | 088.                | Sunee Tower Ubon Ratchathani               | +6645-475921-5  | +6645-475926 |
| 053.            | Sam Yaek Pak Thong Chai<br>Nakhon Ratchasima | +6644-278608-11 | +6644-278612 | 089.                | Thanon Chayangkun<br>Ubon Ratchathani      | +6645-261598-9  | +6645-242803 |
| 054.            | Si Kheu Nakhon Ratchasima                    | +6644-413202-6  | +6644-413207 | 090.                | Thanon Phrom Thep<br>Ubon Ratchathani      | +6645-243470-3  | +6645-255675 |
| 055.            | Soeng Sang                                   | +6644-447150-4  | +6644-447079 | 091.                | Warin Chamrap                              | +6645-269416-8  | +6645-269415 |
| 056.            | Thanon Chomphon<br>Nakhon Ratchasima         | +6644-242526    | +6644-253225 | Udon Thani          |  |                 |              |
| 057.            | Thanon Chomsurangyat<br>Nakhon Ratchasima    | +6644-251041-5  | +6644-251046 | 092.                | Ban Dung                                   | +6642-271097-8  | +6642-271100 |
| 058.            | Thanon Mittraphap<br>Nakhon Ratchasima       | +6644-268239-42 | +6644-251367 | 093.                | Ban Phue                                   | +6642-282830-4  | +6642-282835 |
| 059.            | The Mall Nakhon Ratchasima                   | +6644-288490-2  | +6644-288493 | 094.                | Central Plaza Udon Thani                   | +6642-343906-10 | +6642-343920 |
| 060.            | Wang Nam Khieo                               | +6644-228023-5  | +6644-228026 | 095.                | Kumphawapi                                 | +6642-331992    | +6642-334933 |
| Nong Bua Lamphu |  |                 |              | 096.                | Nam Som                                    | +6642-289174-8  | +6642-289179 |
| 061.            | Nong Bua Lum Phu                             | +6642-360843-7  | +6642-360852 | 097.                | Talat Ban Huai Udon Thani                  | +6642-246419    | +6642-246274 |
| 062.            | Si Bun Ruang                                 | +6642-353910-1  | +6642-353912 | 098.                | Talat Muang Thong Charoensri<br>Udon Thani | +6642-247050-1  | +6642-247044 |
| Nong Khai       |  |                 |              | 099.                | Tesco Lotus Nadi Udon Thani                | +6642-130575-9  | +6642-130580 |
| 063.            | Asawann Shopping Complex                     | +6642-423250-1  | +6642-423306 | 100.                | Thanon Prajak Udon Thani                   | +6642-248570-4  | +6642-222416 |
| 064.            | Nong Khai                                    | +6642-411669-70 | +6642-411058 | 101.                | Udon Thani                                 | +6642-241121-2  | +6642-243320 |
| 065.            | Si Chiang Mai Nong Khai                      | +6642-406503-5  | +6642-451449 | Yasothon            |  |                 |              |
| 066.            | Tha Bo                                       | +6642-431329-31 | +6642-431332 | 102.                | Loeng Nok Tha Yasothon                     | +6645-782490-2  | +6645-782497 |
| Roi Et          |  |                 |              | 103.                | Yasothon                                   | +6645-712592-3  | +6645-712679 |
| 067.            | Kaset Wisai Roi Et                           | +6643-530025-8  | +6643-530061 | East 89 Branches    |  |                 |              |
| 068.            | Roi Et                                       | +6643-522790-1  | +6643-512426 |                     |  |                 |              |
| 069.            | Suwannaphum Roi Et                           | +6643-581456    | +6643-581510 |                     |  |                 |              |
| 070.            | Thanon Thevaphiban Roi Et                    | +6643-513021-2  | +6643-513023 |                     |  |                 |              |
| Sakon Nakhon    |  |                 |              | No. Branch Tel. Fax |  |                 |              |
| 071.            | Phang Khon                                   | +6642-734928-30 | +6642-771282 | Chachoengsao        |  |                 |              |
| 072.            | Robinson Sakon Nakhon                        | +6642-971751-5  | +6642-971756 | 001.                | Bang Khla                                  | +6638-541847    | +6638-541391 |
| 073.            | Sakon Nakhon                                 | +6642-733581-2  | +6642-711712 | 002.                | Bang Pakong                                | +6638-832449-51 | +6638-532815 |
| 074.            | Sawang Daen Din                              | +6642-721588-90 | +6642-721592 | 003.                | Bang Wua                                   | +6638-841040-2  | +6638-841043 |
| Si Sa Ket       |  |                 |              | 004.                | Big-C Chachoengsao 2<br>(Thanon Si Sothon) | +6638-512581-2  | +6638-512279 |
| 075.            | Big-C Si Sa Ket                              | +6645-634363-5  | +6645-634497 | 005.                | Bus Station Chachoengsao                   | +6638-516102-3  | +6638-812087 |
| 076.            | Kantharalak                                  | +6645-661159    | +6645-661160 | 006.                | Chachoengsao                               | +6638-816296    | +6638-512195 |
| 077.            | Khu Khan                                     | +6645-671096-7  | +6645-671140 | 007.                | Phanom Sarakham                            | +6638-551464-5  | +6638-551025 |
| 078.            | Si Sa Ket                                    | +6645-620708    | +6645-612874 | 008.                | Suwinthawong Chachoengsao                  | +6638-593470-3  | +6638-845982 |
| 079.            | Uthumphon Phisai                             | +6645-691202-4  | +6645-691440 | 009.                | Talat Khlong Suan                          | +6638-595061-2  | +6638-595063 |
| Surin           |  |                 |              | Chanthaburi         |  |                 |              |
| 080.            | Robinson Surin                               | +6644-044755-9  | +6644-044760 | 010.                | Khlung                                     | +6639-441659    | +6639-441367 |
| 081.            | Samrong Thap                                 | +6644-569098-9  | +6644-569103 | 011.                | Robinson Chanthaburi                       | +6639-328804-8  | +6639-328809 |
| 082.            | Sangkha                                      | +6644-571071-3  | +6644-571020 | 012.                | Soi Dao                                    | +6639-381384-6  | +6639-381387 |
| 083.            | Surin  | +6644-511543    | +6644-514416 | 013.                | Tha Mai                                    | +6639-356810-2  | +6639-431547 |

| No.  | Branch                                     | Tel.            | Fax          | No.  | Branch  | Tel.            | Fax          |
|------|--|-----------------|--------------|------|---|-----------------|--------------|
| 014. | Thanon Sri Rong Muang Chanthaburi          | +6639-325964-7  | +6639-321172 | 055. | Thanon Pattaya-Na Klua                              | +6638-420960-2  | +6638-420358 |
| 015. | Thanon Triratana Chanthaburi               | +6639-321822-3  | +6639-321824 | 056. | Thanon Phraya Satcha Chon Buri                      | +6638-276010-2  | +6638-277854 |
|      | Chon Buri                                  |                 |              | 057. | Thanon Sai Om Muang Chon Buri                       | +6638-271995    | +6638-798993 |
| 016. | Amata Nakorn Industrial Estate Chon Buri   | +6638-213555-8  | +6638-213560 | 058. | Thanon Sukhumvit Chon Buri 1                        | +6638-273862-6  | +6638-273867 |
| 017. | Amata Nakorn Industrial Estate Chon Buri 2 | +6638-457596-7  | +6638-457598 | 059. | Thanon Sukhumvit Chon Buri 2                        | +6638-272055-7  | +6638-272058 |
| 018. | Ban Bung                                   | +6638-443097-8  | +6638-443707 | 060. | Thanon Sukhumvit Chon Buri 3 (Si Yaek Chalerm Thai) | +6638-794689-92 | +6638-794593 |
| 019. | Bang Phra Chon Buri                        | +6638-358259-63 | +6638-358264 | 061. | Thanon Sukhumvit Na Klua                            | +6638-727450-2  | +6638-727454 |
| 020. | Big-C Chon Buri 2 (Yaek Ang Sila)          | +6638-387910-4  | +6638-387915 | 062. | Thanon Sukhumvit Pattaya                            | +6638-416859-63 | +6638-416864 |
| 021. | Big-C Pattaya 3 (Pattaya Klang)            | +6638-427630-2  | +6638-427745 | 063. | Thanon Wachira Prakan (Chon Buri)                   | +6638-273850-5  | +6638-273856 |
| 022. | Bo Thong                                   | +6638-211001-3  | +6638-211005 | 064. | The Avenue Pattaya Prachin Buri                     | +6638-052240-4  | +6638-052245 |
| 023. | Bo Win Chon Buri                           | +6638-346654-5  | +6638-346656 | 065. | Industrial Park 304                                 | +6637-414537-41 | +6637-414542 |
| 024. | Central Center Pattaya                     | +6638-415273-6  | +6638-415277 | 066. | Kabin Buri  | +6637-281879    | +6637-281880 |
| 025. | Central Festival Pattaya Beach             | +6638-043260-4  | +6638-043265 | 067. | Prachin Buri  | +6637-211440-1  | +6637-212305 |
| 026. | Central Plaza Chon Buri                    | +6638-053616-20 | +6638-053621 | 068. | Si Mahosot Rayong                                   | +6637-276509-10 | +6637-276511 |
| 027. | Don Hua Lo (Amata Nakorn Chon Buri)        | +6638-149611-5  | +6638-149616 | 069. | Amata City Rayong Industrial Estate                 | +6638-650334-8  | +6638-650339 |
| 028. | Harbor Mall Laem Chabang                   | +6638-493488-92 | +6638-493582 | 070. | Ban Chang   | +6638-882875-7  | +6638-602577 |
| 029. | Ko Sichang                                 | +6638-216131-2  | +6638-216133 | 071. | Big-C Rayong  | +6638-011771-5  | +6638-011776 |
| 030. | Laem Chabang                               | +6638-493624-7  | +6638-493628 | 072. | Eastern Seaboard Industrial Estate Rayong           | +6638-656494-8  | +6638-656499 |
| 031. | Laem Thong Bang Saen                       | +6638-153900-4  | +6638-153905 | 073. | Klaeng  | +6638-884119-21 | +6638-671360 |
| 032. | Lotus Pattaya Tai                          | +6638-412661-2  | +6638-413508 | 074. | Laem Thong Rayong                                   | +6638-617084-7  | +6638-617209 |
| 033. | Noen Plap Wan Chon Buri                    | +6638-406305-6  | +6638-406348 | 075. | Mab Ta Phut   | +6638-607518-21 | +6638-607525 |
| 034. | Nong Mon Chon Buri                         | +6638-392601-3  | +6638-392604 | 076. | Rayong  | +6638-611007    | +6638-613969 |
| 035. | Nong Prue                                  | +6638-292444-8  | +6638-292450 | 077. | Talat Ban Phe Rayong                                | +6638-896026-30 | +6638-896031 |
| 036. | Pattaya Klang                              | +6638-425583-8  | +6638-425582 | 078. | Thanon Chantha Udom Rayong                          | +6638-616002-5  | +6638-616006 |
| 037. | Pattaya Tai                                | +6638-428513-5  | +6638-427696 |      | Sa Kaeo   |                 |              |
| 038. | Phan Thong Chon Buri                       | +6638-452791-5  | +6638-452796 | 079. | Aranyaprathet                                       | +6637-231272    | +6637-231072 |
| 039. | Phanat Nikhom                              | +6638-473080-3  | +6638-473085 | 080. | Sa Kaeo   | +6637-220522-3  | +6637-241022 |
| 040. | Robinson Si Racha                          | +6638-314391-3  | +6638-324368 | 081. | Talat Rong Klua Aranyaprathet                       | +6637-230217-8  | +6637-230219 |
| 041. | Royal Garden Plaza Pattaya                 | +6638-416972-4  | +6638-416997 | 082. | Tesco Lotus Aranyaprathet                           | +6637-541618-21 | +6637-541622 |
| 042. | Saha Industrial Park Si Racha              | +6638-762787-90 | +6638-762791 | 083. | Wang Nam Yen  | +6637-251002-3  | +6637-251001 |
| 043. | Sattahip                                   | +6638-739351-3  | +6638-437666 | 084. | Watthana Nakhon                                     | +6637-261580-4  | +6637-261756 |
| 044. | Si Racha                                   | +6638-311194-5  | +6638-322476 |      | Trat  |                 |              |
| 045. | Soi Bua Khao Pattaya                       | +6638-416989-93 | +6638-416994 | 085. | Khlong Yai  | +6639-581123-4  | +6639-581255 |
| 046. | Talat Ko Pho                               | +6638-209101-3  | +6638-209104 | 086. | Ko Chang  | +6639-551509-10 | +6639-551508 |
| 047. | Talat Na Klua                              | +6638-367867-9  | +6638-225664 | 087. | Laem Ngop   | +6639-597045-6  | +6639-538297 |
| 048. | Talat Rong Po Chon Buri                    | +6638-234069-71 | +6638-234457 | 088. | Talat Thetsaban Trat                                | +6639-524851-5  | +6639-524856 |
| 049. | Tesco Lotus Amata Nakorn Chon Buri         | +6638-457415-9  | +6638-457420 | 089. | Trat  | +6639-520569-73 | +6639-532857 |
| 050. | Tesco Lotus Bo Win                         | +6638-117048-52 | +6638-117053 |      |   |                 |              |
| 051. | Tesco Lotus Pattaya Nua                    | +6638-370701-2  | +6638-370139 |      |   |                 |              |
| 052. | Thanon Assumption Si Racha                 | +6638-338455-9  | +6638-338453 |      |   |                 |              |
| 053. | Thanon Chai Hat Pattaya                    | +6638-052274-8  | +6638-052279 |      |   |                 |              |
| 054. | Thanon Liab Chai Hat Chomtien              | +6638-236264-8  | +6638-236269 |      |   |                 |              |



## South 90 Branches

| No.                        | Branch                       | Tel.            | Fax          | No.                | Branch                                | Tel.            | Fax          |
|----------------------------|------------------------------|-----------------|--------------|--------------------|---------------------------------------|-----------------|--------------|
| <b>Chumphon</b>            |                              |                 |              | 040.               | Samkong Phuket                        | +6676-217011-2  | +6676-217450 |
| 001.                       | Chumphon                     | +6677-501418    | +6677-501029 | 041.               | Thalang Phuket                        | +6676-311588-90 | +6676-311584 |
| 002.                       | Lang Suan Chumphon           | +6677-581490-2  | +6677-541071 | 042.               | Thanon Na Nai Hat Patong              | +6676-344790-2  | +6676-344927 |
| 003.                       | Pak Nam Chumphon             | +6677-521013    | +6677-521620 | 043.               | Thanon Pracha Nukhro<br>Hat Patong    | +6676-341152-3  | +6676-293253 |
| 004.                       | Tha Sae                      | +6677-599260-1  | +6677-599262 | 044.               | Thanon Thep Krasattri Phuket          | +6676-373520-4  | +6676-373525 |
| <b>Krabi</b>               |                              |                 |              | 045.               | Tilok Center Phuket                   | +6676-218068-70 | +6676-218074 |
| 005.                       | Ao Nang Krabi                | +6675-695683-7  | +6675-695688 | <b>Ranong</b>      |                                       |                 |              |
| 006.                       | Krabi                        | +6675-611333    | +6675-631465 | 046.               | Ranong                                | +6677-832188-9  | +6677-811345 |
| 007.                       | Lotus Krabi                  | +6675-650902-6  | +6675-650907 | 047.               | Thanon Saphan Pla Ranong              | +6677-835216-8  | +6677-835219 |
| 008.                       | Talat Kao Krabi              | +6675-663550-1  | +6675-663512 | <b>Satun</b>       |                                       |                 |              |
| <b>Nakhon Si Thammarat</b> |                              |                 |              | 048.               | Satun                                 | +6674-730431-5  | +6674-721358 |
| 009.                       | Chandi                       | +6675-486490-3  | +6675-486446 | <b>Songkhla</b>    |                                       |                 |              |
| 010.                       | Lotus Nakhon Si Thammarat    | +6675-324964-5  | +6675-324486 | 049.               | Big-C Hat Yai 2<br>(Thanon Phetkasem) | +6674-469185-9  | +6674-469190 |
| 011.                       | Nakhon Si Thammarat          | +6675-312085-9  | +6675-342891 | 050.               | Central Festival Hat Yai              | +6674-339700-2  | +6674-339703 |
| 012.                       | Robinson Nakhon Si Thammarat | +6675-346317-21 | +6675-346322 | 051.               | Chong Khao-Mo O Hat Yai               | +6674-262631-4  | +6674-262637 |
| 013.                       | Sahathai Plaza Thung Song    | +6675-420078-80 | +6675-412828 | 052.               | Hat Yai Nai                           | +6674-257840-2  | +6674-254843 |
| 014.                       | Talat Hua It                 | +6675-345771-2  | +6675-345773 | 053.               | Khlong Ngae                           | +6674-452757-61 | +6674-452762 |
| 015.                       | Tha Sala                     | +6675-521337-8  | +6675-521336 | 054.               | Na Thawi                              | +6674-373784-6  | +6674-373787 |
| 016.                       | Thung Song                   | +6675-332423-5  | +6675-411798 | 055.               | Padang Besa                           | +6674-521977-8  | +6674-521980 |
| <b>Narathiwat</b>          |                              |                 |              | 056.               | Robinson Hat Yai                      | +6674-223473-6  | +6674-223509 |
| 017.                       | Narathiwat                   | +6673-511360    | +6673-511231 | 057.               | Songkhla                              | +6674-440420-3  | +6674-321071 |
| 018.                       | Rue Soh                      | +6673-571186-7  | +6673-571196 | 058.               | Tesco Lotus Sadao                     | +6674-411717-8  | +6674-411719 |
| 019.                       | Sungai Kolok                 | +6673-611578-9  | +6673-612455 | 059.               | Thanon Kanchanawanit Hat Yai          | +6674-559159-61 | +6674-559408 |
| <b>Pattani</b>             |                              |                 |              | 060.               | Thanon Lop Buri Ramet Hat Yai         | +6674-214450-4  | +6674-214455 |
| 020.                       | Pa Lat                       | +6673-485181    | +6673-485186 | 061.               | Thanon Nakhon Nai Songkhla            | +6674-321063-4  | +6674-321065 |
| 021.                       | Pattani                      | +6673-311518-20 | +6673-331039 | 062.               | Thanon Phetkasem Hat Yai              | +6674-366151-2  | +6674-246923 |
| <b>Phang Nga</b>           |                              |                 |              | 063.               | Thanon Ratthakan Hat Yai              | +6674-239119-22 | +6674-239129 |
| 022.                       | Khao Lak Phang Nga           | +6676-485380-4  | +6676-485385 | 064.               | Thanon Saiburi Songkhla               | +6674-487247-9  | +6674-313322 |
| 023.                       | Phang Nga                    | +6676-430529-30 | +6676-411888 | 065.               | Thanon Si Phuwanat Hat Yai            | +6674-354727-9  | +6674-235770 |
| 024.                       | Talat Yan Yao                | +6676-421555    | +6676-421389 | 066.               | Thanon Supphasan Rangsana<br>Hat Yai  | +6674-220884    | +6674-245233 |
| 025.                       | Thai Muang                   | +6676-571501    | +6676-571203 | <b>Surat Thani</b> |                                       |                 |              |
| <b>Phatthalung</b>         |                              |                 |              | 067.               | Ban Ta Khun                           | +6677-397003-4  | +6677-397055 |
| 026.                       | Mae Khari Phatthalung        | +6674-695446-8  | +6674-695456 | 068.               | Central Plaza Surat Thani             | +6677-489829-33 | +6677-489834 |
| 027.                       | Phatthalung                  | +6674-627808-9  | +6674-612214 | 069.               | Chai Buri                             | +6677-367141-3  | +6677-367150 |
| <b>Phuket</b>              |                              |                 |              | 070.               | Chaweng 2 Ko Samui                    | +6677-422252    | +6677-422762 |
| 028.                       | Central Festival Phuket      | +6676-249981-3  | +6676-249985 | 071.               | Chaweng 3 Ko Samui<br>(Living Plaza)  | +6677-413243    | +6677-414223 |
| 029.                       | Choeng Talay Phuket          | +6676-271490-3  | +6676-324522 | 072.               | Chaweng Ko Samui                      | +6677-430267-8  | +6677-430494 |
| 030.                       | Ha Yaek Chalongs Phuket      | +6676-381388-9  | +6676-381634 | 073.               | Coliseum Surat Thani                  | +6677-910035-9  | +6677-910040 |
| 031.                       | Hat Kamala Phuket            | +6676-385491-3  | +6676-385499 | 074.               | Ko Pha-ngan                           | +6677-377848-50 | +6677-377852 |
| 032.                       | Hat Karon Phuket             | +6676-398041-5  | +6676-398055 | 075.               | Ko Samui                              | +6677-421200-1  | +6677-420141 |
| 033.                       | Hat Kata Phuket              | +6676-330573-6  | +6676-330699 | 076.               | Lotus Surat Thani                     | +6677-910056-60 | +6677-910061 |
| 034.                       | Hat Patong                   | +6676-340447-9  | +6676-340198 | 077.               | Mae Nam Ko Samui                      | +6677-248305-9  | +6677-248310 |
| 035.                       | Jung Ceylon Phuket           | +6676-366060-4  | +6676-366065 | 078.               | Phra Saeng                            | +6677-369165-9  | +6677-369170 |
| 036.                       | Lotus Chaofah Phuket         | +6676-216836-7  | +6676-216848 |                    |                                       |                 |              |
| 037.                       | Lotus Phuket                 | +6676-612794-8  | +6676-612799 |                    |                                       |                 |              |
| 038.                       | Lotus Rawai Phuket           | +6676-383423-4  | +6676-383701 |                    |                                       |                 |              |
| 039.                       | Phuket                       | +6676-256400-1  | +6676-213561 |                    |                                       |                 |              |

## 82 Upcountry Branches

| No.          | Branch                        | Tel.           | Fax          | No.                      | Sub-Office                            | Tel.            | Fax          |
|--------------|-------------------------------|----------------|--------------|--------------------------|---------------------------------------|-----------------|--------------|
| 079.         | Phunphin                      | +6677-311033   | +6677-311000 | <b>Buri Ram</b>          |                                       |                 |              |
| 080.         | Si Yaek Bang Kung Surat Thani | +6677-205260-4 | +6677-205265 | 001.                     | Krasang                               | +6644-691916-8  | +6644-691919 |
| 081.         | Si Yaek Sang Phet Surat Thani | +6677-218392   | +6677-219594 | 002.                     | Lam Plai Mat                          | +6644-623431-3  | +6644-623434 |
| 082.         | Surat Thani                   | +6677-272200   | +6677-283972 | <b>Chai Nat</b>          |                                       |                 |              |
| 083.         | Tesco Lotus Lamai Ko Samui    | +6677-418633-5 | +6677-418909 | 003.                     | Tesco Lotus Chai Nat                  | +6656-426882-4  | +6656-426885 |
| 084.         | Thanon Talat Mai Surat Thani  | +6677-284093-5 | +6677-284096 | <b>Chiang Mai</b>        |                                       |                 |              |
| 085.         | Wiang Sa                      | +6677-361661-3 | +6677-362007 | 004.                     | Big-C Chiang Mai (Don Chan)           | +6653-249733-5  | +6653-249857 |
| <b>Trang</b> |                               |                |              | 005.                     | Central Plaza<br>Chiang Mai Airport 2 | +6653-903607-9  | +6653-903612 |
| 086.         | Kantang                       | +6675-238100-4 | +6675-238111 | 006.                     | Chai Prakan                           | +6653-457812-4  | +6653-457815 |
| 087.         | Thanon Choem Panya Trang      | +6675-219681-2 | +6675-219853 | 007.                     | Mae Taeng                             | +6653-471739-41 | +6653-471742 |
| 088.         | Trang                         | +6675-210137-8 | +6675-218200 | 008.                     | Phrao Chiang Mai                      | +6653-474111-2  | +6653-474124 |
| <b>Yala</b>  |                               |                |              | 009.                     | San Kamphaeng                         | +6653-332464    | +6653-332570 |
| 089.         | Betong                        | +6673-245806-7 | +6673-231386 | <b>Chiang Rai</b>        |                                       |                 |              |
| 090.         | Yala                          | +6673-240816-8 | +6673-214190 | 010.                     | Ban Du                                | +6653-175821-3  | +6653-175825 |
|              |                               |                |              | <b>Chon Buri</b>         |                                       |                 |              |
|              |                               |                |              | 011.                     | Thanon Chaloem Phrakiat<br>Pattaya    | +6638-413853-5  | +6638-413874 |
|              |                               |                |              | <b>Chumphon</b>          |                                       |                 |              |
|              |                               |                |              | 012.                     | Wang Phai                             | +6677-575008-10 | +6677-575011 |
|              |                               |                |              | <b>Kalasin</b>           |                                       |                 |              |
|              |                               |                |              | 013.                     | Somdet                                | +6643-823071-3  | +6643-823074 |
|              |                               |                |              | 014.                     | Yang Talat                            | +6643-891244-6  | +6643-891250 |
|              |                               |                |              | <b>Kamphaeng Phet</b>    |                                       |                 |              |
|              |                               |                |              | 015.                     | Phran Kratai                          | +6655-775722-3  | +6655-775726 |
|              |                               |                |              | 016.                     | Salok Bat                             | +6655-726158-60 | +6655-726161 |
|              |                               |                |              | <b>Khon Kaen</b>         |                                       |                 |              |
|              |                               |                |              | 017.                     | Tesco Lotus Khon Kaen 2               | +6643-911787-9  | +6643-911790 |
|              |                               |                |              | <b>Lampang</b>           |                                       |                 |              |
|              |                               |                |              | 018.                     | Big-C Lampang                         | +6654-324554    | +6654-325244 |
|              |                               |                |              | 019.                     | Ko Kha                                | +6654-327737-9  | +6654-327740 |
|              |                               |                |              | 020.                     | Talat Nam Thong Lampang               | +6654-312944-6  | +6654-312947 |
|              |                               |                |              | <b>Lop Buri</b>          |                                       |                 |              |
|              |                               |                |              | 021.                     | Phatthana Nikhom                      | +6636-638486-8  | +6636-638489 |
|              |                               |                |              | <b>Maha Sarakham</b>     |                                       |                 |              |
|              |                               |                |              | 022.                     | Big-C Maha Sarakham                   | +6643-995615-7  | +6643-995618 |
|              |                               |                |              | 023.                     | Borabue                               | +6643-770030-2  | +6643-770033 |
|              |                               |                |              | 024.                     | Phayakkhaphum Phisai                  | +6643-791623-5  | +6643-791626 |
|              |                               |                |              | <b>Nakhon Phanom</b>     |                                       |                 |              |
|              |                               |                |              | 025.                     | That Phanom                           | +6642-525043-5  | +6642-525046 |
|              |                               |                |              | <b>Nakhon Ratchasima</b> |                                       |                 |              |
|              |                               |                |              | 026.                     | Tesco Lotus Khorat                    | +6644-261671-3  | +6644-261674 |
|              |                               |                |              | <b>Nakhon Sawan</b>      |                                       |                 |              |
|              |                               |                |              | 027.                     | Banphot Phisai                        | +6656-350041-3  | +6656-350044 |
|              |                               |                |              | 028.                     | Big-C Nakhon Sawan 2                  | +6656-371791-3  | +6656-370794 |

## Domestic Sub-Offices 96 Branches

## 14 Bangkok Branches

| No.  | Sub-Office             | Tel.            | Fax          |
|------|------------------------|-----------------|--------------|
| 001. | Amway                  | +662-3741569    | +662-3741822 |
| 002. | BTS Ari                | +662-6197003-4  | +662-6197005 |
| 003. | BTS Asok               | +662-6513090-1  | +662-6513092 |
| 004. | BTS Chit Lom           | +662-6557016-7  | +662-6557018 |
| 005. | BTS Chong Nonsi        | +662-6351061-2  | +662-6351063 |
| 006. | BTS Mo Chit            | +662-6177030-1  | +662-6177032 |
| 007. | BTS Nana               | +662-6513146-7  | +662-6513148 |
| 008. | BTS National Stadium   | +662-6124023-4  | +662-6124025 |
| 009. | BTS On Nut             | +662-7427024-5  | +662-7427026 |
| 010. | BTS Phrom Phong        | +662-6635124-5  | +662-6635126 |
| 011. | BTS Sala Daeng         | +662-6328026-7  | +662-6328028 |
| 012. | BTS Victory Monument   | +662-6409125-6  | +662-6409127 |
| 013. | The Paseo Ramkhamhaeng | +662-1113029-31 | +662-1113032 |
| 014. | The Walk Kaset-Nawamin | +662-1167149    | +662-1172168 |

| No.                             | Sub-Office                        | Tel.            | Fax          | No.                     | Sub-Office                              | Tel.            | Fax          |
|---------------------------------|-----------------------------------|-----------------|--------------|-------------------------|---|-----------------|--------------|
| <b>Nakhon Si Thammarat</b>      |                                   |                 |              | <b>Samut Prakan</b>     |   |                 |              |
| 029.                            | Big-C Sichon                      | +6675-535435-6  | +6675-535448 | 056.                    | Thanon Thepharak Km. 9<br>(Soi Mangkon) | +662-7575373-4  | +662-7575594 |
| 030.                            | Hua Thanon<br>Nakhon Si Thammarat | +6675-446223    | +6675-446417 | <b>Samut Sakhon</b>     |   |                 |              |
| 031.                            | Phrom Khiri                       | +6675-338397-9  | +6675-338400 | 057.                    | Tesco Lotus Mahachai                    | +6634-827396-7  | +6634-827799 |
| 032.                            | Thung Yai                         | +6675-489450-1  | +6675-489270 | <b>Samut Songkhram</b>  |   |                 |              |
| <b>Nan</b>                      |                                   |                 |              | 058.                    | Big-C Samut Songkhram                   | +6634-724216-8  | +6634-724219 |
| 033.                            | Wiang Sa                          | +6654-752063-5  | +6654-752066 | <b>Saraburi</b>         |   |                 |              |
| <b>Nong Bua Lamphu</b>          |                                   |                 |              | 059.                    | Hin Kong Saraburi                       | +6636-390444-6  | +6636-390447 |
| 034.                            | Na Klang                          | +6642-364107-9  | +6642-364110 | <b>Si Sa Ket</b>        |   |                 |              |
| <b>Nong Khai</b>                |                                   |                 |              | 060.                    | Kanthararom                             | +6645-636033-5  | +6645-636036 |
| 035.                            | Phon Phisai                       | +6642-405159-61 | +6642-405162 | 061.                    | Rasi Salai                              | +6645-682889-91 | +6645-682892 |
| <b>Phatthalung</b>              |                                   |                 |              | <b>Songkhla</b>         |   |                 |              |
| 036.                            | Thanon Ramet Phatthalung          | +6674-620051-3  | +6674-620054 | 062.                    | Dan Nok                                 | +6674-557226-8  | +6674-557229 |
| <b>Phetchabun</b>               |                                   |                 |              | 063.                    | Rattaphum                               | +6674-395186-8  | +6674-395190 |
| 037.                            | Nong Phai                         | +6656-782390-2  | +6656-782393 | 064.                    | Tesco Lotus Songkhla                    | +6674-352730-2  | +6674-352733 |
| 038.                            | Wichian Buri                      | +6656-791745-7  | +6656-791748 | <b>Sukhothai</b>        |   |                 |              |
| <b>Phetchaburi</b>              |                                   |                 |              | 065.                    | Si Samrong                              | +6655-628201-3  | +6655-628204 |
| 039.                            | Khao Wang Phetchaburi             | +6632-419168-9  | +6632-419179 | <b>Suphan Buri</b>      |   |                 |              |
| <b>Phitsanulok</b>              |                                   |                 |              | 066.                    | Big-C Suphan Buri                       | +6635-543274-5  | +6635-545859 |
| 040.                            | Bang Rakam                        | +6655-371926-8  | +6655-371929 | 067.                    | Don Chedi                               | +6635-507432-3  | +6635-507443 |
| 041.                            | Nakhon Thai Phitsanulok           | +6655-388350-2  | +6655-388353 | 068.                    | Tesco Lotus Suphan Buri                 | +6635-503230-1  | +6635-503402 |
| 042.                            | Tesco Lotus Phitsanulok           | +6655-253632-3  | +6655-253634 | <b>Surat Thani</b>      |   |                 |              |
| 043.                            | Tesco Lotus Phitsanulok 2         | +6655-330362-4  | +6655-330365 | 069.                    | Bang Sawan                              | +6677-365022    | +6677-365146 |
| <b>Phra Nakhon Si Ayutthaya</b> |                                   |                 |              | 070.                    | Chaiya                                  | +6677-431870-2  | +6677-431873 |
| 044.                            | Hi-Tech Industrial Estate         | +6635-351685-9  | +6635-351690 | 071.                    | Kanchanadit                             | +6677-379310    | +6677-379319 |
| 045.                            | Nakhon Luang Ayutthaya            | +6635-360523    | +6635-360617 | <b>Surin</b>            |   |                 |              |
| <b>Phuket</b>                   |                                   |                 |              | 072.                    | Prasat                                  | +6644-552315-7  | +6644-552371 |
| 046.                            | Tesco Lotus Chalong Phuket        | +6676-295065-7  | +6676-295068 | <b>Tak</b>              |   |                 |              |
| <b>Prachin Buri</b>             |                                   |                 |              | 073.                    | Phop Phra (Ban So O)                    | +6655-520023-5  | +6655-520027 |
| 047.                            | Talat Udomsuk Kabin Buri          | +6637-204817-9  | +6637-204820 | <b>Trang</b>            |   |                 |              |
| <b>Ratchaburi</b>               |                                   |                 |              | 074.                    | Big-C Trang                             | +6675-581964-6  | +6675-581967 |
| 048.                            | Pak Tho Ratchaburi                | +6632-282401-2  | +6632-282413 | 075.                    | Huai Yot                                | +6675-235449-51 | +6675-235452 |
| <b>Rayong</b>                   |                                   |                 |              | <b>Ubon Ratchathani</b> |   |                 |              |
| 049.                            | Hemaraj Industrial Estate         | +6638-950203-5  | +6638-950206 | 076.                    | Khueang Nai                             | +6645-203152-4  | +6645-203155 |
| 050.                            | Tesco Lotus Klaeng                | +6638-886990-2  | +6638-886993 | 077.                    | Talat Big-C Ubon Ratchathani            | +6645-281459-61 | +6645-281462 |
| <b>Roi Et</b>                   |                                   |                 |              | 078.                    | Tesco Lotus Warin Chamrap               | +6645-324889-91 | +6645-324894 |
| 051.                            | Big-C Roi Et                      | +6643-624734-5  | +6643-624737 | 079.                    | Trakan Phuet Phon                       | +6645-482261-3  | +6645-482264 |
| 052.                            | Phon Thong                        | +6643-571870-2  | +6643-571873 | <b>Udon Thani</b>       |   |                 |              |
| 053.                            | Selaphum                          | +6643-550243-5  | +6643-550246 | 080.                    | Nong Han                                | +6642-261344    | +6642-261499 |
| <b>Sa Kaeo</b>                  |                                   |                 |              | 081.                    | UD Town Udon Thani                      | +6642-136216-8  | +6642-136219 |
| 054.                            | Khlung Hat                        | +6637-512251-4  | +6637-512249 | 082.                    | Wang Sam Mo                             | +6642-387450-2  | +6642-387757 |
| <b>Sakon Nakhon</b>             |                                   |                 |              |                         |   |                 |              |
| 055.                            | Wanon Niwat                       | +6642-791901    | +6642-791906 |                         |   |                 |              |

## 33 Bangkok Branches

| No.  | Foreign Exchange Booth                   | Tel.                        | Fax                       |
|------|--|-----------------------------|---------------------------|
| 001. | Airport Link Phaya Thai Station          | +662-6424071                | +662-6424072              |
| 002. | Central World Plaza                      | +662-2511393                | +662-2511392              |
| 003. | Chatuchak Plaza                          | +662-2659502-6              | +662-2659507              |
| 004. | City Complex Pratu Nam                   | +662-2531196                | +662-2531197              |
| 005. | Don Mueang International Airport         | +662-5043418                | +662-5043419              |
| 006. | Fortune Town                             | +662-6420013                | +662-6420014              |
| 007. | Mahboonkrong Center 1                    | +662-2164820-2<br>ext. 19   | +662-2164820-2<br>ext. 20 |
| 008. | Mahboonkrong Center 2                    | +662-6117104                | +662-6209973              |
| 009. | Mahboonkrong Center 3                    | +662-6114891                | +662-6114892              |
| 010. | Money Park Mahboonkrong Center           | +662-6863936-7              | +662-6863943              |
| 011. | Na-Na Nua                                | +662-6550735-40<br>ext. 120 | +662-6550741              |
| 012. | Nana Square                              | +662-6557050                | +662-6557051              |
| 013. | Pantip Pratu Nam                         | +662-6566164                | +662-6566165              |
| 014. | Platinum Fashion Mall                    | +662-1219745                | +662-1219746              |
| 015. | Silom Soi 22                             | +662-2352540-4              | +662-2352545              |
| 016. | Soi Rambutri 1                           | +662-6295031                | +662-6295032              |
| 017. | Soi Rambutri 2                           | +662-2828628-9              | +662-2828661              |
| 018. | Soi Sukhumvit 4                          | +662-2531280                | +662-2531281              |
| 019. | Suan Chatuchak Weekend Market            | +662-2724790-3              | +662-2724802              |
| 020. | Sukhumvit 1 (Bumrungrad)                 | +662-2552324-7<br>ext. 107  | +662-2552328              |
| 021. | Sukhumvit 11                             | +662-2538623-4              | +662-2558600              |
| 022. | Sukhumvit 15                             | +662-2537381-5              | +662-2537386              |
| 023. | Sukhumvit 21 (Soi Kaoboy)                | +662-2593078                | +662-2593079              |
| 024. | Sukhumvit 33 (Bang Kapi)                 | +662-2610150-7<br>ext. 144  | +662-2610164              |
| 025. | Sukhumvit 6 (Two Pacific Place Building) | +662-2551861-5              | +662-2551866              |
| 026. | Sukhumvit Soi 8                          | +662-6531032                | +662-6531033              |
| 027. | Thaniya Plaza                            | +662-6329260                | +662-6329261              |
| 028. | Thanon Khao San 1                        | +662-2828959                | +662-2824122              |
| 029. | Thanon Khao San 2                        | +662-2827367                | +662-2827368              |
| 030. | Thanon Khao San 3                        | +662-2805904-8              | +662-2805909              |
| 031. | Thanon Khao San 4                        | +662-2802798                | +662-2802799              |
| 032. | Thanon Phetchaburi 17                    | +662-2555320-4<br>ext. 108  | +662-2555325              |
| 033. | Wat Trai Mit                             | +662-2219184                | +662-2219185              |

## 102 Upcountry Branches

| No.               | Foreign Exchange Booth                  | Tel.                       | Fax          |
|-------------------|---|----------------------------|--------------|
| <b>Chiang Mai</b> |   |                            |              |
| 001.              | Central Festival Chiang Mai             | +6653-807605-9             | +6653-807610 |
| 002.              | Night Bazaar                            | +6653-819117-9             | +6653-273552 |
| 003.              | Pratu Tha Phae Chiang Mai               | +6653-233150               | +6653-233151 |
| 004.              | Thanon Moon Muang Chiang Mai            | +6653-218210-3             | +6653-218217 |
| 005.              | Thanon Nimmanhemini Chiang Mai          | +6653-213084               | +6653-213085 |
| 006.              | Thanon Rat Withi Chiang Mai             | +6653-289526               | +6653-289527 |
| 007.              | Thanon Tha Phae Chiang Mai              | +6653-270151-8<br>ext. 143 | +6653-282679 |
| <b>Chon Buri</b>  |   |                            |              |
| 008.              | Big-C Pattaya 3 (Pattaya Klang)         | +6638-421750               | +6638-421751 |
| 009.              | Carlton Pattaya Hotel                   | +6638-428781               | +6638-428782 |
| 010.              | Central Center Pattaya                  | +6638-425121               | +6638-425122 |
| 011.              | Central Festival Pattaya Beach          | +6638-043508               | +6638-043509 |
| 012.              | Central Festival Pattaya Beach 2        | +6638-043510               | +6638-043510 |
| 013.              | Central Festival Pattaya Beach 3        | +6638-043260-4             | +6638-043265 |
| 014.              | Chomtien 1 Pattaya                      | +6638-252862               | +6638-252863 |
| 015.              | Chomtien 2 Pattaya                      | +6638-232320               | +6638-232321 |
| 016.              | Chomtien 3 Pattaya                      | +6638-232239               | +6638-232240 |
| 017.              | Diana Inn Pattaya Hotel                 | +6638-413440               | +6638-413441 |
| 018.              | Grand Jomtien Palace Hotel Pattaya      | +6638-233628               | +6638-233769 |
| 019.              | Ko Lan                                  | +6638-434185               | +6638-434186 |
| 020.              | Pattaya Klang                           | +6638-425583               | +6638-425582 |
| 021.              | Pattaya Tai 2                           | +6638-428511<br>ext. 150   | +6638-427696 |
| 022.              | PS Plaza Pattaya                        | +6638-425316               | +6638-425929 |
| 023.              | Royal Garden Plaza Pattaya              | +6638-412951               | +6638-412952 |
| 024.              | Royal Garden Plaza Pattaya 2            | +6638-710217               | +6638-710218 |
| 025.              | Soi Bua Khao Pattaya 1                  | +6638-416989-93            | +6638-416994 |
| 026.              | Soi Bua Khao Pattaya 2                  | +6638-426170               | +6638-426171 |
| 027.              | Soi Bua Khao Pattaya 3                  | +6638-416421               | +6638-416422 |
| 028.              | Soi Bua Khao Pattaya 4                  | +6638-420180               | +6638-420570 |
| 029.              | Summer Beach Hotel Chomtien             | +6638-231845               | +6638-231846 |
| 030.              | Tesco Lotus Pattaya Tai                 | +6638-413342<br>ext. 109   | +6638-412662 |
| 031.              | Thanon Chai Hat Pattaya                 | +6638-052274-8             | +6638-052279 |
| 032.              | Thanon Chai Hat Pattaya 3 Pattaya Tai   | +6638-413427               | +6638-413428 |
| 033.              | Thanon Chai Hat Pattaya 4 Pattaya Klang | +6638-416430               | +6638-416431 |
| 034.              | Thanon Chai Hat Pattaya Soi 13/4        | +6638-415849               | +6638-415850 |
| 035.              | Thanon Liab Chai Hat Chomtien           | +6638-236264-8<br>ext. 109 | +6638-236269 |

| No.              | Foreign Exchange Booth                  | Tel.                       | Fax          | No.                        | Foreign Exchange Booth                | Tel.           | Fax          |
|------------------|---|----------------------------|--------------|----------------------------|---------------------------------------|----------------|--------------|
| 036.             | Thanon Pattaya Sai 2                    | +6638-416423               | +6638-416424 | 075.                       | Sweet & Sour Restaurant               | +6676-398070   | +6676-398071 |
| 037.             | Thanon Pattaya Sai 2<br>(Pattaya Klang) | +6638-426210               | +6638-426211 | 076.                       | Thanon Bang La Patong 1               | +6676-343440   | +6676-343441 |
| 038.             | Thanon Pattaya-Na Klua                  | +6638-420960-2             | +6638-420358 | 077.                       | Thanon Na Nai Hat Patong              | +6676-344790-2 | +6676-344927 |
| 039.             | Thanon Phra Tamnak Pattaya              | +6638-710803               | +6638-710804 | 078.                       | Thanon Pracha Nukhro<br>Hat Patong 1  | +6676-293198   | +6676-293253 |
| 040.             | The Avenue Pattaya                      | +6638-052240-4             | +6638-052245 | 079.                       | Thanon Pracha Nukhro<br>Hat Patong 2  | +6676-341629   | +6676-341630 |
| 041.             | Walking Street Pattaya                  | +6638-421345               | +6638-429429 | 080.                       | Thara Patong Hotel Phuket             | +6676-346288   | +6676-346289 |
| <b>Krabi</b>     |   |                            |              | 081.                       | Tony Resort Hat Patong                | +6676-343207   | +6676-343208 |
| 042.             | Ao Nang Krabi 1                         | +6675-695687               | +6675-695688 | <b>Prachuap Khiri Khan</b> |                                       |                |              |
| 043.             | Ao Nang Krabi 2                         | +6675-637112               | +6675-637113 | 082.                       | Hat Hua Hin                           | +6632-513858   | +6632-513859 |
| 044.             | Ao Nang Princeville<br>Resort & Spa     | +6675-637167               | +6675-637168 | 083.                       | Hua Hin Market Village                | +6632-526294   | +6632-526295 |
| <b>Phang Nga</b> |   |                            |              | 084.                       | Thanon Phun Suk Hua Hin               | +6632-516348   | +6632-516349 |
| 045.             | Khao Lak Phang Nga 1                    | +6676-485380-4             | +6676-485385 | <b>Samut Prakan</b>        |                                       |                |              |
| 046.             | Khao Lak Phang Nga 2                    | +6676-485386               | +6676-485387 | 085.                       | Airport Link<br>Suvannabhumhi Station | +662-1346417   | +662-1346418 |
| 047.             | Khao Lak Phang Nga 3                    | +6676-484660               | +6676-484661 | <b>Songkhla</b>            |                                       |                |              |
| <b>Phuket</b>    |   |                            |              | 086.                       | Central Festival Hat Yai 1            | +6674-339704   | +6674-339705 |
| 048.             | Amata Resort Hat Patong                 | +6676-340346               | +6676-340407 | <b>Surat Thani</b>         |                                       |                |              |
| 049.             | APK Resort Patong                       | +6676-366147               | +6676-366148 | 087.                       | Chaweng 2 Ko Samui                    | +6677-422252   | +6677-422762 |
| 050.             | Banana Walk Patong                      | +6676-341194               | +6676-341195 | 088.                       | Chaweng 3 Ko Samui<br>(Living Plaza)  | +6677-413243   | +6677-414223 |
| 051.             | Central Festival Phuket                 | +6676-249981-3             | +6676-249985 | 089.                       | Chaweng Beach Village                 | +6677-413181   | +6677-413182 |
| 052.             | Ha Yaek Chalong Phuket                  | +6676-381710-1             | +6676-381634 | 090.                       | Chaweng Ko Samui                      | +6677-430267-8 | +6677-430494 |
| 053.             | Hat Kamala Phuket                       | +6676-385491-3             | +6676-385499 | 091.                       | Chaweng-Choeng Mon                    | +6677-601015   | +6677-601016 |
| 054.             | Hat Karon Phuket 1                      | +6676-398041-5<br>ext. 109 | +6676-398055 | 092.                       | Fisherman Ko Samui                    | +6677-430363   | +6677-430364 |
| 055.             | Hat Karon Phuket 2                      | +6676-333551               | +6676-333552 | 093.                       | Hat Chaweng 1                         | +6677-413871   | +6677-413872 |
| 056.             | Hat Kata Phuket 1                       | +6676-330573-6             | +6676-330699 | 094.                       | Hat Chaweng 2                         | +6677-422690   | +6677-422692 |
| 057.             | Hat Kata Phuket 2                       | +6676-333010               | +6676-333011 | 095.                       | Hat Chaweng 3                         | +6677-413059   | +6677-413060 |
| 058.             | Hat Kata Phuket 3                       | +6676-330670               | +6676-330671 | 096.                       | Hat Chaweng 4                         | +6677-300389   | +6677-300390 |
| 059.             | Hat Kata Phuket 4                       | +6676-331005               | +6676-331006 | 097.                       | Hat Lamai Ko Samui 1                  | +6677-256564   | +6677-256625 |
| 060.             | Hat Kata Phuket 5                       | +6676-330817               | +6676-330818 | 098.                       | Hat Lamai Ko Samui 2                  | +6677-256618   | +6677-256643 |
| 061.             | Hat Kata Phuket 6                       | +6676-330824               | +6676-330825 | 099.                       | Ko Pha-ngan                           | +6677-377851   | +6677-377852 |
| 062.             | Hat Kata Phuket 7                       | +6676-330961               | +6676-330962 | 100.                       | Phetcharat Pier Ko Samui              | +6677-484726   | +6677-484727 |
| 063.             | Hat Patong 1                            | +6676-340447-9<br>ext. 114 | +6676-340198 | <b>Trat</b>                |                                       |                |              |
| 064.             | Hat Patong 2                            | +6676-340060               | +6676-340069 | 101.                       | Hat Khai Bae Ko Chang                 | +6639-696906   | +6639-696908 |
| 065.             | Jung Ceylon Phuket 1                    | +6676-366060-4             | +6676-366065 | 102.                       | Ko Chang                              | +6639-551483-4 | +6639-551508 |
| 066.             | Jung Ceylon Phuket 2                    | +6676-366745               | +6676-366746 |                            |                                       |                |              |
| 067.             | Jung Ceylon Phuket 3                    | +6676-366741               | +6676-366742 |                            |                                       |                |              |
| 068.             | Jung Ceylon Phuket 4                    | +6676-295034               | +6676-295035 |                            |                                       |                |              |
| 069.             | Karon Sea Sands Resort                  | +6676-396429               | +6676-396430 |                            |                                       |                |              |
| 070.             | Mr. Good's Seafood Patong               | +6676-340167               | +6676-340168 |                            |                                       |                |              |
| 071.             | Novotel Phuket<br>Vintage Park Hotel    | +6676-340261               | +6676-340262 |                            |                                       |                |              |
| 072.             | Ocean Plaza Hat Patong                  | +6676-341545               | +6676-341546 |                            |                                       |                |              |
| 073.             | Pisona Hat Patong                       | +6676-346390               | +6676-346391 |                            |                                       |                |              |
| 074.             | Rawai Palm Beach Resort                 | +6676-613551               | +6676-613552 |                            |                                       |                |              |

## THE WISDOM Corner 38 Branches

### 14 Bangkok Branches

| No.  | Branch                                      | Tel.   | Fax          | Business Hours   |
|------|---|--|--------------|--|
| 001. | Chaeng Watthana                             | +662-5628001-14                                | +662-5628015 | Monday - Friday 8.30 - 15.30 hrs.  |
|      | Muang Thong Thani Main Branch               |  |              |  |
| 002. | Maxvalu Phattanakan                         | +662-7221004-8                                 | +662-3222589 | Monday - Friday 9.00 - 18.00 hrs.,<br>Saturday - Sunday 10.00 - 18.00 hrs. |
| 003. | Phat Phong                                  | +662-6370041-8, +662-6370477<br>+662-6370470-4 |              | Monday - Friday 8.30 - 15.30 hrs.  |
| 004. | Rat Burana Main Branch                      | +662-8713650-5                                 | +662-8713645 | Monday - Friday 8.30 - 15.30 hrs.  |
| 005. | Siam Square                                 | +662-6581755-9                                 | +662-6581754 | Daily 10.00 - 18.00 hrs.   |
| 006. | Silom Main Branch                           | +662-2327050, +662-2345145<br>+662-437099      |              | Monday - Friday 8.30 - 15.30 hrs.  |
| 007. | Sukhumvit 6<br>(Two Pacific Place Building) | +662-2546848-9                                 | +662-2551866 | Monday - Friday 9.30 - 16.30 hrs.  |
| 008. | Sukhumvit 33 (Bang Kapi)                    | +662-2610151-7                                 | +662-2610164 | Monday - Friday 8.30 - 15.30 hrs.  |
| 009. | Sukhumvit 57                                | +662-7141089-94                                | +662-3900784 | Monday - Friday 8.30 - 15.30 hrs.  |
| 010. | Thanon Sua Pa Main Branch                   | +662-2264560-9                                 | +662-2256902 | Monday - Friday 8.30 - 15.30 hrs.  |
| 011. | Thanon Sukhumvit 55<br>(Soi Thong Lo 20)    | +662-1780904-8                                 | +662-1780909 | Daily 10.00 - 18.00 hrs.   |
| 012. | Thanon Thepharak Km.16                      | +662-7507326-7                                 | +662-7507328 | Monday - Friday 8.30 - 15.30 hrs.  |
| 013. | Wang Burapha                                | +662-6237681-90                                | +662-2250344 | Monday - Saturday 8.30 - 18.00 hrs.  |
| 014. | Yaowarat                                    | +662-6234560-9                                 | +662-2264806 | Monday - Friday 8.30 - 15.30 hrs.  |

### 24 Upcountry Branches

| No.  | Branch                 | Tel.   | Fax          | Business Hours                    |
|------|------------------------|--|--------------|-----------------------------------|
| 001. | Ban Pong               | +6632-211397, +6632-211904   | +6632-201193 | Monday - Friday 8.30 - 15.30 hrs. |
| 002. | Chachoengsao           | +6638-511025, +6638-511377   | +6638-512195 | Monday - Friday 8.30 - 15.30 hrs. |
| 003. | Chang Phuak Chiang Mai | +6653-211672, +6653-211676   | +6653-212013 | Monday - Friday 8.30 - 15.30 hrs. |
| 004. | Chum Phae              | +6643-311027, +6643-312375   | +6643-311007 | Monday - Friday 8.30 - 15.30 hrs. |
| 005. | Ekkamai                | +662-7141081-8, +662-7140410<br>+662-3918165, +662-7140728, +662-7140730-2 |              | Monday - Friday 8.30 - 15.30 hrs. |
| 006. | Nakhon Pathom          | +6634-253822-9, +6634-252510<br>+6634-258902-3                             |              | Monday - Friday 8.30 - 15.30 hrs. |

| No.  | Branch                               | Tel.  | Fax          | Business Hours   |
|------|--------------------------------------|---|--------------|--|
| 007. | Pak Chong                            | +6644-280383-6, +6644-311387<br>+6644-313685    |              | Monday - Friday 8.30 - 15.30 hrs.                                |
| 008. | Phanthai Norasing<br>Samut Sakhon    | +6634-458503-7                                  | +6634-458508 | Monday - Friday 8.30 - 16.30 hrs.,<br>Saturday 9.00 - 16.00 hrs. |
| 009. | Phutta Monthon Sai 4                 | +662-8131701-7                                  | +6624-209978 | Monday - Friday 8.30 - 15.30 hrs.                                |
| 010. | Ratchaburi                           | +6632-314054-5, +6632-325834<br>+6632-315049-56 |              | Monday - Friday 8.30 - 15.30 hrs.                                |
| 011. | Rayong                               | +6638-611007, +6638-613969<br>+6638-612577      |              | Monday - Friday 8.30 - 15.30 hrs.                                |
| 012. | Thanon Chaeng Watthana               | +662-9829760-5, +662-9829934<br>+662-9829927-30 |              | Monday - Friday 8.30 - 15.30 hrs.                                |
| 013. | Thanon Chomphon<br>Nakhon Ratchasima | +6644-242526, +6644-253225<br>+6644-268206-12   |              | Monday - Friday 8.30 - 15.30 hrs.                                |
| 014. | Thanon Na Muang Khon Kaen            | +6643-225131-3, +6643-225069<br>+6643-225771-5  |              | Monday - Friday 8.30 - 15.30 hrs.                                |
| 015. | Thanon Phetkasem Hat Yai             | +6674-220503, +6674-246923<br>+6674-231828      |              | Monday - Friday 8.30 - 16.30 hrs.                                |
| 016. | Thanon Rojana Ayutthaya              | +6635-213870-2                                  | +6635-213875 | Monday - Friday 8.30 - 15.30 hrs.                                |
| 017. | Thanon Sawanwithi<br>Nakhon Sawan    | +6656-311500-5                                  | +6656-221581 | Monday - Friday 8.30 - 15.30 hrs.                                |
| 018. | Thanon Setthakit 1<br>Samut Sakhon   | +6634-816662-9, +6634-816671<br>+6634-816670    |              | Monday - Friday 8.30 - 16.30 hrs.                                |
| 019. | Thanon Sukhumvit Pattaya             | +6638-416859-63                                 | +6638-416864 | Monday - Friday 9.00 - 17.00 hrs.                                |
| 020. | Thanon Suthep Chiang Mai             | +6653-808514-6, +6653-808523<br>+6653-808520-1  |              | Monday - Friday 8.30 - 15.30 hrs.                                |
| 021. | Thanon Tha Phae Chiang Mai           | +6653-270151-8, +6653-282679<br>+6653-275472    |              | Monday - Friday 8.30 - 16.30 hrs.                                |
| 022. | Thanon Wachira Prakan<br>Chon Buri   | +6638-273850-5, +6638-273856<br>+6638-791267-71 |              | Monday - Friday 8.30 - 15.30 hrs.                                |
| 023. | Tilok Center Phuket                  | +6676-218068-70, +6676-218074<br>+6676-232166-9 |              | Monday - Friday 8.30 - 15.30 hrs.,<br>Saturday 8.30 - 16.30 hrs. |
| 024. | Udon Thani                           | +6642-241121-2, +6642-243320<br>+6642-221615    |              | Monday - Friday 8.30 - 15.30 hrs.                                |



## THE WISDOM Lounge 24 Branches

### 11 Bangkok Branches

| No.  | Branch                      | Tel.   | Fax          | Business Hours           |
|------|-----------------------------|--|--------------|--------------------------|
| 001. | Central Bang Na             | +662-3987240-2, +662-3988483<br>+662-3988481-2 |              | Daily 11.00 - 20.00 hrs. |
| 002. | Central Bang Na 2           | +662-3985820-1, +662-3985827<br>+662-3985824-6 |              | Daily 11.00 - 20.00 hrs. |
| 003. | Central Lat Phrao           | +662-5411543                                   | +662-5411548 | Daily 11.00 - 20.00 hrs. |
| 004. | Central Pin Klao            | +662-4243595-6, +662-4242834<br>+662-4243990-2 |              | Daily 11.00 - 20.00 hrs. |
| 005. | Central Plaza Grand Rama IX | +662-1603813-7                                 | +662-2768725 | Daily 11.00 - 20.00 hrs. |
| 006. | Central Rama III            | +662-6736338-9                                 | +662-6736240 | Daily 11.00 - 20.00 hrs. |
| 007. | Central World               | +662-2510231-5                                 | +662-2510236 | Daily 11.00 - 20.00 hrs. |
| 008. | Paradise Park               | +662-3259108-12                                | +662-3259113 | Daily 10.30 - 20.00 hrs. |
| 009. | Paradise Park 2             | +662-7460067-69                                | +662-7460070 | Daily 10.30 - 20.00 hrs. |
| 010. | Siam Paragon                | +662-6109404-8                                 | +662-6109409 | Daily 11.00 - 20.00 hrs. |
| 011. | The Mall Bang Khae          | +662-4549023-6                                 | +662-4549027 | Daily 11.00 - 20.00 hrs. |

### 13 Upcountry Branches

| No.  | Branch                                | Tel.                          | Fax          | Business Hours            |
|------|---------------------------------------|-------------------------------|--------------|---------------------------|
| 001. | Central Festival Chiang Mai           | +6653-807605-9                | +6653-807610 | Daily 11.00 - 20.00 hrs.  |
| 002. | Central Festival Pattaya Beach        | +6638-043260-4                | +6638-043265 | Daily 11.00 - 20.00 hrs.. |
| 003. | Central Festival Phuket               | +6676-249981                  | +6676-249985 | Daily 11.00 - 20.00 hrs.  |
| 004. | Central Festival Hat Yai              | +6674-339700-5                | +6674-235770 | Daily 11.00 - 20.00 hrs.  |
| 005. | Central Plaza<br>Chiang Mai Airport 2 | +6653-904102-6                | +6653-903612 | Daily 11.00 - 20.00 hrs.  |
| 006. | Central Plaza Khon Kaen               | +6643-288060-4                | +6643-288065 | Daily 11.00 - 20.00 hrs.  |
| 007. | Central Plaza Surat Thani             | +6677-489829                  | +6677-489834 | Daily 11.00 - 20.00 hrs.  |
| 008. | Central Plaza Ubon<br>Ratchathani     | +6645-422284,<br>+6645-361488 | +6645-422289 | Daily 11.00 - 20.00 hrs.  |
| 009. | Central Plaza Udon Thani              | +6642-343906                  | +6642-343920 | Daily 11.00 - 20.00 hrs.  |
| 010. | Porto Chino Mahachai                  | +6634-110748-52               | +6634-110753 | Daily 11.00 - 19.00 hrs.  |
| 011. | Robinson Ratchaburi                   | +6632-310860-4                | +6632-310865 | Daily 11.00 - 20.00 hrs.  |
| 012. | Robinson Saraburi                     | +6636-351452-6                | +6636-351457 | Daily 11.00 - 20.00 hrs.  |
| 013. | The Mall Nakhon Ratchasima            | +6644-288490-2                | +6644-288493 | Daily 11.00 - 20.00 hrs.  |



## THE WISDOM Center 4 Branches

### 4 Bangkok Branches

| No.  | Branch                                | Tel.   | Fax          | Business Hours                    |
|------|---------------------------------------|--|--------------|-----------------------------------|
| 001. | Phahon Yothin Main Branch             | +662-7311211-4, +662-2731234<br>+662-2731216 |              | Monday - Friday 8.30 - 16.30 hrs. |
| 002. | Thanon Lang Suan                      | +662-6571642                                 | +662-6571641 | Monday - Friday 8.30 - 15.30 hrs. |
| 003. | Thanon Ratchada Phisek<br>Huai Khwang | +662-6932460-9                               | +662-6933240 | Monday - Friday 8.30 - 16.30 hrs. |
| 004. | Thanon Sathon                         | +662-2382881-6                               | +662-2382887 | Monday - Friday 8.30 - 15.30 hrs. |

## THE WISDOM Center with SAFE BOX 7 Branches

### 3 Bangkok Branches

| No.  | Branch                                      | Tel.                          | Fax          | Business Hours  |
|------|---|-------------------------------|--------------|---|
| 001. | Bang Bon                                    | +662-8998330-7                | +6624-164396 | Monday - Friday 8.30 - 15.30 hrs.   |
| 002. | Lat Phrao 92                                | +662-5304905,<br>+662-5304865 | +662-5304966 | Monday - Friday 9.00 - 20.00 hrs.,<br>Saturday - Sunday 9.00 - 17.00 hrs. |
| 003. | Sukhumvit 6<br>(Two Pacific Place Building) | +662-2546848-9                | +662-2551866 | Monday - Friday 9.00 - 20.00 hrs.,<br>Saturday - Sunday 9.00 - 17.00 hrs. |

### 4 Upcountry Branches

| No.  | Branch                       | Tel.   | Fax          | Business Hours                    |
|------|------------------------------|--|--------------|-----------------------------------|
| 001. | Phuket                       | +6676-256400-1, +6676-213561<br>+6676-213903-4 |              | Monday - Friday 8.30 - 16.30 hrs. |
| 002. | Thanon Chang Klan Chiang Mai | +6653-281850-3                                 | +6653-281859 | Monday - Friday 8.30 - 15.30 hrs. |
| 003. | Thanon Sukhumvit Chon Buri 1 | +6638-273862-6, +6638-273867<br>+6638-790144-8 |              | Monday - Friday 8.30 - 15.30 hrs. |
| 004. | Thanon Talat Mai Surat Thani | +6677-284093-5, +6677-284096<br>+6677-213501-5 |              | Monday - Friday 8.30 - 15.30 hrs. |

## THE WISDOM Lounge@... 2 Branches

### 2 Bangkok Branches

| No.  | Branch             | Tel.           | Fax          | Business Hours           |
|------|--------------------|----------------|--------------|--------------------------|
| 001. | Siam Paragon       | +662-6109751-3 | +662-6109754 | Daily 11.00 - 20.00 hrs. |
| 002. | Sofitel So Bangkok | +662-5627780-8 | +662-2732996 | Daily 9.00 - 21.00 hrs.  |

## Corporate Business Center 8 Centers

Business Hours: Monday - Friday 8.30 - 16.30 hrs.

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KASIKORNBANK

### 1 Bangkok Branches

| No.  | Corporate Business | Tel.         | Fax |
|------|--------------------|--------------|-----|
| 001. | Phahon Yothin      | +662-4702951 | -   |

### 7 Upcountry Branches

| No.               | Corporate Business                         | Tel.                         | Fax          | No.                      | Corporate Business           | Tel.           | Fax          |
|-------------------|--|------------------------------|--------------|--------------------------|------------------------------|----------------|--------------|
| <b>Chiang Mai</b> |  |                              |              | <b>Nakhon Ratchasima</b> |                              |                |              |
| 001.              | Thanon Ratchawong Chiang Mai               | +6653-233822-4, +6653-233831 |              | 004.                     | Hua Tha Le Nakhon Ratchasima | +6644-258723   | +6644-258883 |
| <b>Chon Buri</b>  |  |                              |              | <b>Nakhonsawan</b>       |                              |                |              |
| 002.              | Amata Nakorn Industrial Estate Chon Buri 2 | +6638-458972-5               | +6638-458976 | 005.                     | Thanon Sai Asia Nakhonsawan  | +6656-372231-7 | +6656-372239 |
| 003.              | Laem Chabang                               | +6638-493830-2               | +6638-493833 | <b>Songkla</b>           |                              |                |              |
|                   |  |                              |              | 006.                     | Thanon Phetkasem Hat Yai     | +6674-221944-5 | +6674-221946 |
|                   |  |                              |              | <b>Udon Thani</b>        |                              |                |              |
|                   |  |                              |              | 007.                     | Udon Thani                   | +6642-240832-4 | +6642-240839 |

## Corporate & SME Service Center 63 Centers

Business Hours: Monday - Friday 8.30 - 16.30 hrs.

### 28 Bangkok Branches

| No.  | Corporate & SME Service Center | Tel.   | Fax                        | No.  | Corporate & SME Service Center             | Tel.   | Fax                                      |
|------|--------------------------------|--|----------------------------|------|--|--|--|
| 001. | Bang Lamphu                    | +662-2821822-3, +662-2821838                 | +662-2821839               | 014. | Saphan Luang                               | +662-2146450-2                                 | +662-2146453                             |
| 002. | Bang Pho                       | +662-5857468, +662-5859747                   | +662-5859767               | 015. | Silom                                      | +662-6340580-9, ext. 5420-30, +662-2345141     | +662-2346178, +662-2349650               |
| 003. | Bang Su                        | +662-5867800, +662-5867255-6                 | +662-5867292               | 016. | Sukhumvit 101                              | +662-3310875-7                                 | +662-3310878                             |
| 004. | Bang Yikhan                    | +662-4242543, +662-4242160, +662-4242163     | +662-4242166               | 017. | Sukhumvit 33 (Bang Kapi)                   | +662-2610133-8 ext. 201-4                      | +662-2610145                             |
| 005. | Dao Khanong                    | +662-8775641-7, ext. 200-7, 301-4            | +662-4760620, +662-8775697 | 018. | Surawong                                   | +662-6391314-6                                 | +662-6391317                             |
| 006. | Energy Complex (PTT)           | +662-5370366-7                               | +662-5370368               | 019. | Thanon Phetchaburi 17                      | +662-2545652-4                                 | +662-2545655                             |
| 007. | Hua Mak                        | +662-3773522-3, +662-3773351                 | +662-3773357               | 020. | Thanon Ram Intra                           | +662-5528329-30, +662-5528623                  | +662-5528624                             |
| 008. | Thanon Phattanakan 20          | +662-3142313-16                              | +662-3142317               | 021. | Thanon Rama II                             | +662-4172361-3                                 | +662-4172364                             |
| 009. | Kluai Num Thai                 | +662-3673388-89                              | +662-3673390               | 022. | Thanon Rama III                            | +662-2843760-2                                 | +662-2843763                             |
| 010. | Lat Krabang                    | +662-7390191-5 ext. 155-8                    | +662-3268303               | 023. | Thanon Ratchada Phisek (Sukhumvit-Rama IV) | +662-2640072-4, +662-2640080-2                 | +662-2640083                             |
| 011. | Lat Phrao 25                   | +662-5131504, +662-513 1571                  | +662-5131724               | 024. | Thanon Sathon                              | +662-2367642-3, +662-2367645                   | +662-2367646                             |
| 012. | Phahon Yothin                  | +662-2731401, +662-273 1403-11, +662-2731635 | +662-2731472               | 025. | Thanon Sri Nakharin KM.9                   | +662-3994225-7                                 | +662-3980477                             |
| 013. | Phetkasem 51                   | +662-4540278-9, +662-4542605                 | +662-4542606               | 026. | Thanon Sua Pa                              | +662-2213131-8, ext. 62+662-9, +662-2264560-79 | +662-2256575, +662-2261795, +662-2256575 |
|      |                                |  |                            | 027. | Thanon Serithai 46 (Suan Siam)             | +662-5182052, +662-5182054-5                   | +662-5182058                             |
|      |                                |  |                            | 028. | Wang Burapha                               | +662-2237427-29                                | +662-2237430                             |

## 35 Upcountry Centers

### Central 17 Centers

| No.                             | Corporate & SME Service Center         | Tel.   | Fax |
|---------------------------------|--|--|-----|
| <b>Nakhon Pathom</b>            |  |  |     |
| 001.                            | Om Yai                                 | +662-8116845-6, +662-4312042<br>+662-4312043               |     |
| <b>Nonthaburi</b>               |  |  |     |
| 002.                            | Thanon Chaeng Watthana                 | +662-5746576-7, +662-5746569<br>+662-5746567               |     |
| 003.                            | Thanon Rattanathibet Bang Yai          | +662-5942940-2 +662-5942943                                |     |
| <b>Pathum Thani</b>             |  |  |     |
| 004.                            | Khlong 2 Thanyaburi                    | +662-5330874-5, +662-5330877<br>+662-5330883-4             |     |
| 005.                            | Nava Nakorn                            | +662-5291572-3, +662-5291522,<br>+662-5291231 +662-5291963 |     |
| <b>Phra Nakhon Si Ayutthaya</b> |  |  |     |
| 006.                            | Rojana Industrial Park 2               | +6635-332293-4 +6635-332295                                |     |
| 007.                            | Talat Bang Pa-in Industrial Estate     | +6635-700367-8 +6635-700369                                |     |
| <b>Ratchaburi</b>               |  |  |     |
| 008.                            | Ban Pong                               | +6632-222674-6 +6632-221233                                |     |
| <b>Samut Prakan</b>             |  |  |     |
| 009.                            | Bang Phli                              | +662-3166642-3, +662-3166646<br>+662-3166645               |     |
| 010.                            | Customs Free Zone Suvarnabhumi Airport | +662-1341901-2, +662-1341903<br>+662-1341904               |     |
| 011.                            | Phra Pradaeng                          | +662-4643153-4, +662-4643578<br>+662-4643577               |     |
| 012.                            | Samut Prakan                           | +662-3953085, +662-3871192<br>+662-3953441                 |     |
| 013.                            | Sukhumvit 107                          | +662-3986693-4 +662-3986698                                |     |
| 014.                            | Talat Bang Pu Industrial Estate        | +662-3243113-5 +662-3243116                                |     |
| 015.                            | Thanon King Kaeo Samut Prakan          | +662-1782183-5 +662-1782187                                |     |
| <b>Samut Sakhon</b>             |  |  |     |
| 016.                            | Thanon Ekkachai Samut Sakhon           | +6634-423445-7 +6634-423448                                |     |
| 017.                            | Thanon Setthakit 1 Samut Sakhon        | +6634-816666, +6634-816708<br>+6634-422395-6, +6634-816707 |     |

### Northeast 3 Centers

| No.                      | Corporate & SME Service Center          | Tel.   | Fax |
|--------------------------|---|--|-----|
| <b>Nakhon Ratchasima</b> |   |  |     |
| 001.                     | Thanon Chomphon Nakhon Ratchasima       | +6644-251752, +6644-251727<br>+6644-251773, +6644-251776 |     |
| <b>Mukdahan</b>          |   |  |     |
| 002.                     | Mukdahan                                | +6642-614430, +6642-614490<br>+6642-614431               |     |
| <b>Udon Thani</b>        |   |  |     |
| 003.                     | Talat Muang Thong Charoensri Udon Thani | +6642-224184-5, +6642-247044<br>+6642-224248-9           |     |

### East 9 Centers

| No.                 | Corporate & SME Service Center            | Tel.   | Fax |
|---------------------|---|--|-----|
| <b>Chon Buri</b>    |   |  |     |
| 001.                | Amata Nakorn Industrial Estate            | +6638-457678, +6638-346656<br>+6638-346654-5               |     |
| 002.                | Amata Nakorn Industrial Estate Chon Buri  | +6638-743853-5 +6638-743856                                |     |
| 003.                | Ban Bung                                  | +6638-446329-30, +6638-446335<br>+6638-446334              |     |
| 004.                | Laem Chabang                              | +6638-330054, +6638-330055,<br>+6638-493620-1 +6638-493622 |     |
| 005.                | Pattaya Klang                             | +6638-416215-6, +6638-416245<br>+6638-416220-1             |     |
| <b>Prachin Buri</b> |   |  |     |
| 006.                | Industrial Park 304                       | +6637-274060-2 +6637-274063                                |     |
| <b>Rayong</b>       |   |  |     |
| 007.                | Amata City Rayong Industrial Estate       | +6638-650168-70 +6638-650171                               |     |
| 008.                | Eastern Seaboard Industrial Estate Rayong | +6638-656342-3 +6638-656344                                |     |
| 009.                | Mab Ta Pud                                | +6638-609490, +6638-609489<br>+6638-607522                 |     |

### North 3 Centers

| No.               | Corporate & SME Service Center | Tel.  | Fax |
|-------------------|--------------------------------|---|-----|
| <b>Chiang Mai</b> |                                |   |     |
| 001.              | Thanon Tha Phae Chiang Mai     | +6653-282681, +6653-282680<br>+6653-271677    |     |
| <b>Chiang Rai</b> |                                |   |     |
| 002.              | Mae Sai                        | +6653-640786-90, +6653-733101<br>+6653-731515 |     |
| <b>Lamphun</b>    |                                |   |     |
| 003.              | Lamphun Industrial Estate      | +6653-582693-4 +6653-582695                   |     |

### South 3 Centers

| No.                | Corporate & SME Service Center | Tel.   | Fax |
|--------------------|--------------------------------|--|-----|
| <b>Phuket</b>      |                                |  |     |
| 001.               | Phuket                         | +6676-219819-20 +6676-219825                 |     |
| <b>Songkhla</b>    |                                |  |     |
| 002.               | Thanon Phetkasem Hat Yai       | +6674-220501-2, +6674-235772<br>+6674-246716 |     |
| <b>Surat Thani</b> |                                |  |     |
| 003.               | Surat Thani                    | +6677-910070-2 +6677-910073                  |     |

Business Hours: Monday - Friday 8.30 - 16.30 hrs.

## 39 Bangkok & Vicinity Centers

### 22 Bangkok Centers

| No.  | SME Business Center                        | Tel.   | Fax                           |
|------|--|--|-------------------------------|
| 001. | Bang Khen                                  | +662-513 7142-3,<br>+662-5137573-4   | +662-5137576                  |
| 002. | Bang Khun Non                              | +662-4246573   | +662-4247716                  |
| 003. | Bang Khun Thian                            | +662- 4765721-3  | +662-4768608                  |
| 004. | Bang Mot                                   | +662-4286829-32  | +662-4282028                  |
| 005. | Bang Phlat                                 | +662-4346581-5   | -                             |
| 006. | Dao Khanong                                | +662-8775677-81  | +662-8775683-4                |
| 007. | Hua Mak                                    | +662-3784561-5   | +662-3784567                  |
| 008. | Lat Phrao 25                               | +662-5115890   | +662-5115899                  |
| 009. | Maxvalu Phattanakan                        | +662-3200059   | +662-3211972                  |
| 010. | Min Buri                                   | +662-5181472-3,<br>+662-5181454-5  | +662-5181466                  |
| 011. | On Nut                                     | +662-3314387- 91   | -                             |
| 012. | Phetkasem 51                               | +662-8013630-4   | +662-8013635                  |
| 013. | Pin Klao                                   | +662-4341520-1   | +662-4341575                  |
| 014. | Prawet                                     | +662-3288677-8   | +662-3288679                  |
| 015. | Si Yaek Wang Hin                           | +662-5701861-4   | +662-5701865                  |
| 016. | Silom Main                                 | +662-2372961-5   | +662-2372967                  |
| 017. | Sukhumvit 33 (Bang Kapi)                   | +662-2602566   | +662-2602569                  |
| 018. | Thanon Chan                                | +662-2126974-6,<br>+662-2126993  | +662-2126942                  |
| 019. | Thanon Phetchaburi 17                      | +662-2550142-45  | +662-2550146                  |
| 020. | Thanon Ratchada Phisek<br>(Taksin-Thaphra) | +662-4761667-71,<br>+662-4761453-7,<br>+662-4765610-8,<br>+662-4766203-8,        | +662-4765611,<br>+662-4765618 |
| 021. | Thanon Ratchada Phisek<br>Huay Kwang       | +662-2733679,<br>+662-2733675,<br>+662-2731038,<br>+662-2733671,<br>+662-2733685 | +662-2765208-9                |
| 022. | Thanon Sua Pa Main                         | +662-2231327-9   | +662-2225769                  |

### 17 Vicinity Centers

| No.  | SME Business Center                | Tel.  | Fax            |
|------|------------------------------------|---|----------------|
| 001. | Bang Bo                            | +662-3134715-6 ,<br>+662-3134881  | -              |
| 002. | Bang Phli                          | +662-3167563-7  | +662-3167568-9 |
| 003. | Nakhon Pathom                      | +6634-254261-3  | +6634-254722   |
| 004. | Nava Nakorn                        | +662-5296302-8  | +662-529 6310  |
| 005. | Om Yai                             | +662-816570-4   | +662-8116575   |
| 006. | Phra Pradaeng                      | +662-4640691-3  | +662-4640812   |
| 007. | Rangsit                            | +662-5672366  | +662-567 4828  |
| 008. | Sam Phran                          | +6634-326450-3  | +6634-326432   |
| 009. | Samut Prakan                       | +662-3880138  | +662-3880196   |
| 010. | Sukhumvit 107                      | +662-3994502  | +662-3994535   |
| 011. | Talat AC Lam Luk Ka<br>(Khlong 4)  | +662-1400862-6  | -              |
| 012. | Thanon Chaeng Watthana             | +662-9829927-30   | +662-9829767   |
| 013. | Thanon Phuttha Monthon<br>Sai 4    | +662-4312031-2 ,<br>+662-4312245-7  | -              |
| 014. | Thanon Rattana Thibet<br>Bang Yai  | +662-5942807,<br>+662-5942810,<br>+662-5942906-8  | +662-594 2810  |
| 015. | Thanon Setthakit 1<br>Samut Sakhon | +6634-816956-8  | +6634-816959   |
| 016. | Thanon Tiwanon (Khae Rai)          | +662-5891891,<br>+662-5891921,<br>+662-5891934,<br>+662-5891956,<br>+662-5891981,<br>+662-5891994 | +662-5891994   |
| 017. | Thepharak Samutprakan              | +662-3805724-7  | +662-380 5732  |

## 88 Upcountry Centers

### Central 8 Centers

| No.  | SME Business Center                   | Tel.                            | Fax          |
|------|---------------------------------------|---------------------------------|--------------|
| 001. | Ang Thong                             | +6635-615744-8                  | -            |
| 002. | Big-C Lopburi                         | +6636-424581-4                  | +6636-424585 |
| 003. | Chai Nat                              | +6656-412007,<br>+6656-412013-5 | -            |
| 004. | Nong Khare Saraburi                   | +6636-370802-4,<br>+6636-370811 | +6636-370812 |
| 005. | Talat Bang Pa-in<br>Industrial Estate | +6635-700356-59                 | +6635-700360 |
| 006. | Thanon Rojana Ayutthaya               | +6635-337040-1                  | +6635-337060 |
| 007. | Thanon Sudbantat Sara Ruri            | +6636-211305                    | +6636-211284 |
| 008. | Thanon Surasongkhram<br>Lopburi       | +6636-414080                    | +6636-411615 |

\*In one branch, there could be more than one SME Business Center.

## West 7 Centers

| No.  | SME Business Center            | Tel.                               | Fax          |
|------|--------------------------------|------------------------------------|--------------|
| 001. | Kanchanaburi                   | +6634-512725-6,<br>+6634-512639-40 | -            |
| 002. | Hua Hin                        | +6632-521270                       | +6632-521330 |
| 003. | Prachuap Khiri Khan            | +6632-604051-4,<br>+6632-604290    | -            |
| 004. | Ratchaburi                     | +6632-315052                       | +6632-328166 |
| 005. | Samut Songkhram                | +6634-712014-17                    | +6634-712018 |
| 006. | Talat Chatchai Hua Hin         | +6632-515856                       | +6632-512358 |
| 007. | Thanon Malaiman<br>Suphan Buri | +6635-525558                       | +6635-526058 |

## North 19 Centers

| No.  | SME Business Center                       | Tel.   | Fax                           |
|------|---|--|-------------------------------|
| 001. | Chiang Rai                                | +6653-719780   | +6653-717490                  |
| 002. | Ha Yaek Khok Matum<br>Phitsanulok         | +6655-301129-32                                      | +6655-304976                  |
| 003. | Kamphaeng Phet                            | +6655-717208-12                                      | +6655-714703                  |
| 004. | Mae Sot                                   | +6655-533305-9                                       | -                             |
| 005. | Nan                                       | +6654-772072-3,<br>+6654-774162,<br>+6654-772082-3   | -                             |
| 006. | Phayao                                    | +6654-484343   | +6654-484344                  |
| 007. | Phetchabun                                | +6656-721641-2                                       | +6656-743690                  |
| 008. | Phichit                                   | +6656-613701-4                                       | +6656-615082                  |
| 009. | Phrae                                     | +6655-413753   | +6655-413935                  |
| 010. | Si Yaek Sanambin<br>Chiang Mai            | +6653-202533-6                                       | +6653-202537                  |
| 011. | Sukhothai                                 | +6655-616364   | +6655-616314                  |
| 012. | Thanon Borom Trai Lokkanat<br>Phitsanulok | +6655-259310   | +6655-259417                  |
| 013. | Thanon Chang Klan<br>Chiang Mai           | +6653-820102-4,<br>+6653-284991-7,<br>+6653-284950-1 | +6653-284950,<br>+6653-819188 |
| 014. | Thanon Charoen Muang<br>Chiang Mai        | +6653-244376-79                                      | -                             |
| 015. | Thanon Chatchai Lampang                   | +6654-484343   | +6654-484344                  |
| 016. | Thanon Robwang Lampang                    | +6654-223813-5                                       | +6654-223816                  |
| 017. | Thanon Sawanwithee<br>Nakhonsawan         | +6656-311850-5                                       | +6656-221580                  |
| 018. | Thanon Tha Phae<br>Chiang Mai             | +6653-280803,<br>+6653-273392-5                      | +6653-280785<br>+6653-273396  |
| 019. | Uttaradit                                 | +6655-412600-4                                       | -                             |

## Northeast 23 Centers

| No.  | SME Business Center                   | Tel.   | Fax          |
|------|---------------------------------------|--|--------------|
| 001. | Buri Ram                              | +6644-618741                                     | +6644-618736 |
| 002. | Chaiyaphum                            | +6644-813356                                     | +6644-813600 |
| 003. | Hua Tha Le<br>Nakhon Ratchasima       | +6644-256984                                     | +6644-256985 |
| 004. | Kalasin                               | +6643-816944-6,<br>+6643-816882-4                | +6643-516362 |
| 005. | Loei                                  | +6642-861135-9,<br>+6642-861141                  | +6642-861135 |
| 006. | Maha Sarakham                         | +6643-725141,<br>+6643-725143-4,<br>+6643-725149 | -            |
| 007. | Nakorn Phanom                         | +6642-612811,<br>+6642-612814,<br>+6642-612816   | +6642-514715 |
| 008. | Nong Khai                             | +6642-420023,<br>+6642-420025,<br>+6642-420054   | +6642-423063 |
| 009. | Pak Chong                             | +6644-313981-5                                   | -            |
| 010. | Phang Khon Sakon Nakhon               | +6642-772389                                     | +6642-772390 |
| 011. | Roi Et                                | +6643-514021                                     | +6643-512613 |
| 012. | Sakon Nakhon                          | +6642-715371                                     | +6642-715370 |
| 013. | Si Sa Ket                             | +6645-643279-83                                  | -            |
| 014. | Surin                                 | +6644-515867                                     | +6644-515864 |
| 015. | Thanon Chomphon<br>Nakhon Ratchasima  | +6644-242884                                     | +6644-258200 |
| 016. | Thanon Na Muang Khon Kaen             | +6643-227877                                     | +6643-221506 |
| 017. | Thanon Phrom Thep<br>Ubon Ratchathani | +6645-256424                                     | +6645-256451 |
| 018. | Thanon Prajak Udon Thani              | +6642-212052                                     | +6642-221350 |
| 019. | Thanon Thevaphiban Roi Et             | +6643-516085-7                                   | +6643-516362 |
| 020. | Udon Thani                            | +6642-240174                                     | +6642-249514 |
| 021. | Udon Thani 2                          | +6642-240837,<br>+6642-240474-6                  | +6642-240838 |
| 022. | Wang Saphung                          | +6642-841435-6,<br>+6642-841604-5                | -            |
| 023. | Yasothon                              | +6645-711243,<br>+6645-711249,<br>+6645-711270-1 | +6645-711395 |

### East 17 Centers

| No.  | SME Business Center                                       | Tel.   | Fax          |
|------|---|--|--------------|
| 001. | Ban Bung  | +6638-443736-9                                     | -            |
| 002. | Bang Pakong   | +6638-532628,<br>+6638-532856-9                    | +6638-532627 |
| 003. | Bo Win Chon Buri  | +6638-337340-2                                     | +6638-337343 |
| 004. | Chachoengsao  | +6638-816300                                       | +6638-816297 |
| 005. | Chantaudom Rayong   | +6638-615801                                       | +6638-615804 |
| 006. | Laem Chabang  | +6638-495150,<br>+6638-490389-90                   | +6638-493833 |
| 007. | Mabtapud  | +6638-609399,<br>+6638-609408-9                    | -            |
| 008. | Nongmon Chonburi  | +6638-394054-6                                     | +6638-394005 |
| 009. | Pattaya Tai   | +6638-421532                                       | +6638-421540 |
| 010. | Prachin Buri  | +6637-213797-8,<br>+6637-213805-7                  | -            |
| 011. | Rayong  | +6638-605589                                       | +6638-605605 |
| 012. | Sa Kaeo   | +6637-281394-5                                     | +6637-281389 |
| 013. | Si Racha  | +6638-328347                                       | +6638-328352 |
| 014. | Thanon Sri Rongmuang<br>Chantha Buri                      | +6639-325368                                       | +6639-325396 |
| 015. | Thanon Sukhumvit<br>Chon Buri 2                           | +6638-284076,<br>+6638-284082,<br>+6638-284108-9   | +6638-284330 |
| 016. | Thanon Sukhumvit<br>Chon Buri 3<br>(Si Yaek Chalerm Thai) | +6638-282436-7,<br>+6638-282670-1,<br>+6638-282684 | -            |
| 017. | Thanon Triratana Chantaburi                               | +6639-301934-7,<br>+6639-321742                    | +6639-321744 |

### South 14 Centers

| No.  | SME Business Center                 | Tel.  | Fax                          |
|------|-------------------------------------|---|------------------------------|
| 001. | Chaweng 2 Ko Samui                  | +6677-413863  | +6677-413600                 |
| 002. | Chumphon                            | +6677-512189  | +6677-512191                 |
| 003. | Krabi                               | +6675-622120,<br>+6675-621488                                   | +6675-621480                 |
| 004. | Nakhon Si Thammarat                 | +6675-344367  | +6675-345858                 |
| 005. | Pattani                             | +6673-336326-9,<br>+6673-336052                                 | -                            |
| 006. | Phuket                              | +6676-256890-3  | +6676-256894                 |
| 007. | Si Yaek Sang Phet<br>Surat Thani    | +6677-275981,<br>+6677-287048,<br>+6677-287052,<br>+6677-275981 | +6677-275984<br>+6677-287075 |
| 008. | Songkhla                            | +6674-316601-3  | +6674-316604                 |
| 009. | Surat Thani                         | +6677-275971-4  | +6677-275975                 |
| 010. | Talat Hua It<br>Nakhon Si Thammarat | +6675-344311  | +6675-344361                 |
| 011. | Talat Kao Krabi                     | +6675-663086,<br>+6675-663092,<br>+6675-663097                  | -                            |
| 012. | Thanon Phetkasem Hat Yai            | +6674-235902-4  | +6674-236448                 |
| 013. | Thung Song                          | +6675-423809,<br>+6675-423889,<br>+6675-423927-8                | -                            |
| 014. | Trang                               | +6675-590268,<br>+6675-590327-9,<br>+6675-590445-6              | +6675-217434                 |

## Los Angeles International Branch

601 South Figueroa Street, Suite 3875, Los Angeles,  
CA. 90017, USA

Tel. : (1) (213) 680 9331  
Fax : (1) (213) 620 9362  
SWIFT : KASI US 6L  
General Manager : Mr. Prasertchao Thuvanuti  
e-mail : KASIKORNBANKLA@aol.com

## Cayman Islands Branch

190 Elgin Avenue, George Town,  
KY1-9005, Cayman Islands

Tel. : (1) (345) 914 9248  
Fax : (1) (345) 945 4757  
Manager : Ms. Chananya Kongpreecha  
e-mail : chananya.k@kasikornbank.com

## Chengdu Branch

Unit 1801-1803, 18fl, Baiyang Building,  
No. 18 Dongyu Street, Chengdu 610016, China

Tel. : (86) (28) 6520 9698  
Fax : (86) (28) 8592 2639  
General Manager : Mr. Somboon Wanichavasin  
e-mail : Kbank\_cd@kasikornbank.com

## Kunming Representative Office

Suite 2708, Expo Building, 45 Tuodong Road  
Kunming, Yunnan 650011, China

Tel. : (86) (871) 6310 1092, 6318 2727  
Fax : (86) (871) 6310 5568  
Chief Representative : Mr. Teerapong Hongboonyarak  
e-mail : kbank\_km@kasikornbank.com

## Tokyo Representative Office

8F, Pacific Century Place, 1-11-1 Marunouchi,  
Chiyoda-ku, Tokyo 100-6208, Japan

Tel. : (81) (0) 3 68608258  
Fax : (81) (0) 3 68608201  
Chief Representative : Dr. Chakrit Suwannachote  
e-mail : kbanktokyo@gmail.com

## Hong Kong Branch

Suite 3316, 33/F, China Merchants Tower, Shun Tak Centre,  
No.168-200, Connaught Road Central, Hong Kong

Tel. : (852) 2526 6811 – 5  
Fax : (852) 2868 4342  
SWIFT : KASI HK HH  
General Manager : Mr. Chaivudh Chaiphan  
e-mail : kbank\_hk@kasikornbank.com

## Shenzhen Branch

7<sup>th</sup> Fl, B03-05, 13<sup>th</sup> Fl, B03-04, and 18<sup>th</sup> Fl, B03-05, An Lian  
4018 Jin Tian Road, Fu Tian District, Shenzhen, 518026, China

Tel. : (86) (755) 8229 1298  
Fax : (86) (755) 8222 7150  
SWIFT : KASI CN BS  
General Manager : Ms. Chen Jiao  
e-mail : kbank\_sz@kasikornbank.com

## Beijing Representative Office

Suite 22-C, CITIC Building, 19 Jianguomenwai Dajie,  
Beijing 100004, China

Tel. : (86) (10) 6500 8333  
Fax : (86) (10) 6500 7899  
Chief Representative : Mr. Chavalit Nithagon  
e-mail : kbank\_bj@kasikornbank.com

## Shanghai Representative Office

Suite 2708, China Insurance Building  
166 Lujiazui Road (East), Pudong, Shanghai 200120, China

Tel. : (86) (21) 6841 9528 - 9  
Fax : (86) (21) 6841 9530  
Chief Representative : Ms. Nanthakorn Chatchaiskul  
e-mail : kbank\_sh@kasikornbank.com

## Yangon Representative Office

313/315, U Wisara Road, Sanchaung Township  
Yangon, The Republic of the Union of Myanmar

Tel. : (95) (0) 1 524285, 1 500727, 1 514868  
Fax : (95) (0) 1 516713  
Chief Representative : Mr. Nuttaphong Visitkitchakarn  
e-mail : kbankyangon@gmail.com

**KASIKORN ASSET MANAGEMENT CO., LTD.****Head Office**

Company Address : 400/22 KASIKORNBANK Building, 6<sup>th</sup> Floor, Phahon Yothin Road, Samsen Nai, Phayathai, Bangkok 10400  
 Tel. : +662-6733999  
 Fax : +662-6733988  
 KAsset Contact Center : +662-6733888  
 Website : www.kasikornbankgroup.com

**KASIKORN RESEARCH CENTER CO., LTD.****Head Office**

Company Address : 400/22 KASIKORNBANK Building, 3<sup>rd</sup> Floor, Phahon Yothin Road, Samsen Nai, Phayathai, Bangkok 10400  
 Tel. : +662-2731144  
 Fax : +662-2701235  
 KResearch Contact Center : +662-2731144  
 Website : www.kasikornbankgroup.com

**KASIKORN SECURITIES PCL****Head Office**

Company Address : 400/22 KASIKORNBANK Building, 1<sup>st</sup>, 3<sup>rd</sup> and 19<sup>th</sup> Floor, Phahon Yothin Road, Samsen Nai, Phayathai, Bangkok 10400  
 Tel. : +662-6960000  
 Fax : +662-6960099  
 KSecurities Contact Center : +662-6960011  
 Website : www.kasikornbankgroup.com

**Business Service Center 58 Centers**

Business Hours: Monday - Friday 8.30 – 17.00 hrs.

**37 Bangkok Centers**

| No.  | Business Service Center      | Tel.         | Fax          | No.  | Business Service Center | Tel.         | Fax          |
|------|------------------------------|--------------|--------------|------|-------------------------|--------------|--------------|
| 001. | All Seasons Place Branch     | +662-6960623 | +662-6558027 | 011. | Lat Phrao 99 Branch     | +662-6960614 | +662-9323651 |
| 002. | Bang Su Branch               | +662-6960609 | +662-9104646 | 012. | Om Yai Branch           | +662-6960631 | +662-4205361 |
| 003. | Central Bang Na Branch       | +662-6960637 | +662-3991412 | 013. | Phat Phong Branch       | +662-6960603 | +662-6371358 |
| 004. | Central Lat Phrao Branch     | +662-6960624 | +662-9370746 | 014. | Phetkasem 51 Branch     | +662-6960618 | +662-8014613 |
| 005. | Central Pin Klao Branch      | +662-6960620 | +662-8848215 | 015. | Rangsit Branch          | +662-6960615 | +662-9592068 |
| 006. | Central Plaza Rama IX Branch | +662-6960625 | +662-1602998 | 016. | Rat Burana Main Branch  | +662-6960635 | +662-4272599 |
| 007. | Central World Branch         | +662-6960607 | +662-6461527 | 017. | Samut Prakan Branch     | +662-6960606 | +662-7018125 |
| 008. | Dao Khanong Branch           | +662-6960604 | +662-8777861 | 018. | Seacon Square Branch    | +662-6960633 | +662-1385763 |
| 009. | Energy Complex (PTT) Branch  | +662-6960627 | +662-5370320 | 019. | Siam Paragon Branch     | +662-6960522 | +662-1294673 |
| 010. | Fashion Island               | +662-6960617 | +662-9476250 | 020. | Silom Branch            | +662-6960626 | +662-2357202 |
|      | Ram Indra Branch             |              |              | 021. | Sukhumvit 101 Branch    | +662-6960611 | +662-7418914 |

\* K Companies mean the wholly-owned subsidiaries of KBank



| No.  | Business Service Center             | Tel.         | Fax          | No.  | Business Service Center                         | Tel.         | Fax          |
|------|-------------------------------------|--------------|--------------|------|---|--------------|--------------|
| 022. | Sukhumvit 33<br>(Bang Kapi) Branch  | +662-6960608 | +662-6621764 | 030. | Thanon Sua Pa Branch                            | +662-6229153 | +662-6229154 |
| 023. | Thanon Chaeng Watthana Branch       | +662-6960616 | +662-9829067 | 031. | Thanon Sukhumvit 55<br>(Soi Thong Lo 20) Branch | +662-6960629 | +662-1780901 |
| 024. | Thanon Chan Branch                  | +662-6960628 | +662-3078350 | 032. | The Mall Bang Khae Branch                       | +662-6960638 | +662-4829572 |
| 025. | Thanon Nawamin 36 Branch            | +662-6960632 | +662-3750743 | 033. | The Nine Center Rama IX Branch                  | +662-6960634 | +662-3184453 |
| 026. | Thanon Ngam Wong Wan Branch         | +662-6960619 | +662-9511308 | 034. | Thewet Branch                                   | +662-6960610 | +662-6286461 |
| 027. | Thanon Ram Intra Branch             | +662-6960636 | +662-5525904 | 035. | Thon Buri Branch                                | +662-6960605 | +662-8614939 |
| 028. | Thanon Rama III Branch              | +662-6960621 | +662-6832940 | 036. | Wang Burapha Branch                             | +662-6960612 | +662-6238380 |
| 029. | Thanon Ratchada Phisek<br>15 Branch | +662-6960613 | +662-2754067 | 037. | Wong Waen Rob Nok<br>(Ekkachai-Bang Bon) Branch | +662-6960630 | +662-4160680 |

## 21 Upcountry Centers

| No.  | Business Service Center                    | Tel.         | Fax          | No.  | Business Service Center                                       | Tel.         | Fax          |
|------|--|--------------|--------------|------|---|--------------|--------------|
| 001. | Central Airport Plaza<br>Chiang Mai Branch | +6653-904600 | +6653-904611 | 013. | Thanon Chantha Udom<br>Rayong Branch                          | +6642-921463 | +6638-619166 |
| 002. | Central Festival Chiang<br>Mai Branch      | +6653-288821 | +6653-288826 | 014. | Thanon Mittraphap<br>Khon Kaen Branch                         | +6643-271020 | +6643-271023 |
| 003. | Central Festival Hat Yai Branch            | +6674-339982 | +6674-339987 | 015. | Thanon Phetkasem<br>Hat Yai Branch                            | +6674-262311 | +6674-262313 |
| 004. | Central Festival Phuket Branch             | +6676-248307 | +6676-248306 | 016. | Thanon Rojana<br>Ayutthaya Branch                             | +6635-213801 | +6635-213191 |
| 005. | Central Plaza<br>Khon Kaen Branch          | +6643-288495 | +6643-288111 | 017. | Thanon Sukhumvit Chon Buri 3<br>(Si Yaek Chalerm Thai) Branch | +6638-270541 | +6638-270542 |
| 006. | Central Plaza<br>Surat Thani Branch        | +6677-489824 | +6677-489859 | 018. | Thanon Sukhumvit<br>Pattaya Branch                            | +6638-052050 | +6638-052066 |
| 007. | Central Plaza<br>Udon Thani Branch         | +6642-921463 | +6642-921467 | 019. | Thanon Sawanwithi<br>Nakhon Sawan Branch                      | +6656-220972 | +6656-220977 |
| 008. | Chachoengsao Branch                        | +6638-512909 | +6638-512913 | 020. | Thanon Thep Krasattri<br>Phuket Branch                        | +6676-373500 | +6676-373517 |
| 009. | Chiang Rai Branch                          | +6653-718416 | +6653-718421 | 021. | The Mall<br>Nakhon Ratchasima Branch                          | +6644-393945 | +6644-393950 |
| 010. | Ha Yaek Khok Matum Branch                  | +6655-377900 | +6655-377025 |      |   |              |              |
| 011. | Samut Sakhon Branch                        | +6634-870691 | +6634-870694 |      |   |              |              |
| 012. | Talat Big-C Ubon Ratchathani<br>Sub-Office | +6645-315534 | +6645-315538 |      |   |              |              |

## KASIKORN LEASING CO., LTD.

### Head Office

Company Address : 400/22 KASIKORNBANK Building, 17<sup>th</sup> Floor, Phahon Yothin Road, Samsen Nai, Phayathai, Bangkok 10400

Tel. : +662-6969999

Fax : +662-6969966

KLeasing Contact Center : +662-6969999

Website : [www.kasikornbankgroup.com](http://www.kasikornbankgroup.com)

## Business Service Centers 14 Centers

Business Hours: Monday - Friday 8.30 – 17.00 hrs.

### 14 Upcountry Centers

| No.  | Business Service Center                             | Tel.         | Fax          | No.  | Business Service Center                      | Tel.         | Fax          |
|------|---|--------------|--------------|------|--|--------------|--------------|
| 001. | Chanthaburi<br>Thanon Sri Rong Muang Branch         | +6639-346351 | +6639-346352 | 007. | Phitsanulok<br>Phitsanulok Branch            | +6655-245161 | +6655-245162 |
| 002. | Chiang Mai<br>Thanon Moon Muang Branch              | +6653-418681 | +6653-418322 | 008. | Phuket<br>Thanon Thepkasattri Branch         | +6676-238811 | +6676-239311 |
| 003. | Chon Buri<br>Thanon Wachira Prakan Branch           | +6638-792131 | +6638-792132 | 009. | Ratchaburi<br>Thanon Sri Suriyawong Branch   | +6632-322171 | +6632-322172 |
| 004. | Khon Kaen<br>Thanon Sri Chan Branch                 | +6643-328561 | +6643-328562 | 010. | Saraburi<br>Saraburi Branch                  | +6636-315921 | +6636-315691 |
| 005. | Nakhon Ratchasima<br>Thanon Chomsurangyat<br>Branch | +6644-251488 | +6644-252638 | 011. | Songkhla<br>Chong Khao-Mo O Hat Yai Branch   | +6674-247721 | +6674-247722 |
| 006. | Nakhon Sawan<br>Thanon Sai Asia Sub-office          | +6656-334941 | +6656-334942 | 012. | Surat Thani<br>Bang Kung Intersection Branch | +6677-224990 | +6677-224991 |
|      |   |              |              | 013. | Ubon Ratchathani                             | +6645-280667 | +6645-280693 |
|      |   |              |              | 014. | Udon Thani                                   | +6642-342144 | +6642-341122 |

## KASIKORN FACTORY & EQUIPMENT CO., LTD.

### Head Office

Company Address : 400/22 KASIKORNBANK Building, 7<sup>th</sup> Floor, Phahon Yothin Road, Samsen Nai, Phayathai, Bangkok 10400  
Tel. : +662-2902900  
Fax : +662-2903000  
KF & E Contact Center : +662-2902900  
Website : [www.kasikornbankgroup.com](http://www.kasikornbankgroup.com)

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**Remark :** Investors can study further information from the Bank's 56-1 Form which appear on [www.sec.or.th](http://www.sec.or.th) or the Bank website ([www.kasikornbankgroup.com](http://www.kasikornbankgroup.com))



**KASIKORNTHAI**



**KBank** 

**KAsset** 

**KResearch** 



**KSecurities** 

**KLeasing** 

**KF & E** 



**ธนาคารกสิกรไทย**  
开泰银行 KASIKORNBANK



**หลักทรัพย์จัดการกองทุนกสิกรไทย**  
开泰基金管理 KASIKORN ASSET MANAGEMENT



**ศูนย์วิจัยกสิกรไทย**  
开泰研究中心 KASIKORN RESEARCH CENTER



**หลักทรัพย์กสิกรไทย**  
开泰证券 KASIKORN SECURITIES



**ลีสซิ่งกสิกรไทย**  
开泰租赁 KASIKORN LEASING



**แฟคเตอรี แอนด์ อีควิปเมนต์ กสิกรไทย**  
开泰设备融资 KASIKORN FACTORY AND EQUIPMENT



Certain statements shown in this document are forward-looking statements in respect of financial position or performance of KASIKORNBANK Public Company Limited ("KBank"). KBank has prepared such statements based on several assumptions, and has relied on the financial and other information made available from public sources as of the date these statements were made. Statements with words such as "expect", "believe", "estimate", etc., are types of forward-looking statements involving uncertainties and subject to change at any time due to future events, including but not limited to, changes in the global/national economic, political and regulatory environment. KBank is under no obligation to update these forward-looking statements to correspond to the current situation. Thus, recipients shall carefully review these statements and make an independent decision prior to investing or entering into any transaction.

## KASIKORNBANK PUBLIC COMPANY LIMITED

1 Soi Rat Burana 27/1, Rat Burana Road,  
Rat Burana Sub-District, Rat Burana District,  
Bangkok 10140, Thailand

Tel.: +662-2220000 Fax: +662-4701144

e-mail: [info@kasikornbank.com](mailto:info@kasikornbank.com)

K-Contact Center: +662-8888888

SWIFT: KASITHBK

Website: [www.kasikornbankgroup.com](http://www.kasikornbankgroup.com)

Initiating the “Green at Heart” concept in a move to reduce consumption of resources and the global warming effects, KASIKORNBANK has used environmentally-friendly material, i.e. Green Paper and Soy-based Ink in producing the Annual Report of 2013.





**ธนาคารกสิกรไทย**  
**开泰银行 KASIKORNBANK**



**KASIKORNTHAI**

**Sustainability Development Report 2013**

**KASIKORNBANK**



**ธนาคารกสิกรไทย**  
开泰银行 KASIKORNBANK



**บริการทุกระดับประทับใจ**

# CUSTOMER CENTRICITY



**ธนาคารกสิกรไทย**  
开泰银行 KASIKORNBANK



**หลักทรัพย์จัดการกองทุนกสิกรไทย**  
开泰基金管理 KASIKORN ASSET MANAGEMENT



**ศูนย์วิจัยกสิกรไทย**  
开泰研究中心 KASIKORN RESEARCH CENTER



**หลักทรัพย์กสิกรไทย**  
开泰证券 KASIKORN SECURITIES



**ลีสซิ่งกสิกรไทย**  
开泰租赁 KASIKORN LEASING



**แฟคเตอรี แอนด์ อีควิปเมนต์ กสิกรไทย**  
开泰设备融资 KASIKORN FACTORY AND EQUIPMENT



- Multi-Corporate Business • Large Corporate Business • Medium Business
- Small and Micro Business • High Net Worth Individual • Affluent • Middle Income • Mass

## Mission

KASIKORNBANK aims to be a strong financial institution that provides a variety of financial services of world-class quality responsive to customers' needs by harmoniously combining technology and human resources so as to achieve optimal benefits for customers, shareholders, employees and society.

## Vision

KASIKORNBANK aims to be the strongest, the most innovative and the most proactive financial institution in serving customers.

## Core Values

- Customer Centricity
- Organization-Wide Teamwork
- Professionalism
- Innovation

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## Message from Chairman of the Board and Chief Executive Officer

KASIKORNBANK PUBLIC COMPANY LIMITED has embraced Sustainable Development as an integral part of our business advancement plans and goals. It is our firm belief that our corporate strength and sustainability will be achieved only through sharing and returning benefit to society.

Based on the “Green at Heart” resolution, we have set a clear policy framework for Corporate Social Responsibility in consistence with the Mission, Vision and Core Values for organization-wide practices, under concurrence by the Corporate Governance Committee and approved by the Board of Directors. We believe this enhances our balanced operations and develops awareness of economic, social and environmental impacts, helping us to achieve ongoing, sustainable business viability.

### Economic Development

The Bank focuses on the development of integrated, diverse products and services responsive to customers’ needs throughout their lives that also raise their efficiency in conducting financial transactions. We also disseminate financial and other useful information to our customers and the general public through vehicles such as K-Expert, K SME Care, KFam Club, and a TV reality show entitled “SME Mee Tung Yer.” This sharing of knowledge also serves to enlarge our high-quality customer base, helps create business networks for our customers, and mitigates our credit risk in the long run, thus being an important fundamental towards sustainable development within the national economic system.

### Social Development

The Bank aims to empower society and the community, especially our youth, realizing that the continued development of our nation is dependant on our young people developing into high-quality adults. The Bank is cooperating with the Thailand Research Fund (TRF) in embarking on the Cultivation of Wisdom project Year 2 in order to develop and enhance analytical skills in

young people through research-based projects. This will develop awareness of and commitment to local community lifestyles. The Bank supports other educational projects with the same goal in mind. The Bank has embarked on the second consecutive year of the K-Expert Project, with the aim of developing innovative ideas among university students, as well as developing employee skills through various training courses.

### Environmental Development

The Bank is committed to environmental conservation, with our clear policy of promoting the development of “Green Architecture” and long-term management of “Green Buildings.” An example is our Learning Center building, the first building of its kind in Thailand to be awarded LEED® Platinum Certification from the U.S. Green Building Council. On the business front, KBank has environmentally-friendly lending criteria that are consistent with acceptable environmental assessment standards. We have also supported renewable energy power plant projects such as wind, hydro, solar and biomass, and organized voluntary activities for our employees and communities to help preserve and rehabilitate the environment.

This Sustainability Development Report has been prepared in conformity with the Global Report Initiative (GRI) framework being used as a guide for assessment of our Sustainable Development projects, which are on a par with international standards. It has been my pleasure to initiate and support these efforts and to encourage all employees, customers, communities, and the overall society, as well as other stakeholders, to participate in these beneficial activities for our mutual, sustainable development.



(Mr. Banthoon Lamsam)


Chairman of the Board and Chief Executive Officer






| Area  | Principles of Global Compact  | Implementation   |
|---|---|--|
| <p>Human Rights</p>  | <ol style="list-style-type: none"> <li>1. Businesses should support and respect the protection of internationally proclaimed human rights; and</li> <li>2. Make sure that they are not complicit in human rights abuses.</li> </ol>   | <ul style="list-style-type: none"> <li>• Include respect for human rights in the Code of Conduct.</li> <li>• Have in place effective channels for the Bank to obtain suggestions and information useful for business operations, including complaints about unlawful or improper actions - which could be conveyed directly to the Bank's Board of Directors. Measures that safeguard informers against reprisal must also be available.</li> </ul>  |
| <p>Labor</p>        | <ol style="list-style-type: none"> <li>3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;</li> <li>4. The elimination of all forms of forced and compulsory labor;</li> <li>5. The effective abolition of child labor; and</li> <li>6. The elimination of discrimination in respect of employment and occupation.</li> </ol> | <ul style="list-style-type: none"> <li>• Include employee practices in the Statement of Business Conduct and the Code of Conduct, whereby employees are protected against discrimination, have access to knowledge building opportunities, and are offered a proper welfare and security, good benefits comparable to leading companies.</li> <li>• Encourage establishment of KASIKORNBANK Labor Union and KASIKORNBANK Officer Labor Union in order to foster good relationships between employers and employees, and among employees.</li> <li>• Provide career opportunities for the disabled, allowing them to be able to live with dignity in society, in compliance with the Persons with Disabilities Empowerment Act B.E. 2550 (2007).</li> <li>• Have in place effective channels for employees to offer their opinions and suggestions.</li> <li>• Develop a policy related to complaint acceptance and employee grievance procedures.</li> </ul> |



| Area   | Principles of Global Compact  | Implementation   |
|--|---|--|
| <p data-bbox="177 407 339 436">Environment</p>  | <ol style="list-style-type: none"> <li data-bbox="420 407 914 485">7. Businesses should support a precautionary approach to environmental challenges;</li> <li data-bbox="420 506 914 583">8. Undertake initiatives to promote greater environmental responsibility; and</li> <li data-bbox="420 604 914 682">9. Encourage the development and diffusion of environmentally friendly technologies.</li> </ol> | <ul style="list-style-type: none"> <li data-bbox="953 407 1453 632">• Include social responsibility as one of the major components of Corporate Governance in the Statement of Corporate Governance Principles, Statement of Business Conduct and Code of Conduct.</li> <li data-bbox="953 653 1453 772">• Include participation in environmental protection and preservation in the Corporate Social Responsibility Policy.</li> <li data-bbox="953 793 1453 1199">• Build an organizational culture of helpfulness and volunteerism, in which employees participate in constructive activities that contribute to the sustainability of our community, society and nation, including launching initiatives, giving support and engaging in environmental projects, as well as managing and maximizing natural resource efficiency.</li> <li data-bbox="953 1220 1453 1388">• Align office development with "Green Building" standards, with a focus on energy-saving and environmentally-friendly features.</li> <li data-bbox="953 1409 1453 1633">• Specify use of building equipment and system associated with high technology and efficiency to preserve energy and the environment, e.g. the Solar Rooftop Project (still pending construction).</li> <li data-bbox="953 1654 1453 1864">• Promote "Green Building" knowledge, concerning energy saving and environmental friendliness, through seminars and company visits for organizations and educational institutions.</li> </ul> |

| Area   | Principles of Global Compact  | Implementation   |
|--|---|--|
| <p data-bbox="193 411 396 443">Anti-corruption</p>  | <p data-bbox="456 411 951 489">10. Businesses should work against corruption in all its forms, including extortion and bribery.</p> | <ul data-bbox="992 411 1487 1438" style="list-style-type: none"> <li>• Be part of a collaborative effort to fight corruption in Thailand's private sector by joining the Private Sector Collective Action Coalition (CAC) Project.</li> <li>• Obtained certification from the CAC Council on October 8, 2013.</li> <li>• Enforce the Anti-Corruption Policy and include it in the Code of Conduct.</li> <li>• Establish a policy to receive information or complaints against unethical behavior or fraudulent acts within the Bank.</li> <li>• Disseminate the Anti-Corruption Policy to directors, executives and employees.</li> <li>• Have in place effective channels for direct communication with, and provision of useful recommendation or information to the Bank's Board of Directors, as well as measures that safeguard informers against reprisal.</li> <li>• Be part of the "Sustainable and Green Procurement Initiative" with Thailand Business Council for Sustainable Development (TBCSD).</li> </ul> |

KASIKORNBANK PCL, since 2002, has reported social and environmental responsibilities as part of the Annual Report. In 2013, the second Sustainability Development Report was issued separately from the Annual Report to communicate with all our stakeholders about our CSR policies, management and performance comparable to international standards. This report, showing our performance during January 1 - December 31, 2013, has been prepared under the guidelines of Global Reporting Initiative (GRI) version G3.1, and the Bank's information disclosure has been rated at a "B+" level to enhance the standard of report. It covered the Bank's operations based on information compiled from responsible units and divisions including the Corporate Secretariat, Corporate Strategy Management, Compliance and Audit, Corporate Business,

Corporate and SME Products, SME Business, Retail Business, Enterprise Risk Management, Finance and Control, Systems and Human Resource Divisions.

The Bank's procedural guidelines for stakeholders are stipulated in our Statement of Business Conduct and the Code of Conduct, placing particular emphasis on equal rights of all stakeholders, both internal stakeholders, i.e., shareholders, the Board of Directors, and employees of the Bank; and external stakeholders, i.e., customers, counterparties, competitors, creditors, the community, the environment and society at large. Participation of all stakeholders has also been encouraged so that their needs can be effectively satisfied. Salient points can be summarized as follows:

| Stakeholders       | Needs  | Processes  | Implementation   |
|--------------------|--|--|--|
| Shareholders       | <ul style="list-style-type: none"> <li>• Sound and sustainable growth of the organization</li> <li>• Fair and transparent operations</li> </ul>  | <ul style="list-style-type: none"> <li>• Arranging Annual General Meeting of Shareholders (Once per year)</li> <li>• Meeting with foreign and Thai shareholders and investors to provide information (246 meetings)</li> <li>• Arranging activities for shareholders (3 activities)</li> <li>• Disseminating complete equal, transparent and timely information through every channel</li> <li>• Accepting suggestions and complaints</li> </ul> | To operate business according to the Statement of Corporate Governance Principles and under a sustainable approach   |
| Board of Directors | <ul style="list-style-type: none"> <li>• Transparent operations that lead to sustainable growth of the organization</li> <li>• Equitable treatment of all stakeholders</li> </ul>                                    | <ul style="list-style-type: none"> <li>• Holding board meeting every month</li> <li>• Providing adequate, complete and timely information</li> <li>• Encouraging participation in corporate governance</li> <li>• Developing knowledge related to directors' discharge of duty</li> </ul>  | To operate business according to the Statement of Corporate Governance Principles  |
| Employees          | <ul style="list-style-type: none"> <li>• Appropriate remuneration and welfare</li> <li>• Career advancement and security</li> <li>• Continued employee development</li> <li>• Security and safety at work</li> </ul> | <ul style="list-style-type: none"> <li>• Holding employee orientation</li> <li>• Providing skill enhancement via training (781 courses)</li> <li>• Conducting employee surveys (Once per year)</li> <li>• Arranging channels for accepting opinions and suggestions</li> <li>• Undertaking regular salary surveys in the market every year</li> </ul>  | <ul style="list-style-type: none"> <li>• Fair and equal treatment of employees</li> <li>• To continuously provide training programs</li> <li>• To offer remuneration and benefits comparable to those of other leading companies</li> <li>• To arrange for a safe and hygienic working environment conducive to working effectively</li> </ul> |

| Stakeholders   | Needs  | Processes  | Implementation  |
|----------------|--|--|---|
| Customers      | <ul style="list-style-type: none"> <li>• Customer satisfaction towards diverse, complete and high-quality financial products and services</li> <li>• Effective customer responsiveness</li> <li>• Protection of customers' confidential information</li> </ul> <p>Foreign customers</p> <ul style="list-style-type: none"> <li>• Convenience of financial transactions in Thailand</li> <li>• Advice on trade and investment in Thailand</li> <li>• Introduction to potential and reliable trade partners</li> </ul> <p>Thai Customers</p> <ul style="list-style-type: none"> <li>• Preparedness for overseas financial services</li> <li>• Advice on trade and investment in ASIA</li> <li>• Introduction to potential and reliable trade partners</li> </ul> | <ul style="list-style-type: none"> <li>• Enhancing customer understanding via activities to promote good relationships:</li> <li>• Arranging activities/ providing product information</li> <li>• Accepting suggestions and complaints</li> </ul> <p>Business matching</p> <ul style="list-style-type: none"> <li>• Development of K Global Business Center</li> <li>• Providing advice from staff members who are fluent in foreign languages</li> <li>• Preparing handbooks of trade and investment in Thailand and other AEC nations</li> <li>• Arranging the Thai-Chinese Business Center</li> </ul> | <ul style="list-style-type: none"> <li>• To offer products that respond to customer needs</li> <li>• To develop employee potentiality to ensure customer responsiveness in all aspects through the offering of products and services</li> <li>• To incorporate protection of customers' confidential information into the Code of Conduct, which must be strictly adhered to and regularly communicated with employees</li> <li>• To strive to become an "Asian Bank" under the "AEC+" strategy with focus on development of financial/ non-financial products and services for the customers of KBank and our allied banks, with an aim to empower our customers ahead of the upcoming AEC advent</li> </ul> |
| Counterparties | <ul style="list-style-type: none"> <li>• Transparent business operations</li> </ul> <p>Desired cooperation framework:</p> <ol style="list-style-type: none"> <li>1. Facility and process sharing: Customer referral and location sharing for customer service among allied banks</li> <li>2. Human resource collaboration: Staff exchange among allied banks</li> <li>3. Information sharing: Sharing business-related information</li> </ol>  | <ul style="list-style-type: none"> <li>• Visiting counterparties</li> <li>• Arranging various forms of activities to strengthen relationships</li> <li>• Accepting suggestions and complaints</li> </ul> <p>Concluding an MOU to serve as a cooperation framework for customer service of KBank and allied banks</p> <ul style="list-style-type: none"> <li>• Arranging activities to fortify relationships, e.g., seminars, business matching activities</li> <li>• Organization of staff exchange programs</li> </ul>  | <ul style="list-style-type: none"> <li>• To comply with contracted terms and conditions in trade</li> <li>• To forge an alliance with local banks in various countries for regional service coverage and preparedness for financial and non-financial transactions of business operators</li> </ul>   |

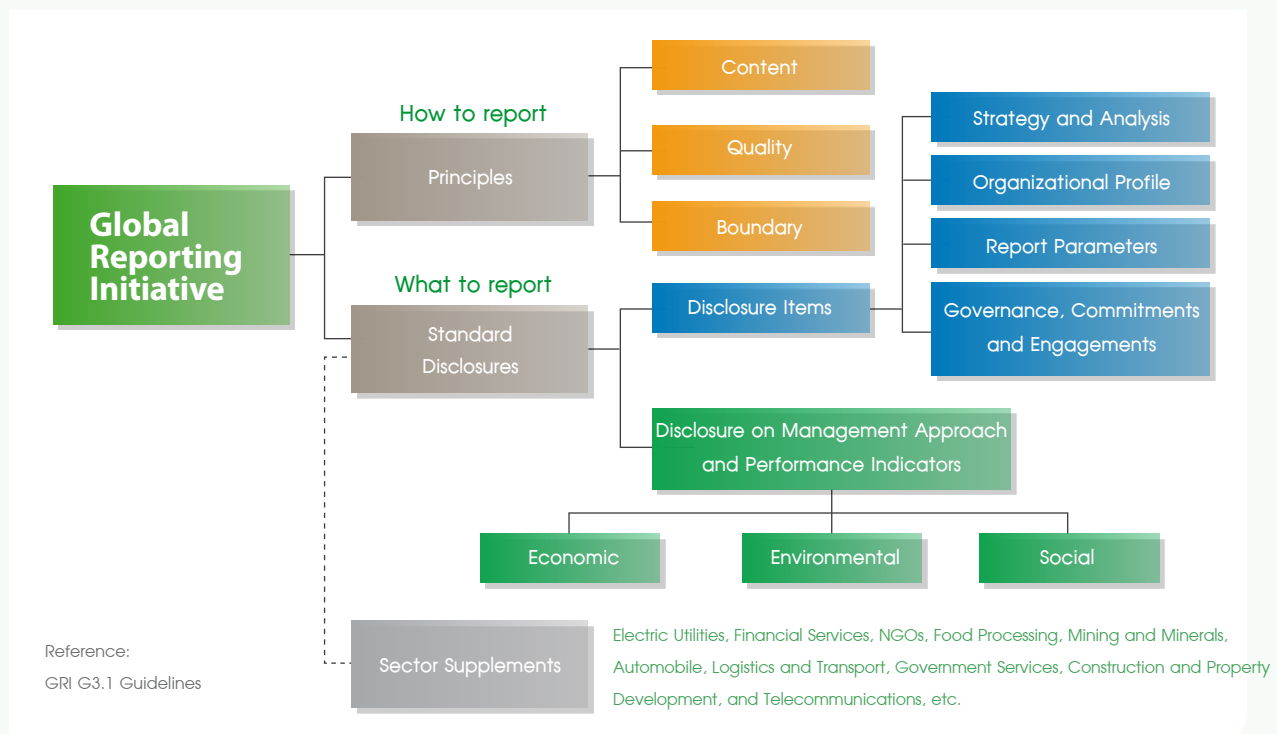
| Stakeholders                       | Needs   | Processes   | Implementation   |
|------------------------------------|---|---|--|
| Counterparties                     | 4. Network extension: Expanding the networks of allied banks and their customers via referral or business matching programs | <ul style="list-style-type: none"> <li>• Arranging the Alliance Partnership Bank</li> </ul>   |  |
| Competitors                        | <ul style="list-style-type: none"> <li>• Fair and transparent business operations</li> </ul>                                | <ul style="list-style-type: none"> <li>• Creating fair competitive conditions</li> </ul>  | To observe fairness in competition and avoid any <i>mala fide</i> methods  |
| Creditors                          | <ul style="list-style-type: none"> <li>• Interest and loan payment within due date</li> </ul>                               | <ul style="list-style-type: none"> <li>• Arranging various forms of activities, including learning-based ones, to strengthen relationships</li> <li>• Accepting suggestions and complaints</li> </ul>                             | To abide by lending terms and conditions and all legitimate duties to creditors, debenture holders and depositors.   |
| Community, Environment and Society | <ul style="list-style-type: none"> <li>• Support of community activities</li> <li>• Environmental protection</li> </ul>     | <ul style="list-style-type: none"> <li>• Exploring needs of local communities and society</li> <li>• Accepting and exchanging opinions</li> <li>• Supporting community participation in CSR activities (71 activities)</li> </ul> | <ul style="list-style-type: none"> <li>• To strictly adhere to the Statement of Business Conduct and to participate in social development and environmental protection</li> <li>• To launch CSR activities for the benefit of communities</li> <li>• To protect the environment of communities and the society</li> <li>• To encourage employee participation in CSR activities</li> </ul> |

The Bank gives significance to appropriate and fair treatment in identifying and screening stakeholders and impacts of the Bank's business operations on them. To ensure that the Sustainability Development Report has complete coverage in the dimensions of economy, society and environment, participation of the Bank employees in the establishment of the report's content was allowed. To this end, workshops were held for the management and employees for preparation of the

Sustainability Development Report in accordance with the guidelines of Global Reporting Initiative (GRI) version G3.1. Significant aspects related to the Bank were selected for materiality test under GRI Reporting Framework.

The meeting of relevant parties considered incorporation of the Financial Services Sector Supplement into the report, which elaborates aspects with materiality and readiness as follows:

| Aspect Category                 | Aspects  |
|---------------------------------|--|
| Product and Service Impact      | Product domain   |
| Economic                        | Economic performance, Indirect economic impacts  |
| Environmental                   | Energy, Water, Emission, Effluents and waste, Products and services  |
| Labor Practices and Decent Work | Employment, Labor/management relations, Occupational health and safety, Training and education, Equal remuneration for women and men |
| Human Rights                    | Investment and procurement practices, Non-discrimination, Child labor, Prevention of forced and compulsory labor                     |
| Society                         | Corruption, Public policy  |
| Product Responsibility          | Product and service labeling, Marketing communications   |



The Sustainability Development Report will be improved for completeness over the coming years. Details of performance indicators for each aspect identified herein are shown in the item

of Content Index subject to GRI Reporting Framework which will be used to assess the Bank's performance for improvement of our operations.

KASIKORNBANK PCL conducts commercial banking business, securities business, and other related business under the Financial Institution Business Act, Securities and Exchange Act and other related regulations.

|                             |   |  |
|-----------------------------|---|--|
| Head Office                 | : | 1 Soi Rat Burana 27/1, Rat Burana Road, Rat Burana Sub-District,<br>Rat Burana District, Bangkok 10140, Thailand                               |
| Company Registration Number | : | 0107536000315 (formerly PLC 105)   |
| Telephone                   | : | +662-2220000   |
| Fax                         | : | +662-4701144   |
| e-mail                      | : | info@kasikornbank.com  |
| K-Contact Center            | : | +662-8888888 (Thai)<br>+662-8888822 Press 2 (Mandarin)<br>+662-8888800 (English)<br>+662-8888826 (Japanese)<br>+662-8888888 Press *5 (Myanmar) |
| K-BIZ Contact Center        | : | +662-8888822 (Thai, Mandarin, English and Japanese)  |
| Website                     | : | www.kasikornbankgroup.com  |

The Bank was established on June 8, 1945. It was listed on the Stock Exchange of Thailand on February 9, 1976. The Bank's registered capital now totals Baht 30,486,146,970; paid-up capital, Baht 23,932,601,930, with 2,393,260,193 ordinary shares at a par value of Baht 10.

The Bank operates business under good corporate governance practices, based on integrity, transparency, impartiality, and fairness to all stakeholders along with firm determination towards moral business practices and responsibility for improvement of economy, society and environment.

Being aware of environmental preservation, the Bank emphasizes preservation and effective use of resources in the organization and enforces an energy conservation policy and internal standard for environmental preservation as concerns data storage, examination of energy consumption and system

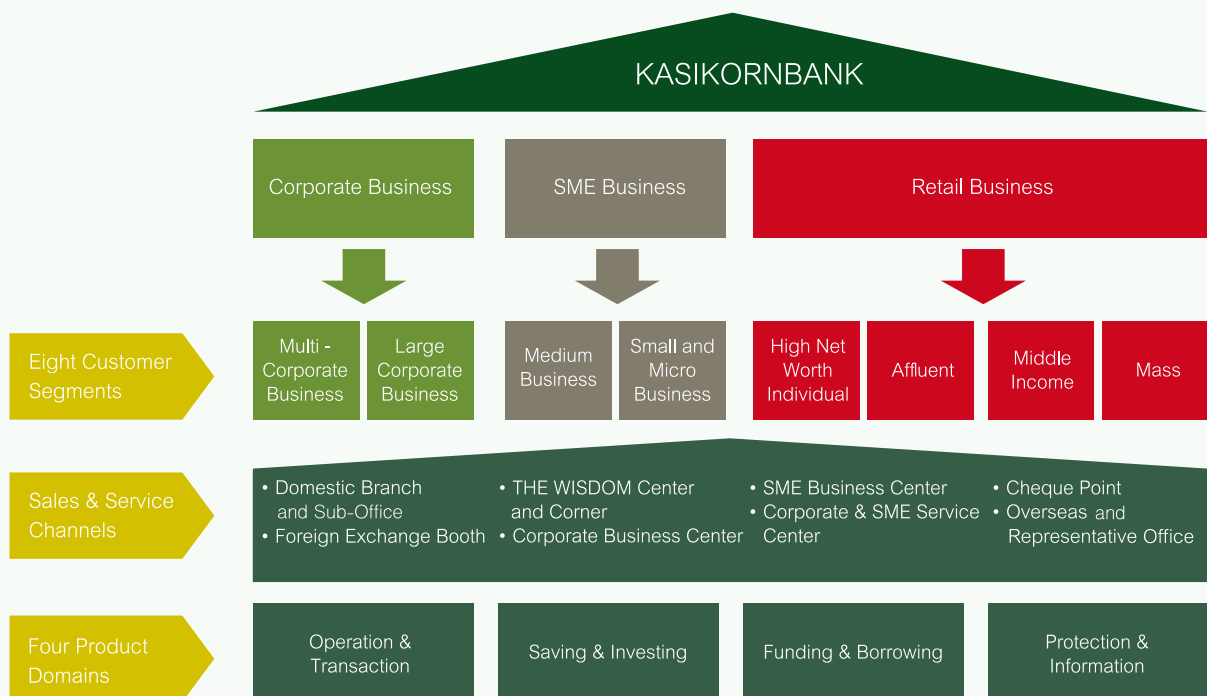
management in order to promote better quality of the environment, in accordance with an international standard - the Leadership in Energy and Environmental Design (LEED) and Thailand's local standard of the Ministry of Energy, etc.

In addition, the Bank participates as a partner, networker and member of an organization or agency established for economic and social benefits, and adopts their best practices for implementation within the organization, including participation in the development and knowledge sharing. The Bank executives also participate as members and directors of agencies and organizations responsible for the development of financial institutions and sustainable development, such as Thailand Business Council for Sustainable Development (TBCSD), Thailand Management Association (TMA) and CSR Club of the Thai Bankers' Association (TBA).

## K-Culture

|  |  |  |  |
|--|--|--|--|
| <b>Customer Centricity</b> <ul style="list-style-type: none"> <li>• Being Friendly and Approachable</li> <li>• Delivering Products and Services Beyond Customer Expectation</li> <li>• Striving for Customer Success and Satisfaction</li> </ul> | <b>Organization-Wide Teamwork</b> <ul style="list-style-type: none"> <li>• Trust &amp; Respect</li> <li>• Constructive Communication</li> <li>• Collaboration</li> </ul> | <b>Professionalism</b> <ul style="list-style-type: none"> <li>• Competence</li> <li>• Ownership Spirit</li> <li>• Integrity and Ethics</li> <li>• Social Responsibility</li> </ul> | <b>Innovation</b> <ul style="list-style-type: none"> <li>• Courage to Initiate and Implement</li> <li>• Courage to Embrace Change</li> <li>• Continuous Development</li> </ul> |
|--|--|--|--|

## Strategic Directions of KASIKORNBANK



KASIKORNBANK and the wholly-owned subsidiaries of KASIKORNBANK always adhere to the Customer Centricity strategy, striving to become the customer's main bank by satisfying their needs with comprehensive financial services plus delivery of good experience for all customer segments. To this end, we have placed an emphasis on three main areas: Product, via creation of innovative products to meet customer needs in a timely manner; branding and marketing, through clarity and consistency of the brand at all levels; and Service Quality, by delivery of the finest service experience for all customers through our various service channels. These efforts have been put into place under our key strategic directions, i.e.,

1. Understanding Customer Needs
2. Innovative & Managing Products
3. Sales & Services Excellence
4. Proactive Risk Management

KASIKORNBANK and the wholly-owned subsidiaries of KASIKORNBANK have adopted the Balanced Scorecard system as a tool for strategic implementation. Strategic Direction is under an annual review for consideration by the Board of Directors once a year.



**KASIKORNBANK is a financial institution undertaking business under good corporate governance with adherence to transparency, specificity and inspectability in all operational process.**



**Corporate Governance Policy and Structure**



**Anti-Corruption Acts**



**Participation of Stakeholders**

## Corporate Governance Policy and Structure

The Bank is a financial institution undertaking business under good corporate governance with transparency, fairness and accountability for all stakeholders. The Bank's Board of Directors is determined to engage in ethical business undertakings, and has put considerable effort into the responsibility to participate in social, quality-of-life and environmental development. The Board of Directors, thus, has stipulated principles and adhered to business operations with these major components of corporate governance:

- Integrity
- Transparency
- Independence
- Responsibility
- Accountability
- Fairness
- Social Responsibility

Every year, the Board of Directors approves and reviews the Mission, Vision, and Core Values as well as strategic directions and policies of KASIKORNBANK FINANCIAL CONGLOMERATE, reviews the annual business plan and budget, and oversees the management in effectively carrying out actions that are in line with the designated policies and business plans and are in accordance with the rules and regulatory requirements of related government agencies and the resolutions of shareholders meeting. The Board of Directors decision are independent, in order to ensure that the Bank and its stakeholders receive the maximum benefit. Moreover, the Board ensures the existence of an effective internal control system and appropriate risk management framework, and cooperates with the Bank's management in business undertakings in order to continuously attain the excellent results with current and future risks taken into consideration.

The management's duties and responsibilities involve daily business operations. The relationship between the Board of Directors and management is one of partnership. The Chief Executive Officer and President is accountable to the Board of Directors for daily business operations in terms of operational planning, decision-making and implementation. The Board of Directors provides its views on operational plans and suggestions on business strategies, and monitors implementation and performance of management.

The Board of Directors comprises qualified persons who possess knowledge, ability and experience beneficial to the Bank. In 2013, the Board was composed of 17 members, comprising 9 Independent Directors, 5 Non-Executive Directors and 3 Executive Directors, 4 of whom were 30 - 50 years old and 13 more than 50 years old. Of the total, there were 4 female directors. The Chairman of the Board and Chief Executive Officer are the same person, in order to ensure business continuity amid changes both inside and outside the organization, and to maintain shareholders' and investors' confidence. To comply with the Statement of Corporate Governance principles, the number of Independent Directors constitutes more than half of the number of the Board of Directors, and the Board appointed Vice Chairman as the Lead Independent Director in order to ensure sound checks and balances in management. The Board also appointed the Independent Directors Committee, including the clear roles, duties and responsibilities stated in the Charter, for checks and balances, and protection of equal rights of the shareholders.

The Board of Directors has appointed directors who have suitable knowledge and skills to act as members of Board Committees, with the specific duty to pre-screen matters that need prudent attention prior to submission to the Board of Directors. Board Committees include the Audit Committee, Corporate Governance Committee, Human Resources and Remuneration Committee, and Risk Management Committee. The Board has

also established a Management Committee consisting of the Chief Executive Officer, President, and other Bank officers, to manage and operate the Bank's business as defined by the Board.

The Human Resources and Remuneration Committee has been designated by the Board of Directors to conduct the nomination process - approved by the Board under transparency - in order to select qualified candidates who possess qualifications, skills, knowledge and experience beneficial to the Bank for the position of director in tandem with the proportion, number, diversity and composition of an appropriate Board of Directors without gender discrimination and in compliance with regulatory requirements, the Bank's Articles of Association and best practices for corporate governance principles.

The Bank has established a set of well-defined and transparent remuneration policies for directors. The Human Resources and Remuneration Committee is responsible for reviewing these policies, taking into consideration the appropriateness of remuneration with respect to the scope of responsibilities of each director to ensure that the Bank's remuneration is comparable to that of other commercial banks, prior to submission for consideration by the Board and approval by the Annual General Meeting of Shareholders. Remuneration to executives is paid according to the policies and criteria set by the Board of Directors. It is tied directly to the performance of the Bank and the performance of each individual executive. The Human Resources and Remuneration Committee shall propose remuneration to the Board of Directors for consideration and approval.

The Bank has mapped out an annual self-assessment plan for the Bank's Board of Directors. It serves as a tool for reviewing performance, as well as issues and obstacles facing each director over the past year. It also helps increase the operational effectiveness of the Board. Performance assessment of the Board of Directors is conducted in two ways: the overall performance assessment of the Board and the performance

assessment of each individual director. To facilitate this, the Bank has developed an assessment form consistent with the Statement of Corporate Governance Principles, as well as the duties and responsibilities stated in the Board of Directors Charter. The Board of Directors conducts self-assessments once a year, and the assessment results were then analyzed and evaluated to indicate the level of achievement of objectives for self-assessment by the Board of Directors. In 2013, the self-assessment process was also applied to the Independent Directors Committee and all Board Committees. These assessment results have been presented to the Board of Directors. The Chief Executive Officer and Presidents also undergo self-assessment in order to compare actual performances with the Bank's targets and the annual business plan.

To comply with standards of good governance, and to meet targets related to its implementation, the Bank has initiated guidelines to control, supervise, and prevent transactions that may involve conflicts of interest, or connected or related transactions. This is one of the key components of corporate governance policy that the Board of Directors and the Bank's employees must strictly comply with to earn the trust of all stakeholders. Directors, executives, or employees with related interest in a transaction with the Bank or its subsidiaries must not participate in considering or approving such a transaction. The price of the transaction must be set appropriately and fairly, and in accordance with general commercial terms as applied to general customers. To achieve the practical implementation of the Code of Conduct and regulations to prevent transactions that involve conflicts of interest and connected transactions, the Bank has communicated with employees accordingly via short dramas as fillers of internal TV programs, including prevention of conflicts of interest in auction filing, integrity in customers' deposit, anti-money laundering in customers' account opening, etc.

Placing great importance on good corporate governance, the Board of Directors has regularly revised and approved the

Statement of Corporate Governance Principles, the Statement of Business Conduct, and the Code of Conduct, which are aimed primarily at communicating to all people of the organization the significance of corporate governance implementation. K Companies and P Companies have been encouraged to set up and review the Statement of Corporate Governance Principles, the Statement of Business Conduct, and the Code of Conduct, as well as related operational procedures. The Corporate Governance Committee has been assigned to establish principles and best practices involving corporate governance procedures, to communicate policies, principles, and the Code of Conduct to all related parties, to ensure practical implementation of corporate governance appropriate to the Bank, and to supervise the move towards Sustainable Development.

## Anti-Corruption Acts

The Bank engages in transparent and ethical business undertakings with a well-designed organizational structure that promotes transparency and efficiency, in accordance with the Bank's business goals and nature. Segregation of responsibilities, operational procedures, and line of command in each unit are well-defined in order to ensure existence of checks and balances for the Bank's sustainable growth. The Board of Directors has approved the Statement of Corporate Governance Principles, the Statement of Business Conduct, and the Code of Conduct, which involve fundamental principles of professional operations that directors and employees must adhere to. These are a common scope of accountability to the Bank and stakeholders with integrity and anti-corruption principles under the Code of Conduct that maintains transparent, honest and fair business conduct, together with punitive clauses against any violation. For practical implementation, operational guidelines have been established including regulations to prevent transactions that involve conflicts of interest and connected transactions, regulations to supervise the use of inside information, regulations

involving anti-money laundering and combating the financing of terrorism, regulations in securities and stock futures trading, employee guidelines in accepting gifts and/or benefits, etc.

The Operational Risk and Fraud Management Department has been established with the assignments to identify the processes of operational risk and fraud management, in order to cope with fraudulent acts and operational mishandlings that may lead to fraud. The department is responsible for risk assessment, analysis, monitoring and control. It also compiles the overall risk position to remain within an appropriate risk appetite, as well as examining and gathering preliminary information or evidence of fraud, and coordinating with relevant parties to minimize damages. The Bank is now equipped with fraudulent risk analysis in all products. In 2013, the Operational Risk and Fraud Management Department supervised all departments to identify and assess their related operational risks as per the Bank for international Settlements (BIS) criteria, including fraud issues, in order to formulate guidelines for risk management and regular monitoring and assessment of control measures, all of which are reported to the management and Board of Directors. All related employees have been trained on fraud prevention. In addition, responsible employees have been assigned to attend courses organized by outside agencies, such as VISA, MasterCard, the Thai Institute of Banking and Finance Association (TIBFA), the Fraud Management Club of Thai Bankers' Association and the Office of the National Anti-Corruption Commission (NACC), etc.

The Compliance Department acts as the center of compliance supervision, responsible for overseeing the Bank's business operations in compliance with the Bank's policies and regulations, as well as regulatory requirements. It is the Bank's policy to ensure full regulatory compliance of KASIKORNBANK FINANCIAL CONGLOMERATE. The Compliance Policy, approved by the Board of Directors, stipulates the duties and responsibilities related to compliance of the Board of

Directors, the Audit Committee, executives, departments or units and employees. Employee communications have been conducted to instill the awareness of their duties and responsibilities in studying and understanding related laws and requirements, as well as Bank regulations, and in strictly complying with such regulations.

The Internal Audit Department performing its functions with independence, relies upon risk-based auditing approach. Fraud and unethical conduct are among the concerned risks assessed and audited by the Internal Audit Department. In addition, recommendations on fraud-prevention measures are proposed.

The Corporate Governance Unit, Office of Corporate Secretary, has organized employee training courses on the subject of compliance with the Code of Conduct and Statement of Corporate Governance Principles, and communicated regularly with the Board of Directors, executives and employees via the annual corporate governance activities. Emphasis has been placed on maintenance and development of the corporate governance standards, and promotion of the corporate governance practices as the organizational culture. Moreover, guidelines for monitoring and concrete evaluation have been mapped out.

Placing emphasis on anti-corruption efforts, in 2013, the Bank organized training courses on Anti-Money Laundering and Combating the financing of Terrorism Practices (AML/CFT: Module I and Module II) for employees respectively. For AML/CFT: Module I, there were 4,202 employees attending these courses, comprising 153 executives in the position of First Vice President or higher (59.30 percent of all executives), and 4,049 operating employees in the position of Vice President or below (21.53 percent of all operating employees), equal to 6,748 training hours. For AML/CFT: Module II, there were 8,747 employees attending these courses, comprising 225 executives in the position of First Vice President

or higher (87.21 percent of all executives), and 8,522 operating employees in the position of Vice President or below (45.32 percent of all operating employees), equal to 8,619 training hours. Since 2009, there have been 17,757 current employees, or 93.15 percent, attending the AML/CFT: Module I courses. The Bank also revised the contents of the "Governance, Risk Management and Compliance" course for Class 3/2013 to incorporate the Anti-Corruption Policy. This course was attended by 27 executives from the level of Vice President and Senior Vice President.

The Bank, KASIKORN ASSET MANAGEMENT CO., LTD. AND KASIKORN SECURITIES PCL. have co-signed a declaration of the "Private Sector Collective Action Coalition Against Corruption" (CAC) project jointly initiated by the Thai Institute of Directors Association (IOD), the Thai Chamber of Commerce, the Joint Foreign Chambers of Commerce in Thailand, the Thai Listed Companies Association, the Thai Bankers' Association, the Federation of Thai Capital Market Organizations and the Federation of Thai Industries, with the purpose to raise anti-corruption awareness as a common practice of general organizations. In 2013, the Bank, KAsset and KSecurities were granted certification by the CAC Council.

The Bank has established anti-corruption regulations on all fronts with abstention from receiving or giving bribes and inducements in the Code of Conduct strictly observed by directors and employees. In 2013, the Board of Directors approved the Anti-Corruption Policy, which includes the issues of bribes and inducements, gifts and benefits, charitable contributions and sponsorships, and political participation. Communications on the Anti-Corruption Policy have been made with directors, executives and employees via Bank internal media and website, while tests have been conducted to measure the knowledge of executives and branch managers across the country. The results will be compiled and used in further

communication planning. K Companies and P Companies have been notified to prepare this policy. Moreover, KBank and TBCSB have Participated in the “Sustainable and Green Procurement Initiative” project in Private sector.

## Participation of Stakeholders

The Bank provides various communication channels for stakeholders via the K-Contact Center, KBank Live, Branches, Investor Relations Unit, Shareholder Relationship Management Unit, etc. In order to promote operational transparency, direct communications with the Board of Directors in alignment with the criteria specified on the Bank’s website under the “Investors” tab at [www.kasikornbankgroup.com](http://www.kasikornbankgroup.com) have been enhanced to receive useful information for business undertaking or complaints on improper actions. Also, information or complaints can be directly

submitted to the Internal Audit Department via documents or e-mails to inform about improper actions of employees or evidences of internal fraud. To protect the rights of information providers, the Bank has established a written policy of information or complaint receiving, identifying the receiving channels, information or complaint management processes, measures to protect the rights of information providers, protection of confidential information - only authorized persons can have access to such information and only independent directors are assigned to give orders and report to the Board of Directors on confidential information. Fair measures have been established for stakeholders, whom losses are incurred to, due to violation of their legal rights.

For query, recommendation or complaint submission, please contact the Bank at:



### K-Contact Center:

e-mail : [info@kasikornbank.com](mailto:info@kasikornbank.com)  
Telephone : +662-8888888 (Thai),  
+662-8888822 Press 2 (Mandarin),  
+662-8888800 (English),  
+662-8888826 (Japanese),  
+662-8888888 Press \*5 (Myanmar)

### Investor Relations Unit (Thai and Foreign Institutional Investors and Shareholders):

e-mail : [IR@kasikornbank.com](mailto:IR@kasikornbank.com)  
Telephone : +662-470 6900 to 1, +662-470 2659 to 62  
Fax : +662-4702690

### Shareholder Relationship Management Unit (Thai Investors and Shareholders):

e-mail : [Shareholder\\_Relations@kasikornbank.com](mailto:Shareholder_Relations@kasikornbank.com)  
Telephone : +662-4706116  
Fax : +662-4702747  
Address : KASIKORNBANK PCL Head Office, 33<sup>rd</sup> Floor,  
Office of Corporate Secretary,  
Corporate Secretariat Division,  
1 Soi Rat Burana 27/1, Rat Burana Road,  
Rat Burana Sub-District, Rat Burana District,  
Bangkok 10140

### Internal Audit Department

e-mail : [InternalAudit@kasikornbank.com](mailto:InternalAudit@kasikornbank.com)  
Address : Internal Audit Department Head  
Internal Audit Department, Compliance  
and Audit Division  
Muang Thai-Phatra Complex 1, 31<sup>st</sup> Floor,  
252/40-41, Ratchadaphisek Road,  
Huai Khwang Sub-District, Huai Khwang District,  
Bangkok 10320





*Green at Heart*



Business



Employees



Environment



Society

**KASIKORNBANK** is a financial institution operating in conformity with the Statement of Business Conduct, as well as Corporate Governance and Sustainable Development Principles, to enhance sustainability, transparency and responsibility, under the “Green at Heart” concept.

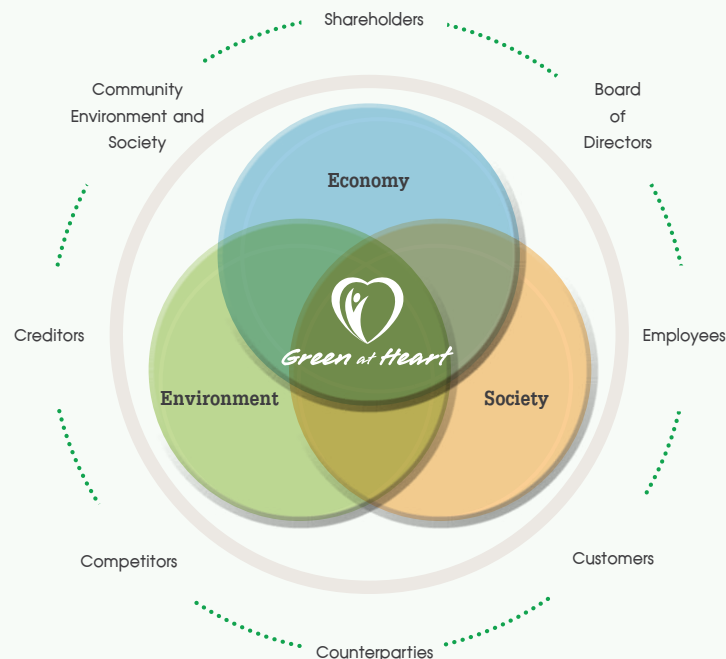
KASIKORNBANK is a financial institution operating in conformity with the Statement of Business Conduct, as well as Corporate Governance and Sustainable Development Principles, to enhance sustainability, transparency and responsibility. The Bank has adopted the “Green at Heart” concept that focuses on fostering staff awareness of said principles in all of their operational processes. Any lessons learnt therefrom Sustainable Development will be applied in the creation of a strong business foundation with optimal benefits for both business and society.

The Board of Directors has approved the Corporate Social Responsibility (CSR) Policy , as follow:

- To strictly adhere to the Statement of Business Conduct, and to participate in social development and environmental protection
- To encourage employees at all levels to strictly abide by the Code of Conduct and CSR Principles

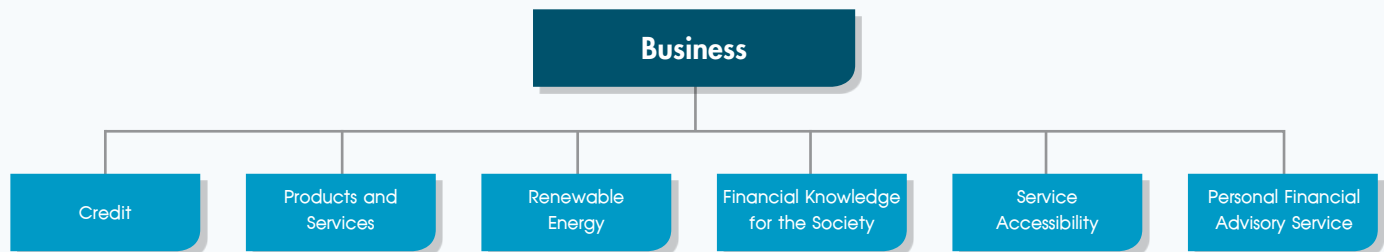
- To launch CSR activities for the benefit of all stakeholders
- To arrange workplaces with an emphasis on safety, occupational health, environmental concerns, and facilitation for employees and customers
- To promote environmental preservation and contribution to society

The Bank has developed business plans and created innovations for optimal benefits for business and society, holding full responsibility for economy, society and the environment. Sustainable Development undertakings were ongoing throughout 2013, promoting participation by employees, customers, society and communities. The Bank allocated a budget of 1-1.5 percent of annual net profit for such undertaking, and Sustainable Development framework reports were submitted to the Corporate Governance Committee and the Board of Directors on a regular basis. Sustainable Development framework may be summarized under four headings, i.e., business, employees, environment and society.





## Business



Emphasis has been placed on efficiently offering quality products, as well as standardized and responsive services to customers, the general public and society. KBank has also aimed at being the country's leading financial conglomerate that participates in the sustainable economic development of Thailand. Based on this determination, the Bank has outlined our credit policy and measures in alignment with the national development directions and in deterrence of illegal activities, to upgrade internal work standards, and to revise product/service patterns and work processes for greater cost effectiveness and responsiveness to the diverse needs of customers and the general public. The Bank has also assisted in the improvement of customers' work processes for greater rapidity and efficiency, while providing knowledge for customers and developing their skills in financial management and planning to elevate their potential competitiveness and business operations, which will be beneficial to the economic advancement of the country as a whole. Credit policy and various projects initiated by the Bank include the following:

### A Rigorous Culture of Credit

The Bank has adopted a credit culture and policy to avoid granting credit to certain types of credit request contradicting morality and social norms, credit request associated with encroachment into mangrove forest or under a plan to convert mangrove forest areas, and credit request violating the national environmental protection laws. The Bank's credit policy gives top priority to environmental protection in order to show the Bank's awareness of business likely to harm the environment. Any credit request shall be in accordance with the regulatory requirements for environmental protection, which will lead to sustainable development of the whole nation. To consider credit associated with the environment, the Bank has set a policy guideline, as below:

- Environmental Impact Assessment Report will be regarded as an important factor for credit underwriting, in addition to business viability.
- All credit requests for manufacturing or business likely to produce environmental or social impacts shall strictly enter the Environmental Impact Assessment process.
- In case of projects to be implemented overseas that may cause environmental impacts, they must comply with the generally accepted international standards.

The Bank has devised credit strategies that engender a rigorous and stable credit culture, as part of our corporate culture, to generate continued returns amid growth in quality assets. A definitive credit policy, along with operational principles and conditions, as well as procedures for credit consideration, have all been established, based on effective risk management, operational efficiency and cost management applied to the products and services we offer. The duties, roles and responsibilities within our credit operations have been identified for proper investigative and control mechanisms, particularly in the Credit Policy and Risk Management Department, including all Assistant Relationship Managers, senior credit supervisors and their subordinates as well as credit analysts, Integrated Risk Management and Analysis Department, Corporate Segment Management Department, Product Managers, Risk Assessment Review Department, etc. Above them, we have a Credit Policy Sub-Committee that engages in consideration of recommendations to our credit policy. The Sub-Committee also urges employee communications on credit policy and operational procedures that would be consistent with market conditions and an appropriate risk appetite.

Business lending varies with each industry's structure and their intrinsic risk factors, wherein we strive to maintain credit quality and prevent unjustifiable credit extension. In addition to our general criteria, pre-screening criteria have been devised for each industry, taking into account each industry's primary success factors, statistical average values and historical case studies of such customers. KBank also focuses on efficient use of energy by our business customers, because it is cost effective, deriving great benefit to their bottom line, which in turn benefits our country's environment and energy efficiency. Through our "Green Bank, Green Financing and Green Projects" program, we have supported investments in energy management, and have promoted the use of alternative and/or renewable energy sources where we offer consultations, financing and relevant data to aid in planning.

Risks associated with credit extension to small-scale solar, wind and biomass projects have been assessed as follows:

1. Raw Material Risk: Both prices and available volumes must be assessed amid a growing number of power plant projects, given limited raw material resources used by other industries, as well.
2. Technology/Machinery Risk: This would entail design features such as boilers, turbines and generators (preliminary inspection in IE reports undertaken by independent engineers).
3. Civil Unrest Risk: Mass protests while credit requests are under consideration could prevent a power plant from being commissioned.
4. Environmental Impact Risk: Matters to be investigated would include security systems, initial environmental examinations (IEE) by responsible agencies, plus environmental and social impact assessments.

In addition to solar and wind power plant projects, considered as clean energy, the Bank has granted credit support for hydropower projects in the People's Democratic Republic of Lao, also considered as clean energy. KASIKORNBANK, in cooperation with Multilateral Development Banks (MDBs) and financial institutions in many countries, has granted credit supports for the development and construction of hydropower projects in Lao PDR. All projects have placed considerable emphasis on social and environmental management, ranged from the assessment of construction impacts, and monitoring of impacts during construction and after commercial power generation, taking into account the laws, regulations and international best practices. There are independent consultants on technical, as well as social and environmental management issues for all banks in order to ensure sufficiency in the operational plans of the companies, closely and continuously. In detail:

1. **Nam Theun 2 Project** — Construction of a hydropower dam with social and environmental management meeting the following international guidelines:

- Equator Principles
- ADB Safeguard Policies
- Environmental Guidelines under "Hydroelectric Power Stations and Large Dams", Coface, July 2003
- World Bank Safeguard Policies
- MIGA Environmental Assessment Policy

2. **Theun-Hinboun Project** — Construction of hydropower project that were built later as project extensions per the following guidelines and requirements:

- Equator Principles
- Preparation of an environmental impact assessment
- Preparation of an environmental management and monitoring plan
- Preparation of a social impact assessment and resettlement action plan, or mitigation of impacts from resettlement plan and/ or impact on occupation and plantation, including compensation for those affected before/ and after resettlement

3. **Xayaburi Project** — Construction of run-of-the-river hydroelectric power project in Lao PDR. With this type of project, the power station is built on the river with a consistent water flowing through for electricity generation. Unlike reservoir-type projects, there will be no significant active storage. The project places considerable emphasis on social and environmental impact management, under the following guidelines:

- a. **Mekong River Commission (MRC) Guidelines**

- As a signatory of the 1995 Agreement on the Cooperation for Sustainable Development of the Mekong River Basin ( "the 1995 Mekong Agreement"), Lao PDR is subject to the Procedures for Notification, Prior Consultation, and Agreement (the "PNPCA"). As the Xayaburi Hydropower Project is constructed directly on the Mekong River, Lao PDR was required to follow the Prior Consultation Process under the PNPCA. In 2012, all members of the Mekong River Commission - Cambodia, Lao PDR, Thailand and Vietnam - concluded that the Prior Consultation Process applicable to the project had been completed.

- To ensure minimum environmental impacts, the Laotian government has engaged two internationally accepted independent engineering consulting firms specializing in the construction and operations of run-of-the-river projects— as technical consultants to the project
  - Project design and construction details have been revised per the recommendations by these technical consultants.
- b. Laotian social and environmental laws
- The project strictly complies with all applicable laws of Lao PDR , as well as with specific Government of Lao Guidelines, IFC Performance Standards, IFC Environmental Health and Safety Guidelines and other International Standards and Guidelines such as the Mekong River Commission’s Guidelines (including requirements for environmental impact assessments and environmental management procedures).
  - The project has also completed the resettlement action plan, an environmental management and monitoring plan, and social impact assessment -- all of which have been approved by Laotian regulatory agencies. Regular project monitoring and inspection will be carried out by the relevant government offices to ensure that the project is in compliance with said approved plans.
- c. Project Approval vis-à-vis Thai Law
- The project is incorporated in Thailand’s Power Development Plan of 2012–2030, Third Revision.
  - The National Energy Policy Council, the Council of Ministers and the Attorney General’s Office have all passed resolutions to approve a power purchase agreement for the Xayaburi Hydropower Plant.
  - Confirmation by the Ministry of Natural Resources and Environment to the Ministry of Energy, reconfirmation to the Electricity Generating Authority of Thailand (EGAT) towards compliance with Thai laws, etc., have been given, therefore permitting EGAT to sign the power purchase agreement.

Since its launch in 2009, our “Green Lending” program has granted loans to over 30 small-scale solar, wind and biomass projects. From the project start until one year after the beginning of electricity supplies to the national power grid, continual monitoring and supervision is conducted by independent consulting engineers, e.g., Team Consulting Engineering and Management Co., Ltd., ATT Consultants Co., Ltd. EGCO Engineering and Service Co., Ltd., Energy for Environment Foundation, Full Advantage Co., Ltd., Excellent Energy International Co., Ltd., Energy Conservation Foundation of Thailand, Mott MacDonald (Thailand) Co., Ltd., Sinclair Knight Merz (Thailand) Co., Ltd. and other energy consultants. Such monitoring and supervision proceeds over three phases:



Prior to  
construction and initial  
credit request:

Credit applicants shall report on technical data, construction plans, technical assumptions and detailed recommendations towards issues of concern.

During the period  
of construction and power  
grid connection:

Credit applicants shall report on operational progress against established plans; invoices presented for loan drawdown must have costs vis-à-vis that particular phase of the project properly itemized and consistent with the construction schedule, and connections to the power grid must proceed satisfactorily, including assessments on the quality of the electricity generated, heat values and the efficiency of the overall generating system.

During initial commissioned service  
to the power grid:

Credit applicants shall report twice annually on operational results of the first year and submit quarterly reports for another year, involving technical aspects of the electricity generation, e.g., volume of power generated, volume delivered to the grid, problems during generation and resolutions undertaken to exhibit the viability of system controls and supervision, plus use of raw materials, e.g., volume used. Such reports would ensure that the finished project meets with their original plans.

"Over the past three years, the alternative energy business has exhibited high growth potential, based on the government support through tariff "adders" and its plan of power purchase from private alternative energy projects under the Power Development Plan (PDP), 2012-2030, Third Revision. Up to February 17, 2014, KBank has granted ongoing support to 66

projects of solar and wind energy, biogas and biomass (with exception of hydropower projects), with a combined capacity of 667 megawatts and value of Baht 68.2 billion. KBank's credit facilities are totally worth Baht 25.6 billion, 88 percent of which have been extended to solar energy projects and 11 percent to wind energy projects."

## Product and Service Enhancements

Business ventures led by our “Customer Centricity” philosophy are aimed at responding to customer needs in financial products and services, including services that improve customers’ quality of life, and value-added innovations that cater to their needs at all stages of their lives. Product and service enhancements undertaken last year included:

- 1) New products and services: They serve customers in a broader and more thorough manner, for example, “K SME Credit: Easy and Worry-free” that enhances greater access to financial sources for SME operators, introduction of “lifestyle space” branches that provide digital financial services to match new customer lifestyles.
- 2) Product and service innovations: New items facilitate customers’ business undertakings, boosting their potential and responding to particular demands. Examples can be seen in the “K-CONNEX” service that simplifies financial management of customers with a system to enable financial status monitoring in all companies in customers’ networks, and “K-PowerP@ (mPOS)” for payments of goods and services via smartphones and tablets.
- 3) More efficient operational procedures have been developed in more rapid credit underwriting processes to facilitate customers’ business expansion. In addition, KBank assists customers in planning for successful business management through quality product and service solutions.
- 4) Sales promotional campaigns and marketing activities provide benefits that are responsive to customers’ requirements, for example, home loans and credit

cards. KBank reassures the public towards the safety of our services, with warnings having been released about “call center fraudsters” that embezzled money via ATMs skimming or fake websites. Efficient procedures are now in place to thwart such incidents.

The Procurement Management Department has been assigned for strategic planning and operations towards procurement, plus the management of relationships with vendors/ service providers, creation of business alliances. Procurement of illegal goods/services and doing business with firms that have histories of money-laundering are prohibited. A primary factor in accepting any supplier for inclusion in the Bank’s producer database is the CSR practices of that particular supplier, which must not produce any pollution to the environment. In addition, supplier selection uses the CSR practices as a major point in scoring. As for products, particular criteria have been established as concerns environmental degradation caused by the production, use, and disposal of these products. Based on an awareness of efficient resource management and reduction of environmental pollution, the Bank promotes efficient production, transportation, use and disposal of products, as well as “Reuse and Recycle” efforts. A “Supplier Manual” has been prepared for those in the Bank’s Supplier List to acknowledge relevant procedures, practices, and cautions that they must adhere to in their operations.

Our marketing communications plan has been prepared in accordance with laws related to consumer protection, being regulations of the BOT, SET and SEC, as well as laws related to disclosures of complete, correct and clear information on products and services to customers and the general public. Our advertising and public relations policies are based on principles

of transparency, corporate governance and standards of fair trade with respect to planning, selection, use of media and promotional strategies. Our successful products and services are founded on quality and maintenance of our reputation as a responsible provider. Representatives from our business and communications divisions review our marketing communications committee monthly and quarterly to comply with the Bank business directions.

KASIKORNBANK places great emphasis on customer service quality as our first priority. We have thus conducted customer satisfaction surveys since 2006, as annual surveys that collect data through monthly customer interviews via phone in a random manner, in order to survey their satisfaction with our service channel as well as other factors impacting their satisfaction. According to the most recent survey conducted by AC Nielsen, average customer satisfaction stood at 89 percent as of year-end 2013, the highest score in Thailand. The survey results are used for enhancing our service quality to attain maximum efficiency.

Apart from the aforementioned processes, the Bank also puts significance on other relevant infrastructure, including efficient cost management, risk management in accordance with the external environment, human resource development,

and IT development to ensure strategy execution and consequently achievements as stipulated.

### Value added throughout business chain

K-Value Chain Solutions - This business platform has been created to add value to the supply chains of customers and their trade partners from upstream to downstream, with financial and non-financial support that can connects all customer segments from large corporations or sponsors, SME operators or dealers and suppliers, to retail customers or end users/customers. Various benefits are offered, such as lower operating costs by up to 30 percent and saving time with real-time internet banking transactions via electronic tools. For efficient risk management, a credit control management has been introduced so that approved credit limits will match the risk level of customers' trade partners, via specific total solutions for a particular single industry chain, cross-industry chain or cross-border chain. This service is aimed at attaining a win-win-win scenario Situation for customers, trade partners and KBank, for ultimate and sustainable competitiveness.



The banner features the 'K-VALUE CHAIN SOLUTIONS' logo on the left, with the Thai text 'เชื่อมโยงความสำเร็จให้ธุรกิจไทย' (Connecting success to Thai businesses) below it. On the right, a diagram shows a central 'K' logo with 'KASIKORNTHAI' underneath, connected by lines to various icons representing different business sectors: a computer, a truck, a car, a factory, and an oil rig.

K-Value Chain Solutions : Total Solutions that connect the needs of our customers and thier trade partners, throughout the value chain, upstream to downstream

## Leader in renewable energy and energy-efficiency lending

### Credit Program

In keeping with the commitments to Sustainable Development, it is KBank policy to develop and promote environmentally-friendly products and technologies, and to inspire environmental awareness and cooperation in preserving the earth. The Bank values energy efficiency (EE) and renewable energy (RE), in responding to business demand and educating customers and the general public through the “Green Bank” concept. We have realized this concept since 2009 through provision of financial consultation and financing to renewable power plants. The Bank also developed the K-Energy Saving Guarantee Program, offering businesses consultation for full-cycle energy conservation of SMEs and financing their investments in energy management for maximum savings. This initiative should reduce energy usage and benefit the environment nationwide. At the same time, these policies will strengthen businesses through long-term cost saving and earning improvement. Dissemination of knowledge on energy efficiency and renewable energy has been conducted in a variety of forums.

Being the leading lender for large-scale power plants, KBank support to EE and RE projects can help establish linkages of an integrated power business, from the procurement of power sources or supply side management (SSM) to the electricity consumption or demand side management (DSM).

As the Bank has engaged in product enhancement that supports environment-friendly energy use, we have not only become specialized in seeking diverse funding sources that match customers’ demands, but also one of the best financial institutions with expertise in the energy business. This is reflected

in a number of energy enhancement projects wherein the Bank has offered advisory and fund raising services.

In 2013, KBank set up Thailand’s first power infrastructure fund an innovative fund mobilization for infrastructure projects. The Bank has been appointed the financial advisor of Amata B.Grimm Power Co., Ltd. to raise funds via the Amata B.Grimm Power Infrastructure Fund (ABPIF), worth 6.3 billion Baht, that will be invested in two small power plant projects (SPP) run by Amata B.Grimm Power 1 Co., Ltd. and Amata B.Grimm Power 2 Co., Ltd. This deal reemphasizes KBank’s leading role in the energy market and reflects staff potential in initiating and developing new financial tools towards full financial solutions. Meanwhile, this infrastructure fund is anticipated to be a fund-raising channel for other renewable energy projects in the foreseeable future.

### Financial Knowledge

Over the past year, KBank representatives were invited to give lectures at both national and regional seminars to provide information about financial support for energy projects. These seminars, with participation by government officers, SME operators and other business persons, included the following:

- APEC Peer Review on Low-Carbon Energies (PRLCE) - organized by the Department of Alternative Energy Development and Efficiency (DEDE), on the topic of “Successful Renewable Financings”
- Financial Schemes for Renewable Energy Projects - organized by DEDE, on the topic of “Challenges for Investing in Small-Scale Renewables in Thailand - Barriers and Solutions”
- Clean Energy Expo Asia 2012 Conference - a panel discussion, on the topic of “Bridging the ‘Finance Gap’”



- Fundamental Solar Farm Business (FSB) - organized by the National Science and Technology Development Agency (NSTDA), on the topic of "Financial Support to the Solar Farm Business"
- Waste Management, Waste Recovery & Waste to Energy 2013 - on the topic of "Waste to Energy in Financial Perspective"
- Workshop on Renewable Energy Support Mechanisms for Bankable Projects - organized by the Renewable Energy Support Programme for ASEAN (ASEAN-RESP), in Johor Bahru, Malaysia, on the topic of "Best Practices from the Region and Options for Policy Makers"
- Sustainability Management Course for SASIN Centre for Sustainability Management (SCSM) - a panel discussion organized by Sasin Graduate School of Business Administration of Chulalongkorn University, on the topic of "Energy Efficiency"
- Innovative Business Models for Distributed Solar Systems at Thailand's Solar PV Roadmap Initiative - organized by the Energy Research Institute, DEDE and the British Embassy in Bangkok
- Solar Power - An Abundant Energy Resource in the Mekong Region: Prospects, Challenges and Opportunities at the 4<sup>th</sup> EEP Mekong Annual Regional Forum - organized by the Energy and Environment Partnership - Mekong Region (EEP Mekong), in Siem Reap, Cambodia

KBank has been invited to participate as an advisor for the preparation of Thailand's Solar PV Roadmap with lecturers and experts in the energy field and the industrial sector. This contribution also confirms our leading role in the renewable energy business.

KBank is now taking consideration of lending in the form of project finance in accordance with the government's policy to buy 200 megawatts (MW) of electricity generated by rooftop solar photovoltaic systems (PV), of which 100 MW would be bought from household solar stations and the rest from SMEs and other commercial buildings. Commercial delivery was expected to start within 2013, based on a feed-in tariff of 6.16-6.96 Baht per unit during the subsidizing period of 25 years. KBank financing may be granted to operators of 15-20 MW of capacity. As for residential units, we provide service to equipment installation firms through interest-free credit card spending for a period of 10 months. We are also developing a new loan for solar PV installation at homes, as well as machinery and equipment leasing and hire purchase loans.

Last November, a seminar was organized by KBank entitled, "Cutting Business Costs with Energy-Saving Concepts" to disseminate useful knowledge to generate higher profits for organizations and to exhibit the Bank's preparedness in playing the role of advisor and financial supporter to projects related to efficient energy use.

In 2013, KBank was awarded the ESCO Excellent Supporting Bank Award by DEDE and the Thailand Energy Award from the Prime Minister for the second straight year, given our special loan service for a number of energy conservation projects of energy service companies (ESCO).

## Financial Knowledge

KBank has consistently placed emphasis on offering financial knowledge to customers, the general public, and business operators, as we believe good financial skills produce good life skills, a key element that builds a prosperous future for individuals and their families, communities, and society as well as sustainable development of the country. With our capability

and financial expertise, we have assisted the society and community to attain sustainable independence and to become supporters themselves in the future, by offering knowledge which can be accessed rapidly and thoroughly via diverse channels of the Bank.

### Business Strength and Sustainability through K SME Care

The K SME Care project has been continually implemented in seventh year, with focus on providing up-to-date knowledge and advisory service, and business connections for SME operators, so that these three features can drive the overall economic development of the country. Seminars and activities to forge business networks have been organized for SMEs to apply the knowledge gained in their business management. They were open to all, including those who are not KBank customers, with a variety of topics and experience sharing by many well-known gurus. Under cooperation with the Faculty of Commerce and Accountancy, Chulalongkorn University, the annual theme varies each year, such as “Creative Economy AEC” or “Fit & Firm”. Interesting

activities include, for example, business network, inbound and outbound study trips, case studies and business plan proposition.

To build sustainable business networks, participants in the K SME Care activities have been introduced to their seniors who are members of the K SME Network Club to share knowledge and experience with them. Seven years after its establishment, there have been over 10,000 participants in 19 classes of the K SME Care project across the nation, including Bangkok, Nakhon Pathom, Chiang Mai, Chiang Rai, Phitsanulok, Udon Thani, Khon Kaen, Ubon Ratchathani, Rayong, Chanthaburi, Phuket, Songkhla, Surat Thani and Nakhon Si Thammarat. All participants have become members of the K SME Network Club, where a learning society exists to achieve sustainable business advancement.

### SME Mee Tung Yer (SMEs earn a lot of money)

The SME Mee Tung Yer program has been initiated with an aim of providing knowledge and realizing business dreams for SMEs



K SME Care project completion to congratulate the SME entrepreneurs trained at KASIKORNBANK Head Office

during their start-up process. It is an additional privilege apart from regular training courses and seminars offered by the Bank. Two chapters of training have been facilitated under this program:

SME Mee Tung Yer Camp is a new concept of a business camp offering knowledge through first-hand learning and experience rather than lecturing. To seek participants in the camp, interested persons were invited to submit a two-minute video clip describing their business for the contest. From a total of 1,200 two-minute video clips submitted, 30 participants were selected. Joining the free-of-charge camp, they were trained by renowned business gurus for seven days and nights. Unlike traditional instruction courses, the business camp was unique in offering business training workshops, while addressing intensive beneficial business issues including sales presentation, marketing and finance along with entertainment.

During the camp training, famous business gurus including Mr. Thunyawat Chaitrakulchai and ML. Chaiwat Chayangkul were invited to provide business insight for participants, while experienced businessmen from the Bank's K SME Network Club were also available for one-on-one advice which also helped create inspiration. After a six-day training, the camp participants were offered funding on the seventh day to open a shop for one day in front of the MBK building for competition. Nine winners from the contest were chosen to participate in a reality TV show named "SME Mee Tung Yer". Under this business camp program, the Bank has achieved its goal in offering knowledge and business skills to SMEs, thus helping them to realize their business dreams, while participants can apply insights offered in the camp to their future business operations.



Launching SME Mee Tung Yer at JSL Studio on September 26, 2013, which announced the 9 finalists to compete in the TV Program

The SME Mee Tung Yer program was the follow-up activity after the success of the SME Mee Tung Yer camp, participants dealing with real business, shops, sales, business planning and daily competition strategy. With equal startup funds offered by KBank, the nine contestants had to maximize their sales and profits during the contest. The TV show presented a business contest airing Sundays at 10:40 p.m. on Thai TV Channel 5, running from October 6 to December 29, 2013. Focusing not only on entertainment and KBank brand awareness, the Bank also emphasized offering business knowledge through contestants' strategies as well as gurus' advice. These business experts including KBank's Executive and renowned marketing guru offering financial knowledge. The winner of each was awarded a 1 million Baht cash prize as capital for their future business operations.

In the first round, "Who will win in the first round?", three contestants competed in selling food to office workers at La Villa, Aree.

The second round, "From online to on ground", featured three more contestants who had been successful in online clothing sales, and were now required to sell their products at real shops.

The third round, "More money, more duty", highlighted established SMEs which were ready for business expansion.

The five-day real circumstances of the contestants were analyzed by experts at the TV studio. Winners were judged from the highest sales and scores given by the business gurus.

Unlike lecture-based training which limits participants, the SME Mee Tung Yer TV show was aimed at offering beneficial business insights to a large segment of the general public and SME operators. Their demand for knowledge was successfully met through this accessible TV show, which was also on a convenient and widely-aired channel. Consequently, more viewers gained knowledge, in accordance with KBank's "Full Support for SMEs" strategy.

#### **K SME Care Knowledge Center: The First of its Kind in Thailand**

KASIKORNBANK has opened the K SME Care Knowledge Center, the first of its kind in the Thai banking business, on the second floor of the Chamchuri Square Building, to provide advisory service solutions to all SME proprietors and those wishing to start their own businesses. Interested persons can make an appointment to use our advisory services.

1. Business Intelligence: A knowledge base for SMEs
  - KBank works with business partners from many organizations to compile news and information beneficial to SMEs. Services include SME Guru, through which business specialists give one-on-one consultation on such matters as brand building, listing on the stock market, accounting and more. The Knowledge Corner is a study zone providing business-related books, magazines and analyses. Online Intelligence provides internet access to business research and information in databases throughout the world.



2. **Business Training:** Seminars, training and other activities addressing SME needs at every stage of growth. The Start-up Business course trains entrepreneurs for the initial stages of new business, conveying basic knowledge and inspiring passion for business success. The Business Owner course helps entrepreneurs to develop and expand their businesses while maintaining stability and sustainability. The Lifestyle course trains businesspersons for work/life balance.
3. **Business Network:** Networks are one of the most important element of any successful business. The K SME Care Knowledge Center facilitates SMEs in building up strong networks, through activities for SMEs to meet and share experiences. SME Society brings operators together with new trading partners through Business Matching activities. Online Business Matching is a networking tool available through [www.ksmecare.com](http://www.ksmecare.com).

In 2013, more than 10,000 SME entrepreneurs used the services of the K SME Care Knowledge Center and there were over 20,000 visitors at [www.ksmecare.com](http://www.ksmecare.com) on average each month.

#### Financial Institution's First Chinese-Thai Business Center to Facilitate Chinese-Thai Transnational Investment

KBank has a policy of providing continual support for Chinese-Thai businesses. In 2012, the Bank opened the Chinese-Thai Business Center on the 16<sup>th</sup> floor of the Chamchuri Square Building. It is the first complete Chinese-Thai Business Center ever established by the Thai commercial bank, with the purpose of providing advisory service for Chinese and Thai entrepreneurs interested in investing in either country. This center also serves as an intermediary between those entrepreneurs and KBank's partners. The advisory service at the center is provided by our Thai and Chinese to provide maximum convenience for investors and SMEs of the two countries. The Chinese-Thai Business Center offers three types of service, as follows:

1. **Information service on Thailand and China:** Useful information available at the center includes basic social and geographic data about the two countries, economic figures, news, protocols and regulations on bilateral investment, plus work permit application protocols. The service is offered by our competent officers.



Chinese -Thai Business Center

2. Advisory service on business planning, establishment and operations: KBank has joined hands with our allies to provide advisory service in four areas, including 1) legal and investment; 2) accounting and tax; 3) land leasing and purchase for company establishment; and 4) business know-how by Thai-Chinese experts from leading educational institutions.
3. Financial and business matching services available at over 900 KBank branches nationwide, as well as six offices in China, including branches in Shenzhen , Chengdu and Hong Kong and representative offices in Beijing, Shanghai and Kunming. Our leading Chinese partner banks also help simplify investment transactions between the two countries.

#### K Global Business Center

As part of the preparations for AEC integration, KBank has opened the K Global Business Center on the 16<sup>th</sup> floor of the Phahon Yothin Main Building to enhance business potential in overseas expansion. The center provides advisory service on trade and investment in ASIA nations, as well as industry data and related regulations. A global business matching service

is provided for Thai and reliable foreign entrepreneurs via the networks of our allied banks in these countries.

In 2013, there were 80 - 90 inquiries per month made by our corporate customers to the K Global Business Center, involving such issues as trade and investment in Thailand and other ASIA member states, trends of growing industries in various regions, business set-up patterns, investment promotion privileges, regulations of international funds transfer, and documents required for opening a savings account.

#### KFam Club

As a traditional driving force of the economy, family businesses usually face a cycle that starts with growth but cannot be sustained, due to conflicts between different generations. Placing emphasis on family business development and sustainable business succession, KBank established the KFam Club for over 500 members from 250 large family businesses that are our customers, who participate in our academic and recreational activities to exchange their knowledge and experiences. One of KFam Club's activities, the Professional Family Business Management (PFBM) course,



Professional Family Business Management (PFBM) Course of KFam Club at Chon Buri

which was jointly designed with the University of the Thai Chamber of Commerce, focuses on promoting business networks and fostering good understanding between generations in a family business.

More activities were held both at home and abroad to inspire Thai family businesses with succession techniques of world-class family businesses. Among these activities were a trip to visit the world's oldest family business establishment in Japan, or cooperation with the IMD Global Family Business Center - one of the most famous family business institutions, in Switzerland, that serves as a business advisor for many leading businesses and brand names - which has teamed with KBank in transferring valuable know-how and experience of family business sustainability to Thai operators.

### KBank: The Bank for All

In addition to our efforts in developing financial products and services to meet the needs of our customers, KBank also places importance on convenience and accessibility of our financial products and services through the following programs:

#### The Savings for Future Benefit Program

KBank has introduced this program specifically for the self-employed and others with limited documentation showing a steady income to gain access to financial services of financial institutions. KBank has introduced the Savings for Future Benefit program for customers who hold a deposit account and/or mutual fund account with the Bank and other financial institutions where they have monthly step-up deposits, based on their average asset under management (AUM). Customers' depositing as prescribed indicates their debt servicing ability, thus making them eligible for a variety of loans such as K-Home Loan, K-Auto Finance, K-Credit Card and K-Express Cash among others.

#### KBank to Post

KBank and Thailand Post Co., Ltd. offer the KBank to Post service to facilitate funds transfer for recipients in provincial areas where there are no bank branches and no ATMs. Funds transferred via over 8,700 KBank ATMs across the country, 24 hours a day, can be received at any post office in Thailand. Without having a deposit account with KBank, a national ID card is needed together with an 8-digit PIN code notified by the fund transferor from the transfer slip. In addition to the service coverage, funds recipients in remote areas can save transportation costs in receiving money.

#### Assistance Measures for Flood-affected Customers

In 2013, the Bank introduced assistance measures for both retail and corporate customers affected by severe flooding in 27 provinces. In brief:

1. K-Home Loan customers were assisted by reduced monthly repayment up to 40 percent for a period of one year, or they could choose to pay only interest without principal for six months. Clients with flood-ravaged homes could apply for K-Home for Multi Purpose for home repair up to the full repaid loan amount with 15-year term.
2. K-Credit Cardholders and K-Express Cash customers were granted a 50-percent cut in interest rate for a period of three billing cycles during the floods, or between October and December 2013.
3. SME and large corporate clients were allowed to pay only interest without principal for a three-month period for increased liquidity in their businesses. Customers with trade finance or P/N line could opt for payment of interest only while also putting off paying principal for three months.

In case of severe damages to inventories and inability to collect debtors' payment, customers could request that both principal and interest be put off. If customers needed higher limits for enhancing their liquidity or purchasing new stocks, the Bank provided new limit for business rehabilitation for the period of three years, with a grace period of up to six months.

### K Home Smiles Club

KBank recognizes the importance of the decision-making of those who are planning to buy a home. As part of our efforts to assist prospective homebuyers, KBank set up the K Home Smiles Club to provide three types of advisory services, i.e.,

- 1) Home Advisory - involving selection of location, home design, negotiation with estate projects, inspection before home delivery, related laws, contract conclusion and assessment of buying capability and financial planning;

- 2) Home Loan - including pre-screening service to allow loan applicants to monitor their preliminary approved limits via the internet and mobile phone, home loans with feng shui and housekeeping services; and
- 3) Home Care - offering useful information and coordination services 24 hours a day, plus other special services, such as a personal manager to offer advice or make contacts for home repair and extension, gardening, pest control, cleaning, emergency roadside assistance, traffic information and personal assistance in many issues. K-Home Loan Delivery service offers advice about home loans from expert officers.



K Home Smiles Club website, a home advisory solution



### K-Personal Loan for Pensioners

The Bank launched K-Personal Loan for Pensioners in response to the government's policy to assist government retirees. The loan has a fixed repayment period with pension inheritance rights required as collateral. Applicants must be retired government officials receiving monthly pensions with pension inheritance rights certified by the Comptroller General's Department or by a Provincial Office of the Comptroller General's, Ministry of Finance.

### K-Payment Gateway Clinic

Amid the growing e-commerce business, small to large businesses have shifted to this channel to make their presence felt in the global market. With overwhelming response from customers, business operators - especially those of the new generation - seek to acquire online business know-how and payment systems to accommodate clients from around the globe. In response to this trend, the Bank initiated the K-Payment Gateway, which facilitates online payment with credit and debit cards. Given that websites of online merchants are linked directly to the system, customers are assured of faster, more convenient and secure transactions. Since 2009, the Bank has organized seminars to provide advisory assistance for K-Payment Gateway, as part of the K-Payment Gateway Clinic program for business proprietors, executives and relevant officials, on a continual basis. Every month, 20 to 40 interested persons are invited to attend a lecture on knowledge of online trade and services, e-commerce trends and online payment methods, given by e-commerce experts of the Bank. Out of around 400 participants in the seminars thus far, 80 percent have said that the event was very useful to their business operations.

### K-Express Credit Center

In response to growing demand for retail loans, the "K-Express Credit Center" was set up to serve retail loan customers, in particular those with monthly salaries of 15,000 Baht and higher, with four products, including K-Home Loan, K-Credit Card, K-Express Cash and K-Auto Finance (Refinance). The center provides preliminary approval results, which the respective applicants can use as advice for making their borrowing plans. Rapid approvals are offered, for example, one business day for K-Home Loan in place of three days via normal channels, and two hours for K-Credit Card and K-Express Cash as compared with the usual 5-7 business days. Additionally, K-Express Cash customers can get their requested cash within one hour of approval, instead of the next business day under the normal process, while the approval results are issued within only 90 minutes compared to the previous norm of one day. The center also offers advisory service for credit applications, selection of appropriate credit types and financial management to avoid excessive household debt.



K-Express Credit Center

## askKBank.com

KBank offers askKBank.com where customers and the general public can find useful information for use in their businesses as well as day-to-day life. The website provides a search channel for financial knowledge and various lifestyle topics that are classified under seven titles, including Finance & Banking, Corporate Business, SME, What's Hot, Investment, Smart Planning, and Casual Lifestyle. In each of these segments, well-known gurus act as the presenters of information to service users. There is also a question-and-answer function for those who need in-depth data that is transmitted via e-mail.

## Personal Financial Advisory Service

### Personal Financial Advisory Service

Our K-Expert service was created with an aim of helping KBank to become a professional advisory bank that can meet the specific needs of each customer, by means of our study on customers' financial needs according to their segments and ages. We have around 2,235 K-Expert team members, available at branches nationwide, who have undergone intensive training courses. Need-based guidebooks have been prepared for branches, covering 14 different issues involving customers' lifestyles and requirements, in three main areas:



www.askKBank.com – a website that provides both financial and lifestyle information to our customers

simple financial management tips, how customers can fulfill their dreams, and savings for future security. In addition to meeting K-Expert officers at branches.

### K-Expert Saving Memo

The K-Expert Saving Memo program records income and expenses, as well as personal investment data, in Excel format, and can be obtained from the Bank or downloaded from the K-Expert website. In 2013, the program was downloaded over 70,000 times. There is also the online K-Saving Memo that is applicable via the K-Expert website and smartphones with the "K-Mobile Banking Plus" application. At this time, there are approximately 24,590 users of the online program.

### K-Expert Tax Buddy

This is software to help users fill out tax forms (Por. Ngor. Dor. 90 and 91), with advice on tax-deductible benefits. The program can be downloaded free of charge at [www.askKBank/K-Expert](http://www.askKBank/K-Expert). Total downloads are now 4,050.

### K-Expert Tax Buddy for Doctors

This tax calculation program has been designed to assist medical doctors in preparing Por. Ngor. Dor. 90 for the 2012 tax year and Por. Ngor. Dor. 94 for the 2013 mid-year tax filing, along with additional advice on tax-deductible benefits from long-term equity funds (LTFs), retirement mutual funds (RMFs), plus life and retirement insurance policies. Three thousand copies have been downloaded.

### K-Expert Wealth Diary

The K-Expert Wealth Diary is a systemic data management tool for financial assets and investments, along with tips to create, maintain and accumulate wealth, and pass it on to one's successors. This modern online tool is easy to use, and to date, it has been downloaded 15,913 times.

### K-Expert Cash Flow Memo

This tool for businesses to record their revenues and expenses in a systemic manner has been available for download since February 2013. At present, it has been downloaded 16,300 times.

### K-Expert Debt Solution

This debt management tool has been developed to assist customers having formal loans and shark loans, providing guidelines for reducing interest and shortening the period of indebtedness. Available since September 2013, the program has been downloaded 8,450 times.

### Knowledge Dissemination through Various Channels

KBank has continually published interesting articles about financial management and investment in various public relations media to match different lifestyles of customers, among others "A Day Bulletin" magazine, the 'Save Zone' column in "PostToday" newspaper, 'Talatnat Kanngoen' ('Financial Market Fair') in "Money and Banking" magazine, the 'Wealth Management' column in [www.dailynews.co.th](http://www.dailynews.co.th), the 'Kapook

Money' column in [www.kapook.com](http://www.kapook.com), as well as TV and radio programs at Chula Radio, the "CEO Talk" program at FM 101.5, "Money Plus" at FM 101.1, and the "Money Biz" and "Smart Money" programs on the Money Channel.



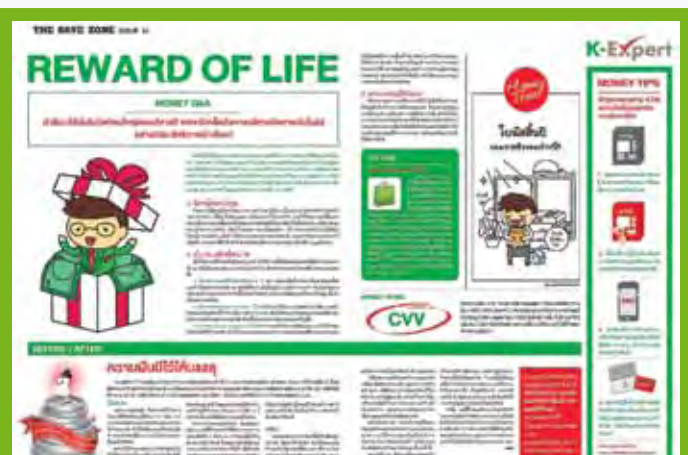
### Online Knowledge Dissemination and Advisory Service

In our endeavor to enhance knowledge of the general public as concerns financial management, easy and convenient access to sources of information and advice has been provided, as follows:

1. [www.askKBank.com/K-Expert](http://www.askKBank.com/K-Expert) - provides knowledge on financial management, investment and taxes for the general public. Interesting articles, news and calculation tools are offered for customers so that they can do their own research and make their own financial plans. The number of page views in 2013 was over 954,000.



Executive Vice President and K-Expert, professional financial advisors



Dissemination of financial knowledge through various channels

2. Twitter@KBank\_Expert - currently has 4,947 followers who can get updates of financial news, data and helpful tips.
3. Facebook KBank Live - offers simple financial tips for day-to-day management. Question-and-answer sessions have been organized three to four times a year, wherein K-Expert team members reply to customers' inquiries. There were three live chat sessions in 2013 on the topics of taxes and information from salary earners.
4. Finance-related blogs have been made available at OKNation and Bloggang, with 140,000 and 58,000 page views, respectively.
5. Fourteen K-Expert mini series have been produced in the form of 3-5 minute clips, showing customers' dreams and how they can make them come true. Financial knowledge presented in an entertaining style can be viewed on YouTube and [www.askKBank.com/K-Expert](http://www.askKBank.com/K-Expert).

6. KBank has been giving advice and knowledge in many chat rooms of the Pantip website, including the K-Expert Club in Pantip's Sinthorn forum.

### "The Expert" Show

"The Expert" is an edutainment reality show with a variety of topics, offering useful financial advice. "Dream Inspirers" of the show represent those who wish to make their dreams come true, but do not know how to start. This is where the "Expert" from KBank and the "Experience" or famous actors/actresses with relevant experience comes to assist them with their advice.

### "Money Shot" Radio Program

The "Money Shot" radio program on FM 97 MHz uses a two-way communication approach between the guests and listeners. Divided into three sessions, the program disseminates news on economic situations, oil and gold prices, stock markets,



The Expert: Dreams Inspired for whom wishing to make their dreams come true



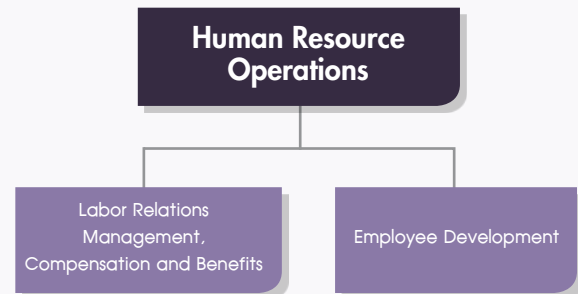
"KBank Live", Facebook: Financial knowledge about K-Expert

government policies in the first session; talks with KBank executives concerning financial tips in easy-to-understand terms, along with some product promotions in the second session; and questions and answers in the last session regarding KBank products.

### Knowledge Enhancement on Personal Financial Management

KBank has organized a number of activities to promote knowledge on personal financial management through visits to various organizations. The topics include financial management for first-jobbers and preparation for retirement, smart investment, conversion of tax into savings, and happy financial and debt management. In 2013, 202 activities were held for around 10,540 participants in over 100 organizations, for example, the Metropolitan Electricity Authority, Thai Airways International PCL, and King Chulalongkorn Memorial Hospital. Our K-Expert team members have been trained to serve as lecturers for nationwide knowledge dissemination.

## Employees





The Bank has adopted a human resource policy wherein we seek to enhance job opportunities and boost the potential of our staff towards professional excellence. This policy is consistent with business requirements and our “Customer-Centricity” strategy that pave the way for us to become an even more secure and innovative financial institution, as well as being able to respond to the needs of customers more efficiently. This is achieved via a number of established methods. Based on our management of labor relations, compensation and benefits, and human resource development, we:

- Undertake to recruit quality personnel and then enhance their competency to suit tasks that further their career growth;
- Motivate each employee to achieve better results by offering incentives to perform well, and encourage them to commit themselves to our organization. Also, we seek to improve employee leadership skills at every level, where appropriate;
- Organize and promote an internal organizational culture emphasizing teamwork and customer-centricity; and
- Continuously promote development and joint efforts under the KASIKORNBANK brand.

The total KBank workforce amounts to 19,303 employees (11,917 female and 7,386 male), all of whom are permanent staff. KBank employees are classified herein by gender, age group, level of educational attainment and workplace:

## KBank Employees Classified by Gender, Age, Level, Educational Attainment and Workplace 2013

| Employee Data   |   | Gender                 |        | Age Group  |        |
|---|---|------------------------|--------|--|--------|
| 19,303  |  | Male                   | 7,386  | Less than 30 years   | 7,774  |
|   |   | Female                 | 11,917 | 30 - 50 years  | 8,932  |
|   |   |                        |        | Over 50 years  | 2,597  |
| Level   |   | Educational Attainment |        | Workplace  |        |
| Senior Management level<br>(Department Head and higher) | 266   | High school graduate   | 702    | Head Offices<br>and Main Buildings   | 10,093 |
| Operating and staff level<br>(Below Department Head)    | 19,037  | Bachelor's degree      | 12,678 | Elsewhere  | 9,210  |
|   |   | Master's degree        | 5,890  |  |        |
|   |   | Doctoral degree        | 33     |  |        |


## New Employee Hires and Employee Turnover by Gender and Age Group New Employee Hires 2013

| Data of New Employee Hires      |                | Data of Terminated Employees    |               |
|---------------------------------|----------------|---------------------------------|---------------|
| Gender                          |                | Gender                          |               |
| Male                            | <b>4.63 %</b>  | Male                            | <b>4.68 %</b> |
| Female                          | <b>16.06 %</b> | Female                          | <b>9.84 %</b> |
| Age Group                       |                | Age Group                       |               |
| Less than 30 years              | <b>18.03 %</b> | Less than 30 years              | <b>9.03 %</b> |
| 30 - 50 years                   | <b>2.65 %</b>  | 30 - 50 years                   | <b>4.22 %</b> |
| Over 50 years                   | <b>0.02 %</b>  | Over 50 years                   | <b>1.27 %</b> |
| Workplace                       |                | Workplace                       |               |
| Head Offices and Main Buildings | <b>8.89 %</b>  | Head Offices and Main Buildings | <b>7.65 %</b> |
| Elsewhere                       | <b>11.80 %</b> | Elsewhere                       | <b>6.87 %</b> |



## Salary and Basic Remuneration of Female and Male Employees classified by Level and Workplace

| Employee Level                                    | Salary and Basic Remuneration of Female and Male Employees |
|---|--|
| Head Offices                                      |  |
| Executive level (Department Head and higher)      | No difference between male and female employees            |
| Operating and staff level (Below Department Head) |  |
| Elsewhere   |  |
| Executive level (Department Head and higher)      | 1 : 1  |
| Operating and staff level (Below Department Head) |  |



## Return-to-Work and Retention Rates after Maternity Leave/Parental Leave

|   | Number  |
|---|---------|
| Number of employees having the right of parental leave  | 11,917  |
| Number of employees using the right of parental leave   | 394     |
| Number of employees returning to work after parental leave  | 369     |
| Number of employees returning to work after parental leave and remaining in employment one year afterward | 369     |
| Return-to-work and retention rates after maternity leave and/or parental leave                            | 93.65 % |

## Health and Safety Information

| Proportion of Absence by Type (%) | 2011  | 2012  | 2013  |
|-----------------------------------|-------|-------|-------|
| Sickness                          | 13.57 | 13.58 | 12.93 |
| Work-related injuries             | 0     | 0     | 0     |
| Others                            | 86.43 | 86.42 | 87.07 |
| Number of fatalities              | 0     | 0     | 0     |

## Labor Relations Management, Compensation and Benefits

It is KBank policy to ensure equal and fair treatment of all employees, as well as adherence to principles of human rights and abstention from any form of discrimination, harassment or abuse on the basis of race, color, religion, gender, age, nationality, citizenship, sexual orientation or disability. Child or other illegal labor is prohibited. KBank recognizes human

rights and does not permit any discrimination against race, color, gender, religion, political stance, citizenship status, social lineage or other forms of human rights violations. All stakeholders, both internal and external, throughout the entire operation, are involved. To prevent malpractice, we have put in place effective channels for employees to offer their opinions and suggestions, as well as voice grievances, wherein we provide consultations from management and employees' committees.

KBank also offers the chance for employees and representatives of their union to discuss with us, or file complaints on any matter of grievance.

KBank treats employees without favoritism, in accordance with the statutes of the Labor Protection Act (second amendment) B.E. 2551 (2008), Labor Relations Act B.E. 2518 (1975), Workmen's Compensation Act B.E. 2537 (1994), Provident Fund Act (second amendment) B.E. 2542 (1999) and Social Security Act B.E. 2553 (2010). Labor relations processes comply with these laws, as well as principles of human dignity and rights, in accordance with our employment policy framework. We do not allow child labor. A separate work group has been set up to inspect practices within the organization, thus, we can ensure that workers are protected and no child employment exists within our organization.

KBank adheres to principles regarding compensation and benefits for a better quality of life for our employees. This philosophy is based on compliance with the rule of law and justice, competitiveness in the job market, staff competencies and expertise that meet the required tasks, as well as retention of competent employees and recruitment of qualified persons to work for the Bank. Staff are motivated towards efficient performance of the work delegated to them and in a manner consistent with KBank business strategies.

With our aim to improve employee living standards, KBank's employee benefits are at the forefront of the industry, including those for housing, healthcare, retirement plans, severance pay and education subsidies for their children. Additionally, we offer other benefits, such as loans for the purchase of private vehicles and computers, scholarships and grants for education, financial stipends upon marriage, as well as other assistance, e.g., healthcare support for employees' parents, spouses and children, help with home renovation, special welfare

in cases of accidental injuries, etc. Annual medical check-ups are provided for employees. Moreover, all of our main office buildings - Rat Burana, Chaeng Watthana and Phahon Yothin - are equipped with nursing stations serviced by medical experts, along with provision of temporary resting areas and modern equipment; employees seeking medical treatment can visit these facilities on any workday. These safety and health benefits have been endorsed by employees, or their unions, in legally binding written agreements, wherein all relevant issues are included. By making those agreements legally binding, we intend to be legally responsible to our employees. Per the labor relations principles as stated in State Enterprise Labor Relations Act, B.E. 2543 (2000), a memorandum of agreement regarding employment status has been made between KBank and the labor unions. The memorandum includes regulations and a code of conduct on medical treatment - including details of medical and dental plans for employees at different levels. KBank disseminates information of that memorandum to all employees. Manuals are also published to ensure that employees are informed about these benefits and understand their use for themselves and their loved ones.

Furthermore, KBank has a policy of promoting bilateral cooperation with employee associations within the organization. Employees are represented by an established committee with meetings held every three months that are attended by KBank delegates. The committee is also responsible for making suggestions and considering solutions on issues such as benefits and workplace problems. Each committee has a collaborative role in determining agreements and helping enforce them in practice. KBank established the KASIKORNBANK unions of employees and executives, which includes 40 percent of all our employees. It aims to foster understanding using principles of good labor relations as stated in the Labor Relations Act B.E. 2518 (1975). Collective agreement protects all employees' benefits.



With regards to internal job changes, KBank must notify the employees involved two weeks beforehand and one month before any merger decision or extension of branches. As for divisional/departmental reshuffling, employees must be notified two weeks in advance. According to labor laws, KBank must receive notifications of resignation one month in advance to allow enough time for KBank to appropriately deal with changes that might affect our business.

Due to our strong commitment to labor relations policies, the Best Labor Relations and Welfare Award was presented to KBank for the eighth consecutive year in 2013, making KASIKORNBANK the only domestic commercial bank to ever have been granted the award.

In upholding the philosophy of a sufficiency economy, we constantly promote a sustainable self-reliance among our staff, by encouraging them to be aware of the magnitude of savings through the Provident Fund system

instituted in 1994. The Fund was established in accordance with the Provident Fund Act B.E. 2530 (1987) as a part of our employee welfare program with the objective of strengthening the security of employees and their families, and to provide employees and their families with a guarantee towards future security in case of employment termination. The Fund has been structured into two categories, wherein staff can choose the category that matches their preferences, being the basic KBank Provident Fund, and the Welfare Security Fund. Both types are mutually contributed to by employees and KBank; permanent employees can choose either one of the two contribution methods:

First option: 3 percent of their basic salary with KBank's contribution being based on their employment tenure;

Second option: An equal rate with the KBank contribution being based on their employment tenure as stated below:

| Employment Tenure | Bank Contribution (%) | Employee Contribution (%) |
|-------------------|-----------------------|---------------------------|
| Up to 10 years    | 3.0                   | 3.0                       |
| >10 - 15 years    | 3.5                   | 3.5                       |
| >15 - 20 years    | 4.0                   | 4.0                       |
| >20 years         | 4.5                   | 4.5                       |

Today, the Fund has adequate cash reserves to pay each employee who resigns or retires. Upon resignation or retirement, the Fund's members are entitled to receive their savings and KBank contributions, as well as all returns from investment. For those who have committed serious misdeeds and are subject to employment termination without compensation, they will receive only the part of their savings.

### Communication and Participation

Regarding internal communications, KBank has diverse media channels to announce information to employees in all our workplaces. Our KASIKORNTV, airing across the country from Monday to Friday, 8:00 a.m. to 5:00 p.m., disseminates news and other programs on the topics of law, travel, languages and health, as well as live programs to announce operational practices during important events. The Lotus Notes intranet system

transmits useful information for efficient staff performance, while the “Kitchakan Samphan” newsletter, issued on the first and third Mondays, presents KBank news and business operations, economic and investment data, languages and games. Public Address communicates with staff at the Rat Burana, Phahon Yothin and Chaeng Watthana Main Buildings on KBank activities and tips of many issues. Other activities to promote employee participation include the “President Meets Staff in Provinces” events in Khon Kaen and Loei to meet with staff in provincial offices and learn about business operations there. The “You are K Heroes towards Excellence” event was organized in 2012 to promote the exemplary performance of outstanding employees, the smiling campaign, while the “K Love” project has been designed to encourage all employees to value one another.

K-Culture activities: “Organization-wide Teamwork” and “Give Me 5 Project” with an aim of promoting the corporate culture, and teamwork spirit between Corporate Relationship Managers and Credit Underwriters within an end-to-end credit process. Other K-Culture activities are ongoing, such as K-Culture on Tour to different regions of the country, the Value “U” to recognize colleagues who have shown behaviors in compliance with the Core Values, and “Talent Show” to make smiles and foster innovative ideas in the organization.

## Employee Development

KBank places much importance on personnel development where capabilities and skills that are consistent with KBank strategies and business plans are stressed:

- Training Roadmaps have been prepared for all organizational job positions.
- Our Management Development Program (MDP) was created to provide continuing education courses for

senior management, while Annual Training Plans have been devised for supervisors and staff in line with their relevant Training Roadmaps within the budgets of each department. Our In-House Acknowledgement System for In-House Training has assisted supervisors in planning their subordinates’ curricula.

- Study courses relevant to staff tasks and financial institution business have been provided, and a course on compliance with anti-money laundering law has been arranged for new employees and other related staff. These courses are provided in traditional text and e-learning formats.
- All e-learning study courses are regularly updated. Employees are able to study at anytime or anyplace via devices that can access online content.

Records on course studies and registration have been collected in personnel records, which each employee can view on the Lotus Notes system and the intranet website of K-Career.

KBank has a policy of installing employees with understanding of labor rights, benefits and welfare, as well as other benefits in kind offered by KBank. New employees are required to attend a one-day orientation to familiarize them with topics like financial knowledge about KBank’s products, corporate and business, teamwork, core values, anti-money laundering and combating the financing of Terrorism law. During the six-hour session, attendees are informed about offers from the organization towards the well-beings. They are also educated on their rights at work as specified in labor laws. Last year, there were 4,230 employees attending, accounted for 89.39 percent of the total of 4,732 new employees.

### Employee Training

| 2013 Study Courses       | Courses | Classes | Staff Attending Courses |
|--------------------------|---------|---------|-------------------------|
| Internal study courses   | 232     | 842     | 39,622                  |
| External study courses   | 426     | 464     | 1,155                   |
| E-learning study courses | 123     | 123     | 54,626                  |

### Training Attendance of Employees

| Average training hours by gender |        | Average training hours by employee level (hours/person/year) |  |
|----------------------------------|--------|--|--|
| Male                             | Female | Executive level<br>(Department Head and higher)              | Operating and staff level<br>(Below Department Head) |
| 47.46                            | 60.40  | 47.44  | 55.55  |

In addition, employees' welfare and right are provided via internal communication channel as intranet network and KASIKORNBANK NEWSLETTER, and further information available as database and electronic searching.

KBank's recruitment procedures also incorporate Intelligence Quotient (IQ) and Emotional Quotient (EQ) tests, as well as tests

on specific skill requirements, so that KBank can properly allocate employees with unique skills and capabilities to work that best benefits the organization.

Aside from courses to boost employees' potential in each person's career path, we also enhance knowledge about practices in conformity with KBank CSR policies, as well as

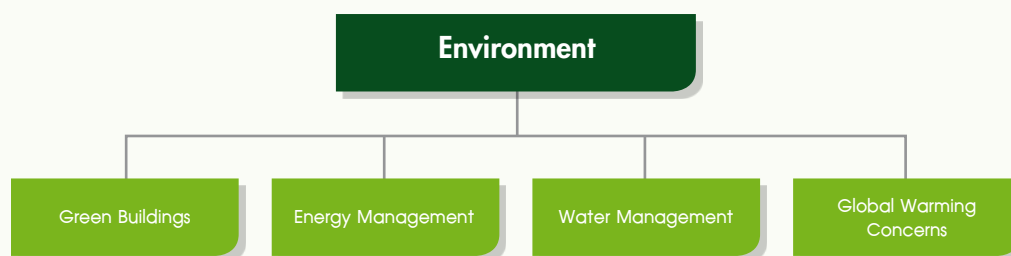


Talent Show for "Smiling Faces" among KBank Employees

staff ethics that shall influence their work and standards of performance. Every employee can make use of a personal learning path record to upgrade their skills which could then lead to career advancement. Employees also have opportunities to work on social skills in the workplace, e.g., 'how to work well with others', 'how to be a good leader'. All such subject matters can be studied inside or outside KBank, including via e-learning systems. Courses include subjects on money laundering law and credit

analysis. In addition to various courses, CSR training has been conducted to enhance staff potential, including the following: Inspiration Inside-Out course: to motivate Bank staff towards achievement and to instill positive attitudes of self-motivation, Train the Trainer course: to create understanding of the trainer's roles, as well as selection of appropriate training techniques and communication skills for transfer of know-how and attracting trainees

## Environment



The Bank is being committed to environmental awareness and to developing procedures, products and services that satisfy the customer needs while contributing to environmental preservation. Our commitment is made concrete in many ways, from Green Buildings for the Environment - the Chaeng Watthana, Phahon Yothin and Rat Burana Buildings, to KASIKORNTHAI Learning Center. Our green buildings have been based on the "energy and environmental preservation" guidelines. For the Chaeng Watthana Main Building, an 18-year-old building was renovated instead of building a new one, to use the minimum resources, in adhering to the sufficiency concept, energy savings and selection of recycled materials, along with the LEED-CI (LEED for Commercial Interiors) concept of the U.S. Green Building Council (USGBC). Domestic consultants and materials/equipment have been used, as well as the adoption of "local wisdom". As for the

global warming concerns, the K-ATM to Reduce Carbon Footprint has been implemented to reduce the volume of paper used as ATM slips, while the K-Cost Excellence program has encouraged all KBank units to propose ways to conserve natural resources in KBank products and services.

Fully recognizing that a safe, clean, and pleasant environment promotes employee effectiveness and facilitates contact with customers and the general public, KBank has implemented occupational safety, health and environmental measures in conformity with standards issued by the Ministry of Labor and consistent with recognized international standards.

- Utilities within buildings are installed and operated with the health of staff as a primary concern. Examples include

two-stage air filtration systems, eliminating inside air pollution; lighting at standard brightness comfortable for the eyes; and ozone drinking-water purification systems. Energy-efficient electrical appliances are used.

- For a better environment in the surrounding community, the Bank has installed exhaust filtering systems limiting smoke, smell and noise. Highly efficient wastewater

systems not only treat wastewater before it flows into the rivers, but also redirect treated wastewater for watering gardens and for use in cooling systems. Besides conserving energy, these systems help to preserve the environment.

### KASIKORNTHAI Learning Center



KASIKORNTHAI Learning Center located in Bang Pakong District, a green building concept certified by LEED



Landscape designed to truly enhance ecosystem and well-beings of dwellers

As part of our energy saving and environmental preservation concept that has been continually implemented, KASIKORNTHAI Learning Center - a six-story building on a 7-rai plot of land in Bang Pakong District, Chachoengsao, with a 5,000-meter usable area - has been designed as a green building. The center is the first project in Thailand that has been granted the Platinum award in the category of New Construction, representing the highest standard of LEED (Leadership in Energy and Environment Design) by the U.S. Green Building Council or USGBC. The design and construction were aligned with the following guidelines:

1. Use of viable technologies and design, of reasonable cost and suited to Thailand's conditions.
2. Sustainable design so that the project always remains a green building, via reduction of energy use by 30 percent, water use by 60 percent and construction debris by 80 percent, no wastewater disposal and full use of rainwater. There is also a management system aimed at using the building for the maximum benefit. It is hoped that, with all these features, the building may serve as a prototype for the green building industry in the future.
3. Focus on the most efficient use of construction budget. Total budget was 245 million Baht, plus an additional fund for LEED implementation amounting to 8.4 million Baht, or 3 percent of total construction costs, which is minimal relative to the higher efficiency. Domestic materials were used, as well as the responsible team members and consultants, who are all Thais.

The building is on an open landscape to promote the value of the ecological system and quality of life of the people inside. To reduce the use of personal vehicles, a shuttle bus system is available for local and Bangkok staff, as well as other visitors. An integrated, low-cost system for sustainable water management includes wastewater, rainwater and water for landscape use, while highly efficient sanitary wares are used, which can reduce total water consumption by 58 percent. Given suitable technologies, the energy use is 30 percent lower than that of other energy-saving buildings, i.e.,

- 1) Use of single-layer glass with sunscreens, instead of insulated glass that is more expensive.
- 2) Use of light-weight foamed concrete blocks, which are cheaper than insulation wall panels, while using other cost-effective technologies for energy saving.
- 3) Use of highly efficient central air conditioning system that is water-cooled, instead of the split-type system that is air-cooled.
- 4) Use of ventilation system with adjustable speed in the classrooms, where the ventilation is in regular use.
- 5) Building design for low-electric lighting, by using T5 technology instead of expensive LEDs, which can also save energy through suitable lamp arrangement and light interior colors to reduce the necessary lighting while maintaining a standard lighting level.

During construction, measures were put in place to control waste disposal and thus produce the smallest-possible environmental impact. By means of waste recycling and management, the project's waste debris was reduced by 80 percent. Environmental-friendly materials were chosen, and great consideration was placed on the interior environment, such as an air-conditioning system with appropriate temperature and humidity. All rooms can enjoy natural light and outside views to keep the people inside close to nature.

## Energy Management

Energy conservation has been executed through various forms of electricity and water management, for ultimate effectiveness and efficiency to enhance sustainable operations of the organization.

### The Green at Heart, the "2<sup>nd</sup> Cutting Electricity Cost competition"

In 2013, the second-annual "Cutting Electricity Costs" competition was held during July–November 2013 among staff on different floors in seven buildings to achieve the highest percentage reduction in average electricity usage as compared with the first six months of the year. The campaign desired to raise an energy-awareness. During the six months of the campaign, energy consumption was reduced 1,097,000.00 kilowatthours (kWh) equal to 3 percent deduction. 637,576.40 kilogram carbon dioxide (kgCO<sub>2</sub>) of green house gas (GHG) was reduced, equivalent to plant 57,961.49 trees a day to absorb carbon dioxide.\*

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\* Calculation based on Thailand Environmental Institute

### Electricity consumption at KBANK's three main buildings, 2013 (kWh/hr)

| Month     | Energy consumption (kWh/hr) |           |           |                        |           |           |                          |           |           |
|-----------|-----------------------------|-----------|-----------|------------------------|-----------|-----------|--------------------------|-----------|-----------|
|           | Rat Burana Building         |           |           | Phahon Yothin Building |           |           | Chaeng Watthana Building |           |           |
|           | 2011                        | 2012      | 2013      | 2011                   | 2012      | 2013      | 2011                     | 2012      | 2013      |
| January   | 2,105,000                   | 2,237,000 | 2,123,000 | 1,126,000              | 1,138,000 | 1,172,000 | 1,062,000                | 1,142,000 | 1,203,000 |
| February  | 2,028,000                   | 2,307,000 | 2,089,000 | 1,109,000              | 1,144,000 | 1,064,000 | 1,022,000                | 1,154,000 | 1,138,000 |
| March     | 2,315,000                   | 2,427,000 | 2,279,000 | 1,240,000              | 1,223,000 | 1,201,000 | 1,166,000                | 1,274,000 | 1,309,000 |
| April     | 2,131,000                   | 2,204,000 | 2,153,000 | 1,084,000              | 1,091,000 | 1,127,000 | 1,109,000                | 1,174,000 | 1,234,000 |
| May       | 2,268,000                   | 2,438,000 | 2,274,000 | 1,175,000              | 1,222,000 | 1,189,000 | 1,187,000                | 1,248,000 | 1,304,000 |
| June      | 2,339,000                   | 2,280,000 | 2,234,000 | 1,254,000              | 1,164,000 | 1,127,000 | 1,228,000                | 1,201,000 | 1,253,000 |
| July      | 2,261,000                   | 2,446,000 | 2,283,000 | 1,177,000              | 1,192,000 | 1,155,000 | 1,180,000                | 1,253,000 | 1,314,000 |
| August    | 2,333,000                   | 2,413,000 | 2,231,000 | 1,247,000              | 1,174,000 | 1,138,000 | 1,196,000                | 1,220,000 | 1,306,000 |
| September | 2,327,000                   | 2,284,000 | 2,199,000 | 1,196,000              | 1,103,000 | 1,110,000 | 1,176,000                | 1,172,000 | 1,259,000 |
| October   | 2,284,000                   | 2,371,000 | 2,305,000 | 1,195,000              | 1,151,000 | 1,153,000 | 1,137,000                | 1,211,000 | 1,312,000 |
| November  | 2,339,000                   | 2,267,000 | 2,214,000 | 1,153,000              | 1,159,000 | 1,096,000 | 1,134,000                | 1,191,000 | 1,266,000 |
| December  | 2,145,000                   | 2,123,000 | 1,970,000 | 1,055,000              | 1,095,000 | 938,000   | 1,122,000                | 1,156,000 | 1,230,000 |

| Building                 | Electricity consumption (kWh) |               |               | Reduction in GHG emissions (kgCO <sub>2</sub> ) | Equivalent to trees planted for CO <sub>2</sub> absorption (trees/day) |
|--------------------------|-------------------------------|---------------|---------------|---|--|
|                          | 2012                          | 2013          | Alter         |   |  |
| Rat Burana Building      | 27,797,000.00                 | 26,354,000.00 | -1,443,000.00 | -838,671.60                                     | -76,242.87   |
| Phahon Yothin Building   | 13,856,000.00                 | 13,470,000.00 | -386,000.00   | -224,343.20                                     | -20,394.84   |
| Chaeng Watthana Building | 14,396,000.00                 | 15,128,000.00 | 732,000.00**  | 425,438.40                                      | 38,676.22  |
| Total                    | 56,049,000.00                 | 54,952,000.00 | -1,097,000.00 | -637,576.40                                     | -57,961.49*  |
| Total (GJ)***            | 201,776.40                    | 197,827.20    | -3,949.20     |   |  |

\* Calculation based on Thailand Environmental Institute

\*\* Electricity consumption of Chaeng Watthana Building increased, because, the building is an information center of KBank, server installation must be expanded to support the business growth every year.

\*\*\* 1 kWh = 0.0036GJ : Conversion Factor from Sustainability Reporting Guideline 2000 - 2011 version G3.1

The second-annual "Cutting Electricity Costs" competition was held during July-November 2013 among staff on different floors in seven buildings to achieve the highest percentage reduction in average electricity usage as compared with the first six months of the year.



## Water Management

The Bank's water resource management goal is to extract the greatest possible benefit from water consumption within the organization. Water is utilized in cooling towers, sanitary systems and gardens, taking into consideration environmental concerns and efficient use of resources. There are three types of water resources at KBank's three main offices: tap water within the buildings, reused/recycled water, and captured and stored rainwater. Two classes

of wastewater are discharged from the buildings, i.e., kitchen wastewater and wastewater from toilets and various cleaning activities. Kitchen wastewater is carried to the primary system for mixing with the second class of wastewater. The wastewater is then passed through an activated-sludge process, a biological process treating wastewater in aeration tanks that allows 50 percent of the water to be reused. This process avoids the production of greenhouse gases.

### Water management at KBank's three main buildings:

| Building                 | Year | Input Volume (m <sup>3</sup> /year) |                             |         | Wastewater volume (m <sup>3</sup> /year) |                          |                  | Average BOD      |                 |
|--------------------------|------|-------------------------------------|-----------------------------|---------|--|--------------------------|------------------|------------------|-----------------|
|                          |      | Public system (M3)                  | Post treatment <sup>1</sup> | Total   | Before treatment                         | After treatment          |                  | Before treatment | After treatment |
|                          |      |                                     |                             |         |  | Cooling Tower (recycled) | Gardens (reused) |                  |                 |
| Rat Burana Building      | 2009 | 196,973                             | 12,816                      | 209,789 | 153,639                                  | 6,336                    | 6,480            | 188              | 12.5            |
|                          | 2010 | 180,380                             | 11,115                      | 191,495 | 140,696                                  | 5,126                    | 5,989            | 186              | 9.8             |
|                          | 2011 | 167,873                             | 10,859                      | 178,732 | 130,941                                  | 5,096                    | 5,763            | 187              | 9.4             |
|                          | 2012 | 177,961                             | 11,000                      | 188,961 | 138,810                                  | 5,650                    | 5,350            | 192              | 11.2            |
|                          | 2013 | 181,520                             | 11,289                      | 192,809 | 143,445                                  | 5,410                    | 5,879            | 198              | 9.5             |
| Phahon Yothin Building   | 2010 | 140,538                             | 3,012                       | 143,550 | N/A                                      | -                        | 3,012            | N/A              | N/A             |
|                          | 2011 | 143,817                             | 2,950                       | 146,767 | 123,682                                  | -                        | 2,950            | N/A              | N/A             |
|                          | 2012 | 149,924                             | 2,873                       | 152,797 | 128,934                                  | -                        | 2,873            | N/A              | N/A             |
|                          | 2013 | 146,926                             | 2,574                       | 149,500 | 122,934                                  | -                        | 2,574            | N/A              | N/A             |
| Chaeng Watthana Building | 2010 | 87,708                              | 45,360                      | 133,068 | 73,674                                   | 41,400                   | 3,960            | N/A              | N/A             |
|                          | 2011 | 82,171                              | 46,366                      | 128,537 | 68,850                                   | 42,510                   | 3,856            | N/A              | N/A             |
|                          | 2012 | 89,289                              | 46,210                      | 135,499 | 74,520                                   | 42,260                   | 3,950            | N/A              | N/A             |
|                          | 2013 | 90,020                              | 44,381                      | 14,401  | 66,521                                   | 40,501                   | 3,880            | N/A              | N/A             |

## Global Warming: An Operational Concern

Concerns for the environment are integrally and concretely linked to KBank operations; we develop and adapt operating procedures as well as products and services with care for the environment.

### "K-ATM to Reduce Carbon Footprint" Project

Continuing since 2010, this effort promotes greater environmental awareness among the general public through service innovations that both serve the customer needs and reflect the Bank's commitment to the "Going Green" concept for a clean and sustainable world. In this project, ATM systems were altered to reduce electricity consumption and print slips so as to conserve natural resources, helping to reduce global warming. The Bank has around 8,614 ATMs nationwide, handling over 59.6 million transactions a month. The execution includes the following:



1. Lighting at 872 K-Lobby lounges and 1,400 stand-alone ATMs has been reduced eight hours a day, from 12 to four hours, saving 9,913,999 kWh a year, while air conditioning at ATMs has been cut eight hours a day, from 18 to 10 hours, decreasing consumption by 3,126,356 kWh a year. These results eliminate carbon emissions that are the main cause of the greenhouse effect by 10,563 tons of CO<sub>2</sub> equivalent a year; while the Bank also performs offsetting tree planting of 50,961 rai a year for CO<sub>2</sub> absorption.
2. ATM slips have been reduced from 8.00 x 11.2 to 8.0 x 8.5 centimeters, cutting paper consumption by 30 percent. The reduction in size is environmental friendly while maintaining all information needed for verification.
3. The paper has been changed to a more biodegradable form that decomposes in the environment within five years, halving the previous 10 years. Customers may also choose not to receive the printed slip, as part of our effort to encourage the general public to use less paper.

### K-Top Up Loan for Energy Saving (Lighting Solution)

The Bank, with the Ministry of Energy and Provincial Electricity Authority, has introduced the K-Top Up Loan for Energy Saving (Lighting Solution) that encourages SMEs to use LED bulbs, with credit limit of up to 100 percent of light bulb replacement costs, collateral-free. In addition, Energy Service Company (ESCO) participating in the project offer complete services, such as light bulb replacement planning and advisory service on lighting quality and energy-saving results. As the LED bulbs help save up to 80 percent of electricity costs, these SMEs are expected to reach the breakeven point within two years under this program.

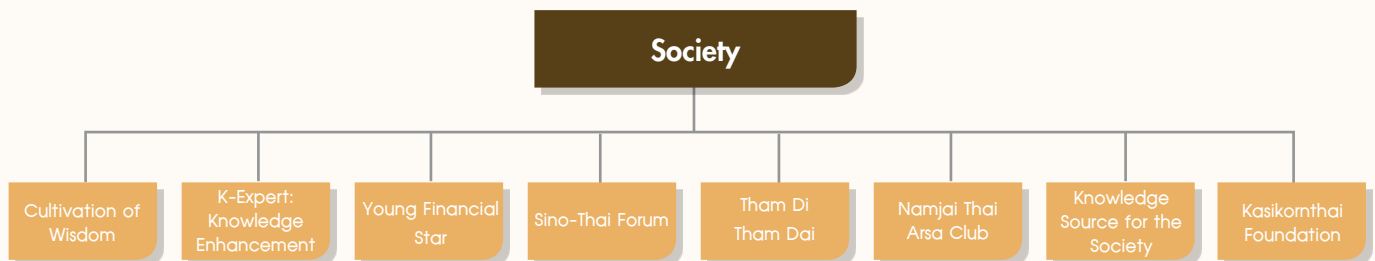
### Combined KEC Statement and Receipt

Under the Combined KEC Statement and Receipt Project, a new combined form of statement and receipt has been designed to cut related operating costs, including paper, postage and other costs. Consequently, the Bank has been able to cut over Baht 20 million of costs each year, while also complying with the environmental-friendly concept.



K-Top Up Loan for Energy Saving (Lighting Solution)

## Society



The Bank has emphasized the youth development as the core of social development, realizing young people's potential as a key foundation for the sustainable development of nation.

### Cultivation of Wisdom Project

KBank is purposeful in contributing to the national educational development; the second-year cooperation with the Office of the Thailand Research Fund (TRF) in the "Cultivation of Wisdom" Project is aimed at developing learning skills of youth, enhancing systemic thinking skills, instilling positive conscience and strengthening adherence to local ways of life. The project implementation includes the preparation of research projects

involving communal histories, community economy and creative science to bring about strong and sustainable communities. Courses related to financial skills and knowledge have been initiated for teachers and students that participate in research projects, with focus on income earning to enable the project advancement. Other courses of financial management have been given to participating schools for the benefit of personal financial management capability. The Bank and TRF believe that these research projects will bring about productive thinking processes and will foster the youth's consciousness, based on communal histories and ways of life, which will lead to sustainable success in their future.



Research project from Cultivation of Wisdom Project



## K-Expert: Knowledge Enhancement Project

In 2013, the second “K-Expert” class was organized for 170 students, comprising 50 student of the Young Financial star (YFS) Program and 120 third - and fourth-year students from 21 universities. This project is aimed at promoting youth’s potential for “Innovative Leadership” that incorporates four qualities:

**Personality** - Dare to think, dare to do and dare to make decisions

**Skills** - Creative and innovative thinking, as well as financial management skills

**Roles** - Positive leadership and teamwork

**Social traits** - Integrity and responsibility towards society

Participating institutions were King Mongkut’s Institute of Technology Ladkrabang, Chulalongkorn University, Naresuan University, Thammasat University, Chiang Mai University, University of the Thai Chamber of Commerce, Mae Fah Luang University, Dhurakij Pundit University, Mahidol University, Bangkok University, Kasetsart University, Sripatum University, Khon Kaen University, Burapha University, Prince of Songkla University, Kasem Bundit

University, King Mongkut’s University of Technology Thonburi, Silpakorn University, Huachiew Chalermprakiet University, Walailak University and Suranaree University of Technology.

## The Young Financial Star

KBank together with The Stock Exchange of Thailand (SET), Muang Thai Life Assurance Public Company Limited and PT Public Company Limited have participated in the Young Financial Star (YFS) Program. The program was organized for 3<sup>rd</sup> year undergraduate and postgraduate student, not over 25 years old. The YFS was originated in 2009 and aimed to provide opportunities for students who are interested in financing management and investment. Participating students would be able to develop their skill in the profession under financing, analyzing and customer services in capital market. To enrich the militancy of the Young Financial Star Network, students under the program would be provided with modern financial investment knowledge, vision and leadership skills, as well as power to generate idea for managing personal finances.



K-Expert: Knowledge Enhancement Project Class 2 for students from 21 Universities



The 10<sup>th</sup> Sino-Thai Forum 2013 on Topic of "Science and Technology for Sustainable Rural Development"



Launching of Tham Di Tham Dai Project and Activities on June 7, 2013 at KASIKORN BANK Head Office

### The Sino-Thai Forum Program

Each year, KBank organizes the Sino-Thai Forum program. In 2013, KBank and the Office of H.R.H. Princess Maha Chakri Sirindhorn's Projects, along with the Chinese Academy of Agricultural Sciences (CAAS) and National Science and Technology Development Agency (NSTDA), jointly hosted the 10<sup>th</sup> Sino-Thai Forum, entitled "Science and Technology for Sustainable Rural Development", to exchange knowledge and experiences of applying science and technology for sustainable agricultural development, particularly in rural areas, and to strengthen the relationship between the two countries. Her Royal Highness Princess Maha Chakri Sirindhorn presided over the event and gave a lecture on "Enhancement of Children's Potential in Science and Technology as the Foundation for Sustainable Rural Development". There were over 500 interested attendees, both Bank customers and the general public; and there was a live broadcast of H.R.H. Princess Maha Chakri Sirindhorn's lecture on the NBT Channel 11.

### "Tham Di Tham Dai" project

To exhibit our responsibility towards the society, economy and environment, the Bank has initiated the "Tham Di Tham Dai" project to celebrate our 68<sup>th</sup> year of business operations. The project is aimed at inspiring KBank employees to conduct a total of 68 good deeds for the benefit of society and in alignment with the "Green at Heart" concept. In 2013, there have been 68 projects involving child development, providing educational and environmental conservation topic.



### Namjai Thai Arsa Club (Thai Volunteer Spirit Club)

Two years after its establishment, Namjai Thai Arsa Club has 1,278 members, who are staff members of KBank, K Companies and P Companies. Notable CSR activities in social and environmental including sharing the power of charity in 2013, based on the “Green at Heart” concept, included the following:

1. **Coastal preservation activity** - On May 11, 2013, KBank staff joined in mangrove reforestation at Wat Khun Samut Chin in Lam Pha Pa, Phra Samut Chedi, Samut Prakan.
2. **The 4<sup>th</sup> Green at Heart activity** - Members of Namjai Thai Arsa Club participated in the “Hop Din Hom Pa Ru Khunkha Phumpanya Thai” event at Bang Namphueng, Phra Pradaeng District, Samut Prakan, on August 31, 2013. The activities included growing perennial trees and herbal plants, and learning how to make herbal incense sticks from local materials without any chemical substances.
3. **Disaster relief** - Following flooding in many provinces across Thailand, KBank club members prepared disaster

relief kits during August–October 2013 and distributed 5,000 kits along with 60,000 bottles of drinking water for flood victims in Kabin Buri District, Prachin Buri, on September 28, 2013, and in Si Maha Phot, Prachantakham and Mueang Districts, Prachin Buri, on October 12, 2013. Our staff in other regions also distributed disaster relief kits to flood victims in their areas.

### Financial Knowledge for the Society

The Bank launched the “K Beautiful Life” website where financial information and other useful knowledge can be found free-of-charge, including information about education, health, travel, interesting tips and privilege offerings. Surveys were conducted to compile the topics frequently sought by customers for their non-financial decision-making and planning. Information offered is compiled from public sources such as magazines and online news sites, or experience sharing with famous and successful persons or those with long experience in particular fields, for example introduction of tourist destinations and restaurants by branch managers, domestic and overseas



## KASIKORNTHAI Foundation Activities

The screenshot displays the homepage of the KASUJULIFE website. At the top, there is a navigation bar with the KASUJULIFE logo on the left and a list of links including Home, About Us, Services, Contact Us, News & Events, Privacy Policy, and Terms & Conditions on the right. A search bar is also present. Below the navigation bar, the main content area is organized into a grid of images and banners. The first row features a large image of a library, a photo of a child with vegetables, and a scenic beach view. The second row includes a banner for 'Kasujulife Shanghai', a 'Join Us' button, a 'Member' section, a 'Kasujulife AEC' banner, a 'Kasujulife' banner, and a 'Kasujulife' banner. The footer contains a 'Kasujulife' logo, a 'K-Expert' section, a 'K-Expert' section, a 'K-SME' section, a 'K-Home' section, and a 'K-Home' section.

KASIKORNTHAI Foundation is active in instituting and building up school libraries in remote areas nationwide, providing opportunities for reading and for developing research skills on par with their urban counterparts and building potential for self-directed learning. These skills enhance self-reliance and student abilities to help their families and contribute to their communities, important strengths to our country's future. The Foundation trains teachers in ways of instilling the reading habit and at the Young Librarian Camp, students learn to assist others and to convey an enduring love of reading. The Foundation integrates information technology with the learning processes using an easy-to-use system including media locations and tracking checkouts and returns. A number of groups have participated, keeping this development-through-reading project vibrant from its inception in 2009 through the present. To date, 41 high quality school libraries have been established in 41 provinces across Thailand.

Inspired by the belief that children should be safe when traveling to and from school, the Thai School Bus project has been implemented since 2000. The project designates standards for vehicles, drivers and on-vehicle staff ensuring physical safety and good care from their home to school. The project serves kindergarten and primary school children of Rat Burana District and those under the care of the Child Protection Foundation, Samut Songkhram.

### Thai Youth Camp

The Thai Youth Camp provides for the productive use of the free time during school vacations for disadvantaged children from shelters and/or detention homes. Initiated in 1995, the Camp offers training in music, sports and the arts, cultivating positive attitudes and imparting an aesthetic of working well with others, including self-respect and respect for others. These activities prepare campers for a productive life in society. Each year, about 280 youngsters from various shelters and detention homes participate in the camp.

### Lunch Box

Food is an essential human need and KASIKORNTHAI Foundation believes that students especially require three fully nutritious meals a day for adequate physical and mental development. Since 1997, the Foundation has subsidized lunch programs for three groups:

- Pre-schoolers at child development centers in congested Bangkok neighborhoods.
- Kindergarten and primary school children in remote areas.

- Disadvantaged children and youth, for example those who are handicapped, orphaned or abused and those living in shelters.

In the third week of December every year, the Foundation gives a New Year's party at the KASIKORNTHAI CLUB for about 400 children from various shelters. The festivities include games, a meal and gifts for all, providing an interlude of happiness and joy to these boys and girls.

### Mettadhamma

Initiated in 2006, the Mettadhamma project, accepts donations of unused items from Bank staff for the benefit of those less fortunate, such as disadvantaged children, the handicapped and elderly persons living alone or in shelters. The Project has a website, [www.mettadham.org](http://www.mettadham.org), through which donations can be made 24 hours a day. In 2013, the Foundation conducted the Thai Rice for Thais project in honor of His Majesty the King's 86<sup>th</sup> Birth Anniversary. Bank staff were invited to purchase 8,600 five-kilogram packets of hom mali rice for distribution to the needy, providing the joy of good meals, health and full stomachs and hearts to impoverished and handicapped children and the elderly at 86 schools and shelters throughout the country.



Thai Youth Camp



This Sustainability Development Report has been assessed at level B+, in accordance with the GRI Reporting Framework, with indicators being based on GRI 3.1 Guidelines.

| Report Application Level |   | C  | C+                        | B  | B+                        | A   | A+                        |
|--------------------------|---|--|---------------------------|--|---------------------------|---|---------------------------|
| Standard Disclosures     | Profile Disclosures<br>OUTPUT   | Report on:<br>1.1<br>2.1 - 2.10<br>3.1 - 3.8, 3.10 - 3.12<br>4.1 - 4.4, 4.14 - 4.15  | Report Externally Assured | Report on all criteria listed for Level C plus:<br>1.2<br>3.9, 3.13<br>4.5 - 4.13, 4.16 - 4.17   | Report Externally Assured | Same as requirement for Level B   | Report Externally Assured |
|                          | Disclosures on Management Approach<br>OUTPUT                                | Not Required   |                           | Management Approach Disclosures for each Indicator Category  |                           | Management Approach disclosed for each Indicator Category   |                           |
|                          | Performance Indicators & Sector Supplement Performance Indicators<br>OUTPUT | Report fully on a minimum of any 10 Performance Indicators, including at least one from each of: social, economic, and environment.**  |                           | Report fully on a minimum of any 20 Performance Indicators, at least one from each of: economic, environment, human rights, labor, society, product responsibility.*** |                           | Respond on each core and Sector Supplement* indicator with due regard to the materiality Principle by either: a) reporting on the indicator or b) explaining the reason for its omission. |                           |
|                          |   | * Sector supplement in final version<br>** Performance Indicators may be selected from any finalized Sector Supplement, but 7 of the 10 must be from the original GRI Guidelines<br>*** Performance Indicators may be selected from any finalized Sector Supplement, but 14 of the 20 must be from the original GRI Guidelines |                           |  |                           |   |                           |

| Information of the Organization  | Partial | Complete | AR (page) | SD (page)  | Remark |
|--|---------|----------|-----------|------------|--------|
| 1. Strategy and Analysis   |         |          |           |            |        |
| 1.1 Statement from the most senior decision-maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy |         | ✓        | 5 - 15    | 3          |        |
| 1.2 Description of key impacts, risks, and opportunities   |         | ✓        | 61 - 73   |            |        |
| 2. Organizational Profile  |         |          |           |            |        |
| 2.1 Name of the organization   |         | ✓        |           | Cover Page |        |
| 2.2 Primary brands, products, and/or services  |         | ✓        | 28 - 56   | 12         |        |

| Information of the Organization |   | Partial | Complete | AR (page)                           | SD (page)      | Remark  |
|---------------------------------|---|---------|----------|-------------------------------------|----------------|---|
| 2.3                             | Operational structure of the organization, including main divisions, operating companies, subsidiaries or branches, and joint ventures  |         | ✓        | 248 – 249<br>282 – 283<br>291 – 319 |                |   |
| 2.4                             | Location of organization’s headquarters   |         | ✓        | 285 – 291                           |                |   |
| 2.5                             | Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report |         | ✓        | 316                                 | 12             |   |
| 2.6                             | Nature of ownership and legal form  |         | ✓        | 285                                 | 12             |   |
| 2.7                             | Markets served  |         | ✓        | 28 – 32                             |                |   |
| 2.8                             | Scale of the organization (number of employees, number of operations, net sales, net revenues, registered capital, number of products and services within the report)                         |         | ✓        | 80 – 83<br>286, 291                 | 12, 43         |   |
| 2.9                             | Significant changes during the reporting period regarding size, structure, or ownership   |         | ✓        | 212, 274 – 275<br>286               |                | There were changes in the number of Directors and shareholding proportion |
| 2.10                            | Awards received in the reporting period   |         | ✓        | 14, 287 – 289                       |                |   |
| 3. Report Parameters            |   |         |          |                                     |                |   |
| Report Profile                  |   |         |          |                                     |                |   |
| 3.1                             | Reporting period  |         | ✓        |                                     | 8              | 8/3/13  |
| 3.2                             | Date of most recent previous report   |         | ✓        |                                     |                |   |
| 3.3                             | Reporting cycle   |         | ✓        |                                     | 11             |   |
| 3.4                             | Contact point for questions regarding the report or its contents  |         | ✓        | 212                                 | 19             |   |
| Report Scope and Boundary       |   |         |          |                                     |                |   |
| 3.5                             | Process for defining report content   |         | ✓        |                                     | 10 -11         |   |
| 3.6                             | Boundary of the report (e.g., countries, divisions, branches, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance                                   |         | ✓        |                                     | 8              |   |
| 3.7                             | State any specific limitations on the scope or boundary of the report   |         | ✓        |                                     | 8, 10 – 11, 61 |   |

| Information of the Organization  | Partial | Complete | AR (page) | SD (page) | Remark   |
|--|---------|----------|-----------|-----------|--|
| 3.8 Basis for reporting on joint ventures, branches, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organizations  |         | ✓        |           | 8         |  |
| 3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimation applied to the compilation of the Indicators and other information in the report   |         | ✓        |           | 51 - 54   | There was calculation of CO <sub>2</sub> reduction according to wastewater treatment standard. |
| 3.10 Explanation of the effect of any re-statements of information provided in earlier reports (e.g., mergers/ acquisitions, change of reporting periods, nature of business, measurement methods)   |         | ✓        |           | 8         |  |
| 3.11 Significant changes from previous reports in the scope, boundary, or measurement methods applied in the report  |         | ✓        |           | 8         |  |
| <b>GRI Content Index</b>   |         |          |           |           |  |
| 3.12 Table identifying the location of the Standard Disclosures in the report  |         | ✓        |           | 61 - 72   |  |
| <b>Assurance</b>   |         |          |           |           |  |
| 3.13 Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s). |         | ✓        |           | 74        | There is external assurance.   |

| Information of the Organization  | Partial | Complete | AR (page)                             | SD (page)      | Remark  |
|--|---------|----------|---------------------------------------|----------------|---|
| <b>4. Governance, Commitments and Engagement</b>   |         |          |                                       |                |   |
| <b>Governance</b>  |         |          |                                       |                |   |
| 4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight  |         | ✓        | 212 - 228,<br>247 - 248,<br>254 - 264 | 15 - 17        |   |
| 4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement)                                    |         | ✓        | 215 - 216                             | 15             |   |
| 4.3 For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members   |         | ✓        | 212, 215                              | 15             |   |
| 4.4 Mechanisms for shareholders and employees to provide recommendations or directions to the highest governance body.   |         | ✓        |                                       | 19             | http://www.kasikornbank.com/TH/Investors/Corporate Governance/ Disclosure and Transparency/ Pages/Communication with the Board.aspx |
| 4.5 Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance) |         | ✓        | 235 - 238                             | 15 - 19        |   |
| 4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided   |         | ✓        | 230 - 232                             | 17 - 19        |   |
| 4.7 Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity                 |         | ✓        | 216 - 217                             | 15 - 16        |   |
| 4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation  |         | ✓        | 228 - 230                             | 1, 13, 16 - 19 |   |

| Information of the Organization   | Partial | Complete | AR (page) | SD (page)          | Remark         |
|---|---------|----------|-----------|--------------------|----------------|
| 4.9 Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles         |         | ✓        | 215 - 216 | 8, 12 - 16         |                |
| 4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance   |         | ✓        | 234 - 235 | 16 - 17            |                |
| <b>Commitments to External Initiatives</b>  |         |          |           |                    |                |
| 4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization (as per the Article 15 of the Rio Principles)  |         | ✓        |           | 49 - 54<br>57 - 58 |                |
| 4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses   |         | ✓        |           | 12                 | LEED           |
| 4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization has positions in governance bodies, participates in projects or committees, provides substantive funding beyond routine membership dues, or views membership as strategic |         | ✓        |           | 12                 | ICAS, CSR Club |
| <b>Stakeholder Engagement</b>   |         |          |           |                    |                |
| 4.14 List of stakeholder groups engaged by the organization   |         | ✓        | 205 - 206 | 8 - 10             |                |
| 4.15 Basis for identification and selection of stakeholders with whom to engage   |         | ✓        | 205       | 10                 |                |
| 4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group   |         | ✓        | 207 - 211 | 8 - 10             |                |

| Information of the Organization   | Partial | Complete | AR (page) | SD (page) | Remark |
|---|---------|----------|-----------|-----------|--------|
| 4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting |         | ✓        |           | 8 - 10    |        |

| Disclosure on Management Approach   | AR (page)       | SD (page)            | Remark  |
|---|-----------------|----------------------|---------|
| <b>DMA FS PRODUCT AND SERVICE IMPACT DISCLOSURE ON MANAGEMENT APPROACH</b>  |                 |                      |         |
| Products Portfolio  | 243             | 22 - 27, 29 - 31, 49 |         |
| FS1 Policies with specific environmental and social components applied to business lines  | 243             | 22 - 27, 29 - 31     |         |
| FS2 Procedures for assessing and screening environmental and social risks in business lines   |                 | 22 - 26              |         |
| FS4 Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines |                 | 49                   | Partial |
| <b>DMA EC ECONOMIC DISCLOSURE ON MANAGEMENT APPROACH</b>  |                 |                      |         |
| Economic performance  | 9, 68 - 70, 104 | 46                   |         |
| Indirect economic impacts   |                 | 29, 55 - 60          |         |
| <b>DMA EN ENVIRONMENT DISCLOSURE ON MANAGEMENT APPROACH</b>   |                 |                      |         |
| Energy  | 243 - 244       | 6, 10, 49 - 50       |         |
| Water   | 243 - 244       | 6, 10, 49 - 50       |         |
| Emissions, effluents, and waste   | 243 - 244       | 6, 10, 49 - 50       |         |
| Products and services   | 243 - 244       | 6, 10, 49 - 50       |         |

| Disclosure on Management Approach |  | AR (page) | SD (page)         | Remark |
|-----------------------------------|--|-----------|-------------------|--------|
| DMA LA                            | LABOR DISCLOSURE ON MANAGEMENT APPROACH                  | 243 - 244 | 6, 10, 49 - 50    |        |
|                                   | Employment   |           |                   |        |
|                                   | Labor/management relations                               |           | 5, 8, 42, 44 - 45 |        |
|                                   | Occupational health and safety                           |           | 5, 8, 42, 44 - 45 |        |
|                                   | Training and education                                   |           | 5, 8, 42, 44 - 45 |        |
|                                   | Equal remuneration for women and men                     |           | 5, 8, 42, 47 - 49 |        |
| DMA HR                            | HUMAN RIGHTS DISCLOSURE ON MANAGEMENT APPROACH           |           | 5, 8, 42, 44      |        |
|                                   | Investment and procurement practices                     |           |                   |        |
|                                   | Non-discrimination                                       |           |                   |        |
|                                   | Child labor  |           | 5, 8, 44 - 46     |        |
|                                   | Prevention of forced and compulsory labor                |           | 5, 8, 44 - 46     |        |
| DMA SO                            | SOCIETY DISCLOSURE ON MANAGEMENT APPROACH                |           | 5, 8, 44 - 46     |        |
|                                   | Corruption   |           |                   |        |
|                                   | Public   |           |                   |        |
| DMA PR                            | PRODUCT RESPONSIBILITY DISCLOSURE ON MANAGEMENT APPROACH |           | 7, 17 - 19        |        |
|                                   | Product and service labeling                             |           | 7, 17 - 19        |        |
|                                   | Marketing communications                                 |           |                   |        |
|                                   |  |           |                   |        |
|                                   |  | 243       | 27                |        |
|                                   |  | 243       | 27 - 28           |        |

| Economic Performance Indicators |   | Partial | Complete | AR (page) | SD (page) | Remark |
|---------------------------------|---|---------|----------|-----------|-----------|--------|
| Economic Performance            |   |         |          |           |           |        |
| EC1                             | Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations, and other community investments, retained earnings, and payments to capital providers and governments | ✓       |          | 80 - 87   |           |        |



| Economic Performance Indicators  |   | Partial | Complete | AR (page) | SD (page)                      | Remark |
|----------------------------------|---|---------|----------|-----------|--------------------------------|--------|
| EC2                              | Financial implications and other risks and opportunities for the organization's activities due to climate change  | ✓       |          | 9, 68     |                                |        |
| EC3                              | Coverage of the organization's defined benefit plan obligations   |         | ✓        | 104, 160  | 46                             |        |
| <b>Indirect Economic Impacts</b> |   |         |          |           |                                |        |
| EC8                              | Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement |         | ✓        |           | 22 - 26,<br>29 - 31<br>55 - 60 |        |
| EC9                              | Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement | ✓       |          |           | 34 - 44,<br>49 - 54            |        |

| Environmental Performance Indicators |  | Partial | Complete | AR (page) | SD (page) | Remark   |
|--------------------------------------|--|---------|----------|-----------|-----------|--|
| <b>Energy</b>                        |  |         |          |           |           |  |
| EN4                                  | Indirect energy consumption by primary source                |         | ✓        |           | 51 - 52   |  |
| EN5                                  | Energy saved due to conservation and efficiency improvements |         | ✓        |           | 51 - 54   | "Green at Heart" Project, Cutting Electricity Costs" Competition, K-ATM to Reduce Carbon Footprint" Project, K Top Up Loan for Energy Saving and Combine KEC Statement and Receipt |
| <b>Water</b>                         |  |         |          |           |           |  |
| EN8                                  | Total water withdrawal by source                             |         | ✓        |           | 53        |  |
| EN9                                  | Water sources significantly affected by withdrawal of water  |         | ✓        |           | 53        | There is no impact on vicinity community and natural water sources.  |

| Environmental Performance Indicators  |   | Partial | Complete | AR (page) | SD (page) | Remark |
|---------------------------------------|---|---------|----------|-----------|-----------|--------|
| EN10                                  | Percentage and total volume of water recycled and reused  |         | ✓        |           | 53        |        |
| <b>Emissions, Effluents and Waste</b> |   |         |          |           |           |        |
| EN21                                  | Total water discharge by quality and destination  |         | ✓        |           | 53        |        |
| <b>Products and Services</b>          |   |         |          |           |           |        |
| EN26                                  | Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation | ✓       |          |           | 49 - 54   |        |

| Society Performance Indicators: Labor Practices and Decent Work |  | Partial | Complete | AR (page) | SD (page) | Remark                              |
|---|--|---------|----------|-----------|-----------|-------------------------------------|
| <b>Employment</b>   |  |         |          |           |           |                                     |
| LA1   | Total workforce by employment contract, and region, broken down by gender  | ✓       |          |           | 43        |                                     |
| LA2   | Total number and rate of new employee hires and employee turnover by age group, gender, and region                             |         | ✓        |           | 43        |                                     |
| LA15  | Return to work and retention rates after parental leave, by gender   |         | ✓        |           | 44        | Only female employees are eligible. |
| <b>Labor/Management Relations</b>                               |  |         |          |           |           |                                     |
| LA4   | Percentage of employees covered by collective bargaining agreements  |         | ✓        |           | 45        |                                     |
| LA5   | Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements |         | ✓        |           | 46        |                                     |

| Society Performance Indicators: Labor Practices and Decent Work |  | Partial | Complete | AR (page) | SD (page) | Remark |
|---|--|---------|----------|-----------|-----------|--------|
| <b>Occupational Health and Safety</b>                           |  |         |          |           |           |        |
| LA7   | Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.                                    | ✓       |          |           | 44        |        |
| LA8   | Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases |         | ✓        |           | 44 - 47   |        |
| <b>Training and Education</b>                                   |  |         |          |           |           |        |
| LA10  | Average hours of training per year per employee, by gender, and by employee category   |         | ✓        |           | 47 - 48   |        |
| LA11  | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings                        |         | ✓        |           | 47 - 49   |        |
| <b>Equal Remuneration for Women and Men</b>                     |  |         |          |           |           |        |
| LA14  | Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation   |         | ✓        |           | 44        |        |

| Human Rights Performance Indicators         |   | Partial | Complete | AR (page) | SD (page) | Remark |
|---|---|---------|----------|-----------|-----------|--------|
| <b>Investment and Procurement Practices</b> |   |         |          |           |           |        |
| HR3   | Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained |         | ✓        |           | 47 - 48   |        |

| Human Rights Performance Indicators |  | Partial | Complete | AR (page) | SD (page) | Remark   |
|-------------------------------------|--|---------|----------|-----------|-----------|--|
| <b>Non-discrimination</b>           |  |         |          |           |           |  |
| HR4                                 | Total number of incidents of discrimination and corrective actions taken   |         | ✓        |           | 47 - 48   | No record of discrimination                    |
| <b>Child Labor</b>                  |  |         |          |           |           |  |
| HR6                                 | Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor                              |         | ✓        |           | 45        | No record of child labor                       |
| <b>Forced and Compulsory Labor</b>  |  |         |          |           |           |  |
| HR7                                 | Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor |         | ✓        |           | 45        | No record of forced labor and compulsory labor |

| Social Performance Indicators |  | Partial | Complete | AR (page) | SD (page) | Remark                            |
|-------------------------------|--|---------|----------|-----------|-----------|-----------------------------------|
| <b>Corruption</b>             |  |         |          |           |           |                                   |
| SO3                           | Percentage of employee trained in organization's anti-corruption policies and procedures |         | ✓        |           | 18- 19    |                                   |
| <b>Public policy</b>          |  |         |          |           |           |                                   |
| SO5                           | Public policy positions and participation in public policy development and lobbying      |         | ✓        |           | 17 - 19   | Public policy for anti-corruption |

| Product Responsibility Performance Indicators |  | Partial | Complete | AR (page) | SD (page)           | Remark |
|---|--|---------|----------|-----------|---------------------|--------|
| <b>Product and Service Labeling</b>           |  |         |          |           |                     |        |
| PR5   | Practices related to customer satisfaction, including results of surveys measuring customer satisfaction   |         | ✓        |           | 28                  |        |
| FS16  | Initiatives to enhance financial literacy by type of beneficiary   |         | ✓        |           | 31 - 42,<br>56 - 57 |        |
| <b>Marketing Communications</b>               |  |         |          |           |                     |        |
| PR6   | Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion and sponsorship |         | ✓        |           | 27 - 28             |        |



## *Green at Heart*





## Independent Assurance Statement

### To KASIKORN BANK PCL on the Sustainability Development Report 2013

KASIKORNBANK Public Company Limited requested Thai Pat Institute (The Foundation for Thailand Rural Reconstruction Movement under Royal Patronage) to carry out an assurance engagement response to the Sustainability Development Report 2013 based on the following criteria:

- The nature and extent of adherence to the AA1000 AccountAbility Principles Standard (AA1000APS 2008) of inclusivity, materiality and responsiveness.
- The Global Reporting Initiative (GRI) Sustainability Reporting Guidelines version 3.1 and the requirements of Application Level B<sup>1</sup>.

#### Intended users of the statement

The intended users of this assurance statement are the management of KASIKORNBANK PCL and its associated stakeholders.

#### Roles and Responsibilities

- The management of KASIKORNBANK PCL has sole responsibility for the preparation and content of its Sustainability Development Report 2013.
- Thai Pat Institute represents the assurance statement to express its independent and balanced opinion on the Sustainability Development Report 2013 as defined within the scope of assurance below to KASIKORNBANK PCL.

#### Scope of Assurance

The scope of this assurance engagement based on Type 1, AccountAbility Principles: evaluation of adherence to the AA1000 AccountAbility Principles and to the GRI Sustainability Reporting Guidelines version 3.1. The scope of this assurance engagement does not provide conclusions on the reliability of the performance information.

#### Assurance Standard Used

The assurance engagement has been provided in accordance with the AA1000AS (2008).

#### Disclosures Covered

The assurance engagement is based on information that is publicly disclosed on the Sustainability Development Report 2013 of KASIKORNBANK PCL for the year ended 31 December 2012.

#### Methodology

We carried out Type 1 moderate assurance in accordance with AA1000AS. A Type 1 engagement requires us to report on the nature and extent of adherence to AA1000APS. To achieve moderate level assurance we have used the criteria in AA1000AS to evaluate adherence to AA1000APS. We undertook the following procedures:

- Reviewed the policies, practices, management systems and processes and performance information to be included within the Sustainability Development Report 2013 of KASIKORNBANK PCL.
- Analyzed information on performance provided in the Sustainability Development Report 2013 of KASIKORNBANK PCL as a source of evidence to evaluate adherence to the principles and guidelines.
- Inquired the processes KASIKORNBANK PCL undertaken to adhere to the principles of inclusivity, materiality and responsiveness.
- Assessed the extent to which KASIKORNBANK PCL has applied the GRI Reporting Framework, including the Reporting Principles and Financial Services Sector Supplement.
- Provided observations/recommendations to KASIKORNBANK PCL in accordance with the Scope of Assurance based on defined criteria.

#### Findings and Conclusions

- Based on the scope of assurance using the AA1000AS (2008), we conclude that KASIKORNBANK PCL has applied processes and procedures that adhere with the principles of inclusivity, materiality and responsiveness as set out in the AA1000APS (2008) and
- Based on the scope of assurance using the GRI Reporting Framework, we conclude that KASIKORNBANK PCL has followed Reporting Principle and Standard Disclosures in a reasonable and balanced presentation of information and consideration of underlying processes for preparing the report.

#### Observations and Recommendations

Nothing has come to our attention that causes us to believe that the Sustainability Development Report 2013 of KASIKORNBANK PCL does not adhere to the Principles. To improve future reporting of Sustainability in accordance with AA1000APS, we make the following observations:

**Inclusivity:** The report showed the process of engagement and participation of key stakeholder groups across all sectors in comprehensive and balanced manner to address and respond to issues and expectations. It is recommended that frequency of engagement by type and by stakeholder group should be included in the next reporting period.

**Materiality:** The report addresses a comprehensive understanding and identification of material issues to the bank and to its stakeholders via the materiality determination process in the context of AA1000 principles. However there are some relevant issues to stakeholder groups which are not appeared in the materiality determination process e.g. aspects regarding compliance on product responsibility, customer privacy, local community, and overall environmental aspect. It is suggested that the determination process of material issues to report should be taken into account those relevant aspects in relation to stakeholders and therefore merit particular attention in the report.

**Responsiveness:** KASIKORNBANK PCL has demonstrated its response to material issues that affect its sustainability performance through governance structure, policies, management approach, actions and performance. However it is recommended that its responses should include targets and timeline to achieve those targets it commits to on each material issue, as well as measurement and monitoring of performance, and communicate to stakeholders.

To improve future reporting of Sustainability in relation to GRI Reporting Framework, we make the following observations:

KASIKORNBANK PCL has in place the underlying processes for preparing the report content indicated on Standard Disclosures (Strategy and Profile, Management Approach, and Performance Indicators) including Financial Services Sector Supplement (Product and Service Impact Section: FS1, FS2, FS4). However it is recommended that KASIKORNBANK PCL has room to improve on Principles for ensuring the quality and appropriate presentation of reported information such as the clarity on identifying the location of the Standard Disclosures in the report against GRI Content Index, the availability of information where the content index referred to, and also the level of disclosure according to its Application Level declaration. In addition to the recommendations, there are a number of suggestions:

- Page references in the GRI Content Index should be specific to one or two pages. In case a disclosure can be found across a wide range of pages, the Content Index should state the pertinent information that can be found on each of these pages.
- The ICAS information referred in the GRI Content Index on Standard Disclosures Section (A.13) should be made available in the referenced page (p.12).
- The performance information on energy saved due to conservation and efficiency improvement (EN5) under the Combined REC Statement and Receipt Project should be made available in the referenced page (p.34).
- The information on total water discharge by quality and destination (EN21) should indicate water quality (BOD) before and after treatment of wastewater discharged from the buildings at Phahon Yuthin Sae and Chiang Watthana Site, also the description of remarks in the water management table (p.52).
- The accuracy of information on number of employees training (p.48) is greater than the total number of employees in the organization (p.43).

#### Competencies and Independence

Thai Pat Institute is a public organization established in 1999 with its roles in researching, training, and consulting in corporate responsibility and sustainability practices. Thai Pat Institute is an AA1000AS (2008) Licensed Providers granted by AccountAbility, the creator and proprietor of the AA1000 Assurance Standard. Thai Pat Institute has become the first GRI Organizational Stakeholder in Thailand since 2010 and has been certified as GRI training partner in Indonesia, Thailand, and Malaysia in 2013. Our team has the relevant professional and technical competencies and experience in corporate responsibility and sustainability for several years. During FY2013, we did not provide any services to KASIKORNBANK PCL that could conflict with the independence of this work.

For Thai Pat Institute

By Voranuch Piamman  
Assistant Director

Bangkok  
2 March 2014







## Statement GRI Application Level Check

GRI hereby states that **KASIKORNBANK Public Company Limited** has presented its report “Sustainability Development Report 2013 KASIKORNBANK Public Company Limited” to GRI’s Report Services which have concluded that the report fulfills the requirement of Application Level B+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see [www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf](http://www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf)

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 10 March 2014

A handwritten signature in blue ink, appearing to read "N. Arbex", is written over a faint, large watermark of a globe in the background.

Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative



The “+” has been added to this Application Level because **KASIKORNBANK Public Company Limited** has submitted (part of) this report for external assurance. GRI accepts the reporter’s own criteria for choosing the relevant assurance provider.

*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world’s most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 3 March 2014. GRI explicitly excludes the statement being applied to any later changes to such material.



**ธนาคารกสิกรไทย**  
开泰银行 KASIKORNBANK



**หลักทรัพย์จัดการกองทุนกสิกรไทย**  
开泰基金管理 KASIKORN ASSET MANAGEMENT



**ศูนย์วิจัยกสิกรไทย**  
开泰研究中心 KASIKORN RESEARCH CENTER



**หลักทรัพย์กสิกรไทย**  
开泰证券 KASIKORN SECURITIES



**ลีสซิ่งกสิกรไทย**  
开泰租赁 KASIKORN LEASING



**แฟคเตอรี แอนด์ อีควิปเมนต์ กสิกรไทย**  
开泰设备融资 KASIKORN FACTORY AND EQUIPMENT



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Initiating the “Green at Heart” concept in a move to reduce consumption of resources and the global warming effects, KASIKORNBANK has used environmentally-friendly material, i.e. Green Paper and Soy-based Ink in producing the Sustainability Development Report 2013.



**ธนาคารกสิกรไทย**  
**开泰银行 KASIKORNBANK**