



krungsri
กรุงศรี

A member of  MUFG
a global financial group

ANNUAL REPORT 2014

NEW KRUNGSRI





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and Core Values 5

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KRUNGSRI MISSION

To be a leading regional financial institution with global reach, committed responsibly to meeting the needs of our customers and serving society through sustainable growth.

KRUNGSRI VISION

Highly-qualified team of professionals providing innovative products and services, dedicated to becoming our customers' number one preferred financial group.

KRUNGSRI CORE VALUES

Customer Centricity: We put our customers first, understanding and anticipating their needs and expectations and responding with best solutions.

Integrity: We are fair and professional, inspiring trust and work with transparency, legalism and ethics.

Team Spirit: We work together as a team for the benefit of our customers and Krungsri with open hearts and open minds to reach our goals.

Passion for Excellence: We are committed to instill in ourselves the expectation of excellence in delivering our work and services.

Embracing Changes: We intend to do better everyday by opening ourselves to changes and new experiences that will fairly benefit Krungsri and our customers.

Global Awareness: We challenge ourselves as a valued member of a global financial group, supporting the growth of our customers both within and outside of Thailand.



NEW GROUND

LEVERAGING KRUNGSRI'S
NEW GLOBAL CONNECTIONS
FOR A FRESH PERSPECTIVE
ON COMMERCIAL BANKING





NEW VISION

CLEAR VISION TO SEE
BROAD HORIZONS,
HARNESSING
THE RESOURCES OF MUFG







NEW OPPORTUNITIES

THINK BIGGER
REACH FURTHER
GROW STRONGER

NEW KRUNGSRI



MESSAGE FROM THE CHAIRMAN AND THE VICE-CHAIRMAN



The year 2014 opened a new chapter of Bank of Ayudhya's historic journey into the global financial landscape. Bank of Ayudhya Public Company Limited (Krungsri)'s transformation and new shareholding structure that began in late 2013 through the Mitsubishi UFJ Financial Group (MUFG)'s subsidiary, the Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU)'s acquisition of GE's 25.33% stake in Krungsri's shares and the ensuing tender offer for all of Krungsri's remaining shares resulted in BTMU's shareholding in Krungsri to exceed 72%. This elevated Krungsri to become a strategic member of MUFG, one of the world's largest financial groups. Furthermore, to fulfill the Bank of Thailand's One Presence requirement to fully integrate BTMU Bangkok Branch's operation into Krungsri, in order to move forward as one juristic and one financial institution, consequently Krungsri issued new shares to accommodate the absorption of BTMU Bangkok Branch's assets. BTMU's ownership of Krungsri's shares climbed to 76.88%.

The year 2014 also began with the introduction of BTMU executives into Krungsri's top management positions to effect full responsibility for Krungsri's performance. This 12-month period marked an extremely demanding time for Krungsri's top echelon management with one desired result to sustain satisfactory operating performance and another to integrate BTMU Bangkok Branch and Krungsri.

At the end of 2014, Krungsri's management deserved a special accolade for delivering satisfactory operating results in light of a somewhat downward spiral of macro-economic conditions in major parts of the globe and accomplishing the highly successful integration of two efficiently functioning major financial units operating in Thailand.

As global financial activities are becoming more and more sophisticated and demand more efficiency, financial institutions must have wide-ranging innovative services and products in order to enable their customers to avail themselves of emerging opportunities. Today, without the slightest reservation, Krungsri ranks amongst the largest and most efficient commercial banks in Thailand. Krungsri possesses highly diversified and complete financial business platforms. It is the only financial institution in Thailand that has two-pronged corporate strengths: a fully established global network and deeply entrenched local knowledge.

Additionally, on a new global stage, reaching international businesses and clients, we plan to develop our people to be well acquainted with international business intelligence and culture. We shall instill professional experience and foster our people's career development, attributes not readily available amongst our peers. Krungsri's professional talent has already embraced internationalism as our plan has started to bear fruit and provide results that will further enhance our most important intangible assets.

Looking toward the future, our fundamental strengths, strategic positions and professional determination will allow us to capture opportunities that come with the inauguration of the ASEAN Economic Community. We are optimistic that we can continue to contribute meaningfully to the socio-economic development of Thailand and the ASEAN Economic Community at large. We value, too, our corporate social responsibility, compliance and governance which we unceasingly have upheld in the past and will continue to increasingly do so in the future, appropriately responding to the ever-changing global regulatory environment.

On this occasion, the Board of Directors wishes to express our gratitude to all our valued stakeholders, shareholders, customers, management and employees for their continuous support through all challenges throughout 2014.



Veraphan Teepsuwan
Chairman



Kanetsugu Mike
Vice-Chairman

MESSAGE FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER



In 2014, the Thai banking industry once again witnessed a slowdown in the economic and business environments. The political situation intensified at the beginning of the year causing sentiment to deteriorate and an already slowing domestic demand to weaken as government stimulus policies expired. Meanwhile, export recovery continued to be sluggish due to the still uncertain global economic prospects and the weakening of competitiveness in some domestic industries. Despite improvement toward the latter part of the year, Thailand's economic recovery was slower than expected and the outlook continues to be fragile.

Difficulties in the business operating environment prompted Krungsri to reassess our near-term growth strategy and prudence quickly became our focus. Against the backdrop of high household debt and uncertain economic prospects, risk management and compliance were our top priorities. Despite the challenges that we faced, Krungsri was able to achieve a loan growth of 7.3%, outperforming the industry which recorded total loan expansion of 5.0%. Net profit rose from THB 11.98 billion to THB 14.32 billion, our net interest margin was maintained at a healthy 4.32%. Non-performing loans edged up from 2.67% to 2.79% of total loans due mainly to deterioration in household financial conditions though an improvement can be expected following an economic upturn. Nonetheless, Krungsri maintained vigilance in loan loss provisioning as reflected by our high level of reserves.

Despite lower growth numbers compared to previous years, our overall performance in 2014 was in line with prudent, sustainable business results as we focused on protecting shareholders' interests.

Moreover, 2014 provided us with the opportunity to work on enhancing our competitiveness and strengthening our fundamentals in order to maximize potential gains from the economic recovery and the upcoming ASEAN Economic Community (AEC). The integration of the Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU) Bangkok Branch and Krungsri provided us with a unique strategic advantage that we can leverage to expand our success story beyond our Thai border. Working closely with BTMU in Tokyo and Bangkok, our Krungsri team demonstrated a strong commitment to finalizing the integration process and making the necessary preparations to place 'New Krungsri' in the right position to expand our business and enhance our capabilities to serve our customers and society better.

To unleash New Krungsri's full potential, concurrent with the integration process, we were immersed in developing a robust mid term business plan to lay the foundation for our long-term future. Customer centricity remains at the center of our business strategy. As foreign customers strengthen their domestic presence and local customers expand their regional footprints, localization of management and globalization of local employees are key strategies to enable Krungsri to serve both customer bases. By leveraging Krungsri's local expertise and market strength partnered with MUFG's global reach and financial strength, this potential can be achieved.

Embracing this game-changing advantage requires some adjustments. In this regard, notable transformations in Krungsri business units were undertaken. New business units, the Global Markets Group and the Japanese Corporations and Multi-national Corporations Banking Group, were established to provide a global universal financial services platform, with a range of highly competitive products to support customers in broadening their businesses and investments. By capitalizing on MUFG's global network coverage and product capabilities, Krungsri is well-positioned to deliver global financial solutions that best fit our customers' requirements. Joining forces with our Commercial Banking Segment which comprises Thai Corporate Banking Group and SME Banking Group, Krungsri customers can expect a world class service, whether the area is investment banking, transaction banking, the debt capital market, the equity capital market or global markets.

While we took a more outward stance, we also remained committed to maintaining our strength and market share in the consumer finance business. This year, Krungsri continued to deliver our brand promise of 'Make Life Simple' through various products, services and process improvements. To further enhance our competitive advantage in this segment, we integrated the Krungsri Auto business and their employees into the Bank to realize strategic and operational synergies. Our commitment towards consumer finance has been recognized by numerous awards, including Superbrands Thailand and Thailand's Corporate Brand Rising Star awards. As we become New Krungsri, we look forward to expanding our retail coverage to Japanese and foreign customers in Thailand as well as replicating our leadership in this business across the region.

Because a great business needs a great home, we also took steps to continue making Krungsri a Great Workplace. Among our many initiatives, Head Office floor walks and nationwide branch visits by the CEO obtained direct feedback and suggestions from employees, which were invaluable in the continuous improvement of our workplace environment and employees' wellbeing. Receiving the Gallup Great Workplace award two years in a row was a true testimony of our commitment to our people.

At Krungsri, we believe that engaged employees are ones who feel valued and nurtured. As we forge ahead towards our regional aspiration, we recognize the need to constantly develop this important asset to realize their potential and expand their horizons. In addition to the Krungsri's personalized training and career development tool, we recently joined BTMU's Global Rotation Training Program sending Thai staff to work at BTMU branches around the world. By equipping local staff with global capabilities, our people can grow with our global direction in line with global economic and social trends.

Given these accomplishments, 2015 is the time for Krungsri to continue pushing forward to achieve a recognized regional position among the leading players in the Thai banking industry. The journey is, of course, not without challenges. Nevertheless, we will abide by our vision diligently in order to ensure a smooth and efficient transition towards global best practices and to deliver our mission to be a leading regional financial institution with global reach, committed responsibly to meeting the needs of our customers and serving society through sustainable growth.

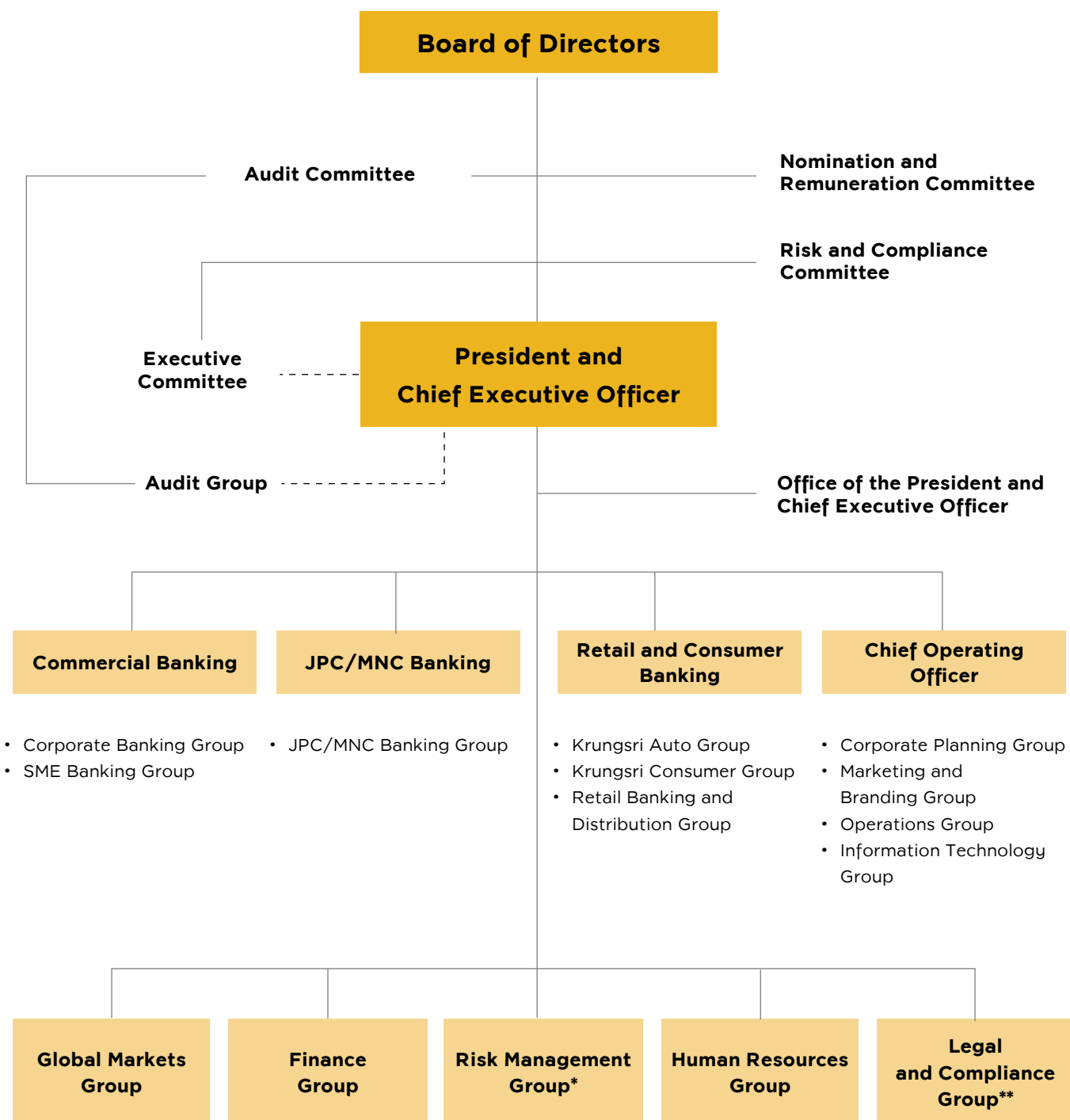
In closing, our sincere and heartfelt thanks go out to our valued customers, shareholders, employees, management and stakeholders. Our success thus far could only have been achieved with your trust and support. We continue to take pleasure in serving you and it is with great pride and strong commitment that we take the next steps toward a bigger and brighter future for New Krungsri.



Noriaki Goto

President and Chief Executive Officer

ORGANIZATION STRUCTURE



* Chief Credit Officer shall report directly to Risk Management Group and also to President and CEO.

** Compliance related matters shall be reported directly to the Board of Directors.

BOARD OF DIRECTORS

(as of January 5, 2015)



Mr. Veraphan Teepsuwan
Chairman



Mr. Kanetsugu Mike
Vice-Chairman
Nomination and
Remuneration
Committee Member



Mr. Noriaki Goto
Executive Director
Chairman of the Executive
Committee



Mrs. Janice Van Ekeren
Executive Director
Deputy Chairman of the
Executive Committee



Mr. Virat Phairatphiboon
Independent Director
Audit Committee Member
Nomination and Remuneration
Committee Member



Mr. Karun Kittisataporn
Independent Director
Chairman of the
Nomination and
Remuneration Committee



**Miss Potjane
Thanavarani**
Independent Director
Chairman of the Audit
Committee



**Miss Nopporn
Tirawattanagool**
Director
Nomination and Remuneration
Committee Member
Risk and Compliance
Committee Member



Mr. Phong-adul Kristnaraj
Independent Director
Audit Committee Member
Chairman of the
Risk and Compliance
Committee



**Mr. Philip Tan
Chen Chong**
Executive Director
Executive Committee
Member



Mr. Takeshi Ogasawara
Director
Risk and Compliance
Committee Member



Mr. Go Watanabe
Director

SENIOR MANAGEMENT



Mr. Noriaki Goto
President and
Chief Executive Officer



**Mr. Pornsanong
Tuchinda**
Head of Commercial
Banking



Mr. Motoi Mitsuishi
Head of JPC/MNC Banking



**Mr. Philip Tan
Chen Chong**
Head of Retail and
Consumer Banking



Mrs. Janice Van Ekeren
Chief Operating Officer



Miss Phawana Niemloy
General Counsel



Mr. Takanori Sazaki
Co-Head of Corporate
Planning Group



Mr. Sudargo Harsono
Head of Marketing and
Branding Group



**Mr. Phongsanant
Thanattrai**
Head of Retail Banking
and Distribution Group



**Miss Duangdao
Wongpanitkrit**
Chief Financial Officer



**Mr. Sayam
Prasitsirikul**
Head of SME Banking
Group



**Miss Puntipa
Hannoraseth**
Head of Audit Group



Mr. Pairote Cheunkrut
Managing Director
Ayudhya Capital Auto
Lease Pcl.



**Miss Anuttara
Panpothong**
Head of Human
Resources Group



**Mr. Chandrashekar
Subramanian
Krishnoolndmangalam**
Chief Risk Officer



Mr. Tak Bunnag
Head of Global Markets
Group



**Mrs. Wanna
Thamsirisup**
Head of Operations
Group



**Mrs. Voranuch
Dejakaisaya**
Head of Information
Technology Group



Mr. Rohit Khanna
Co-Head of Corporate
Planning Group



Mr. Thakorn Piyapan
Managing Director
Ayudhya Capital
Services Co., Ltd.



Mr. Kris Chantanotoke
Executive Vice President
Retail / Consumer Planning and
Non-Lending Business Division

ABOUT OUR CORPORATE GOVERNANCE

The Board of Directors is aware that good corporate governance principles are vital foundations of sustainable organizational growth. Compliance with the principles will result in effective business operations based on correctness, transparency, equality and verifiability. This will, aside from creating confidence among shareholders, investors and all relevant stakeholders, add value to the Bank's business in the long run. The Bank takes into account risks and liabilities to stakeholders and every related party, and at the same time supports sustainable development in the fields of economy, society and the environment.

The Board of Directors has stipulated the Bank's '**Good**

Corporate Governance Principles' in writing. Their provisions cover shareholders' rights and their equitable treatment, information disclosure and transparency, accountability of the Bank's Board of Directors and Sub-Committees, internal control and audit systems, and philosophy of business engagement. As well, the Principles state the Bank's role to stakeholders, its vision and core values, moral and ethical behavior of its employees, and social responsibility. In addition, the Bank stipulates that the Principles be reviewed on an annual basis, or immediately in case of any significant change. This is to ensure the appropriateness of the Principles to situations which may change at any time.

In 2014, the **Good Corporate Governance Principles** are reviewed to ensure their compliance with current operational policy as well as management structure. As well, the review is intended to

ensure optimum appropriateness based on the good corporate governance principles prescribed by the Office of the Securities and Exchange Commission (SEC) of Thailand and compliance with the ASEAN CG Scorecard principles, as part of the Bank's preparation for the ASEAN Economic Community in 2015. The sections revised this year include those dealing with the Board of Directors, Sub-Committees, Vision, Core Values, Employee's Compliance with the Code of Conduct, and Corporate Social Responsibility.

The Bank conveys and publicizes its good corporate governance principles via several channels such as e-mail, posters, the Bank's website under the good corporate governance section, and through activities intended to promote better understanding. In addition, training courses are made available via the e-learning system to ensure that such principles have been communicated, upheld and practiced. As well, the Bank





stipulates that each department appoint a Compliance Champion responsible for providing knowledge and understanding of the Bank's corporate governance, including regulations and obligations stipulated by banking supervisory authorities, as well as policies, work instructions or any regulations stipulated by the Bank.

Apart from the abovementioned principles, the Bank has disseminated a document called **'The Spirit and The Letter' (S&L)**, outlining key principles of the Code of Conduct under applicable laws and good governance. The main purpose is to encourage transparency of the Bank's business operation as well as its accountability to stakeholders. The matters that employees should know and practise, as well as matters

KRUNGSRI CONTINUES TO ADHERE TO BEST-PRACTICES CORPORATE GOVERNANCE

that they should be aware of, are stated therein in writing. Punitive measures are also specified in case of violations. Apart from providing a manual to every employee, the Bank makes it available on its internal website. Activities are organized to promote knowledge and understanding of the issues, for example, the annual S&L Week.

The good governance awards the Bank received in 2014 include

- Asia's Icon on Corporate Governance from the 10th Corporate Governance Asia Recognition Awards 2014 from Corporate Governance Asia magazine. The award is presented to organizations with dedication to good governance in the Asian region;
- Asia's Best CEO (Investor Relations) from the 4th Asian Excellence Recognition Awards 2014. The award reflects the Bank's determination and dedication to building standardized excellence in terms of communications with investors and excellence in good governance;
- Best Investor Relations Company (Thailand) from Corporate Governance Asia magazine, reflecting the Bank's disclosure of information transparently and fairly to every stakeholder in compliance with good governance principles.

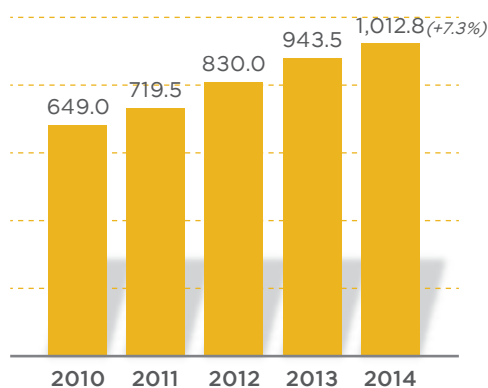


FINANCIAL HIGHLIGHTS

(Consolidated)

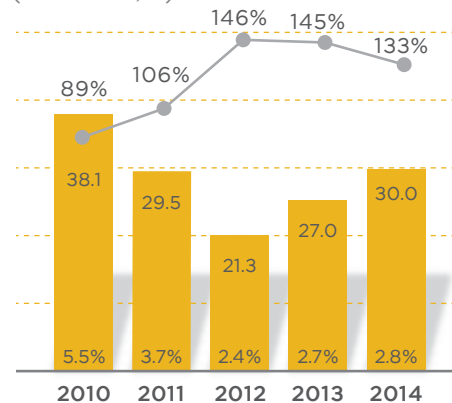
LOANS

(THB billion)



NPLs & COVERAGE RATIO

(THB billion, %)

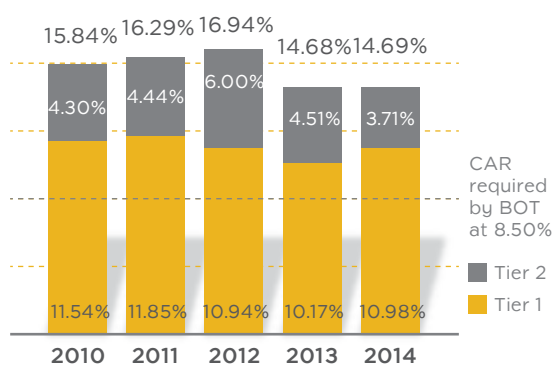


■ NPL (THB billion, % of total loans)

● Coverage ratio (%)

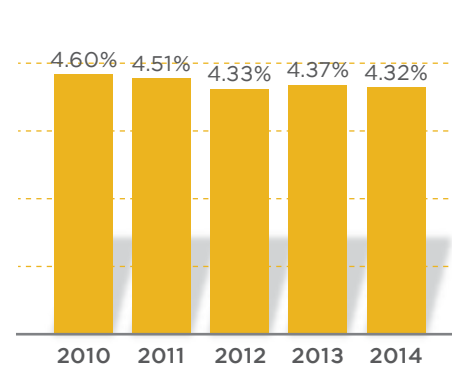
STRONG CAPITAL BASE ^{1/}

(Percent)



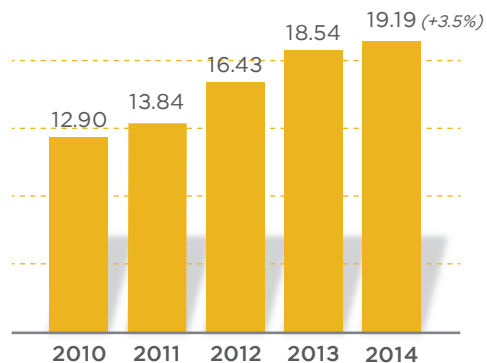
NET INTEREST MARGIN (NIM)

(Percent)



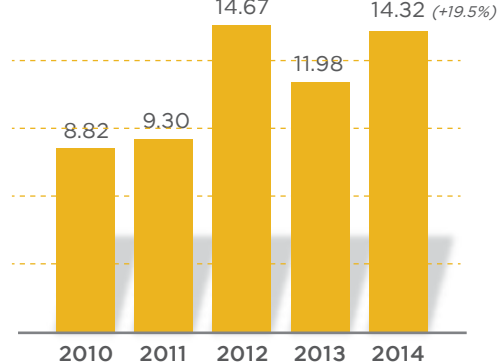
FEES & SERVICE INCOME

(THB billion)



NET PROFIT

(THB billion)



^{1/} Bank only (BASEL III effective in January 2013)

Consolidated Financial Statements

2014 2013 2012 2011 2010
(Restated)

Financial position information (THB million)

Total assets	1,214,268	1,179,606	1,071,965	947,797	869,834
Loans to customers ^{1/}	1,012,761	943,502	830,008	719,507	648,960
Allowance for doubtful accounts	39,776	38,986	31,029	31,279	33,953
Net NPLs	14,818	13,308	11,835	18,763	23,832
Gross NPLs	29,988	27,014	21,292	29,536	38,149
Total liabilities	1,082,598	1,058,052	958,479	845,102	770,730
Deposits	837,556	764,050	687,159	560,540	576,479
Total shareholders' equity	131,670	121,553	113,486	102,696	99,104

Operating performance (THB million)

Interest income	74,609	71,381	64,640	56,428	47,275
Interest expense	26,665	26,442	24,687	18,963	12,647
Interest income, net	47,943	44,939	39,953	37,465	34,628
Fees and service income, net	14,770	14,327	12,735	10,787	10,080
Non-interest and non-fee income	8,046	9,010	8,501	7,052	6,819
Other operating expenses	34,300	33,392	30,798	27,477	26,796
Impairment loss of loans and debt securities	18,107	18,959	11,385	12,214	12,391
Net profit ^{2/}	14,170	11,864	14,625	9,264	8,793

Financial ratios

Return on average assets	(%)	1.18	1.05	1.45	1.02	1.07
Return on average equity	(%)	11.22	10.12	13.53	9.18	9.17
Net profit per share	(THB)	2.33	1.95	2.41	1.53	1.45
Cost / income ratio	(%)	48.47	48.91	50.33	49.68	52.00
Capital adequacy ratio ^{3/}	(%)	14.69	14.68	16.94	16.29	15.84
Tier 1 capital to risk weighted assets ratio ^{3/}	(%)	10.98	10.17	10.94	11.85	11.54
Book value per share	(THB)	21.68	20.01	18.68	16.91	16.32
Loans to deposit ratio	(%)	120.92	123.49	120.79	128.36	112.57
Loans to deposit plus debentures and bills of exchange ratio	(%)	106.10	104.40	102.87	96.89	98.98
Net NPLs / loan ^{4/}	(%)	1.40	1.33	1.34	2.41	3.48
Gross NPLs / loan ^{5/}	(%)	2.79	2.67	2.39	3.74	5.45
Coverage ratio	(%)	133.24	145.05	146.19	106.20	89.09

^{1/} Loans to customers less deferred revenue

^{2/} Attributable to equity holders of the Bank

^{3/} Bank only (BASEL III) for 2013-2014 and Bank only (BASEL II) for 2010-2012

^{4/} Represents percentage of net NPLs divided by loans including money market loans less NPLs reserves

^{5/} Represents percentage of gross NPLs divided by loans including money market loans

AWARDS AND RECOGNITION

KRUNGSRI PRIDE

Krungsri delivers a wide range of financial products and solutions backed by superior services. Our passion to perform has been recognized both domestically and internationally through the receipt of numerous outstanding awards across categories ranging from good corporate governance, outstanding performance and customer service to providing innovative solutions, strategic branding and leading-edge marketing initiatives. Krungsri was conferred the following awards during 2014:

CORPORATE GOVERNANCE

Krungsri considers good governance to be an essential ingredient in its recipe for sustainable growth. We are proud to have achieved recognition in this area for our effective management, equitable treatment of employees, information disclosure and transparency.

KRUNGSRI GROUP

ANTI-CORRUPTION POLICY AND PROGRAM CERTIFICATE
from the Thai Institute of Directors Association (IOD)

Krungsri Group (the Bank and its business units) was among the first Thai organizations to receive anti-corruption policy and program certificates in compliance with the Private Sector Collective Action Coalition Against Corruption's (CAC) declaration to combat corruption at both company and industry levels across the private sector. This reflects Krungsri Group's commitment in conducting its business with highest level of integrity.



KRUNGSRI
ASIA'S ICON ON
CORPORATE GOVERNANCE
 at Corporate Governance Asia
 Magazine's 10th Corporate
 Governance Asia Recognition
 Awards 2014

Awarded in recognition of our commitment to the highest standards of corporate governance across a broad range of areas, including the protection of shareholder rights, equal treatment of shareholders, disclosure and transparency, the responsibilities of the Bank's Board of Directors, investor relations practices and corporate social responsibility policy.



KRUNGSRI
ASIAN CORPORATE
DIRECTOR OF THE YEAR
 at Corporate Governance Asia
 Magazine's 5th Asian Corporate
 Director Recognition Awards 2014

Krungsri President and CEO Mr. Noriaki Goto was awarded 'Asian Corporate Director of the Year' for his outstanding leadership in strengthening business ethics, transparency and corporate social responsibility across Krungsri Group.



KRUNGSRI
ASIA'S BEST CEO
(INVESTOR RELATIONS)
AWARD

at Corporate Governance Asia Magazine's 4th Asian Excellence Recognition Awards 2014

Conferred to Mrs. Janice Van Ekeren for her achieving excellence in investor relations communications as well as for upholding the organization's commitment to good corporate governance during her tenure as CEO in 2013.



KRUNGSRI
BEST INVESTOR
RELATIONS COMPANY
(THAILAND)
 at Corporate Governance Asia
 Magazine's 4th Asian Excellence
 Recognition Awards 2014

Awarded for our proactive and effective communications with the investment community. This is underpinned by a commitment to accuracy, transparency and the equal treatment of all types of shareholders with the aim of building confidence among investors.

PEOPLE

Krungsri has established 'Employee Engagement' levels to evaluate our people management. The engagement model goes beyond quantifying satisfaction to gauge the perceptions and experiences of employees and appraise the extent to which our practices create a positive work environment. Our passion to empower people has been internationally recognized with:



KRUNGSRI GROUP
GALLUP GREAT
WORKPLACE AWARD
 for the 2nd consecutive year
 from Gallup

Krungsri Group (The Bank and its business units) is the only Thai company, and one of the just 36 organizations around the world, to have received this award from Gallup, the world's leading research-based performance management consulting company. First conferred in 2013, we picked up the award for the second consecutive year in 2014.



PERFORMANCE

Winning the awards is a testimony to the strength of our business, the efforts of our people and the trust that all stakeholders have in us. Krungsri remains committed to investing in the future to achieve our goals.

KRUNGSRI ASSET MANAGEMENT (KSAM) RISING STAR ASSET MANAGEMENT COMPANY OF THE YEAR, THAILAND 2014

by The Asset magazine

Krungsri Asset Management was recognized by The Asset magazine for investment excellence and superior performance.

KRUNGSRI ASSET MANAGEMENT (KSAM) MORNINGSTAR FUND THAILAND AWARDS 2014

by Morningstar Thailand

KSAM's Krungsri Medium Term Fixed Income Dividend Fund (KFMTFI-D) has won an award from the Morningstar Thailand Fund Award in 2014. Since 2009, KSAM has received a total of 9 awards, the highest number conferred within our peer group.



INNOVATION

Krungsri drives innovation through its products and services which deliver effortless and empowering experiences to customers. Numerous awards have been conferred in recognition as an innovation leader within the regional banking and finance sector.



KRUNGSRI CONSUMER (Tesco VISA Card) BEST AFFINITY CO-BRANDED CARD PROGRAM OF ASIA-PACIFIC OF THE YEAR 2014 (HIGHLY COMMENDED)

in the Cards & Electronic Payments category at the International Asia Pacific Trailblazers Awards 2014

Tesco Lotus Platinum Visa credit card combines Tesco Lotus credit card services and Tesco Lotus Clubcard membership into a single card which features contactless technology. Cardholders earn Clubcard loyalty points for shopping at Tesco Lotus and with every payment made using the credit card.



KRUNGSRI CONSUMER (Krungsri First Choice) PROCESS EXCELLENCE IN LOAN ORIGATION

in the Retail Banker category at the International Asia Trailblazer Awards 2014

Our Simple Application system enables qualified Krungsri First Choice applicants to obtain their card within 30 minutes of submitting their application. It is an extremely innovative initiative that differentiates itself by being completely hassle-free and time efficient.

KRUNGSRI GROUP THAILAND ICT EXCELLENCE AWARDS

by Thailand Management Association (TMA)

Krungsri picked up four awards for implementing information technology that makes management more efficient. The awards were another endorsement of our success in developing financial e-services.



BRANDING & MARKETING INITIATIVES

Our brand is our greatest asset for extending and deepening relationships with customers. We deploy state-of-the-art technology and services, effective CRM and evaluative brand metrics to increase consumer engagement. We have received numerous national and international accolades for our success in these efforts.



KRUNGSRI AUTO SUPERBRANDS THAILAND 2014

for the 3rd consecutive year

Krungsri Auto, as a market-leading comprehensive auto loan provider, has carved out an impressive reputation as an outstanding, and admirable brand with global stand for the third consecutive year.

KRUNGSRI ADVERTISING CAMPAIGN OF THE YEAR – THAILAND

for the 2nd consecutive year
from Asian Banking and Finance
magazine

Krungsri won this award for the second year running in recognition of our innovative and unique advertising.



KRUNGSRI DISTINCTION AWARD

in the 2014 REBRAND 100®
Global Awards

This recognized Krungsri's successful rebranding and related brand-building campaigns with consumers and employees.



OPERATING ENVIRONMENT

THAI ECONOMY IN 2014 AND OUTLOOK FOR 2015



2014 Economic Review: Recovering after experiencing political turmoil

Thailand's economy grew by only 0.7 percent in 2014 amid unfavourable domestic and external factors. In the first half of the year, the political deadlock resulted in a non-functional government, which saw state spending and infrastructure investment falter while the confidence of domestic and foreign investors weakened. Business activity slowed as a result. Consumer spending plummeted after being already anemic due to fading positive effects of populist policies and soaring household debts. The febrile political situation decimated tourism. Meanwhile exports, posted a negative growth rate. Although economic growth in the US, a driver of the global recovery, improved, enabling the country to start winding

down its quantitative easing program, overall global demand was weaker than expected, especially across the Eurozone, Japan and China. Concerns about a slow economy led the Monetary Policy Committee in March to reduce the policy rate by 0.25 percentage points to 2.00 percent to support a domestic recovery.

The situation improved in the second-half when the economy began to revive and the political situation became more stable. Both consumer and business sentiment recovered, though not to their former levels. Government spending and economic policy making restarted, helping stimulate domestic spending. Tourism gradually improved with international arrivals returning to positive growth since October. Thai exports also picked up in the last quarter, in line with a nascent global economic recovery. These positive developments helped boost the Thai economy to grow by 1.4 percent in the last six months of the year compared to zero growth in the first half.

2015 Economic Outlook: Accelerating growth in political transition

The economy is forecast to recover in 2015, with growth estimated at 3.8-4.8 percent. Both domestic and external factors support the likelihood of improved performance. The key driver will come from the government's speeding up of budgetary disbursements and economic stimulus packages, including infrastructure investment projects and measures to restore confidence, which will

bolster business investment, household consumption and tourism. The second key factor will be the fading impact of the correction in durable goods expenditure which will help domestic spending return to a more normal level after two consecutively weak years. Third, the global economy will continue to recover, fueling growth in Thai exports. Last, but not least, the formation of the ASEAN Economic Community (AEC), tabled for the end of 2015, will catalyze the economies of all member states, particularly Thailand, which is a hub of the highly dynamic region.

Despite these expected positive developments, challenges will remain throughout the year. Movements in global financial markets will need to be closely watched as the world's major economies will see uneven economic growth and divergent monetary policy. Further improvement in the US economy may allow its policymakers to raise interest rates for the first time in several years. Conversely, sluggish economies across the



Eurozone and Japan are likely to force them to move forward with new liquidity injections to spur growth. These different economic developments and policies will lead to more fluctuation in capital flows and foreign exchange and affect interest rates worldwide. Thai politics, the government's national reform agenda and the drafting of a new constitution will continue to affect the domestic economy throughout the year and for some time to come.

COMMERCIAL BANKING IN 2014 AND OUTLOOK FOR 2015

2014 Market Overview

The Thai economy expanded at a slower pace in 2014 due to weak domestic demand during the first half of the year caused mainly by a prolonged period of political uncertainty which affected public spending as well as consumer and business sentiment. These developments caused the banking system's loan growth to slow from January to June, growth of 1.6 percent



The sector's operating environment improved during the second-half. A more stable political climate combined with a new functioning government rekindled public spending and to some extent restored consumer and investor confidence. Commercial banks supported government policies to revitalize economic activity by providing funding for overdue payments owed to Thai rice farmers under the rice pledging scheme. Furthermore, the government encouraged banks to expand their lending to SMEs, a sector that was significantly affected by the slowdown.



from concern over political instability and the policy rate was maintained maintain at 2.00 percent till year end to support the economic recovery.

Overall asset quality remained sound. The gross NPL to total loan ratio maintained at 2.2 percent, with consumer loans having the greatest negative effect. NPL ratio in the consumer sector increased to 2.4 percent from 2.2 percent last year, mainly in the auto hire purchase, credit card and personal loan segments, resulting from the economic slowdown.

State support for this initiative was provided by increasing loan guarantees from the Thai Credit Guarantee Corporation (TCG). TCG guaranteed 18 percent of the value of loans provided to SMEs. This is now set to rise to 50 percent along with a waiver of the first year annual fees. The Bank of Thailand encouraged a revision of eligible collateral for SMEs to provide them with greater borrowing capacity.

Demand for loans picked up in the second half, with growth of 3.4 percent, supported by improved political stability, greater business confidence, seasonally higher consumer spending and exports, and government stimulus measures.

Commercial banks posted loan growth of 5.0 percent for 2014. Commercial loans expanded by 4.0 percent, driven mainly by the public utilities, commerce and construction sectors. Lending to SMEs increased by 2.2 percent. Consumer loans increased at a slower pace at 7.4 percent with the growth of loans decelerating across the board, particularly in auto hire purchase loan which contracted 3.4 percent. The auto hire purchase loan contraction was in line with slower domestic car sales resulting from high

base effects due to the expiry of tax rebates for first car buyers the previous year, a factor which was compounded by rising household debt which also limited retail loan growth.

Deposits grew by 7.0 percent in line with the slowdown in loan growth. Competition was more intense in the second half of the year as a result of stimulus measures to boost the economy. Commercial banks launched promotional deposit products to mobilize funding in anticipation of a revival of loan demand. Meanwhile, bills of exchange continued to decrease, contracting by 68.7 percent over the year. Banking sector liquidity remained adequate this year with a loan-to-deposit (including bills of exchange) ratio of 95.7 percent, decreased from 96.6 percent last year. The Bank of Thailand reduced policy rate from 2.25 percent to 2.00 percent in March 2014 to mitigate possible impact arising

In 2014, commercial banks continuously increased loan loss provision. Loan loss coverage ratio rose to 169.4 percent, up from 168.3 percent in 2013.

Banks diversified their earnings sources beyond traditional interest income to other areas, mostly from fees and service incomes from bancassurance, fund management and securities business. By year-end, fee and service income accounted for 25.4 percent of the banking sector's total revenues.

Overall, Thai banks reported net profits of THB 223.9 billion, up THB 10.2 billion from the previous year despite the challenging environment. Net interest margin (NIM) improved to 2.6 percent while average return on assets (ROA) maintained at 1.3 percent. The major drivers of the banking sector's performance was strong income growth in both interest income and non-interest income.



Thailand's banking sector remained well capitalized to respond to challenges and opportunities as they may arise. The increase in capital level in 2014 was mainly from annual profit allocations in 2014 and issuance of subordinated debentures. Some banks, in particular, Krung Thai Bank, Thanachart Bank and Kasikorn Bank issued subordinated debentures to strengthen their Tier-2 capital and comply with the requirements of Basel III. As a result, capital adequacy ratio (BIS Ratio) recorded at 16.8 percent compared to 15.7 percent in 2013. Tier-1 capital ratio and Tier-2 capital ratio increased to 13.7 percent and 3.1 percent, respectively.

banking system is expected to tighten in 2015 when banks are likely to face more competition for deposits. Nevertheless, the upside of the growing economy and increased public investment should outweigh any negatives for commercial banks.

Looking beyond 2015, the inauguration of the ASEAN Economic Community (AEC), scheduled for the end of 2015, presents clear opportunities for the banking sector. Thai banks have the opportunity to expand their business scope and coverage across the region, in addition to providing existing financial services (lending, trade finance and foreign

exchange transaction). With Thai businesses, both corporates and SMEs, rolling out in the region, there will be greater demand for financial services to facilitate transactions.

Thai banks are likely to remain sound and stable in 2015 with improved economic sentiment due to a perceived return to political stability and a recovery in investment and consumption. As such, sector-wide growth is forecast at 7-8 percent.

2015 Market Outlook

Business prospects remain bright for the banking sector in 2015, when loan demand is expected to recover on the back of a growing economy, revival in investment stimulated by infrastructure projects and a recovery in domestic consumption.

On the other hand, downside risks stem from delays in government spending and the lowering of the deposit guarantee ceiling from THB 50 million to THB 25 million per depositor per commercial bank from August 11, 2015 to August 10, 2016. This will fall further to THB 1 million starting from August 11, 2016. Liquidity in the



COMPETITIVE CAPABILITY

OUR STORY



Bank of Ayudhya Public Company Limited (BAY or Krungsri Group) officially opened its doors on April 1, 1945. It found immediate public favor and grew rapidly, eventually listing on the Stock Exchange of Thailand on September 26, 1977. It has grown steadily and unabated to the present day.

Today, Krungsri Group is Thailand's fifth largest universal bank in terms of assets, loans and deposits. Krungsri is a strategic member of the Mitsubishi UFJ Financial Group (MUFG), Japan's largest financial group and one of the world's largest financial groups. As of December 31, 2014, Krungsri Group had a total registered capital of THB 75,741 million and THB 60,741 million in paid-up capital.

Krungsri constantly strives to provide for the ever-changing needs of our broad customer base by offering a comprehensive range of universal banking products and services to key target groups: Commercial banking (Thai, Japanese, multi-national corporates, and SMEs) and retail customers. We also provide related financial services through our subsidiaries and associated companies, which include wealth management, credit cards, non-life insurance, asset management, securities trading, auto hire purchase, equipment leasing, factoring, microfinance and installment loans.

We achieved a number of considerable developments at Krungsri during 2014. Apart from progress in delivering our strategic priorities throughout the year, we were also recognized by leading industry and professional organizations for our leadership in corporate governance and human resource development.

BANK OF TOKYO-MITSUBISHI UFJ, LTD. BANGKOK BRANCH INTEGRATION

After we became a strategic member of MUFG in late December 2013, Krungsri commenced the BTMU Bangkok Branch Integration project in which BTMU in Tokyo and Bangkok as well as Krungsri collaborated to work with the necessary preparation and alignment to ensure a successful completion.

On January 5, 2015, the Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU) Bangkok Branch was successfully integrated into Krungsri, in accordance with the One Presence Policy of the Bank of Thailand. Krungsri issued 1,281,618,026 ordinary shares to BTMU for the transfer of the business of BTMU Bangkok Branch. Currently Krungsri has a total registered capital of THB 75,741 million and paid-up capital of THB 73,558 million. With the integration of the BTMU Bangkok Branch completed, we emerged as 'New Krungsri' - a bank with global capability and connections.

Apart from BTMU Bangkok Branch Integration, we have initiated a number of joint projects, namely Mid Term Business Plan and leveraging Krungsri and BTMU's complementary strengths to establish a unique position for Krungsri in the Thai banking industry going forward.

MID TERM BUSINESS PLAN

During 2014 we have prepared our Mid Term Business Plan, a new three-year business and financial plan for New Krungsri from 2015 through 2017.

Developing the Mid Term Business Plan is a group-wide project for Krungsri. The plan identifies what actions we must take to achieve our goals in terms of market positioning and service delivery to Corporate, SME, and Retail & Consumer Banking customers. We have been working on the planning since April 2014, starting from reviewing the economic and competitive environment, and evaluating existing and past strategies.

The objective of the Mid Term Business Plan is to crystalize a group-wide, mid-term strategy

THROUGHOUT THE YEAR, WE WORK ON LEVERAGING KRUNGSRI AND BTMU'S COMPLEMENTARY STRENGTH TO ESTABLISH KRUNGSRI'S UNIQUE POSITION GOING FORWARD

based on our long-term goal of becoming a 'Tier 1' bank. The entire organization is committed to the plan, which is part of our wider 'OneKrungsri' vision. The plan details strategy and implementation requirements by function, and is New Krungsri's road map for the next three years. We will run our PDCA (plan, do, check, and act) cycle against it to continually verify whether we are in line with the plan or if we need to make any adjustments, and to make sure we deliver on our commitments to stakeholders.



LEVERAGING SYNERGIES WITH BTMU

Our focus on leveraging both Krungsri and BTMU's complementary strengths is bearing fruit. We organized 'The MUFG Business Matching Fair in Bangkok' — the first event that BTMU has co-organized with Krungsri — where we invited entrepreneurs who were our customers to participate in business matching with leading companies from Japan. This created opportunities for Thai companies to expand into the Japanese market, while providing a platform for BTMU customers to connect with Thai entrepreneurs.

We also launched 'Krungsri Thai Benefit Package' which delivers a unique package of financial products and services tailored to meet the needs of Japanese residents living in Thailand. This package not only reflects the synergy between BTMU and Krungsri, but also our determination to become the no.1 bank for this customer segment.

Looking forward, in 2015 we will operate under the 'New Krungsri' as a bank with global capabilities and connections. Under this new paradigm, Krungsri will leverage the global scale and connectivity of BTMU as well as benefits from learning and sharing best practices and products and service innovations.





Krungsri will be in the best position to serve customers by synergizing BTMU's global platform, networks and capabilities with Krungsri's local expertise and strengths. Unified, we will be better able to support local corporates and other customers in Thailand, who are becoming increasingly globalized and in need of effective global banking services as they venture abroad, whether that be within ASEAN or further afield.

At the same time, multinationals looking to localize within Thailand and the region can benefit from our strategic platform with BTMU. We will facilitate market entry and

the creation of opportunities for both international and Japanese corporates interested in investing or doing businesses in Thailand and across ASEAN. Last, but by no means least, we are committed to maintain our leadership position in consumer finance in Thailand. In addition, Krungsri will continue our commitment to Make Life Simple for all customers.

OUR PHILOSOPHY

Adhering to good governance best practices is our core philosophy of Krungsri Group. It is crucial that we are committed to the highest standards in this respect, given that as a

commercial banking business we are entrusted with other people's money.

At the execution level, simplifying the customer experience is enshrined in our brand values. Krungsri pledges to Make Life Simple through the deployment of technology and customer analytics, and in the development and delivery of all products and services at all touch points across the Group.

Combined, these philosophies enable us to deepen our engagement and relationships with customers, as evidenced by the numerous recognitions and awards conferred to Krungsri by various international, regional and national organizations, as well as professional associations, throughout 2014.

CORPORATE GOVERNANCE EXCELLENCE

Our strong commitment to governance was recognized with the Asia's Icon on Corporate Governance Award from Corporate Governance Asia magazine, which highlighted our commitment to the highest standards of good corporate governance in various aspects



including our corporate governance policy, the protection of shareholder rights, equal treatment of shareholders, disclosure and transparency, the responsibilities of the Bank's Board of Directors, investor relations practices and corporate social responsibility initiatives.

Krungsri Group also received certificates from the Private Sector Collective Action Coalition Against Corruption, an initiative of the Thai Institute of Directors Association. We were the first wave of Thai commercial banks to be recognized for our commitment to fair business practices, organizational responsibility and procedures for countering bribery. In addition, Thaipat Institute conducted a Sustainable Development Assessment on Thai listed companies for anti-corruption. The Bank achieved a rating of 4 (Certified Level), on a scale of 1-5 with 5 being the highest rating.

OUR PEOPLE — GALLUP

Krungsri Group was recognized for having world-class employee engagement levels with the 2014 Gallup Great Workplace Award, which we received from Gallup for the second consecutive year. Krungsri Group is the only recipient in Thailand and one of just 36 worldwide.



OUR PRODUCTS

Developing simple yet profound market-leading products has been key to delivering our Make Life Simple brand promise. Innovations launched in 2014 include:

- **Product Innovation:** Product design that responds to customer insights
- **Process Innovation:** Simple and efficient processes across all channels
- **Marketing Innovation:** Focus on intelligence and segmentation
- **Service Innovation:** Enhance customer experiences across every segment

CORPORATE BANKING



Krungsri's Corporate Banking Group serves large Thai corporations across a wide range of industries, as well as multi-national companies operating in Thailand. Each customer has an annual sales turnover of more than THB 1,000 million. Our industry sector experts and relationship managers provide a full suite of financial and advisory services to clients. Solutions, which are tailored to the specific needs of each client, include trade finance, cash management products, hedging solutions, investment banking and transactional banking services.

Key initiatives and achievements in 2014

Sectorial loan growth driven by the power and energy, construction materials, commerce and retail, financial services, and agriculture-related industry segments, resulted in growth of 9.5 percent in Corporate Banking's loan portfolio.



We have consistently ranked in top 5 in the debt capital market league table throughout the year with key deals such as Ministry of Finance of Lao, EDL-Generation Public Company, CP ALL Public Company Limited, Thai Oil Public Company Limited and various real estate companies. For investment banking, our team has been actively involved in project finance and financial advisory, especially for power and alternative energy industries.

Krungsri embarked on a process re-engineering project to reduce total turnaround times for customers. In 2014, the focus was on project planning with implementation to be carried out over the coming years. Process re-engineering will ultimately improve the overall corporate customer experience and prepare ourselves for business integration with BTMU Bangkok Branch in 2015.

To prepare for the forthcoming ASEAN Economic Community (AEC) we have strengthened our foothold in the Mekong region. We are exploring opportunities to serve corporate customers that are expanding in neighboring countries through cooperation with BTMU and its established networks. Japanese or international multi-nationals can utilize Krungsri's platform to capture growth and opportunities as they expand or enter the Thai market and ASEAN.

New products in lending, transactional banking, global markets and investment banking will be launched for corporate customers. We aim to capture customers' future growth, supply chain flow and international trade flows as well as provide competitive working capital products.

We are well positioned to cross-sell BTMU products, capturing emerging currency/AEC business flows and foreign direct investment (in and out of Thailand). For investment banking, services will be provided for debt capital market, project finance, securitization and ECA (Export Credit Agency). Capabilities will be both onshore and offshore financing and possibilities of deal origination in CML (Cambodia, Myanmar, Laos) countries.

Power of Krungsri Synergy

As a strategic member of MUFG, Krungsri's Corporate Banking has an edge over competitors. We can position ourselves as partner for Thai corporates by utilizing MUFG's global network of more than 1,100 offices in 40-plus countries, well-established relationships with Japanese companies and product offering. Our suite of products also benefit BTMU's existing customers as nationwide services can be provided by Krungsri. Another plus is the distribution channel of the Bank and our subsidiaries which customers can use for on-shore investment banking services, such as distribution of debt capital products to end customers. Together with BTMU's offshore capabilities, investment banking customers can be better reached and served.

Our synergy with BTMU started in 2014 and will be developed in 2015 and over the coming years in the following key areas:

- **Cross-sell of retail products:** Approaching Japanese customers and acquiring payroll accounts to be serviced by Krungsri.
- **Supply chain financing:** Tap Japanese customers and offer Krungsri Value Chain programs to their dealers.
- **Business matching:** In September 2014, Krungsri and BTMU jointly organized the Business Matching Fair for the first time in Thailand. Participants were Japanese and Thai entrepreneurs from a total of around 120 companies.
- **Cross-sell of investment banking products:** The areas of focus are debt capital market, project financing and securitization where we can leverage BTMU's expertise.
- **Transaction banking:** Being MUFG's strategic partner enhances Krungsri's capacity to serve clients and enables us to differentiate ourselves from competitors.



Future plans for corporate customers

In parallel to leveraging our synergy with BTMU for corporate banking customers we will focus on following plans:

- **Product suites:** A variety of product suites will be available to our customers.
- **Process re-engineering and developing:** A more user-friendly platform for corporate customers.
- **Global business matching through BTMU's network:** Will help customers expand their footprint outside Thailand and vice-versa.

JAPANESE CORPORATIONS AND MULTI-NATIONAL CORPORATIONS (JPC/MNC) BANKING (Established in 2015)

Japanese Corporations and Multi-national Corporations (JPC/MNC) Banking Group was established as a result of the integration of the Bank of Tokyo-Mitsubishi UFJ Ltd. (BTMU) Bangkok Branch with Krungsri. JPC/MNC was the group the business of which mainly came from BTMU Bangkok Branch.

JPC means Japanese corporation and MNC means multi-national corporation respectively. Although Japanese corporations doing business in Thailand can be classified as multi-national corporations, due to the fact that BTMU is the largest financial institution in Japan and has the widest Japanese customer base and the fact that Japan is the largest investor in terms of foreign direct investment and has big presence in this country, the Japanese corporate banking divisions are separately created after integration between Krungsri and BTMU Bangkok Branch.

Under this context, the former BTMU Bangkok Branch had been the largest foreign bank in Thailand in terms of assets, loans and deposits. And it also had been providing advisory services for Japanese companies which established businesses in Thailand. The newly-created JPC/MNC Banking Group has made a new start as an organization which covers Japanese corporations and multi-national corporations of both banks before integration.



The feature of JPC/MNC Banking Group is that all the customers in this group have their own parent companies in their home countries. BTMU's global network and sophisticated financial services have realized a close relationship between the parent companies and BTMU; and, it enables us to build a trusted, strong and close relationship with their group companies in Thailand as well, which is the strength of JPC/MNC Banking Group in the integrated bank.

Through the integration of Krungsri and BTMU Bangkok Branch, JPC/MNC Banking Group will be able to provide services to the customers which either bank could not do on their own in the past. One key area is services offered through the domestic branch network in Thailand as the former BTMU Bangkok Branch operated with only one office. The integration between the local and global banks has created new opportunities to offer various forms of one-stop service for employees of Japanese and multi-national corporations, as well as domestic settlement services among Thai corporations and JPC/MNC.

The other new service opportunities come from the wide customer base of Thai companies Krungsri brought to the partnership. Krungsri and BTMU held the first joint event in September 2014, namely the MUFG Business Matching Fair in Bangkok. We invited Thai customers from Krungsri and Japanese customers from BTMU, and successfully arranged numerous business matching meetings between them which have been seeking new joint business opportunities. We are able to mediate between Thai and Japanese companies and will accelerate those activities.

We are aiming to become a more customer-centric bank through better service and usability of our services, and by offering transparent information in terms the customer can understand.

SME BANKING

Over the previous year, Krungsri SME Banking achieved great success with its 'Business Grow Easily with Krungsri SME' strategy, financial model and full-cycle service provision to help SME customers achieve holistic growth. Throughout 2014 the Bank's SME team provided financial support and various marketing activities to create new business opportunities for clients.

Key initiatives and achievements in 2014

Krungsri SME's vision is to see Thailand progress as a stronger nation through the success of small business networks. It is our ambition to support SMEs to grow sustainably by making it easy for them to access to financial support and business opportunity through various activities and knowledge sharing initiatives. In the beginning of 2014, we launched the 'Stronger Thai' campaign to build awareness of the Krungsri SME among target customer groups and also be the starting point of what we have been continuously improving in all elements to support Thai SMEs. This approach will also support future growth for the Bank's SME business.

Products and Processes

Krungsri SME's products and processes are designed under the concept of Make Life Simple. In order to respond to the demands of entrepreneurs from every business sector, we have made our products more diverse while working processes have been greatly improved by employing modern technology.

The economic recovery in the second half of the year spurred a rise in SME loans. Meanwhile, the government has made supporting SMEs part of the national agenda. It has clearly outlined a policy to support SME business via the Thai Credit Guarantee Corporation (TCG). In line with this policy, in August 2014, Krungsri SME introduced SME loans under the three-times family (Ju-Jai loan, Tan-Jai loan, and Prom-Ka-Yai loan) employing TCG facilities. These loans are aimed at strengthening SME liquidity as well as supporting their business expansion in the future. To further emphasize the availability of these '3-times' SME loans, we launched new advertising campaigns in TV, print and online media.

In addition, Krungsri SME's diverse products address the demands of SMEs. One example is Krungsri Value Chain Solutions, a buyer and supplier financing service that improves cash flow to increase the liquidity of SMEs who are trade partners of larger corporate groups. Consequently, in 2014, we expanded our customer base among small, medium and corporate groups from leading industries by using products from the '3-times' family and Krungsri Value Chain Solutions program as our flagships.

In terms of processes, we are well aware that convenience and speed are essential to SMEs. We continually improved and standardized working processes to ensure greater efficiency while reducing processing time from approval to cash disbursement.

Business Opportunities

We provided business opportunities to SME through activities under the networking campaign comprised a variety of events including:

- **Business matching:** This activity creates opportunities for small and medium entrepreneurs to connect with Thailand's leading corporations. Examples include expanding domestic markets and moving into the ASEAN Economic Community (AEC) with Loxley, a leader in local and international trading, and CP ALL, a retail business leader. We also launched Business Matching Online in October 2014 which allows SMEs customers to connect with a number of leading retailers and trading companies via the online channel at anywhere and anytime.
- **Speed networking:** This activity aims to build a network among SMEs. It gives them a great opportunity to introduce and buy/sell their products and exchange knowledge among their chain.
- **Open house:** Krungsri SME has taken entrepreneurs from related industries to visit some of the country's leading corporations such as CPF, SCG Logistics Management and Delta Electronics (Thailand). Apart from knowledge sharing opportunities, the events enable entrepreneurs to build networks among themselves.
- **SME clinic:** Advisors from Krungsri and its allies provide consultations on production, packaging, online marketing, and investment to SMEs.



Customer Loyalty Program

'SME Reward' is one of the strategic customer relationship management (CRM) programs that have helped strengthen our SME customers loyalty. We made it possible for customers to redeem 'Yellow Points' earned from spending via overdraft (O/D) accounts for various rewards and cash back. We also incorporated other activities into CRM with an emphasis on creating stickiness and good relationships with our highly valuable customers.

Power of Krungsri Synergy

Currently we have 44 Krungsri SME Business Centers across the country ready to provide advice to SMEs, in addition to the Group's network of more than 600 branches and more than 22,300 sales channels nationwide. In the future, we plan to increase our communication channels via online and other service provision methods to help customers and make running a business simple for them.

Being a member of MUFG, the largest financial group in Japan and one of the world's largest financial group has created the opportunity to expand our customer base into BTMU's Value Chain, covering both Japanese and multi-national corporations through Krungsri Value Chain Solutions and a wide range of products of Krungsri and its subsidiaries.

Importantly, the presence of MUFG and BTMU helps us access knowledge and innovations in terms of working processes, products and services. This enables us to provide better services to our SME customers. We now have a greater capacity to support customers in growing their businesses internationally. This is facilitated through Business Matching and MUFG's worldwide network.

We believe that the power of synergy will reinforce the Bank's business growth. At the same time, it will help Thai SMEs become stronger.

TREASURY GROUP

(Global Markets Group in 2015)

Treasury Group products and services include capital markets, money markets, foreign exchange services and international trading and facilitation, as well as interest rate derivatives. Core functions involve managing Krungsri Group's liquidity, foreign exchange rates and interest rate risks through the bond, foreign exchange and derivatives markets.

The Treasury Group enjoyed another successful year despite a challenging market during 2014, mainly due to domestic political instability in the first half of 2014. Key achievements were:

- Krungsri was voted the Best Bond Dealer Compliance in April 2014 from Thai Bond Market Association in recognition of the brand's integrity and market transparency.
- Our Financial Market Sales & Product Development Unit conducted transactions across a range of financial products such as spot, forward exchange, currency options, interest rate swaps and cross currency swaps. A significant increase in volume was achieved for some Asian currencies. Customer groups included multi-national corporations, large Thai corporates and large SMEs.
- The foreign exchange market was relatively stable during the first six months of 2014, but turning more volatile in the second half. The Thai baht exchange rate was relatively volatile over the course of the year, fluctuating in a range between THB 31.75 and THB 33.15 per US dollar. Such unpredictable conditions required our FX traders to remain vigilant and continually adjust our exposure to ensure it remained within the prescribed risk position. Concerns over a prolonged slowdown in the domestic economy, mainly due to political uncertainty, prompted the Bank of Thailand's Monetary Policy Committee (MPC) to lower the policy rate. This action lowered bond yields in Thailand. Krungsri responded to the lower rate environment by holding larger portions of our bonds in the trading portfolio. This enabled us to maintain sufficient levels of liquid securities to manage liquidity risk as the bond yield curve flattened.



- Thailand's equity market responded to the MPC's decision more positively. Lower rates reduced borrowing costs for local corporations. The Thai baht exchange rate strengthened immediately after the policy rate adjustment. Nevertheless, the currency gain was short-lived as the baht rapidly weakened to earlier levels due to underlying poor economic fundamentals and a slow global economic recovery.

Despite these challenges our capital market investment portfolio posted excellent performance, especially for equity and fund investments due to Krungsri's intelligent stock selection and careful monitoring of capital flows from foreign investors.

Wholesale funding through Krungsri's short-term debentures and bills of exchange continued to be cost-effective funding instruments. Our credit ratings were upgraded by all credit rating agencies as soon as we became a strategic member of MUFG, further strengthening Krungsri's funding position.

During the year we repaid the first tranche of a USD 200 million term-loan to the International Finance Corporation (IFC), which Krungsri drewdown in support of our SME customers who were affected by the nationwide floods in 2011.

Looking forward, in 2015 the Treasury Group will be transformed into the 'Global Markets Group', reflecting new capabilities achieved through our synergy with BTMU which enhances our global market product platform and strengthens our ability to meet the diverse needs of clients. We will be able to better serve customers with one-stop financial market solutions that cover broader customer segments including Thai, Japanese, multi-national corporates and SMEs as well as financial institutions. The Global Markets Group will increase the product range from 15 to 50 in four categories: foreign exchange,

derivatives, balance sheet hedging, and strategic investments which cover all major financial centers including New York, London, Tokyo, Singapore, Shanghai and Hong Kong. Clients can also exclusively access global market research and insights across a variety of sectors through Mitsubishi UFJ Securities Holdings, an affiliate of MUFG. Treasury advisory services on financial market risk, hedging solutions, and corporate treasury management will also be available.

MORTGAGE LOANS

Domestic political upheavals dragged on Thailand's real estate market during the first half of 2014, dampening demand for housing. Property developers were also hit by rising costs for land and labor. Oversupply forced some developers to delay the launch of new projects. At the same time, financial institutions became more cautious about providing mortgage loans.

The market began to recover in the third quarter of the year as the domestic political situation improved and developers launched promotional campaigns to release the inventory.

Throughout the year, we continued to focus on acquiring new clients and retaining existing ones while taking care to maintain the quality of customers and our portfolio. Condominiums were our core focus and the segment continued its growth trend from the past several years due to the demographic shift which is seeing an increasing portion of the younger generation opting to live in condos in urban areas. To help provide buyers with easy access to advice and finance, our mortgage loan team, which comprises staff across more than 600 branches nationwide, was bolstered with an additional 100 direct-sales specialists stationed at various housing projects where they work closely with developers and customers. Our 'Selling Home at Ease' project, which helps buyers to sell their existing homes, has also been a great success.

To mitigate risk, the Bank encourages customers to make mortgage payments by direct debit. In addition, to support timely loan repayments and reduce payment delinquencies, customers are issued a payment reminder before the due date.

Krungsri has also established an online channel through which customers can conveniently access information about our products and services, information on borrowing capacity, installment

calculators and an online application portal. Applicants who submit their application via the online portal are contacted by the mortgage loan team which then arranges to pick up required supporting documents from a location specified by the applicant. During the year we implemented our One Scan system, which makes it easier for branches to check application status, to increase the efficiency of the home application loan process.

Combined, all of these initiatives and processes supported growth of 10.3 percent in our mortgage portfolio in 2014.

KRUNGSRI AUTO

Krungsri Auto achieved another milestone in 2014 when it adopted a new auto financing business model. This move was part of the OneKrungsri strategy to consolidate the business, improve competitiveness and deliver long-term sustainable growth. Under the new business model, newly approved loans for the New Car, Used Car, Auto Secured-Loans (Car for Cash), Truck, Leasing, and Auto Loans – financing services under loan contracts using vehicles for loan collateral with interest calculations made using the effective interest rate (Car for Cash Poh) categories were booked under Bank of Ayudhya Pcl. Remaining products, which include Motorcycle, Inventory Finance, Insurance, and Top-up Loans, continue to be booked under Ayudhya Capital Auto Lease Pcl.

The new model will enable us to provide a more comprehensive suite of financial products and services for all customer segments — retail customers, SME dealers and corporate clients.

Demand for auto financing during the year was anemic because of the sluggish domestic economy and high-base effects from the previous government's first-car scheme. Nevertheless, Krungsri Auto still achieved THB 102.1 billion in new loans. Our innovative products and services enabled us to remain on the frontfoot, competitively speaking, and maintain our leadership of the used-car financing and auto secured loans markets, as well as moving up to pole position for motorcycle financing.

In 2014, Krungsri Auto received an upgrade AA- rating with stable outlook from TRIS Rating which the outlook consider the ability of the management team to maintain AYCAL's strong market position as a motorcycle hire purchase lessor.

Krungsri Auto received numerous awards during the year, a sign of customers' positive perception of the brand:

Consumers and marketing professionals recognize the company as the leading auto finance brand. It was conferred **Superbrands Thailand** awards in 2011-2012, 2013 and 2014 from the Thailand Superbrands Council.

Krungsri Auto garnered three '**Thailand ICT Excellence Awards**' from the Thailand Management Association for the third consecutive year. The three awards were:

- Excellence award in the Business Enabler Projects category for **Rood Kod Rub**. This allows customers to apply for 'Car for Cash' in 7-Eleven's Counter Service which is available in more than 8,200 branches nationwide.
- Excellence award in the Core Process Improvement Projects category for **ADS: Automated Decisioning System**, a primary approval system that helps marketing representatives and credit analysts appraise customer applications equally according to the same set of standards.
- Recognition award in the Core Process Improvement Projects category for **iCollect**. This online application enhances service efficiency for field collectors by allowing them to receive, record and print customer receipts via their tablets.

In recognition of its overall success, Krungsri Auto received the **Best Car Leasing** award at Car & Bike of the Year 2014 from Grand Prix International Company Limited.

Krungsri Auto was awarded Thailand's **Most Admired Brand** for Auto Financing from BrandAge magazine for the second year in a row. The company also picked up **Thailand's Most Social Power Brand 2014** in the Auto Financing category from BrandAge magazine and Zocial Inc., the company that provides online analysis service.

Our business strategy during the year was centered on further improving the customer experience to maintain our position as the automotive finance industry's leading innovator and to become the customer brand of choice. To achieve these goals we focused on enhancing customer touch-points which comprise four phases:

- Before Engagement/Customer Initiation,
- Loan Application & Credit Approval/Customer Acquisition,
- Payment/Customer-in-Contract, and
- After Sales Service. This initiative has successfully expanded our customer base while strengthening the company's competitive edge.

Innovative services: Krungsri Auto developed online channels for every touch-point to simplify the customer experience. In 2014, we improved Krungsri Auto's Facebook page (www.facebook.com/krungsriauto) to serve as an alternative channel for customer service. In addition, Krungsri Auto launched a used cars website (www.krungsrimarket.com), for used car dealers and customers. This free of charge website let dealers create an online shop with a theme that matched the cars they are selling. Customers can access information about every car — by searching on the website or using QR codes — by brand, year, model or area of dealer. Once the customers find the car they want, they can directly contact the seller via email. The website has a loan calculation feature where customers can also apply for Krungsri Used Car or Krungsri Cash to Car.

The company has also developed 'iSmart Form', an e-tool for approving loans via tablets. The technology uses optical character recognition (OCR) to read information from ID cards and automatically complete the application. This initiative, launched in December 2014, will reduce information errors and shorten the loan approval process.



Preferred brand: We reinforced Krungsri Auto's position as the sector's leading brand through the 'Soulmate' TV advertising campaign. The commercial's concept was 'Unlock Possibilities' with 'A car can change life's journey' as the theme.

Corporate social responsibility: In 2014 Krungsri Auto continually engaged with communities as follows:

- Krungsri Auto organized the '5th Smart Finance' seminar under the theme, 'Krungsri Auto Smart Finance: Leverage Your Opportunity in AEC Market'. The seminar aimed to raise awareness among businesses of the opportunities and challenges presented by the inauguration of the ASEAN Economic Community in 2015. It also focused on how the AEC could impact small entrepreneurs in Thailand's northeast and east regions as well as providing practical tips on developing planning and analytical skills, and business and financial management to help mitigate challenges and seize opportunities.
- Krungsri Auto Library Project, established in 2010, expanded its coverage from eight to ten libraries during the year. The initiative supports rural students and aims to reduce the educational gap in more remote parts of the country. The newly included libraries are located at Wat Sammaram School, in Ratchaburi, and Chumchon Laanska School, in Nakhon Si Thammarat.
- The business produced a video campaign to raise awareness of road-traffic safety in support of the Metropolitan Police Bureau and Thai Traffic Police's 'Road Discipline: A Reflection of a Nation's Civility' initiative.
- Krungsri Auto provided the Department of Land Transport with touchscreen kiosks for the second consecutive year. The kiosks offer a faster, more convenient service to access authorized information from the department, such as vehicle registration, tax payments and driving license details. The company also launched the 'Expansion of mobile unit service for annual vehicle tax renewal: Shop Thru for TAX' at Big C Bangna in October. The mobile unit is open on weekends between 9.00 am - 5.00 pm.

Opportunities from Partnership with BTMU:

Krungsri Auto Business will continue to provide a full range of services to stakeholders and partners, ranging from Original Equipment Manufacturers

(OEMs) to the supply chain, dealers, corporate clients and end customers. Krungsri Auto can also offer Krungsri Group's comprehensive products and services. The strengths of BTMU's value chain in the global auto business will open doors to future business opportunities, including with world-leading auto manufacturers, dealers and customers in every segment.

KRUNGSRI CONSUMER

CREDIT CARDS AND PERSONAL LOANS

Krungsri Consumer operates credit card, sales finance (merchandise installment financing) and personal loan businesses, as well as insurance brokerage services. The group's credit card portfolio includes Krungsri Credit Card, HomePro Credit Card, AIA Credit Card, Central Credit Card, Simple Credit Card, Tesco Credit Card, and First Choice Credit Card (3-in-1). Krungsri Consumer also leads the sales finance and personal loans sector, with a market share of 27 percent as at the end of 2014. The business' flagship brands are First Choice Card (2-in-1) and Power Buy Card. At the end of 2014 our combined customer portfolio numbered 7.1 million accounts.

2014 Business Overview

Political uncertainty caused the economy to slowdown during the first six months of 2014, however, a recovery started to gain traction in the second-half as the political situation stabilized which saw consumer spending continuing to rise until the fourth quarter. Despite domestic challenges, Krungsri Consumer achieved its business expansion target and continues to lead the market. The company had a combined customer portfolio of 7.1 million accounts with total customer spending of THB 292 billion. The value of our assets rose by 5 percent, while our non-performing loans (NPL) were lower than the industry average.

Additionally, Krungsri Consumer continues to forge strong strategic partnerships with leading businesses, including:

- **Central Department Store**, Thailand's first and largest department store chain
- **Home Product Center**, a leader in retail DIY home improvement store with 71 branches

- **AIA Thailand**, the biggest life insurer in Thailand with more than 64,000 active agents
- **Tesco Lotus**, a leading hypermarket chain with 1,789 branches nationwide
- **Power Buy**, a leading distributor of electrical appliances with 89 branches nationwide
- **Krungsri First Choice's network** of over 13,000 key business partners

Our strong business performance over the past year is testament to Krungsri Consumer's commitment to delivering customer-centric products and services to position the company as a preferred brand in the minds of customers.

Delivering simplicity through market-leading innovations

Credit Line Sharing

Our Credit Line Sharing service allows customers who hold credit cards from more than one of Krungsri Consumers' companies or brands the flexibility to manage their credit line across multiple credit cards. The combined credit line of the various cards can be shared between the eligible cards enabling the holder to use any of the credit cards to make purchases.

Instant EMV Credit Card

Krungsri Consumer is the first company in Thailand to introduce instant EMV credit card services, which can approve an application and issue a credit card within 30 minutes compared to the normal turnaround time of three to seven days. The technology provides customers with a faster, and more convenient service. The cards also contain a chip, which improves security and reduces the likelihood of fraud.



Unstructured Supplementary Services Data (USSD)

For greater service convenience, we introduced a new secure channel using USSD (Unstructured Supplementary Service Data) technology for cardholders to check and redeem points, as well as participate in its marketing campaigns, via SMS. To use the service, they simply type in a redemption code and send the message.

Krungsri Samurai App

This mobile app was designed exclusively for customers who love Japanese food. They simply download the free app from Apple App Store or Google Play Store then register, check-in, share and participate in games and activities at more than 400 participating Japanese restaurants, enabling them to enjoy special privileges and a maximum cash rebate of up to THB 1,000.

Simple Application

To cater to our customers' fast-paced lifestyle, Krungsri First Choice introduced 'Simple Application' to reduce approval process to one hour from one day. Customers can access the service at any of First Choice's 400 service counters co-located with our business partners nationwide.

Product Innovations

Krungsri Exclusive Signature and Krungsri Signature

In November 2014, we launched two new cards: Krungsri Exclusive Signature and Krungsri Signature. Both cards were designed to meet the luxury lifestyle needs of customers by providing a range of exclusive and enhanced privileges and services. The cards target existing Krungsri Exclusive Visa Platinum cardholders and new eligible customers.

Central The Black

'Central The Black' is the first MasterCard World Elite card to be issued in Asia. It caters to more affluent customers who want exclusive privileges and services that match their sophisticated lifestyles. Central The Black is an invitation-only card offered to customers who meet requirements according to net worth, credit and spending.

Central BLACK

'Central BLACK' is only available to Central Credit Card Platinum holders with high monthly spending. The card provides more specialized privileges. Central Card is targeting to increase the number of Central BLACK cardholders to 6,000 accounts by 2018.

New Power Buy Card

The company has introduced a more modern looking Power Buy Card, which comes with more attractive privileges, to enhance services for the brand's 390,000-plus cardholders.

Krungsri Lady Titanium MasterCard — 'Ladies First, Men Second'

Krungsri Lady Titanium MasterCard targets modern women who are keen on health, beauty and fashion, as well as first jobbers, who earn more than THB 15,000 a month. The card offers a variety of exclusive privileges created under the 'Ladies First, Men Second' concept.

'PA Box 299', a new Personal Accident protection plan from Tesco Lotus Insurance Broker

In line with the Office of Insurance Commission's policy to promote micro-insurance products, Tesco Lotus Insurance Broker recently joined with Cigna Insurance Pcl to offer 'PA Box 299', an easy protection plan. This personal accident insurance policy provides accidental medical reimbursement of up to THB 5,000 per case for an annual premium of just THB 299.

Introducing the New, World-class Service Standards

As a customer-centric organization, Krungsri Consumer is committed to improving product quality and service standards to benefit customers. We have introduced New Krungsri, which is backed by BTMU global network, to leverage BTMU's best practices, business know how and international standard product and service innovations to provide new, more global customer experience.

New Krungsri's business strategies include:

- Customer-centric product and service development to introduce new technologies and service innovations to cater to changing lifestyles and customer needs.
- Enhancing service standards across all customer touch points to ensure more timely, convenient and customer-centric service.
- Leveraging BTMU's global network to offer cross-border services between Thailand and Japan, as well as within the region, to better facilitate corporations across the network.
- Building and strengthening relationships with customers of all ages by offering products and services tailored to the lifestyle needs of each segment.
- Offering full services at branches to make accessing services more convenient for customers.
- Continuing to develop talent to ensure our employees deliver world-class services to customers on a par with that provided by BTMU, and to position the Bank as the employer of choice within the industry.

Awards & Recognition

Our market-leading innovations and business strategies have won Krungsri Consumer a number of awards during the year, including:

- Retail Banker International Trailblazer Asia Award in the Process Excellence in Loan Origination category from Retail Banker International, in Singapore, for Krungsri First Choice 'Simple Application'.
- Best Marketing Campaign from MAT Awards 2014 (Silver Awards) from the Marketing Association of Thailand for Krungsri First Choice 'Simple Application'.
- Highest Chargeback Effectiveness Rate for Fraud Reason Codes Award for the Krungsri Consumer Chargeback team at Visa's Service Quality Performance Awards 2013.
- Thailand's Most Social Power Brand 2014 in the credit cards category for Krungsri First Choice by BrandAge magazine and Zocial Inc.

- Best Affinity Co-Branded Card Programme (Highly Commended) in the Cards & Electronic Payments category at the International Asia Pacific Trailblazers Awards 2014 for Tesco Lotus Visa Card.
- Credit Card Product of the Year in the Cards & Electronic Payments category at the International Asia Pacific Trailblazers Awards 2014 for Krungsri Credit Card's development of the TCC Privilege Corporate Card.
- Outstanding Micro Insurance Broker Award for Tesco General Insurance Broker's from the Office of the Insurance Commission at the Prime Minister Insurance Awards 2013.

Corporate Social Responsibility for Sustainable Development

Krungsri Consumer is committed to being a responsible lender. We uphold embraces this commitment across every part of the business. Beyond adopting thorough credit assessment and prudent credit risk management policies in processing customer loan and credit card applications, we also aim to inspire people to be more socially responsible. We have organized a number of free seminars and workshops on personal finance management to promote better understanding of financial literacy for our employees, university students and the general public.

Additionally, employees are encouraged to become volunteers in the company's CSR initiatives which focus on education and environmental conservation, such as renovating libraries for schools, and a reforestation program conducted in honor of His Majesty the King.

MICROFINANCE

Krungsri Microfinance (by CFG Services Co., Ltd.) is a leading secured loan provider primarily targeting underserved customer segments across the country. The company operates the well-known Srisawad Ngern Tid Lor brand, which competes head-to-head with family-run, local and regional finance companies, with the aim of consolidating this fragmented market. Competition has intensified over the past year, with local and regional finance companies rapidly expanding their business in this segment. Krungsri Microfinance has



reinforced its brand with customers by increasing branch coverage and introducing products tailored to the needs of the under-banked segment.

Having 323 branches in 74 provinces helps the business with its mission to enable everyone in Thailand to access formal financial services. Financial inclusion is key to improving the welfare of individual borrowers and the grassroots economy. As a member of the National Credit Bureau, CFG helps its clients build financial profiles.

The company's strategy is to transform itself from the market leader in the vehicle-for-cash category leader into being the no.1 microfinance segment leader by offering a full-suite of products designed to reduce the financial vulnerability of customers. In light of this, the company launched 'Ngern Tid Lor Broker' and became the largest branch-based non-life insurance broker in Thailand.

In 2014, the company grew its outstanding receivables by 35 percent from the previous year, rising to more than THB 13,555 million. It also grew its customer base to over 170,000 clients and delivered another year of record profits. The key drivers of growth include the successful launch of an innovative secured loan product and opening of 33 new branches. CFG continued to deliver to its customers unmatched speed and convenience while observing fair and responsible lending practices. This growth was accompanied by ongoing prudent risk management practices which led to a healthy loan portfolio despite rising debt levels in Thai households. The company was able to maintain NPL levels below 1 percent of its portfolio.

Innovations and product launches: As a market leader, Krungsri Microfinance continues to serve the under-banked segment with innovative products. 'Ngern Tid Lor Broker' launched ready-to-go, easy-to-claim personal accident (PA) insurance and automotive insurance products designed for the CFG customer segment. The company has more than 1,000 licensed staff to sell non-life

insurance. In 2014, CFG sold more than 80,000 insurance policies. The company also launched the successful 'No Transfer, No Guarantor' easy and convenient loan.

In addition, Krungsri Microfinance maintained its wet market unsecured microcredit program designed to provide traders with access to formal banking solutions and help reduce their dependency on informal moneylenders. At the end of 2014, the company had provided loans totaling THB 390 million to the households of more than 4,625 wet-market traders. With its fair and transparent practices, CFG help clients to build financial discipline and a credit profile. The company also promotes financial literacy through its financial education program for clients, which offers six modules, such as savings methodologies, loan management, and business and cost analysis. The program's objective is to help clients improve their financial decision-making and improve their financial management skills.

CONSUMER BANKING

Wealth Management, Deposits and Investments

Our primary focus in 2014 was enhancing the customer experience while launching new products across a broad range of asset classes and a diverse mix of markets. We have put more emphasis on training to expand the capacity of our network-wide advisory services by strengthening the investment knowledge and related skills of branch staff. We have also implemented several initiatives of which the most significant, in terms of improving customer satisfaction, was extending mutual-fund processing service hours to include evenings and weekends. Transactions will be processed when customers place orders at branches during opening hours with execution taking place during business hours according to fund rules. These extended service hours give more flexibility to customers who prefer to conduct



transactions directly with bank staff rather than via the Bank's online services.

Plan Your Money

This newly introduced financial consultancy service for middle-class customers provides access to a comprehensive but easy-to-understand financial planning and investment consultation to help customers manage their financial future, build a portfolio that suits their lifestyle objectives and achieve plans to grow their wealth with Krungsri.

Service is provided by Krungsri Phone 1572 — simply dial 1572 then select 5 — and our 'Plan Your Money Corners' at branches located in key office buildings. Customers wanting more information on how we can assist them before they contact our well-trained officers can access financial product information and utilize user-friendly financial planning tools at www.krungsri.com/planyourmoney. We also organize regular public events such as investment seminars, portfolio workshops and lifestyle programs. Interested customers can visit our website for the latest updates.

Krungsri Exclusive

Our priority for this business during 2014 was also to improve customer satisfaction and experience across all channels. Our in-depth customer research established that our customers particularly value customized services and convenience. In response to these findings, we have implemented new ways to serve customers such as a Simple Q, smart queuing system at branches and SMS event booking. We have customized services, including redesigning our privilege package to incorporate benefits for specific lifestyle interests, such as health, dining and entertainment. The business has continued upgrading our investment consultancy service. We launched Krungsri Exclusive Outlook Newsletter, which is produced by a team of financial and economic experts within the Krungsri Group, specifically Krungsri Research, Krungsri Asset Management and Krungsri Securities.

The semi-annual newsletter provides comprehensive economic analysis and our investment perspective on local, regional and global markets. The publication is delivered directly to customers at their homes and can be downloaded from our website.

ATM and Debit Card Services

Krungsri continues to expand the ATM network and provide new services and promotions to better serve local and international customers. Initiatives introduced during the year, in collaboration with partners, include the following:

- **MasterCard EMV compatibility:** Krungsri is the first bank in Thailand with MasterCard EMV-enabled ATMs. More than 1,000 of our ATMs have been upgraded to accept the chip-embedded cards issued domestically and internationally. This is to assure customers that we maintain the highest international security standards.
- **Convenient cash withdrawal for Umay Plus cardholders:** We have joined with EasyBuy to enable its customers to withdraw cash from our nationwide ATM network.
- **Special privileges for tourists:** Any traveler using our ATMs for cross-border cash withdrawal will receive a special offer, such as free Wi-Fi access, by simply using a login ID and password printed on the withdrawal slip.
- **Fee payment for US Visa applications:** Applicants for US visas can pay the fee at any branch nationwide and present the slip as evidence of confirmation in the application process. We are the only bank in Thailand to provide this service.

Apart from product and service innovation, we identified additional customer segmentation strategies in debit card acquisition as another key way to grow the business. We are primarily focusing on the university and payroll segments.

- **University segment:** By leveraging our strong network in the southern part of Thailand, we have successfully acquired more than 10,000 students and employees from Phuket Rajaphat University who will use our debit cards as their ID while they work or study at the institution. Moreover, they will earn Krungsri Yellow Points with every debit card transaction with which they can enjoy various marketing promotions and rewards.



- **Payroll segment:** We have partnered Thai Charoen Corporation (TCC), one of the largest conglomerates in Thailand, to launch the multi-functional 'Krungsri Debit First Choice Card (for employees of Thai Charoen Corporation Group)' that includes ATM, debit card, cash advance and sales finance services, plus other benefits and privileges from TCC Group.

Krungsri is working to enhance Japanese language support for other services in Thailand by adding Japanese language on approximately 2,200 ATMs, primarily in Japanese residential areas in Bangkok. We are also rolling out a Japanese Desk service, manned with Japanese-speaking staff with financial product and service expertise to support Japanese customers. The first Japanese Desk opened at our Siam Paragon branch and will be expanded to other relevant parts of the network.

Bancassurance

We retained our customer-centric focus and launched a number of innovative products throughout the year amid increasing competition in the bancassurance market. 'Krungsri Koom Sabai 12/7' balances high levels of coverage with attractive cash returns. Our new short-term endowments with high cash returns, namely 'Krungsri Sood Khoom 11/5 (participating)' and 'Krungsri Khoom Kha 10/5', were developed for customers seeking alternative savings products.

For non-life, we added 'Krungsri Mobile Prompt' to our instant product category. It offers a smartphone protection plan covering theft and accidental damage. A key highlight in this segment is our provision of coverage for burglary of up to THB 15,000, the highest in the market, with a premium of just THB 995.

During the year, as part of our preparations for the inauguration of the ASEAN Economic Community (AEC), tabled for 2015, we extended our sales and marketing coverage into Lao PDR through Krungsri's Vientiane and Savannakhet Lao PDR branches. In addition, 'AGL Krungsri Health Insurance', which provides four affordable

premiums complete with global hospitalization coverage, was launched for Laotians and expatriates in August 2014.

Power of Krungsri Synergy

Under our strategic partnership with BTMU, Krungsri and BTMU Japan on 15 July 2014 simultaneously launched our key product initiative, 'Krungsri Thai Benefit Package', in Thailand and Japan. The package combines Krungsri Thai Savings (A resident Baht account), Krungsri Thai Debit Card (With free cash withdrawal and balance enquiries available from any bank ATM nationwide) and Krungsri Visa Platinum Credit Card. The application process is tailored to ease the process of securing local finance and banking services for Japanese businesspeople prior to their transfer to Thailand for work.

What makes Krungsri Thai Benefit Package unique is the simplicity of its document gathering and application process and the holistic customer service provided throughout BTMU in Japan, Krungsri's dedicated Japanese Service Center in Thailand and the Krungsri branch of the customer's choice.

The package is the direct result of our new strategic partnership with BTMU. From 2015 onwards, more product and service innovations tailored for each customer segment — from senior premier time deposits to SME and corporate value packages — will be continuously released into the market.

ASSET MANAGEMENT

Krungsri Asset Management offers a comprehensive range of products and services including mutual funds, private funds, provident funds, property funds and management of investment in future contracts.

Key Initiatives and Achievements

- **Committed to maintaining fund performance**

We are committed to improving performance of the funds we manage to be superior to that of the comparative index. Our clients believe in our investment philosophy, testament to which is provided by their high volume of referrals which play a key role in our acquisition of new clients and higher investment inflow. In particular, our equity and LTF funds receive the highest net investment inflow. We are no.1 in the industry

for these categories with investments with net investment inflow totaling more than THB 18,300 million of which our equity and LTF funds account for more than THB 7,300 million and THB 11,000 million respectively. (Source: Data as of 30 December 2014 - Morningstar Thailand's ranking)

- **Number One Equity Fund in Thailand**

Krungsri Dividend Stock Fund (KFSDIV) is Thailand's largest equity fund in terms of asset size, with a net asset value of THB 15,900 million as of 30 December 2014. KFSDIV focuses on generating stable returns by investing in stocks that yield good dividends. KFSDIV has paid dividends 24 times, totaling THB 12.55, since its inception 2007. In 2014, the fund's net investment inflow was more than THB 6,000 million, which is highest in the industry (general domestic equity funds excluding LTF and RMF) and marks 23.45 percent of the industry. (Source: Data as of 30 December 2014 - Morningstar Thailand's ranking of general domestic equity funds excluding LTF and RMF)

- **Provide Easy Access Through a Strong Branch Network**

We provide a range of channels to expand services for clients through Krungsri's nationwide network of more than 600 branches. Bank staff can offer advice on various types of investment products and services to target clients. We continue to expand the capacity of our staff's investment knowledge and consulting skills through structured training programs with the key aim of increasing the number of licensed 'Securities Investment Consultants' at the branch level. In 2014, the number of clients investing through Krungsri branches increased by 34 percent with investments rising 51 percent.

- **Investment Seminars**

We run regular seminars to educate clients and other interested persons on investment, diversification and long-term planning. Speakers include in-house consultants and external experts. The aim is to promote private investment planning and portfolio management by empowering the decision making of retail investors. For example, we have run our 'How to be a Millionaire' seminar for five years, during which time 8,790 people have participated. In July 2014 we launched a web community microsite, www.krungsriasset.com/100mbclub/index.aspx which provides easy access to

investment news and information. This site had more than 1,000 members at the year-end.

- **Four Fund Management Awards**

- **Morningstar Fund Awards Thailand 2014**
KFMTFI-D was conferred an Excellence Award for its mid to long-term equity funds for the fifth consecutive year. We now rank no.1 having picked up nine awards since 2009.
- **Two Best Funds of the Year Awards** from Finance and Banking magazine for Krungsri Star Plus Fund's (KFSPLUS) fixed income fund and Krungsri Government Bond RMF's (KFGOVRMF) provident fund.
- **Rising Star Award – Asset Management Company of the Year, Thailand 2014** from The Asset, a leading finance journal in Asia, based on our strong potential in the past years, including AUM growth, outstanding performance particularly in equity funds, and our industry leading position in LTF and RMF. We are the first and only company to win this prestigious award

Customer Service System Development

- **Online Information Management System for Provident Funds for Employers and Members**

We launched 'Em@ccess Online Service' to assist employers and provident fund members in accessing information, such as contribution history, contribution amount, member benefits and related reports. They can access the service and submit information to the management company themselves 24 hours a day through www.krungsriasset.com.

- **@ccess Online Service for Online Transactions**

@ccess Online Service has become increasingly popular with 97,326 members conducting more than 334,000 transactions in 2014. During the year we added three sections to the @ccess Online Service:

- RMF | LTF summary for the year
- RMF | LTF certificate
- Gain/Loss investment summary

New Products, Services and Process

During 2014, we continued to seek opportunities and offer new mutual funds as well as maintain the quality of our investment procedures and fund management to generate stable returns and a wider range of investment options for clients. We also helped clients plan and manage their portfolio based on their individual risk appetites in order to improve potential returns in the long-term. In 2014, we launched 56 new funds. Some key products are listed below:

- **Krungsri Equity 3% Plus 3% Trigger Fund 3 (KFEQ.3P3-3)**

We see opportunities in European stock markets where listed companies continue to exhibit growth potential. Furthermore, the price of stocks traded in the European market are comparatively lower than those in other developed countries. Positive factors, combined with our precise investment decisions, selective stock selection process and timing, enabled us to achieve target returns earlier than anticipated, with the fund generating a 3 percent return in three months.

- **Krungsri Government Bond 6M1 Trigger Fund (KFGOV6MTG1)**

With a six-month tenure this fund invests at least 80 percent of its net asset value for each accounting period in Thai government instruments. Investment is also made in government bonds, issued by the Finance Ministry, which remain highly liquid in the secondary market. This new type of mutual fund can generate a return of 2.5 percent in just four months. During the offering period, we saw an opportunity for higher returns from government bonds where interest on mid-term bond is low and it was highly likely that the Bank of Thailand would reduce the policy rate to 2.0 percent per annum.

- **Foreign Investment Fund**

- **KF-SMCPD:** This fund is distinguished by its investment in small and medium capitalized companies through Franklin Global Small-Mid Cap Growth, which boasts an impressive track record. The fund is backed by an investment team with more than 10 years experience in small-cap investment, as well as Franklin Equity Group's worldwide equity team.

- **KF-HEALTHD:** Our view is there are ample opportunities for generating long-term returns by investing in the health sector as the global industry exhibits strong growth potential due to an aging population, longer lifespans and the corresponding higher healthcare expenses, as well as the rising development of healthcare in emerging countries. We selected JPMorgan Global Healthcare Fund as our master fund based on its outstanding performance and its 5-star rating from Morningstar.
- **KF-INCOME:** This fund invests in a master fund, the JPMorgan Investment Funds — Global Income Fund, which provides access to different asset classes: equities, REITS, investment grade bonds, high yield bonds, EM debt, convertible bonds and mortgages around the world. It is designed to provide regular income payments and is suitable for investors seeking higher but more stable yields and attractive risk-adjusted returns.
- **New RMF Funds: Investment diversification opportunity with two new RMF funds**
 - **KFEURRMF:** This invests in Allianz Europe Equity Growth, an award-winning fund and offers long-term investors an attractive entry point from undemanding European valuations. The master fund participates in companies benefiting from structural growth with the ability to generate superior potential returns.
 - **KFHCARERMF:** Providing an opportunity to invest in the global healthcare industry through JPMorgan Global Healthcare Fund, which has posted consistent good performance, this product aims to generate long-term returns by investing in the biotech, pharmaceutical, medtech and healthcare sectors. The health sector exhibits the potential for strong growth due to rising healthcare expenses worldwide.

More Opportunities from New Krungsri

The synergy with MUFG/BTMU provides excellent opportunities for expanding our reach with juristic persons and major private clients of BTMU. We will develop products and services that suit the needs of these clients to fuel growth and increase our competitive advantage going forward.

Future Plans for 2015

• Promoting Effective Asset Allocation: Seminars:

- Educate people more about the importance of asset allocation and diversifying their investment portfolio across various asset classes.
- We aim to convince investors who mainly hold Fixed Income Funds, to re-allocate or shift their portfolio to include other types of fund so they can enjoy better returns.

Product Development:

- We continue to provide investors with a variety of funds, especially FIF to help them diversify their portfolio and invest in assets outside of Thailand, which have the potential to deliver better returns in the long-term.

• Customer Service Enhancement under Make Life Simple Concept

- Mobile website development for enhancing customers' experience with KSAM through all mobile devices.
- Mobile App to enable customers to complete investment transactions online.

SECURITIES BUSINESS

Krungsri Securities offers comprehensive services including securities and derivative product brokering, investment banking, personal fund management, mutual fund selling agent services and investment management.

Current Market and Competition

In 2014, the market capitalization of the Stock Exchange of Thailand (SET), including the Market for Alternative Investment (MAI), totaled THB 14.24 trillion, 22.0 percent higher than in 2013. The average daily trading value totaled THB 45.47 billion, a decline from THB 50.33 billion or 9.7 percent lower than in 2013. Among investor type, retail investors accounted for the majority or 62.3 percent, of trading in the SET, up from 51.7 percent the previous year. Local institutional investors accounted for 8.8 percent compared to 8.6 percent in 2013. Proprietary trading fell to 8.7 percent from 12.6 percent in 2013. Trading by foreign investors declined to 20.2 percent from 21.7 percent in 2013. Local

institutional investors net bought THB 69.6 billion, and proprietary traders net bought THB 3.6 billion. Retail and foreign investors net sold THB 37.50 billion and THB 35.70 billion, respectively. The political situation became more stable from May resulting in restored public confidence. Given the more positive investment climate, the SET reached a peak level of the year of 1,603.89 points in December 2014 and outperformed the 2013 closing level of 1,298.71 points. However, external factors such as falling global oil prices and concern over a US Fed rate hike sooner than expected resulted in funds flowing out of the Thai market. The SET therefore closed 2014 at 1,497.67 points, or a gain of 15 percent from the previous year.

The sliding scale commission rate scheme that was introduced in 2012 resulted in competition among brokers intensifying last year. This occurred when three new brokers entered the industry and cut commission rates and hired marketing teams away from other brokers. Brokerage income contributes the majority or 60 percent of total income in the industry, brokers attempted to create new products and value-added services, especially equity research products, in order to offset the stiffer competitive environment.

A positive economic outlook in 2015 and a stable political environment with planned government investment in infrastructure projects provide a better outlook for the Thai equity market in terms of sentiment and turnover. However, competition in the brokerage industry will remain intense. Brokers will need to differentiate by creating and developing a market niche by offering value-added services, such as equity research and IT trading platforms.

Significant Developments and Strategies During 2014

Krungsri Securities (KSS) has proactively helped develop the Thai capital market through a combination of training programs and marketing promotions, including the following:

1. KSS Student Internship Program 2014, a 10-day training program for students interested in investing in the capital market. The course taught various financial instruments used in equity and derivatives trading. Before the program is complete, the students will be experienced with virtual investing through 'Streaming Simulation.' This has attracted considerable interest from university students and received the support of the SET.
2. The company participated in the Thailand Futures Exchange's (TFEX) derivatives contest, 'TFEX Derivatives Star Team 2014' which seeks to find Young Financial Stars. We contributed to the program by providing a derivatives specialist as a mentor to assist a competitor in preparing their presentation for the contest. The team we assisted won the First Runners-Up Prize.
3. KSS Knowledge Sharing is a development program for investors with the objective of improving their knowledge of investment principles and new investment instruments in the domestic capital market. This program was offered 34 times throughout 2014.
4. We joined the SET and TFEX's Banker to Broker 2014 project, which was aimed at expanding the number of persons investing in the capital market by rewarding bankers who introduce new customers to brokers. Contests and prizes were held and awarded every two months throughout the year to promote accessible investments among prospective customers. The customers now have easy access to investing and are able to contact our investment consultants in order to open new accounts and derivatives at our branches both in Bangkok and more than 13 branches upcountry. They may also contact more than 600 Krungsri branches nationwide.
5. KSS launched two customer promotions in 2014 — KSS Equity Promotion and KSS Derivatives Promotion — which included gift vouchers from leading department stores as rewards, the value of which was based on redeemed value points from commission fees paid during the promotion period in November 2014. This project was aimed at encouraging customers to invest with the Krungsri Group.
6. In 2015, KSS plans to strengthen its foundation and further enhance its three key business areas within the organization as follows:



- Improve efficiency and effectiveness within the organization by upgrading the Information Technology system for both retail and institutional businesses.
- Strengthen the value proposition to retail clients by offering more benefits to our most valued clients and offering them a total wealth management solution and offerings to manage their wealth.
- Expand our institutional business by building a strong business image. We are in the process of strengthening our sales and research team in order to better service both local and foreign institutions.

In effect, KSS will become a stronger company/brokerage in 2015 that will be able to provide our clients with better service, investment solutions and product offerings as a means to achieve the OneKrungsri as a whole platform.

MARKETING

As a leading Thai financial services group with a global perspective, our goal is to Make Life Simple for customers. These three words have become our corporate mantra and help focus our efforts to achieve this goal at every level of the business. While we have already achieved a number of significant successes on our journey so far, we strive to satisfy and simplify even more of our customer's financial and lifestyle needs.

Our people are a competitive advantage. Team members are our most important assets because they are the single most significant influence on our customers. We believe that if employees are fully engaged with Krungsri, they will deliver the best service and customer experience possible. To achieve this, we have put in place numerous training initiatives, including our '7-touch customer journey'. Our strategy to enhance

service excellence is not limited to counter staff at branches; it includes everyone from branch ambassadors (greeters) to security guards. This emphasis has resulted in rising customer loyalty. This year, we saw our branch NPS (Net Promoter Score) increased significantly to 58 up from 48 in 2013. In addition, 70 percent of branches was ranked world-class for service by Gallup. We will continue to build on these key achievements as we move forward.

Our partnership with MUFG/BTMU will further strengthen our market leading position and further strengthen Krungsri's brand. This partnership will complement both MUFG and Krungsri. MUFG brings significant corporate expertise to the partnership, along with channels to facilitate international growth and a quality brand. Krungsri adds to this a business that is well established in Thailand, a solid retail platform and in-depth knowledge of domestic customers. Together we will both become stronger and expand our capacity to deliver new possibilities to all customer segments, from retail to SME to corporate.

Customer Relationship Management (CRM)

We continued to enhance our existing cross-selling capability across all channels in 2014. New features were added to the branch-level Lead Management System, such as embedding a search engine that enabled branch staff to define their own criteria to source a list of target customers based on pre-analyzed target base that matched their sales plans. This helped branch sales teams unlock more of their potential and drive business growth.

CRM lies at the heart of our digital service developments. A new cross-selling engine powered by our Krungsri Mobile Application was rolled out to improve customer engagement at every touch-point. Benefits and offers can now reach customers at all times. We will further utilize our e-banking and social media channels to gain even deeper understanding of customer needs and preferences, and, at the same time, provide unique insights that help us target products and services that appeal to the realtime needs and interests of customers.

To further enhance the customer experience, throughout the year we initiated reminder services for deposit and mutual fund maturity, insurance

premium due dates and debit card expiration to ensure customers have a pleasant journey with us. Communicating more with customers helps us provide them with relevant information that helps simplify their banking experience and supports more successful personal financial management. We have added more special offers to our 'Thank You' program for high-value customers to maintain and strengthen their brand loyalty. This resulted in customer attrition improving by more than 10 times.

Krungsri also continuously improved our back-office CRM platform to provide efficient and reliable support for customer-facing parts of the business. A campaign operation dashboard was introduced to monitor the generation of customer leads and assure effective campaign delivery across all channels. We also automated our campaign data-checking mechanism to improve processing efficiency. Furthermore, to keep up with the fast moving digital environment, we commenced integration of our traditional and electronic channels to help deliver a consistent, personalized customer experience.

DISTRIBUTION GROUP

The group manages all product and service channels across the Bank's nationwide network. We provide channels for customers to make transactions at domestic and overseas branches, Krungsri Exclusive banking centers, currency exchange centers, and Western Union centers. We also render services through online and mobile channels, telesales unit, and commission sales.

Continuous branch development and introducing the new products has driven significant growth in sales. In 2014, we achieved all of our performance targets, delivering 9 percent increase in deposits, 51 percent rise in mutual funds and 97 percent increase in SME-retail loans. Through our branch rationalization program – which reviews how to leverage existing branch locations, where possible, instead of investing in new outlets – we have closed, relocated and expanded existing branches to efficiently deliver the best possible service to customers and support future growth. We are focusing on locations which best serve our customers in term of convenience and meeting their lifestyle with most effectiveness and matching with several customer lifestyle needs. We have standardized our branch layout to reinforce the Krungsri brand and enhance the customer experience with relaxing atmosphere and simplified transaction processes. In addition,

we have reviewed the best ways of seizing opportunities from the forthcoming inauguration of the ASEAN Economic Community (AEC).

In 2014, we added new 9 branches, and as at year-end, there were 644 branches in which 616 were Banking Branches and 28 were Auto Business Branches which were from internal integration of Krungsri Auto Business moving into Krungsri Bank. In addition, we added new 564 ATMs and new 14 currency exchange centers, as at year-end, there were 5,103 ATMs and 91 currency exchange centers consecutively. During the year we refurbished about 21 branches, upgrading them to the New Krungsri look. In addition, in order to serve a growing number of Japanese customers following the business integration with BTMU Bangkok Branch, we piloted our Japanese Service Desk in two branches (Siam Paragon and Thonglor Vasu) to attract more Japanese customers. The service will be rolled out to other branches, especially in industrial areas with a high concentration of Japanese business and employee. We also added the Japanese language menu in our ATM in order to provide more convenience service to our Japanese customers.

For Krungsri Exclusive customers, we also developed Relationship Managers for Krungsri Exclusive customers into a more consultative and sales-focused role, which contributed to 32 percent growth in Wealth Management.

Krungsri views people as our biggest asset. That is why we continually develop our team to increase their knowledge and skills and increase our capacity to deliver the best service possible to customers. There are several courses on a wide range of subjects from leadership skills and product knowledge to sales techniques and customer service and relationship management, for every staff level. In addition on the compliance and operational risk management from branch day to day operation, we continuously review the procedure at branch and train our staff to ensure the proper process is in place.

E-BUSINESS GROUP

Make Life Simple, for the E-Business Group, means more than just using technology to bring the bank to the customer. We also have to solve a number of their complex financial problems while aligning services with their lifestyle needs. During 2014, we continued to innovate our award-winning digital banking platform while making sure everything



was developed with end-user in mind to ensure the experience of both customers and staff was enhanced with every development.

Krungsri Online and Krungsri Mobile Application both achieved record growth in usage rates during 2014. To date we have more than 2.5 million online customers, up from 2.4 million last year, an increase of 4 percent. These online customers conducted almost 100 million transactions, an increase of 41 percent from last year, with an annual transaction volume of THB 250 billion.

We won one of Thailand's key innovation awards from the Ministry of Information and Communication Technology (ICT) for building the best digital platform of any business in Thailand.

- **Krungsri Mobile Application:** Best in the market and continue to surprise our customers, in 2014 we delivered far beyond customer expectation in terms of product features include credit card point redemption on mobile, cash advance on mobile, Scan and Pay for bill payment and First in Asia Pacific 'Mobile Application for Krungsri Exclusive Customer'. On monthly basis, there are more than 5 million transactions running on our application.
- **Krungsri Mobile Application for Krungsri Exclusive Customer:** Krungsri was the first bank in Asia Pacific to develop a mobile app specifically for wealthier customers. The combination of the app's design and personalized functionality, including event booking and investment news, was a hit with customers.
- **Krungsri SMS Banking:** During 2014 we introduced a new package with more features and no condition of alert and notification service to provide our customers on any activity happen to their account.
- **Krungsri Biz Alert:** An SMS check alert, was launched to remind customers to verify they had insufficient funds before cheques become due. This includes notifications of bounced cheques with explanation of why payment was refused. Moreover, an SMS alert will be sent to customers when they have almost reached their overdraft (O/D) limit. We are the first bank in Thailand who developed these services to business customers
- **Krungsri e-Fund Registrar:** A web-based technology to facilitate asset management company and investor by end-to-end processing.
- **Krungsri Host-to-Host connectivity service:** The automated 2 ways data transfer for very high volume online banking usage. The service allows customer direct access to business online from various business applications 24 hours a day.
- **Krungsri Biz Phone 02 626 2626:** A dedicated call center for SME and corporate customers to access information via call center staff, or Interactive Voice Response technology 24 hours a day.
- **Krungsri Quick Pay (mPOS):** An award-winning innovative payment service that enables a smart device to be used as a Mobile Point of Sale and replace EDC. This solution can help facilitate a variety of businesses and improves their competitive advantage. The technology enables them to use Krungsri Quick Pay to accept payment from any type of credit and debit cards.
- **Krungsri e-Payment:** A secure payment gateway for online shopping. Krungsri has cooperated with CyberSource, one of the world's largest payment management companies and a subsidiary of Visa, to offer this world-class, highly secure technology for e-payment. This service enables both individual and business customers to make online payments via credit and debit cards.

On the marketing front, we have invested in digital, social media, mobile and online channels, as well as in search engine optimization, display advertising, emerging technology and data-driven marketing to generate the best online customer experience.

- **Social media:** We focus on providing financial knowledge to as many people as possible by leveraging social media networks. We make much use of infographics to communicate complex information in an easily understandable format. Social media is less about sales and more about developing relationships with customers and fostering communities. We use different social media platforms to engage different customer segments. We are committed to responding to all customer enquiries to help them better understand our suite of financial products and services. Krungsri Group has about 8 million social media fans.
- **Banking Web Portal:** We recently launched www.krungsri.com, a new corporate website that incorporates an intelligent back-office with a friendly user experience. We have simplified everything to accommodate a variety of users on different platforms, including PCs, tablets and smartphones. For example, we offer a business matching service to connect SMEs, whether or not they are a customer of Krungsri, with large corporations. We are dedicated to the development of Thai businesses and organize free educational seminars that can be booked through our event calendar. In addition, we plan to launch the same technology platform across other business units under Krungsri Group.
- **Digital Content Marketing:** We are the first Thai bank to invest in continuously educating consumers about financial matters. As part of this initiative, we have launched 'Krungsri GURU' where well-known Thai bloggers share financial advices and write about financial topics that are relevant to Thais and expatriates in Thailand.
- **Data Analytics:** We have implemented analytic frameworks to help us ensure all of our activities via digital channels build value for Krungsri and help us achieve our objectives. In addition, this helps us develop more efficient and effective decision-making to develop our website and digital media initiatives.

Security remains our paramount concern when developing and operating digital banking services. We continually expand and enhance our fraud prevention systems and capabilities with:

- Realtime/cross-channel detection to identify suspicious transactions at an early stage to protect customers.
- 360-degree view of customer, employee, device profiling to understand transactional behavior and be alert when behavior patterns change.
- Fraud Investigation Center team to provide 24/7 support and keep transactions secure.

INFORMATION TECHNOLOGY

Ensuring we have best-in-class information technology in place is as essential as Krungsri's promise to Make Life Simple for customers and employees, as it is to our growth. During 2014, we made a number of key developments. First was our strategic partnership with BTMU Bangkok Branch. By welcoming their Bangkok team into the Group, a process which will be completed in early 2015, which strengthened both our expertise and our technology platform. We also made a number of major investments during the year, when we enhanced the core banking system and cash management, launched a new mobile banking platform, improved applications and IT infrastructure at branches, and upgraded security across our network. These developments were driven by our commitment to simplify and enhance the customer experience. New technologies were also implemented to digitize our services and operations, reduce costs and improve productivity.

Banking System, Infrastructure and Network

In 2014, we implemented our Virtual Machine System, which enables the uninterrupted migration of systems configurations from one device to another. We rolled this out across about 91 percent of relevant devices by year-end. The remainder will be completed in 2015.

Our IT Processing Control and System Architecture division also started the Mainframe Upgrade project to modernize and expand the capacity of one of the Bank's core operating systems. This project should be completed in April 2015. The complexity of the project requires the main operating system to be fully upgraded prior to switching over to the

new hardware — IBM zEnterprise EC12. This meant peripheral systems had also to be upgraded at the same time. Currently, the main operating system and its satellite systems have been upgraded successfully, ready for the physical hardware to be changed in 2015.

Another significant advantage of the upgraded system is the 'Pay Per Use' billing for mainframe usage. This, combined with the faster and more powerful hardware, enables the new operating system to support the Bank's rapid growth, as well as providing us with an entry point into enterprise-level cloud computing, which is much more flexible and responsive than previous systems.

During the year we continued the rollout of our tapeless backup system, started in 2013, an advanced, green technology that helps reduce operational costs, strengthens customer data security with key encryption and facilitates faster data recovery. The technology also processes data faster and with greater stability, especially for night batch operations. As a result, the division is able to more effectively maintain the service levels.

Due to its success, we will expand the tapeless system to cover other areas, including non-mainframe systems. The project was 100 percent complete by year-end.

We continued our on-going investment in Krungsri Mobile Application to ensure our platform keeps up to date with the latest customer needs and technological innovations. A key development was launching the barcode-reader function to facilitate the one-touch inputting of billing information.

Branch Infrastructure and Communication Devices

Krungsri added 1,752 additional service terminals (1,642 PCs and 110 laptops) across the branch network which helped make operations more efficient while reducing customer waiting times.

We also upgraded the operating systems on 5,700 machines from Windows XP to Windows 7 and plan to do the same with another 7,000 machines in 2015. In branches, we replaced 403 Auto Update Passbook machines and installed a monitoring system to identify any problems with each unit. This will help reduce downtime.

In addition, the Bank launched its Bring Your Own Device (BYOD) initiative to allow employees to

bring their own devices, such as smartphones or tablets, and have our Mobile Device Management (MDM) system installed on their private equipment. This will make it more convenient to communicate with employees when they are working outside the office. We installed the system on 2,000 devices in 2014 and plan for another 1,000 devices in 2015.

Krungsri continued to rollout the Power Redundancy system, combining Uninterruptible Power Supply (UPS) devices and generators, to 611 branches. We also installed auto-start generators at 406 branches and surge-protection machines at 232 major branches to reduce problems caused by power outages.

Our IT Star project for Phase III was continued from 2013. The project has proven successful in strengthening the information technology-capacity of branch officers. As a result, they can better use IT equipment to serve customers more effectively and efficiently. We also improved our hardware and software problem-solving services using Rails Operation, a taskforce drawn from Bank staff and technology vendors to respond to any issues which can be resolved according to Service Level Agreements. This lowered the number of calls to the helpdesk from each branch and significantly reduced computer downtime.

Core Banking System

Improvements made to the core banking system facilitated the launch of the following products during 2014:

- Krungsri Online (February). Krungsri became the first Thai bank to launch a web-based service for international money transfers (Western Union). The service makes transfers easier and more secure. Customers can simply log in to Krungsri Online and process the transfer instantly.
- Time deposit products launched during the year included 10-month time deposit with a maximum annual interest rate of 2.75 percent, the Step-up 8-month Time Deposit Account and the Krungsri Thai Benefit Package for Japanese residents in Thailand.
- Krungsri SMS BIZ Alert, which carries a THB 39 fee per month and provides SME customers with a daily SMS that summarizes all cheques pending clearing, issues alerts when there are



insufficient funds to cover cheque payments, and notifies why a cheque payment or collection was declined. The service also notifies customers when they have reached 80 percent and 100 percent of their overdraft facility.

- Corporate Transaction Banking for cheque Payment and Cheque Collection Services were developed so corporate customers can use end-to-end processing for their corporate cheque with Straight Through Processing (STP) that work seamlessly with deposit (both savings and current) accounts, Image cheque Clearing and Archive System, BATHNET and SWIFT. The system will be implemented within the first quarter of 2015.
- Krungsri Supply Chain Management System is an SME Internet banking service that facilitates Paperless Supply Chain Financing for both buyers and suppliers by using Special O/D or Promissory Notes. We plan to expand the system to allow Electronic Bill Presentment and Payment (EBPP), Direct Approve Program, and Factoring Program. The project was launched in the second quarter of 2014. We plan to implement Buyer Financing in the first quarter of Supplier Financing in the first quarter of and other services in 2016.
- Fund Internet Trading, a web application for securities services products which has been approved by the Bank of Thailand, was launched to increase fee revenue for the Bank and increase customer satisfaction. It provides a new channel for asset management companies to expand online services for unit holders. The application was launched for Manulife Asset Management in the fourth-quarter.
- 'Krungsri Prom Hai', new Corporate/SME loan products launched in June 2014, allows customers to apply for loans using invoices

against promissory notes instead of collateral. Credit lines can be approved for up to full value of an invoice and with money transferred directly to suppliers. Other SME products — Ju-Jai Loan, Tun-Jai Loan and Prompt-Ka-Yai Loan — provide credit lines up to three times the collateral value.

- Krungsri Trade Finance implemented a new SWIFT auto-tracer service to help exporters collect payments on schedule according to their terms and conditions.
- The Image Cheque Clearing and Archive System (ICAS) was enhanced in May 2014 to comply with the Bank of Thailand's data on physical cheque (Code Line) requirements. The enhancements comprised increasing the bank code from two to three digits, the branch code from three to four digits and cheque numbers from seven to eight digits. Additional digits have been added to the physical cheque (Code Line) to verify the encoding process.

New Opportunities with Overseas Branches

Having replaced the core banking system for two Krungsri branches in Laos in 2013, the Bank expanded its customer base in May 2014 by partnering with Banque Pour Le Commerce Extérieur Lao (BCEL), the largest bank in the country, to connect the two banks' ATM networks. The initiative means all Krungsri ATMs, Visa debit and credit cards can be used on BCEL terminals for balance enquiry and cash withdrawal at a special fee and vice versa. We are also exploring ways to enhance the Bank's operating platform in Laos and offer new products and services to customers there to drive market expansion.

Enterprise Data Management

We continued to make progress with our Teradata Data Warehouse implementation project to build a centralized data-core for the Bank. We also initiated Big Data Analytics across selected business functions. Krungsri's newly-established Data Governance Unit established its framework and supported a number of data improvement initiatives which will also benefit the Master Data Management program that we plan to implement in 2015.

Krungsri started reviewing analytical requirements across the Group's businesses to ensure our systems keep up with the evolution of data analysis and the latest technological developments.

We are also initiating Enterprise Architecture (EA), a conceptual blueprint that defines the structure and operations of an organization. EA helps determine how an organization can achieve its current and future objectives most effectively. Our aim is to establish a Group-wide governance framework to enhance internal control processes and result in more effective technology investments.

Risk and Finance Technology

This year Krungsri successfully improved our Reconciliation Process to make it automated and faster, as well as more accurate and efficient. We deployed the system across all 18 subsidiaries, according to plan, in order to expand account reconciliation coverage and support additional accounting standards and controls.

To make financial management more efficient, we improved the Financial Analysis and Business Intelligence and Data Visualization system. The system will also help us strengthen our competitive advantage, reduce costs and lower risks through its in-depth data analysis and goal-focused reports.

Krungsri Recovery System (KRS), launched last year, was developed to assist management of debts that were not paid within 90 days. We enhanced three major modules during 2014:

1. Automatic PV calculation for Troubled Debt Restructuring (TDR) which was previously processed manually.
2. A new interface from KRS to KAO (Krungsri Appraisal One) enabling the in-depth searching of data by users.
3. Extracting information from COS (Collateral System) on a daily basis to facilitate better analysis and management of TDR customers.

These developments helped us more efficiently manage property (Non-Performing Assets) and provided data links with the asset valuation system to support accuracy and timeliness.

Krungsri Rating Application was developed during the year to help us more accurately determine the credit risk of each customer.

Enterprise Business Solutions to Support Krungsri Group

A number of new solutions were implemented via the One Krungsri Enterprise Application Platform, which was developed under the OneKrungsri Vision.

Krungsri continues to invest and enhance antifraud technology to ensure customer transactions are secure. We use Instinct technology to detect fraudulent applications during the loan origination process. This solution increases our capacity to monitor and detect loan fraud across a wide range of entities. This year Krungsri expanded fraud monitoring to all customer touch points under our 'Customer-Centricity Protection' by initiating the Fraud Integration Project.

Our PeopleSoft HR system was deployed across the Group in 2014. We consolidated all employee data and HR processes within the single platform. This is a starting point for developing and leveraging other Krungsri One HR solutions, as well as technology across Krungsri such as enterprise learning management, recruitment databases and payroll services.

Loan Origination is one of our core growth strategies. To make this more efficient and effective, we introduced a new loan origination platform for corporate customers. The platform will be rolled out to retail and SME customers in 2015.

IT Quality Assurance

Krungsri TCoE (Test Centre of Excellence) increased its scope and capacity from nine resources in 2013 to 70+ resources at its peak in 2014. Our mission is to Make Life Simple for the Bank's internal and external customers by improving the quality of software we deploy.

We position ourselves with internal customers as the 'Independent Professional Test Partner You Can Trust'. We ask application teams to leave all testing matters to us, to help them deliver the systems of high quality with minimum defects.

Our experienced test managers and professionals partner with project managers and participate in all tasks and processes leading up to testing phase. The objective is to anticipate risks and concerns that could emerge during wider testing as a means of pre-empting such problems and improving the applications prior to testing. This is effective in minimizing project delays and costs. It also improves the quality of experience for external customers, who use our online applications directly or indirectly through services provided to them by our internal customers.

Two of the most complex projects TCoE was involved in throughout the year were BTMU Bangkok Branch Integration and Branch Improvement. Both projects are of significant magnitude, complexity and importance to the Bank. Proper testing and execution is therefore of utmost importance.

TCoE has ample growth potential across Krungsri in terms of improving the testing process and quality matrix of applications within the Bank.

Information Security

Information security remains a core emphasis for IT solutions. We incorporate strict controls across all phases of system development – from the conception until the application goes live.

We never compromise the security of Internet applications. As they are exposed to various cyber threats, we not only ensure that they are built with secure coding, but also place them in the highly protected environment equipped with both protective and detective devices. Furthermore, they are monitored in real-time, 24/7, by our highly-qualified Security Incident Response Team (SIRT).

This year, we also improved our back-end security tools, such as log consolidation and analysis, new automated password tools for privilege management on multiple platforms, compliance control solutions for security baseline enforcement and more. This new set of tools will help support the increasing workload and maximize policy compliance.

BTMU Bangkok Branch Integration

As a part of the BTMU Integration project, IT integration has the critical task of merging Krungsri's and BTMU's systems transition with minimum impact on customers and internal users. As part of the integration strategy, we established new IT infrastructure and protocols, such as new network connections (International links) from Krungsri to BTMU Tokyo which covers both main data center and backup site, mail gateway and terminal setup, secure file transfer protocols and more.

Krungsri leveraged standard applications in front-end and back-end systems to accommodate the new requirements, provide Japanese language options in all ATM machines, Simple-Q and IVR systems in order to enhance the customer experience, reduce costs and improve productivity. These actions covered a number of business areas from Operations and Treasury to Risk and Regulatory.

OPERATIONS

Effective operations processes with strong controls are core drivers that support growth at Krungsri Group. Our Operations Group has developed robust and efficient operations and services that support and are aligned with our transition to the 'New Krungsri' global platform going forwards:

We focus on efficiency through automation and digitization to become a paperless office, enhance productivity by minimizing duplicated and redundant operating processes, and implement data management control through digital-imaging technology called 'Enterprise Content Management' (ECM). We also coordinate with the Technology Group to customize various IT systems to improve turnaround times and reduce errors

In 2014, Operations Group continued implementing the 'Center of Excellence' (COE) and 'Shared Services Center' (SSC) across Krungsri and its subsidiaries to increase standardization, flexibility and efficient cost management.

During the year we focused on our core value — Customer Centricity. We developed the foreign language skills of our Customer Services agents, especially for Japanese. We continued establishing complaint-handling and call-monitoring standards



at all customer touch points to ensure customers receive excellent service of a consistent standard. We were awarded and certified by the Office of Consumer Protection for having an excellent complaint handling center that meets International Standard Organization (ISO) requirements. In order to strengthen our service quality and efficiency, we invested in customizing our phone IVR to increase our responsiveness. In addition we are also investing more in developing non-voice service technologies such as Facebook, e-mail and complaint management systems across Krungsri Group to satisfy customers.

In addition, the Bank received a number of awards for operational excellence in international payment transactions:

- STP Award for Outstanding Excellence in the Quality of Commercial Payment Transactions (MT103) from Citibank (USA) for the sixth consecutive year.
- STP Performance Excellence Award for USD Payment from Standard Chartered Bank (NY, USA)
- STP Award for Excellence Quality of EUR Payment from Commerzbank (Germany)
- STP Improvement Award on AUD Clearing in Recognition of Excellence for AUD & NZD MT 103 Commercial Payment Transactions from ANZ Banking Group (Australia)

For people development, the Operations Group continuously arranged and encouraged staff to attend training programs, both inside and outside the organization. This is to strengthen our staff's knowledge and skills about products and services so they can provide an excellent, one-stop service for customers. Communication between management and staff is another key focus. We launched a monthly e-newsletter along with an annual meeting for Operations members across Krungsri and its subsidiaries to build a team spirit and ensure accurate information is delivered to the team.

We also played a key role in aligning the planning and expansion of the branch network and other Bank premises with the business direction and growth strategy. This included developing Krungsri Ploenchit Tower, as well as developing to expand back-up sites in provincial areas to assure business continuity in times of crisis. We also supported the development of requisite knowledge of skills and resources for business expansion in the Greater Mekong area.

Throughout 2014 the Operations Group was also involved in Krungsri and BTMU Bangkok Branch Integration to ensure the seamless bridging of operations systems and processes.

HUMAN RESOURCES

Twenty-fourteen was another fast-moving and challenging year for the Human Resources Group. People remained the key to our success at Krungsri, especially with the ongoing business integration, and we continued to consolidate our position as the industry's 'Employer of Choice' and as an organization that provides an innovative, professional and stimulating work environment.

In recognition of these achievements, Krungsri was the only Thai company and one of just 36 organizations around the world to be awarded the Gallup Great Work Place Award, the second consecutive year we have been conferred the accolade. This milestone not only represents our continued success in creating a highly engaged and empowering workplace, but also raises the bar for us meaning we have to work harder to further increase the capacity of our team.

The arrival of MUFG/BTMU as Krungsri's strategic shareholder has required us to align strategies, policies and management directions with the aim of positioning Krungsri as a leading Thai bank that offers innovative products and service excellence under the 'New Krungsri' vision.



'Global Awareness' was added to Krungsri's core values to encourage employees at all levels to adopt an international mindset at work. Global Awareness has been cascaded down from Krungsri leaders to employees at all levels of the organization by using a variety of effective communications tools to ensure all team members have a thorough understanding of Krungsri's core values and apply them in their daily work.

A new core value logo was created to incorporate the new element. **Customer Centricity** is at the core and the key to our business success. **Integrity** and **Team Spirit** are internal qualities that we need to develop. While **Passion for Excellence**, **Embracing Changes** and **Global Awareness** are attributed, we must put into action during our everyday work to deliver the best innovative products and services to customers.

Throughout 2014, organizational restructuring took place to support the Bank's growth and enhance its competitiveness at both national and global levels, as well as to deliver customer service of the highest quality. Certain functional units of Krungsri and BTMU Bangkok Branch were integrated to align management and operations. Our integration with Krungsri Auto this year facilitated a number of future business opportunities for the Group as a whole. Our expanded workforce provided platform through which we can share corporate cultures and values, and on which we can build a sense of unity and cooperation across Krungsri Group.

In line with the integration process, Krungsri has

well-aligned compensation and benefit plans with both Krungsri Auto and BTMU Bangkok Branch which provide better opportunities for Krungsri in terms of talent rotation throughout the organization, as well as strengthening our competitiveness for Krungsri in retaining talents.

The organizational restructuring was carried out with the aim of building the Bank's strategic functions that focus on the development of products and services to deliver efficient, sustainable growth. Roles and responsibilities for each function were clearly established to enable every function to efficiently carry out its required tasks and to support other parts of the business to develop the Bank for the benefit of all stakeholders.

Krungsri also invests in continuous human resources development to ensure we have the right talent pool to compete effectively in today's marketplace and to seize and create opportunities in the future. These are key steps in our journey towards to become a leading regional financial institution. With that aim in mind, we sought to strengthen our new 'Global Awareness' core value through the 'iLEARN' platform. Starting with Individual Development Plan, we facilitate each employee to contribute to their own career development and advancement plan. Open communication between managers and team members helps establish development needs and expectations regarding career advancement.

Training courses are based on the concept of 'Learning Programs Aligning to Individual Needs and Businesses' as we believe that in order to unlock the potential of our employees, we must start with individual development needs to build competencies which support business requirements. In so doing, the Bank has developed a variety of learning programs to cater to the needs of each individual and promote Krungsri's core values, leadership and specialized skills to enhance performance efficiency.



Furthermore, to prepare for our integration with a leading global financial institution, language proficiency of our people was enhanced through our 'English and Other Languages' program to serve an increasing number of foreign customers and support business expansion through new opportunities both within ASEAN and around the world. This will also support sustainable growth.

Another key factor in our people development is the fostering of a high sense of social consciousness under the concept of 'Alignment with Good Citizenship'. We believe that in addition to our commitment to business success, Krungsri must also exhibit social responsibility through creating decent employees and citizens. As a result, Human Resources Group has developed learning programs that promote ethical standards and regulatory compliance and carried out activities related to sustainable organization development to demonstrate how a responsible corporate citizen is key to the Bank's success.

In 2014, Krungsri increased job rotations and transfers between functions and entities, both locally and internationally, to give employees hands-on opportunities, one of the most efficient methods for learning new skills. We also encouraged global networking through 'Rotation Programs'.

Last but not least, our 'New Experience and Cultures' strategy prepares staff for working with people from different cultures. Specific learning programs have been developed to encourage employees to embrace changes as well as to open up to new experiences and working environments.

RISK MANAGEMENT

Empowered by the Board of Directors, the Risk Management Group is responsible for day-to-day risk management and long-term risk policy at Krungsri. Its activities center around formulating risk management policies and procedures in accordance with the Bank's long-term strategy, risk appetite and corporate governance. The Group takes an integrated approach to managing the four principal areas of risk: credit risk, market risk, liquidity risk and operational risk.

Credit risk

Krungsri's portfolio quality is managed through a rigorous process of underwriting and account management by teams of credit specialists. All large exposures are reviewed on a quarterly basis by the commercial credit teams. Portfolio quality reviews for each product, with detailed segmentation by geography, facility, ratings and industry are conducted every month. Any potential future risks are flagged and mitigation strategies developed and executed.

This year, group NPLs were THB 29.99 billion. NPL ratio increased to 2.79 percent from 2.67 percent in 2013, resulting mainly from the increasing in the non-performing loans in SME-Retail segment and in a subsidiary, especially equipment leasing business. These segments underperformed due to negative effects of political disturbance, economic slowdown and swelling household debt. However, NPLs of the bank and subsidiaries in other segments were in good condition. The bank has been improved the rigorousness to NPL portfolio management by timely portfolio interventions

Prudent risk management practices were also enacted to ensure Krungsri maintains adequate reserve coverage. As a contingency, we have established additional reserves that provide us with coverage that extends beyond the Bank of Thailand's guidelines for calculating the allowance for loan losses. The reserve-to-NPL ratio on a consolidated basis was 133.2 percent, decreased from 145.1 percent in 2013. This was due to the rise in NPLs, most of which were secured loans. As a result, the bank was required a small amount of reserve to cover this portion of NPLs. However, the reserve amount still increased to THB 39.94 billion from THB 39.19 billion in 2013

Risk management team felt more confident with political situations in the second half of 2014. Nonetheless, since Thai and global economy have not fully recovered yet and might face formidable challenges, the bank, therefore, has remained vigilant about negative impacts and ensured minimal erosion of our portfolio quality by timely intervening and regular monitoring

Market risk

Our Market Risk Management Department assesses monitors and reports on Krungsri's risk exposures in both the trading and banking books. Market risk management policies, regular reviews and stress tests are designed to ensure that rapidly changing economic conditions do not adversely affect the Bank's income and capital.

In tandem, the Bank's Capital Management Committee actively manages long-term capital planning based on Krungsri's growth strategy, with capital forecasting based on stress tests. We conduct regular stress tests based on potential stressed macro-economic scenarios to predict capital adequacy under such conditions. This is used as a key input by the Committee in forecasting future capital requirements.

Liquidity risk

The Market Risk Management Department utilizes a liquidity risk management framework, which involves daily and contingency liquidity management. Liquidity is managed both qualitatively and quantitatively, and involves monitoring depositor behavior, economic conditions, financial market activity and the competitive environment to ensure adequate funding is available to support Krungsri's growth plans.

Operational risk

The Operational Risk Management Department ensures minimal impact occurs to Krungsri and our subsidiaries in the event of any internal failures, outages and external factors. Krungsri Group as a whole has completed a Risk Control Self-Assessment. Key Risk Indicators have been developed for all departments and are closely monitored. A business continuity plan has also been devised and is regularly updated and tested.



COMPLIANCE

Compliance has always been a priority of the Bank. We firmly believe that compliance would not only bring sustainable growth, rather it also drives and enhances our competitiveness. The Bank has therefore, been dedicated to enhance our compliance framework and practices on a continuous basis. Since also becoming part of the Mitsubishi UFJ Financial Group (MUFG), a world-class financial institution with duly commitment to the Japanese governance requirements, the Bank has already adopted various compliance practices of BTMU into the Bank's compliance platform.

In 2014, the Bank has implemented a measure with respect to the Japanese counterparts to ensure that they are not listed in the Japan Anti-Social Element (ASE) database and added a monitoring process on Sanction Countries and Designated Persons to include Foreign Exchange and Trade Law of Japan (JFEL) requirements to prevent the Bank from entering into transaction with sanctioned countries and prohibited counterparty in addition to the UN and US Sanction measures. Improvement is also being made on an automated feature of the screening system in classifying the risk of Politically Exposed Person as well as revising other internal requirements to be consistent with the compliance practices of BTMU, such as staff dealing rule, related party transactions between the Bank and BTMU, etc.

It is the Bank's determination to becoming one of the leading financial institutions within the region by not only focusing on the financial aspect, but also as a family member to one of the world's leading financial institution, the Bank will continue to realign our compliance practices with BTMU's.

STRATEGIC PLANNING OFFICE (Corporate Planning Group in 2015)

The Strategic Planning Office was established in January 2014 after BTMU became our new major shareholder. The office is mainly composed of specialists seconded from BTMU. It plays a strategic function in aligning Krungsri's strategy and governance with MUFG. The office also facilitates collaboration between Krungsri and MUFG/BTMU.

The other core function is to support Krungsri Group's broader projects where interests need to be aligned across various groups and functions within the entity.

One key group-wide project which the office played a critical role in supporting during 2014 was the creation of the Mid Term Business Plan, a new three-year business and financial plan under New Krungsri strategy from 2015–2017.

At the end of 2014 the Strategic Planning Office was merged with the former Business Transformation Group to create the Corporate Planning Group. Starting from 2015, the Corporate Planning Group will play an important role in executing the Mid Term Business Plan to ensure Krungsri stays on track in realizing the strategy.

BUSINESS TRANSFORMATION (Corporate Planning Group in 2015)

During 2014, the Business Transformation Group was assigned to manage the Krungsri-BTMU Bangkok Branch integration project to integrate the business processes and systems of Krungsri with BTMU Bangkok Branch and its core business in Japan. The group worked closely with BTMU's team to ensure a smooth integration with the new strategic partner and complete integration between two banks as planned.

The group also managed the integration of the Auto Business (AYCAL) into the Bank. Apart from the two main integration projects, we also managed the delivery of other key transformation projects to deliver Krungsri's commitment to Make Life Simple for customers.

Key projects in 2014

- **New Cash Management Platform** — In January 2014, we successfully provided an advanced cash management capability to the first group of Krungsri's customers. The rollout to all cash management customers will be completed within the first half of 2015.
- **New Branch Intelligent Platform** — Having started in 2012, this project is now in the testing phase to ensure the platform has sufficient quality before it is deployed nationwide. The new platform will deliver a new sell and service technology platform to branches to cover the entire branch network within 2015.
- **Krungsri Center of Excellence** — Initiated in 2013, the concept continues to facilitate the Group's capacity to deliver better service



to both internal and external customers throughout 2014. The integrated platform for the Talent Acquisition Center was established in October followed by the integrated e-business platform later in 2015.

- **Wealth Management** — This project will deliver an advance platform to support the growth of the high network segment. It will provide a 360-degree view of customers with real-time analytics and simulation capabilities to support the financial advisory team to serve the needs of these dynamic clients. The project was started in Jul 2014 and plans to complete in 2015.
- **New Supply Chain Financing Platform** — The new platform will deliver a full supply chain financial capability for buyers and suppliers. Krungsri will be able to provide more flexible, customized services to serve customers' specific requirements in a shorter lead time. The new platform will commit to high stability and scalability capacity to serve the enterprise level customer. The system will be ready to service the first customer in the first quarter of 2015.
- **FATCA** — As per the FATCA requirements, banks are required to identify and report the transactions of the US citizens conducted in countries outside of the US. Therefore, Krungsri implemented the system to meet such requirements and started sending required reports from June 2014 onwards.
- **EMV Chip Card platform** — The chip card ATM platform will become new standard for ATM, Credit Card and Debit Card. In 2014 Krungsri successfully complied with the EMV standards (VISA/MASTER chip card standards) and rollout the new 1,020 chip card ATM machine into the bank ATM network.

BUSINESS MANAGEMENT OF SUBSIDIARIES AND ASSOCIATED COMPANIES

KRUNGSRI AMC

Krungsri Ayudhya AMC Ltd.

Type of service: Purchases or accepts the transfer of impaired assets (NPLs and NPAs) for management through debt restructuring and/or purchasing their collateral for disposal. Also undertakes NPA maintenance to ensure it is in good condition and ready for sale.

Market and competition: None, since the company only provides support services to the Bank.

Source of funds: The Bank

KRUNGSRI FACTORING

Krungsri Factoring Co., Ltd.

Type of service: Provides factoring services (domestic factoring with recourse and notification) by granting short-term revolving credit facilities through the purchase of account receivables and assigning rights for their collection.

Market and competition: Krungsri Factoring constantly re-aligns its business position with changing economic conditions, taking into account the increasingly competitive nature of the factoring market. Krungsri Factoring monitors the prevailing conditions in the industry including:

- 1) current pricing offered by key players;
- 2) their credit approval process and
- 3) their service quality. It then adapts accordingly. To maintain competitiveness, it recently expanded into the SME segment by offering attractive pricing to SME customers.

Source of funds: The Bank

KRUNGSRI LEASING

Ayudhya Development Leasing Co., Ltd.

Type of service: Provides financial lease and hire-purchase services to enable SMEs and large corporations to acquire machinery, equipment and commercial vehicles by offering various solutions through structured leases.

Market and competition: Only a few companies in Thailand concentrate on machinery and equipment leasing. Such leases are suitable primarily for companies with limited banking facilities where leasing is provided based on a lessee's operating cash flow as well as the liquidity of the leased assets. This allows us the flexibility needed to provide a financial package suited to the customer's needs.

Krungsri Leasing is the market leader in the leasing industry. The company focuses on medium-to large-ticket-sized leases as well as structured leases for a variety of industries. These activities provide the company with a meaningful point of differentiation.

Source of funds: Primarily the Bank

KRUNGSRI AUTO

Type of service: Auto financing from Bank of Ayudhya Pcl. and Ayudhya Capital Auto Lease Pcl. provided under the 'Krungsri Auto' brand (new auto financing business model started in October 2014) with the following business's major products and services.

Bank of Ayudhya Pcl.

- 1) Hire-purchase financing for new cars, used cars, trucks and auto-secured loans (Car4Cash).
- 2) Leasing (financial lease) for company-car financing
- 3) Auto Loan – financing services under loan contracts using vehicles for loan collateral with interest calculations made using the effective interest rate.

Ayudhya Capital Auto Lease Pcl.

- 1) Hire-purchase financing for motorcycles and top-up loans for existing customers
- 2) Car dealer inventory financing for car dealers

Source of funds: Primarily the Bank

KRUNGSRI CONSUMER

Krungsriayudhya Card Co., Ltd.

Type of service: Krungsri Credit Cards (KCC) includes Krungsri Exclusive Visa Platinum, Krungsri Visa Platinum, Krungsri Visa/MasterCard, Krungsri Lady Titanium MasterCard, Krungsri Business MasterCard, Krungsri Manchester United Champion Card and AIA Visa Card. In 2014, Krungsri Credit Card's portfolio totaled 1.8 million cards.

In addition, KCC also targets specific customer segments, particularly the high-spending premium segment. To tap the segment's growing customer base, the company has developed and enhanced its product features in line with customer requirements.

For example, since early 2014, the company has unveiled a new-look HomePro Visa Platinum Card with a more attractive design, upgraded privileges and special promotions. The card also targets more focused customer base based on their spending. This has supported growth in the customer base and increased spending.

In November 2014, KCC launched **Krungsri Exclusive Signature** and **Krungsri Signature**, new cards designed exclusively to match the needs of luxury customers. The cards target existing Krungsri Exclusive Visa Platinum Card holders, and new customers who meet the eligibility criteria in terms of income and net worth. Cardholders enjoy a variety of enhanced luxury privileges. These include free upgrades when traveling by participating airlines, or when checking in at any Dusit Group hotels worldwide; access to Royal First Lounge at the airport, and other exclusive privileges for luxury lifestyle.

As a part of the 'New Krungsri' policy, which is backed by our strategic shareholder MUFG, we plan to set new standards for products and services, particularly privileges offered to customers, in line with MUFG's international standards.

Key strategies for growth focus on leveraging MUFG's global scale and connectivity. In late 2014, KCC partnered with MUFG in using state-of-the-art database management software to develop new promotions and privileges for each customer segment. Privileges include discounts and special promotions from well-known department stores, fashion outlets, hotels and attractions in Japan. This project provides Krungsri Card with a competitive edge and differentiates our products from competitors.

The company will also help facilitate MUFG customers including Japanese companies who operate in Thailand, and Japanese businessmen who want to expand their business in Thailand, by offering Krungsri Corporate Card for the efficient management of corporate expenses.

Source of funds: The Bank

General Card Services Ltd.

Type of service:

Central Credit Card — The co-branded credit card for Thailand's leading department store chain was developed through a joint-partnership between Central Department Store and Krungsri Group. General Card Services Ltd. is a company set up to oversee and issue exclusive credit card and personal loan products and services under the Central brand. GCS was the first credit card issuer in Thailand to create special shopping experiences for cardholders within Central Department Store, including 'Central Card Day', 'Preview Day' as well as major sales events such as 'Midnight Sale' and 'Private Sale'. Central Credit Card offers an array of exclusive benefits within Central Department Store, including but not limited to 10 percent discount off normal-priced items throughout the year. In addition, there are many tie-in out-of-store privileges and benefits including cash rebates and cash coupons at Tops supermarkets and PTT gasoline stations nationwide. Cardholders can also enjoy on-going promotions throughout the year for restaurants, travel, hospitals and more. Long-term privileges and promotions contributed to the continuity of card usage, customer loyalty and product attractiveness.

Central Exclusive Cash — a personal loan product managed under GCS. During the year we introduced an ATM facility which allows customers greater flexibility and convenience in withdrawing cash from any Krungsri ATM throughout Thailand.

Existing customers need not apply for the feature nor submit additional documents to use this feature. Central Exclusive Cash also offers on-going special campaigns such as low APR and zero-percent interest for three months and more.

Central The Black— in 2014, the company targeted just 300 people as customers for this exclusive product. It will limit the number of cardholders up till 2018 to only 500 people.

Exclusive privileges for Central The Black cardholders include 10 percent discount everyday at Central, Zen and 13 well-known brands at Central Embassy Department Store, VIP Parking and access to VIP lounge at Central, Zen and Central Embassy, free upgrade when travelling with Thai Airways on more than 50 routes in Asia, unlimited access to VIP lounges at over 700 airports worldwide, 24-hour personal assistance service for credit card information assistance, trip planning, hotel reservation, roadside assistance, a maximum coverage of THB 60 million for personal accident when travelling in Thailand and abroad, coverage for delayed flights or flight cancellation, baggage loss and zero-liability coverage plan which provides coverage for lost cards for 48 hours before reporting the loss to the customer service center.

Central BLACK— the Central Card expects to increase the number of Central BLACK cardholders to 6,000 accounts within the next 5 years or by 2018.

Simple Visa Card — another credit card product, previously called Robinson Visa Card, which is managed by GCS. Simple Visa Card offers attractive features, benefits and promotions such as discounts/cash back at all major department stores in Thailand including Robinson, Central, The Mall, Emporium and Siam Paragon. The card is currently positioned as 'The Best Shopping Card in Thailand'. Other benefits include cash back offers in key everyday consumer outlets such as gasoline stations and supermarkets.

Power Buy Card — this sales finance card is a joint venture between Krungsri Group and Power Buy, the major electrical appliance distributor with 89 branches nationwide. The product offers merchandise installment financing along with cash withdrawal. It can only be used in Power Buy stores. Similar to other sales finance features, cardholders enjoy in-store promotions with special interest rates, including a zero-percent interest

with longer-term repayments. The minimum income requirement for Power Buy Card is lower than that required for normal credit cards. Power Buy Card also provides personal loans with installments of up to 36 months. The card offers multiple service channels including Interactive Voice Response (IVR), Krungsri ATM and ATM Pool.

Source of funds: The Bank

Ayudhya Capital Services Co., Ltd.

Type of service: Ayudhya Capital Services Co., Ltd. has continued to maintain a high market share of 20 percent in the areas of sales finance (merchandise installment financing) and personal loans. GE Capital launched the sales finance business in 1994 under the First Choice brand. Initially, the First Choice Card was to provide retail installment financing, focusing on electrical appliances.

Product coverage was then expanded to include more categories such as IT, mobile phones, home improvement, education, car accessories and beauty products. Personal loans were added later to make First Choice Card a 2-in-1 card. After cementing its affiliation with the Bank of Ayudhya in early 2010, First Choice was re-branded as Krungsri First Choice.

Krungsri First Choice Card continued as a 2-in-1 card providing sales financing with terms of up to 48 months and personal loans with revolving features as well as installment loans with terms of up to 48 months. The card requires lower income criteria than most other credit cards. Krungsri First Choice now provides comprehensive service coverage of more than 400 service counters located in key partner areas nationwide.

The card's key strength comes from its partnership management. To date, more than 13,000 major merchandise distributors across the country accept the card and participate in special promotional programs. In addition, we have enjoyed a solid, long-term relationship with key leading OEM manufacturers including Samsung, Sony, Acer, HP, Dell, Lenovo, Panasonic, Toshiba, Philips, Hitachi, BlackBerry and HTC to develop co-promotions aimed at cardholders. There are 200–300 active campaigns each month. Krungsri First Choice offers interest-free installment terms for up to 48 months to ensure broader coverage of an array of product categories.

In 2014, Krungsri First Choice was named Thailand's Most Social Power Brand 2014 — Credit Card Category by BrandAge magazine and Zocial Inc. for being 'the most popular brand with high customer engagement on social media'. As of December 2014, there are a total of 420,000 facebook fanpages with high engagement (like, share, comment) more than 155,000 fanpages / week.

Under the OneKrungsri strategy, the Bank is working with Krungsri First Choice to provide credit facilities to merchandise distributors for purchasing goods from OEM manufacturers as a supply chain solution. This enables Krungsri to provide financial solutions to support our partners' supply chain management from OEMs and merchant distributors to end-users.

Krungsri First Choice Visa Card — launched in 2008 to meet demand for credit card features to be combined with sales finance and personal loan installment programs with longer repayment periods. The card targeted customers who meet credit card criteria but require more liquidity through longer-term payments. The card is accepted across the Visa network for normal credit card spending and is accepted by more than 13,000 partners across the country for sales finance with normal or zero-percent interest.

Krungsri Debit First Choice Card — this card was inspired by our brand promise Make Life Simple and was launched in mid-2011 as the first 4-in-1 card in Thailand. It features ATM and debit card services from Krungsri plus sales finance and personal loan services from Krungsri First Choice. The card can be used to withdraw cash from all ATMs, with the debit card operating on Visa's network. For sales finance, the card is accepted by more than 13,000 partners with installment financing terms of up to 48 months. Cardholders also enjoy personal loan facilities with revolving features as well as a repayment period of up to 36 months. Customer qualification requirements are the same as with the Krungsri First Choice Card (2-in-1). Krungsri Debit First Choice is offered through all Krungsri branches.

In addition to sales finance, Krungsri First Choice offers personal loans, the major contributor to the group's performance. The provision of easy access to cash via multiple channels, including Hello Cash (via IVR), Krungsri First Choice branches and service counters (via EDC) and all ATMs, was a key growth driver for the product.

Market leading innovation: Krungsri First Choice has expanded its distribution network to 400 POS nationwide, with each offering the Simple Application service. We have won many awards for this innovative service, which has reduced the time for issuing a Krungsri First Choice card to just 30 minutes, including 1) Retail Banker International Trailblazer Asia Award 2014 — Loan Origination Category from Retail Banker International (RBI), Singapore and 2) Silver Award — Marketing Association of Thailand (MAT) Award 2014 from Marketing Association of Thailand

Source of funds: The Bank

Total Services Solutions, Pcl.

Type of service: Provides collection services up to and including the litigation process. Its core business is providing collection services for unsecured products, including personal loans, credit cards and sales finance. The company's customers are mainly the Bank's subsidiaries, namely Ayudhya Capital Services Co., Ltd., General Card Services Ltd., Krungsriayudhya Card Co., Ltd., Tesco Card Services Ltd., and the Bank itself.

The company has considerable expertise in efficient collection and litigation for unsecured products. It uses advanced auto-dialer technology to reach customers effectively and efficiently. All processes are designed with customers in mind and follow Bank of Thailand regulations. Total Services Solutions is rated among the top collection service firms for delivering high collection efficiency with strict compliance controls. The company continually tests and implements new strategies and delivers strong results even during tough economic times.

Strategies for Business Growth

To accommodate our expanding customer base, the company has plans to increase manpower, develop talent and enhance its capabilities in terms of equipment and office space. It also continues to improve the efficiency of its operations to cut unnecessary costs. Additionally, it categorizes customer segments as per their risk profiles and payment history. For example, it uses credit history as the criteria for setting the timing of notifications of outstanding balance payments before the due date in order to ensure more efficient collection.

Moreover, the company has initiated a program to help customers who are having debt and repayment problems to better manage their finances.

We are also enhancing service standards by providing language training for staff, as well as improving service to better serve customers and prepare for future business expansion after the launch of the ASEAN Economic Community, tabled for 2015.

Source of funds: The Bank

Krungsri General Insurance Broker Ltd.

Type of service: Established as a non-life insurance broker on May 29, 2007. The company changed its name from Quality General Insurance Broker to Krungsri General Insurance Broker on November 22, 2011. It provided personal accident insurance and auto insurance to General Card Services Ltd., Krungsriyudhya Card Co., Ltd., and Ayudhya Capital Services Co., Ltd. customers.

Since 2009, the company has focused on customer analytics to determine the characteristics of each customer segment in order to develop products to serve their specific needs. It has grown on the back of its customer segmentation program while seeking to attract new customers by increasing its range of products. It continues to introduce customers to a wide range of non-life products, such as hospital income plans, personal accident and other selected general insurance products. In addition, the company offers zero-percent interest installment plans for auto insurance.

Source of funds: The Company's shareholders (Ayudhya Capital Services Co., Ltd.)

Krungsri Life Assurance Broker Ltd.

Type of service: Established as a life insurance broker on June 4, 2007. The company changed its name from Quality Life Assurance Broker to Krungsri Life Assurance Broker in order to align itself with the Krungsri Group on November 22, 2011.

The company's main business is to introduce life, personal accident, health and payment protection insurance to customers of General Card Services Ltd., Krungsriyudhya Card Co., Ltd., and Ayudhya Capital Services Co. Ltd. customers.

The life insurance market continues to grow driven by the broader product range, new insurance partners and customer segmentation strategy. The company introduces customers to a range of endowments and term life products from selected life insurance partners. It also focuses on customer analytics to develop appropriate products for specific customer segments.

Source of funds: The Company's shareholders (Ayudhya Capital Services Co., Ltd.)

Tesco Card Services Ltd.

Type of service: This business is a joint venture between Krungsri Group and Tesco Lotus, the largest hypermarket store chain in Thailand. It was established in 2001 to operate the Tesco Lotus Credit Card program. The business started with the Tesco Lotus Private Label Credit Card and later converted to Tesco Lotus Visa Credit Card. It further evolved to include Tesco Lotus Premier Card (merchandise installment financing and personal loan) and Tesco Insurance Broker Services. The company has continued to expand and improve its distribution through Tesco Lotus stores, with the number of in-store branches increasing from 145 to 166 during 2014. An ongoing renovation program is underway with enhanced branches offering additional services.

Achievements: Tesco Lotus Platinum Visa credit card was recently conferred the Highly Commended — Best Affinity Co-Branded Card Program in the Cards & Electronic Payments category at the International Asia Pacific Trailblazers Awards 2014. This card has integrated Tesco Lotus credit card and Tesco Lotus Clubcard membership card into a single offering with contactless technology for the platinum card. Tesco Lotus credit cardholders can earn points on card transactions both inside and outside Tesco Lotus stores under one Tesco Lotus Clubcard loyalty scheme. Points are converted to Tesco Lotus Store coupons and delivered to the cardholders.

Market-leading innovation: New innovative payment solutions were added to the Platinum credit card, including 'Visa payWave' contactless payment functionality. This new feature received a positive response from Platinum cardholders and positioned Tesco Lotus credit card as being the first retailer's contactless credit card in Thailand. In addition, Tesco Lotus has launched the Electronic Receipt Management (ERM) system at its financing counters nationwide. ERM enables merchants to store a customer's digital signature and sales information instead of using hard copy documents in sales transactions.

New Shop Concept at Tesco Lotus Services Center: Tesco Lotus money service and insurance broker has unveiled its New Shop Concept 'Tesco Lotus Services Center' at Tesco Lotus Plus Mall Bangyai in September 2014. The aim is to strengthen Tesco brand image as a leading money service and retail insurance broker with contemporary design and high quality service. This new shop concept was introduced at four stores during 2014.

Source of funds: The Company's shareholders (Ayudhya Capital Services Co., Ltd.)

Tesco General Insurance Broker Ltd.

Type of service: Tesco General Insurance Broker offers non-life insurance products and services to cardholders of Tesco Card Services Ltd., and to general customers of Tesco Lotus stores. The company is a price leader for auto insurance dues to its discount offering and diverse product portfolio. It also provides customer service through its own call center for auto insurance customers. In addition, it continues to improve insurance quotes on its website to streamline and simplify customers' auto insurance inquiries. The online channel provides secure end-to-end sales with real-time quotations. This year, the company has introduced two key auto insurance offers to the market: Auto Class1 for trucks and sedans, and Auto Class 2+ at the best value for the money. An 'extended warranty' product was launched to offer a longer period of warranty for electronic goods sold at Tesco Lotus.

New product distribution channel: Tesco General Insurance Broker has expanded its distribution channels for selling personal accident insurance to include Tesco Lotus Express, its convenience store brand with more than 1,000 branches nationwide.

New business partners: The company recently partnered with Allianz Ayudhya and CIGNA. Both partners not only have a strong telemarketing capabilities, they also offer a variety of products to satisfy the needs of Tesco Lotus customers. The synergy is should help expand the company's target market and grow premiums.

Source of funds: The Company's shareholders (Tesco Card Services Ltd.)

Tesco Life Assurance Broker Ltd.

Type of service: Tesco Life Assurance Broker provides life insurance products and services to cardholders of Tesco Card Services Ltd. and to customers of Tesco Lotus stores. The company has partnered with a life insurance company to offer the products to the shoppers of Tesco Lotus stores.

Source of funds: The Company's shareholders (Tesco Card Services Ltd.)

Krungsri Leasing Services Co., Ltd.

To tap market opportunities arising from the formation of the AEC in 2015, Ayudhya Capital Services Co., Ltd. together with Ayudhya Capital Auto Lease Pcl., and Unity Capital Co., Ltd. (UCC), our local business partner in Vientiane, Lao PDR, have entered into a joint-venture agreement in 2013 to establish Krungsri Leasing Services Co., Ltd (KLS), with a registered capital of USD 3 million (shareholding of 35%, 35% and 30%, respectively). In 2014, we successfully established the company in February and officially started business on 9 December 2014 with 'Sales Finance' as a first product launched under the name of Krungsri First Choice.

Type of Services: Offers Hire Purchase/ Leasing Services for Auto and Sales Finance (merchandise installment financing) to consumers, SMEs as well as large corporations in Lao PDR.

Market and Competition: Laos market is relatively small with high potential growth. The company will focus on establishing and building strong relationship with dealers as well as sharpen our competitive edge in Lao PDR.

Source of funds: The Bank

KRUNGSRI MICROFINANCE

CFG Services Co., Ltd.

Type of service: Provides sale and lease-back via hire purchase and secured loan contracts to customers who already hold titles to cars and other vehicles. In 2014, CFGS launched non-life insurance brokerages and another new product line. The company entered the consumer financing field in 2007 by acquiring a stake in a local Thai company that had been operating since 1980. Krungsri Group subsequently acquired a controlling stake (99.99 percent) in the company in September 2009.

Source of funds: The Bank

KRUNGSRI SECURITIES

Krungsri Securities Pcl.

Type of service: Offers brokerage services of listed securities:

Securities and derivative products brokerage:

The company serves as a securities and derivative products broker, trading equity and derivative instruments for general investors and institutional investors, both domestic and overseas. It is member No. 29 of the Stock Exchange of Thailand. In addition, it provides securities research and analysis for customers to support their investment decisions.

Investment banking: Krungsri Securities provides financial advisory and underwriting services covering all aspects of finance, including fundraising (both capital and loans), financial reorganization, debt restructuring, mergers and acquisitions, feasibility studies, estimation of business value and transactions in accordance with the regulations of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.

Personal fund management: Personal fund management is provided to customers, with each customer assigned a fund manager responsible for fund planning and management to meet their investment objectives and risk appetite.

Mutual fund selling agent services: The company acts as agent for most of the mutual fund companies in Thailand by selling their companies' products to interested investors.

Investment: The company invests in debt and equity instrument securities along two investment lines: proprietary short-term investments and mid-to long-term investments.

Source of funds: The Bank

KRUNGSRI ASSET MANAGEMENT

Krungsri Asset Management Co., Ltd.

Type of service: Krungsri Asset Management Co., Ltd. (KSAM) is a leading asset management company in Thailand, licensed by the Securities and Exchange Commission. We offer comprehensive range of products and services including mutual funds, private funds, provident funds, property funds and management of investment in future contracts. Mutual funds consist of several types of investments such as stock funds, fixed income funds, commodity index funds, foreign investment funds (FIF) and property funds. Our investment philosophy is to generate stable and sustainable returns. With assistance from our highly experienced fund managers and precise and modern investment systems, investors are confident that our funds can achieve generate stable returns at the level suitable to specified risk. Our products and services can cater to the needs of all groups of investors including individual investors, juristic persons, foundations, cooperatives and institutional investors.

Source of funds: The company's funds

KRUNGSRI SERVICES

Siam Realty and Service Co., Ltd.

Type of service: Provides human resource services and vehicle rental to the Bank and its affiliates. Krungsri Services operates in two key business areas: Provides drivers, maids, messengers, security personnel and other essential staff to the Bank and its affiliates. Provides rental cars to the Bank and its affiliates within the scope specified by the Bank of Thailand.

Market and competition: The company has no competitor in the market because its provides support to the Bank. The company expanded car rental service to include the Bank's affiliates and also has enhanced more understanding by training on the operating procedure for both types of service in order to create excellence service to our customers.

Source of funds: The Bank

Metro Designee Co., Ltd.

Type of service: Established on March 4, 2009 with registered capital of THB 100,000, the company operates under an agreement between the Bank and other syndicated banks that are lenders of Bangkok Metro PCL. The company takes up all rights pursuant to the concession agreement between the Mass Rapid Transit Authority of Thailand and Bangkok Metro in the event of a breach of that agreement or a breach of its obligations under the loan agreement with its creditors. The company has not commenced operations.

Source of funds: The company's shareholders

UNDER LIQUIDATION

Ayudhya Card Services Co., Ltd.

The company registered with the Ministry of Commerce to liquidate on July 24, 2013 and is currently in the liquidation process.

SUBSIDIARIES AND ASSOCIATED COMPANIES

Name	Business type	Issued shares		Ownership (%)
		Share type	No. of shares	
1 Krungsri Ayudhya AMC Ltd.	Asset management	Ordinary	600,000,000	99.99
2 Krungsri Factoring Co., Ltd.	Factoring	Ordinary	30,000,000	99.99
3 Ayudhya Development Leasing Co., Ltd.	Finance (Leasing & hire-purchase)	Ordinary	190,500,000	99.99
4 Ayudhya Capital Auto Lease Pcl.	Finance (Auto financing)	Ordinary	2,554,500,000	99.99
5 CFG Services Co., Ltd.	Finance (Auto financing)	Ordinary	53,567,710	99.99
		Preferred	222,000	
6 Ayudhya Capital Services Co., Ltd.	Finance (Credit card & personal loan)	Ordinary	59,250,000	99.99
7 General Card Services Limited	Finance (Credit card & personal loan)	Ordinary	205,800,000	99.99
8 Krungsriayudhya Card Co., Ltd.	Finance (Credit card & personal loan)	Ordinary	590,552,000	99.99
9 Krungsri Life Assurance Broker Limited	Finance (Life insurance broker)	Ordinary	920,000	99.99
10 Krungsri General Insurance Broker Limited	Finance (Non-life insurance broker)	Ordinary	920,000	99.99
11 Total Services Solutions Pcl.	Service (Collection)	Ordinary	160,599,822	99.99
12 Siam Realty and Services Co., Ltd.	Service	Ordinary	1,000,000	99.99
13 Krungsri Securities Pcl.	Securities	Ordinary	60,000,000	98.71
14 Krungsri Asset Management Co., Ltd.	Asset management	Ordinary	3,500,000	76.59
15 Krungsri Leasing Services Co., Ltd.	Finance (Leasing/Hire purchase/Sales Finance)	Ordinary	912,000	70.00
16 Tesco Card Services Limited	Finance (Credit card & personal loan)	Ordinary	20,800,000	50.00
17 Tesco Life Assurance Broker Limited	Finance (Life insurance broker)	Ordinary	120,000	50.00
18 Tesco General Insurance Broker Limited	Finance (Non-life insurance broker)	Ordinary	1,070,000	50.00
19 Metro Designee Co., Ltd.	Service *	Ordinary	1,000	22.00

Remark: * It was established by the agreement between BAY and others banks' syndication lenders of Bangkok Metro Plc. (BMCL). The purpose of the establishment is for the company to take up all rights pursuant to the concession agreement between Mass Rapid Transit Authority of Thailand (MRTA) and BMCL in case BMCL is in breach of such agreement or BMCL is in breach of its obligations under the loan agreement with its creditors.

Companies under dissolution and liquidation process

Name	Business type	Issued shares		Ownership (%)
		Share type	No. of shares	
1 Ayudhya Card Services Co., Ltd.	Finance (Credit card & personal loan)	Ordinary	7,200,000	99.99
2 Siam Bangkok Port Limited	Cargo loading warehouse	Ordinary	6,000,000	10.00

Companies that the bank holds shares of 10% but less than 20% of its paid-up capital

Name	Business type	Issued shares		Ownership (%)
		Share type	No. of shares	
1 P.P. Parawood Co., Ltd.	Furniture manufacturer	Ordinary	95,000	10.00
2 Asian Trade and Leasing Co., Ltd.	Import and distributors (Construction machinery, trucks etc.)	Ordinary	1,500,000	10.00

Companies acquired through debt restructuring process

Name	Business type	Issued shares		Ownership (%)
		Share type	No. of shares	
1 Lenso Phonecard Co., Ltd.	International line public phone card	Ordinary	62,423,190	10.00
2 UMC Metals Limited	Manufacturing and trading (Steel rod)	Ordinary Preferred	95,000,000 50,000,000	10.00

INCOME STRUCTURE OF THE BANK, SUBSIDIARIES AND ASSOCIATED COMPANIES

For 2014 operating performance, the Bank and subsidiaries had interest income and non-interest income at a ratio of 73.26% and 26.74%, respectively. Interest on loans constituted the largest proportion representing 48.79% of total income. Details are as follows:

Income structure	2014		2013		2012	
	THB mn.	%	THB mn.	%	THB mn.	%
Interest on loans	49,688	48.79	46,751	47.25	42,563	47.52
Interest on interbank and money market items	2,598	2.55	2,709	2.74	2,481	2.77
Hire purchase and financial lease income	20,193	19.83	19,561	19.77	16,895	18.86
Investments and trading transactions	174	0.17	157	0.16	206	0.23
Investments in debts securities	1,956	1.92	2,203	2.23	2,495	2.78
Total interest income	74,609	73.26	71,381	72.15	64,640	72.16
Fees and service income	19,192	18.84	18,541	18.74	16,434	18.35
Gain on tradings and FX transactions	1,574	1.55	1,564	1.58	1,542	1.72
Gain on investments	1,237	1.21	633	0.64	800	0.89
Share of profit from investment for using equity method	159	0.16	112	0.11	177	0.20
Dividend income	240	0.23	551	0.56	504	0.56
Bad debts recoveries	3,054	3.00	3,879	3.92	3,178	3.55
Other income	1,782	1.75	2,271	2.30	2,299	2.57
Total non interest income	27,238	26.74	27,551	27.85	24,934	27.84
Total income	101,847	100.00	98,932	100.00	89,574	100.00

Income structure	2014		2013 Restated		2012	
	THB mn.	%	THB mn.	%	THB mn.	%
1. Bank of Ayudhya Plc. ^{1/}						
Total interest income	49,117	68.39	46,551	78.11	43,483	77.72
Total non interest income	22,705	31.61	13,043	21.89	12,466	22.28
Total	71,822	100.00	59,594	100.00	55,949	100.00
2. Krungsri Ayudhya AMC Ltd.						
Total interest income	124	12.04	162	17.72	209	16.15
Total non interest income	906	87.96	752	82.28	1,085	83.85
Total	1,030	100.00	914	100.00	1,294	100.00
3. Ayudhya Development Leasing Co., Ltd.						
Total interest income	496	91.68	792	78.88	964	83.25
Total non interest income	45	8.32	212	21.12	194	16.75
Total	541	100.00	1,004	100.00	1,158	100.00
4. Krungsri Factoring Co., Ltd.						
Total interest income	2	66.67	76	83.52	212	82.81
Total non interest income	1	33.33	15	16.48	44	17.19
Total	3	100.00	91	100.00	256	100.00
5. Ayudhya Capital Auto Lease Plc.						
Total interest income	15,499	79.19	17,181	80.78	14,682	79.08
Total non interest income	4,072	20.81	4,089	19.22	3,885	20.92
Total	19,571	100.00	21,270	100.00	18,567	100.00
6. Ayudhya Capital Services Co., Ltd.						
Total interest income	7,557	62.27	6,736	64.58	5,728	64.40
Total non interest income	4,578	37.73	3,694	35.42	3,166	35.60
Total	12,135	100.00	10,430	100.00	8,894	100.00
7. General Card Services Ltd.						
Total interest income	2,101	62.62	2,032	60.10	1,948	58.96
Total non interest income	1,254	37.38	1,349	39.90	1,356	41.04
Total	3,355	100.00	3,381	100.00	3,304	100.00
8. Krungsriayudhya Card Co., Ltd.						
Total interest income	4,346	59.67	3,887	56.90	2,927	51.83
Total non interest income	2,937	40.33	2,944	43.10	2,720	48.17
Total	7,283	100.00	6,831	100.00	5,647	100.00

Income structure	2014		2013 Restated		2012	
	THB mn.	%	THB mn.	%	THB mn.	%
9. Krungsri Securities Plc.						
Total interest income	55	9.82	54	7.92	44	8.75
Total non interest income	505	90.18	628	92.08	459	91.25
Total	560	100.00	682	100.00	503	100.00
10. Siam Realty and Services Co., Ltd.						
Total interest income	-	-	-	-	-	-
Total non interest income	563	100.00	539	100.00	527	100.00
Total	563	100.00	539	100.00	527	100.00
11. Krungsri Asset Management Co., Ltd.						
Total interest income	31	1.54	19	1.20	11	1.21
Total non interest income	1,985	98.46	1,565	98.80	895	98.79
Total	2,016	100.00	1,584	100.00	906	100.00
12. Total Service Solutions Plc.						
Total interest income	15	1.28	15	1.34	11	1.07
Total non interest income	1,161	98.72	1,104	98.66	1,021	98.93
Total	1,176	100.00	1,119	100.00	1,032	100.00
13. CFG Services Co., Ltd.						
Total interest income	2,499	78.86	1,888	78.90	1,402	77.89
Total non interest income	670	21.14	505	21.10	398	22.11
Total	3,169	100.00	2,393	100.00	1,800	100.00
14. Krungsri General Insurance Broker Ltd.						
Total interest income	2	0.42	2	0.46	1	0.29
Total non interest income	479	99.58	437	99.54	338	99.71
Total	481	100.00	439	100.00	339	100.00
15. Krungsri Life Assurance Broker Ltd.						
Total interest income	1	0.26	1	0.26	1	0.31
Total non interest income	381	99.74	377	99.74	319	99.69
Total	382	100.00	378	100.00	320	100.00
16. Tesco Card Services Ltd.						
Total interest income	2,347	60.01	2,139	60.82	1,582	56.12
Total non interest income	1,564	39.99	1,378	39.18	1,237	43.88
Total	3,911	100.00	3,517	100.00	2,819	100.00
17. Tesco General Insurance Broker Ltd. ^{2/}						
Total interest income	2	0.52	3	0.92	3	1.19
Total non interest income	382	99.48	324	99.08	250	98.81
Total	384	100.00	327	100.00	253	100.00

Income structure	2014		2013		2012	
			Restated			
	THB mn.	%	THB mn.	%	THB mn.	%
18. Tesco Life Assurance Broker Ltd. ^{2/}						
Total interest income	-	-	-	-	-	-
Total non interest income	57	100.00	47	100.00	30	100.00
Total	57	100.00	47	100.00	30	100.00
19. Krungsri Leasing Services Co., Ltd. ^{3/}						
Total interest income	-	-	-	-	-	-
Total Non interest income	-	-	-	-	-	-
Total	-	-	-	-	-	-
20. Metro Designee Co., Ltd. ^{4/}						
Total interest income	-	-	-	-	-	-
Total Non interest income	-	-	-	-	-	-
Total	-	-	-	-	-	-

Company Under Dissolution and Liquidation Process

Income structure	2014		2013		2012	
			Restated			
	THB mn.	%	THB mn.	%	THB mn.	%
1. Ayudhya Card Services Co., Ltd.						
Total interest income	-	-	299	55.37	494	56.20
Total Non interest income	-	-	241	44.63	385	43.80
Total	-	-	540	100.00	879	100.00

Remarks: Year 2014 data are unaudited financial statement

^{1/} The Bank's statement of comprehensive income of Bank of Ayudhya Public Company Limited

^{2/} Subsidiary of Tesco Card Services Company Limited

^{3/} Indirectly holding via Ayudhya Capital Auto Lease Public Company Limited of 35% and Ayudhya Capital Services Company Limited of 35%

^{4/} The Bank invested on December 25, 2009 and immaterial financial information

RISK FACTORS AND RISK MANAGEMENT

Managing Risk: Delivering an Optimal Risk-Reward Balance



Risk management is an independent function within Krungsri. The Risk Management Group is responsible for driving and managing risk appetite, as approved by the Board of Directors, through policies, processes, monitoring and control protocols, and good corporate governance principles. The streamlined strategy ensures an optimum risk-reward balance. The unit's information management system facilitates the analysis, evaluation, management and control of risk or combinations of risks. Krungsri takes an integrated approach to managing four main types of risk: credit risk, market risk, liquidity risk and operational risk.

Our key risk-management principles are:

- 1 Ensuring business growth is supported by requisite risk infrastructure.
- 2 Identifying material risk events and planning required risk responses.

- 3 Managing risk profiles, risk-reward decisions and business plans to ensure losses are within the approved risk appetite.
- 4 Envisaging potential adverse situations and plans mitigating action to keep the Bank safe in terms of its credit, operational, market and liquidity risk standpoint.
- 5 Ensuring adequate monitoring of risk-taking across all businesses, including reporting on risk exposures, risk concentrations and key sensitivities.
- 6 Optimizing risk-reward equations to ensure long-term sustainable profits.

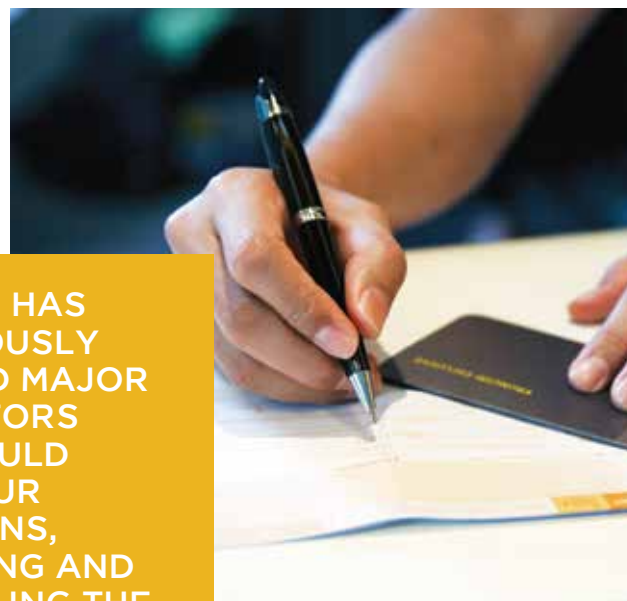
RISK MANAGEMENT STRUCTURE

The Risk Management Group has the authority to formulate risk management policies and procedures appropriate for each type of risk. These policies and procedures are developed in accordance with our defined risk appetite and then endorsed by the Risk Management Committee and approved by the Board of Directors. The group is also responsible for monitoring and reporting portfolio quality, highlighting key risks as well as the strategy to manage future potential risks both at a portfolio and account level to the Board of Directors and other relevant committees.

The authority and responsibilities of those involved in managing risk are as follows:

- **Board of Directors** — defines our risk appetite. It delegates approval authority for all loan applications valued less than THB 3 billion to the Credit Committee, while deals above THB 3 billion are approved by the Board of Directors. The Board also oversees the operation of the Credit Committee and Risk Management Committee.
- **Credit Committee** — comprises high-level executives from the Risk Management Group and related functions.
- **Risk Management Committee** — primary responsibilities:
 - Approving and recommending to the Board of Directors integrated-risk management policies and procedures for Krungsri and its subsidiaries.
 - Reviewing portfolio quality for Krungsri and its subsidiaries.
 - Reviewing key market and operational risks, operational losses (such as fraud), as well as related system and human errors.
 - Ensuring Krungsri complies with respect to risk management.
- **Asset and Liability Management Committee** — primary responsibilities:
 - Maintaining adequate funding requirements based on growth plans.
 - Managing asset-liability requirements at both tenors and interest rate levels for local and foreign currencies.

KRUNGSRI HAS CONTINUOUSLY ANALYZED MAJOR RISK FACTORS WHICH COULD AFFECT OUR OPERATIONS, MONITORING AND CONTROLLING THE BANK'S RISK



- Ensuring adequate liquidity based on liquidity management policies, asset growth projections, liability run-off profiles and interest rate outlooks.
- Arranging effective deployment of excess liquidity to maximize returns.
- Approving interest rates for assets and liabilities.
- **Collateral Valuation Committee** — primary responsibilities:
 - Establishing and reviewing policies and procedures regarding the valuation of collateral submitted with loan applications and foreclosed assets or auctioned properties, in accordance with asset revaluation regulations.
 - Overseeing and controlling internal property appraisers to ensure they execute their jobs with integrity and accuracy in compliance with procedures at Krungsri and the Bank of Thailand.
 - Reviewing and approving the results of asset valuations undertaken by internal or independent property appraisers.



Capital Management

Krungsri conducted the Internal Capital Adequacy Assessment Process (ICAAP) in accordance with the Supervisory Review Process, or Pillar 2, of Basel II since 2010. The Risk Management Group also manages the capital adequacy process for credit, market and operational risks under Pillar 1 and the capital buffer under Pillar 2, which covers credit concentrations, interest rates in the banking book, as well as liquidity, strategic, reputational and other material risks.

Our capital management framework is designed to ensure that the capital level of Krungsri and the Financial Business Group are in line with approved risk levels.

The Capital Management Subcommittee monitors capital adequacy on a regular basis to ensure current and future capital requirements are aligned with Krungsri's risk appetite. The Bank has also developed capital escalation plans to ensure the pro-active management of capital.

Capital forecasting and other tools for assessing the impact of changes in the external environment on the capital base are in place. Together, they ensure that stress testing is efficient and the impact on Krungsri's capital base can be accurately gauged in the event of a crisis.

The function also manages the capital requirements for subsidiaries under Pillar 1 solo consolidation. Pillar 2 and ICAAP requirements were adopted by subsidiaries in 2011.

We identify key risk areas that can affect the Bank's operations: credit risk, market risk, liquidity risk and operational risk. These risk factors have been specified in order to control risk management within the Bank's acceptable level and targets.

Our management of key risk factors is discussed in detail below:

CREDIT RISK MANAGEMENT

Credit risk refers to the risk that borrowers or counterparties defaulting on contractual obligations or agreements, including downgrading credit ratings, resulting in loss of revenues and capital. To deal with risk, the Bank has developed a mechanism of credit risk management which

is compatible with international standards and efficiency. The Bank's credit risk management is based on a commitment to maintain a balance between the business and its credit underwriting to ensure transparency and create a mechanism of checks and balances between our loan officers and relationship managers. These two stakeholders have a shared responsibility to promote new growth while effectively maintain the quality of loans.

The Bank has improved automated support systems under the above mentioned credit risk management strategy. To uphold the standards of personnel involved in credit operations, the Bank has developed operational guidelines, roles and responsibilities for all levels of loan officers. It provides staff with an understanding of credit principles and practices so all parties can communicate correctly and on the same basis. The Bank also provides training courses on credit knowledge for relevant employees. In addition, it has improved understanding and developed skills to an appropriate level in accordance with Krungsri's business development.

Krungsri's strategy for managing credit risk is determined according to the level of risk appetite. To identify clear goals for practitioners, the Bank has established a policy and operational plans for reference, and in accordance with the strategy, e.g. credit policy, credit risk management policy and credit rating policy. Customers' risks are managed under the strategy which is based on international standards and conform to Bank of Thailand regulations.

Credit Risk Control

Krungsri recognizes the importance of controlling credit risk. The credit risk management unit's responsibilities are divided between two teams: commercial and consumer. Both units have the following functions:

Commercial Risk Control

Credit Risk Rating System

The credit risk assessment of each customer is a core component of the credit approval process. Krungsri has developed an in-house credit rating system, using scorecards that use a 12-grade rating scale, for evaluating the credit worthiness of the Bank's corporate customers. Each corporate



obligor is assigned a borrower rating reflecting their one-year probability of default (PD). And each corporate facility is measured against the expected loss given at default (LGD) and expected exposure at default (EAD) as associated with the facility. Therefore, with these crucial factors, the bank can determine concentration limits, risk capital and reserves effectively.

Moreover, the Bank started to work on value-based management for risk-adjusted performance management (RAPM), which is used to create the highest value possible for shareholders through various measures, including indicators to measure the rate of return on risk capital, e.g. Risk-Adjusted Return on Regular Capital (RORC) and Risk-Adjusted Contribution Value (RACV) which measures net profit after adjusting for cost of capital and risk changes.

Credit Risk Models

The Bank uses internal models to estimate probability of default (PD), loss given default (LGD) and exposure at default (EAD) parameters. These models are embedded in the credit approval and internal reporting processes and are used to measure the credit risk in exposure to individual clients and portfolios. The same parameters are also used to calculate risk-adjusted contribution value, and risk-based pricing.

Consumer Credit Risk Control

Consumer Credit Risk Management Division establishes credit underwriting criteria and policies. The underwriting criterion is approved by the Risk Management Committee and the Board of Directors. Credit approval decisions and line assignments are based on application scorecards and credit bureau reports. Where applicable, line enhancements are based on behavior risk grade. Underwriting is carried out based on approved policies and is managed by the operations function. Past-due management is centralized and managed by a separate unit within operations. The processes are automated. The development of PD, LGD and EAD models was completed in 2014 and will be incorporated in the automated system within 2015. Once online, these models will help the Bank further strengthen its portfolio management capabilities, as well as take a major step towards Advanced Internal Rating – Based (A-IRB) and International Financial Reporting Standards (IFRS) compliance in the future.



**GUIDELINES FOR
MANAGING EACH
TYPE OF RISK HAVE
BEEN ESTABLISHED
TO ENSURE EFFECTIVE
RISK MANAGEMENT
MECHANISM**

Country Risk Management

Krungsri monitors country risk exposure to identify conditions that could adversely affect the business a given country, assess losses that may occur and establish preventative measures.

We have determined the proper limit and risk level for each country according to the sovereign rating and the credit ratings from the External Credit Rating Agencies (ECAIs) relating to granting credit, making investments, creating contingent liabilities and making credit-like transactions with counterparties. These guidelines enable us to manage country and cross-border risks as well as risk concentration.

Krungsri also conducts in-depth analysis of each client, including trend analysis, industry concentration, customer analysis, financial analysis and cash flow to debt ratio analysis.

Concentration Credit Risk

Krungsri manages Concentration Credit Risk by determining proper ratios for granting credit to, making investments with, creating contingent liabilities for, and making credit-like transactions with each large borrower customer segment (including related parties whose total debt exceeds 10 percent of Krungsri's total capital), said ratios must not exceed three times Krungsri's total capital. Additionally, Krungsri also manage the Concentration Credit Risk which may arise from the industry concentration by controlling and monitoring the outstanding balance in each industry, must not exceed the approved industry limit.

Counterparty Credit Risk

Counterparty Credit Risk is the risk associated with default by counterparties related primarily to derivative contracts. Normally, Krungsri's counterparties are customers that need to square their positions and minimize risk exposures. To mitigate risks arising from the customers' transactions, Krungsri may partially or fully hedge its risk exposure by entering into offsetting agreements with other counterparties, which are mostly other banks.

Krungsri uses the same criteria for credit risks to specify counterparty credit risk limits.

The Bank closely monitors the credit status of counterparties in terms of aggregate exposure, credit equivalent amount and credit valuation adjustment. This information is promptly and regularly reported to senior management.

To mitigate the credit exposure of counterparty credit risk, Krungsri has entered into ISDA Credit Support Annex (CSA) with the majority of counterparties. The CSA is to be used as an annex to the ISDA Master Agreement. This requires placement of cash collateral or highly liquid securities as a contingency in the event of the fair market value of any contract deviating beyond the threshold.

Credit risk monitoring and review

We rigorously monitor and review customer and portfolio risks as follows:

Reserve adequacy

Loan loss provisions are calculated based on Bank of Thailand regulations. Reserves are calculated centrally by our risk analysis team. The adequacy of reserves is reviewed and approved by our Chief Risk Officer and Chief Financial Officer. Specific reserves are allocated to the portfolio as required. Reserve adequacy is stress tested on an ongoing basis to ensure reserve coverage is sufficient at all points in time

Credit Risk Audit

Credit Audit Department is an independent department under the Audit Group. This department is responsible for examining and reviewing the operations of Credit Risk Management Group. The department's scope and plans are approved by the Audit Committee and the Board of Directors. The review covers the risk ratings, covenant compliance and compliance with the credit policy of the Bank and the Bank of Thailand.

Credit Monitoring and Management Information System

We regularly update the Board of Directors, relevant committees and senior management on matters pertaining to our credit quality. The monthly credit portfolio report includes information on portfolio quality, including segmentation by facility, ratings, geography, industry, aging and more.

Stress Testing

The Risk Management Group conducts stress tests, based on our stress test policy, which are conducted on both commercial and consumer portfolios. Stress tests use past historical trends as well as future macro-economic projections to determine how they may affect the Bank's losses, and ultimately, its capital. Stress test results are reported to the Capital Management Subcommittee, the Risk Management Committee and the Board of Directors. We have strategies and action plans in place to prevent adverse effects. Krungsri is also investing in a stress test system that will help automate stress-testing calculations and enable the Bank to build a wider range of stress scenarios.

Portfolio monitoring

Consumer portfolios are regularly monitored with reports issued to relevant business units.

Subsidiary management

The following subsidiaries operate under consolidated supervision: Krungsri Ayudhya AMC Ltd. (KAMC), Krungsri Factoring Co., Ltd. (KSF), Ayudhya Capital Auto Lease Plc. (AYCAL), Ayudhya Development Leasing Co., Ltd. (ADLC), Ayudhya Capital Services Co., Ltd. (AYCAP), Krungsri Life Assurance Broker Ltd. (KLAB), Krungsri General Insurance Broker Ltd. (KGIB), General Card Services Ltd. (GCS), Krungsriayudhya Card Co.,Ltd. (KCC), Krungsri Securities Plc. (KSS), Siam Realty and Services Co., Ltd. (SRS), Krungsri Asset Management Co., Ltd. (KSAM), Total Services Solutions Plc. (TSS), CFG Services Co., Ltd. (CFGs).

All subsidiaries maintain independent risk units headed by senior risk executives. The Bank's Chief Risk Officer has oversight of subsidiary risk management activities. These subsidiary risk management units must comply with Krungsri's overall risk management strategy. They must ensure they have appropriate capacity, the required risk-related infrastructure and comply with the Bank's risk appetite objectives and reporting requirements. All product, policy and process changes must be approved by the Chief Risk Officer and the Risk Management Committee.

Non-performing loan management

Non-performing loans (NPLs) are managed by a dedicated team of specialists with experience in handling past-due accounts. This department manages all high-value loans and determines the best course of action to collect from customers in order to improve asset quality and minimize financial losses. The Bank's NPL department also undertakes to sell NPLs based on guidance and approval from the Board of Directors. In 2014, the Bank sold tranches of NPLs in June and December, reducing outstanding NPLs by THB 2.5 billion.

MARKET RISK MANAGEMENT

Market risk refers to the adverse impact on income and capital funds caused by price changes in the trading and banking books with regard to interest rates, exchange rates, equity instruments and commodities. Movement of market risk factors are external factors beyond the Bank's control. Krungsri recognizes the importance on effective market risk management and monitoring the market risk exposure closely as well as timely responding to changes in business environment.

The Bank has established a market risk management policy in accordance with the complexities of its financial activities for the Bank, and a risk management framework for companies within the group guided by the Bank of Thailand's consolidated supervision principles. The Bank monitors and controls market risk to stay within risk tolerance levels by formulating risk limits and guidelines for action when risk limits are exceeded and for maintaining adequate capital relative to our risk exposure. Furthermore, the Bank has determined self-assessments, internal controls process and evaluated of the risk management system at least once a year conducted by internal audit units in order to ensure that market risk is well managed in accordance with BOT's guidelines.

Principles

The Bank monitors and controls market risk in accordance with the market risk appetite as approved by the Board of Directors. It also reviews risk limits to ensure they are commensurate with the scope, volume and complexity of its transactions and changing businesses and market situations. In addition, the Bank has an Internal Capital Adequacy Assessment Process (ICAAP). Under this framework the Bank assesses all material risks in order to develop comprehensive risk management guidelines and maintain an appropriate level of capital for both normal and stressed business conditions. This is to achieve sustainable growth and returns for shareholders.

Organization and Structure

The Board of Directors is responsible for approving market risk appetite. The Board delegates risk management and the authority to manage and control market risk in a manner consistent with policy to the Risk Management Committee and the Assets and Liabilities Management Committee. The Assets and Liabilities Management Committee establishes guidelines for appropriate management of assets, liabilities, and off balance-sheet items. The organizational structure clearly segregates the duties and responsibilities of the units responsible for transaction execution, operations and risk management to avoid conflicts of interest.

Market Risk Management Structure

Risk Management Committee is responsible for managing market risk within guidelines and limits approved by the Board of Directors. The Market Risk Management Department provides strategic risk management and reports risk exposures to the Risk Management Committee for managing and controlling market risk in a manner consistent with policy. The Treasury Division executes transactions and manages positions under the risk limits approved by the Board. The Assets and Liabilities Management Department provides the Assets and Liabilities Management Committee with analyses of the balance sheet management of the Bank's and its competitors, as well as strategic risk options in order to achieve higher efficiency in market risk management.

The Bank faced fluctuations in interest rates, exchange rates and prices of instruments in the money market and capital market due to a challenging operating environment in 2014. To mitigate this we maintained our focus on proper market risk management in response to changing domestic and international economic conditions. The Risk Management Committee decided to place greater importance on closely monitoring market risk exposure and established a reporting process to cope with negative market movements to ensure effective and timely risk management.

Measurement System

The assessment, control and monitoring of market risk can be divided into two parts: transactions in the trading book and transactions in the banking book, as follows:

Risks from transactions in the trading book

Interest Rate Risk Management

Interest rate risk management refers to the loss affecting income and/or shareholders' equity due to interest rate changes that can be on or off balance sheet in the trading book. The Bank has managed its interest rate risk exposure from debt instruments and derivatives in the trading book position, according to the size and complexity of transactions under the market risk supervision policy framework in accordance with Bank of Thailand regulations.

Foreign Exchange Risk Management

Foreign exchange risk refers to the loss affecting income and/or shareholders' equity from exchange rate fluctuations that affect foreign currency transactions and foreign currency assets and liabilities. The Bank has a policy to limit its net foreign currency position. Most foreign currency transactions are mainly services provided to the Bank's customers.

Price Risk Management

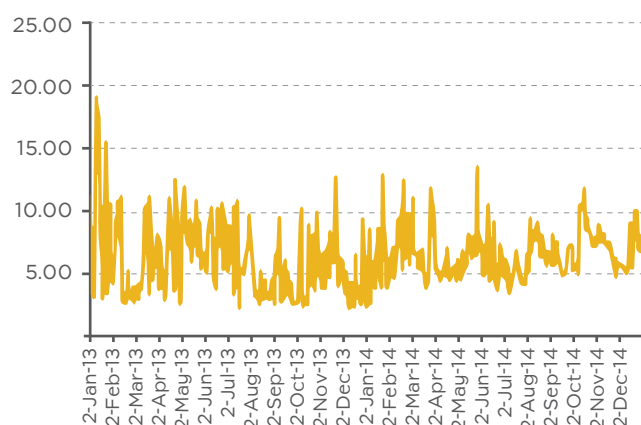
Price risk refers to the loss affecting income and/or shareholders' equity from a movement in equity price. The Bank has a policy to invest in equity securities mainly over the medium to long-term. Price risk management consists of an assessment of an issuers' potential.

For monitoring market risk exposure in the trading book, we use Value-at-Risk (VaR) and conduct back-testing to assess the reliability of the models. We also conduct a stress testing to assess risk under crisis situations.

In 2014, the Bank's aggregate market risk was well within acceptable levels. The VaR for a one-day holding period with a 95-percent confidence level for the trading book was THB 6.53 million on average.

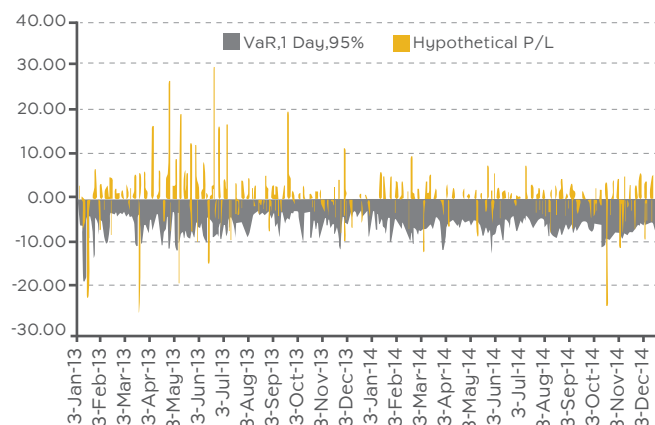
The Bank's Total Daily Value-at-Risk (VaR) Movement 2014 and 2013

(Unit : THB million)



The Bank's Total Daily Value-at-Risk (VaR) Back Testing 2014 and 2013

(Unit : THB million)



Risks from transactions in the banking book

Interest Rate Risk Management in Banking Book

Interest rate risk refers to the risk arising from changes in interest rates that have an adverse effect on the net interest earnings and the shareholders' equity. The Bank assesses the probable impact on net interest income (earnings perspective) from mismatches of the interest rate structure and on- and off-balance sheet positions. We also conduct re-pricing gap analysis in terms of static simulation and dynamic simulation according to the projected interest rate trend. In addition, we analyze interest rate risk which reflects the sensitivity of the economic value of shareholder equity (economic value perspective).

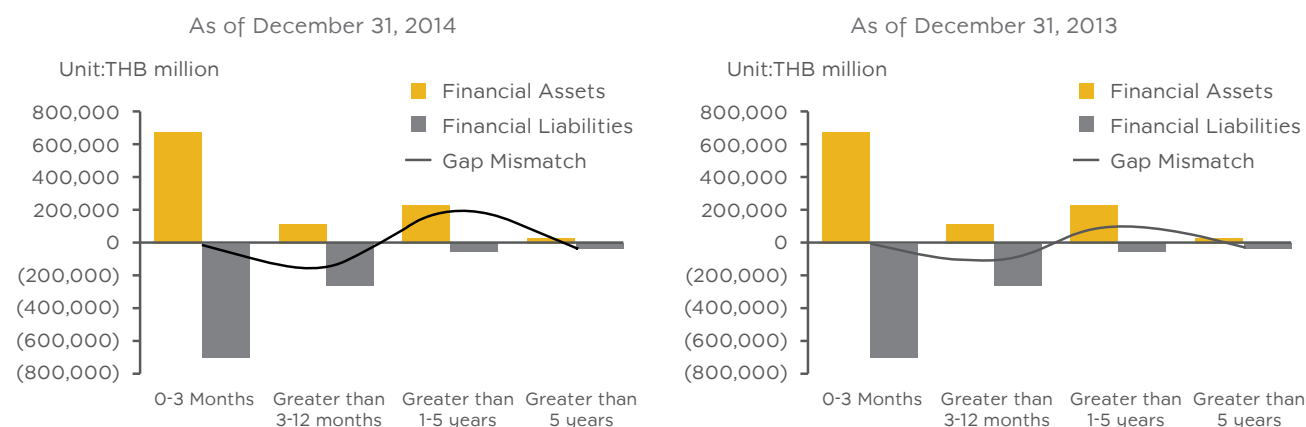
In 2014, interest rates were low. The Bank of Thailand's Monetary Policy Committee cut the policy rate by 0.25 percentage points in March 2014 to support stimulate economic activity, which had slowed during the first quarter in the wake of the protracted political situation. The Monetary Policy Committee maintained the policy rate at 2.00 percent until the year-end. Changes in interest rates did not have a significant impact on the Bank's capital funds, as we adjusted the balance sheet structure to be consistent with interest rate risk and within a specified risk appetite. In addition, the Bank prepared a report on the interest rate risk gap and assessed net interest income sensitivity over the next 12 months, based on an assumption of a 1.00-percentage point change in interest rates for all types of assets, liabilities and off-balance sheet items at their different re-pricing periods. The results of the interest rate risk assessment and re-pricing mismatch are as follows:

Financial Group's Net Interest Income Sensitivity

(Unit : THB million)

	As of December 31, 2014		As of December 31, 2013	
	- 100 bps.	+ 100 bps.	- 100 bps.	+ 100 bps.
Net Interest Income Impact	844.01	-857.01	-29.73	-532.38
% of Total Net Interest Income	1.451%	-1.474%	-0.061%	-1.087%

Financial Group's Assets and Liabilities based on Next Re-pricing Maturity



Financial Group assets and liabilities based on next re-pricing maturity December 31, 2014 and December 31, 2013

The Financial Group's financial statements as at December 31, 2014

(Unit: THB million)

	0-3 months	Greater than 3 - 12 months	Greater than 1 - 5 years	Greater than 5 years	Non performing loans	Non-interest bearing	Total
Financial Assets							
Interbank and money market items, Net	62,621	48	-	-	-	17,695	80,364
Investment, Net	5,461	3,792	40,889	5,679	-	4,751	60,572
Loans to customer	601,132	116,231	196,845	8,369	29,988	60,195	1,012,760
Financial Liabilities							
Deposits	613,893	199,007	4,422	-	-	20,234	837,556
Interbank and money market items, Net	25,697	6,438	10,621	-	-	3,857	46,613
Debt issued and Borrowings	47,329	46,369	23,264	34,844	-	-	151,806

The Financial Group's financial statements as at December 31, 2013

(Unit: THB million)

	0-3 months	Greater than 3 - 12 months	Greater than 1 - 5 years	Greater than 5 years	Non performing loans	Non-interest bearing	Total
Financial Assets							
Interbank and money market items, Net	69,250	-	-	-	-	17,777	87,027
Investment, Net	9,180	14,296	32,561	11,176	-	6,061	73,274
Loans to customer	550,531	109,377	184,017	6,508	27,014	66,055	943,502
Financial Liabilities							
Deposits	530,982	166,960	46,638	-	-	19,470	764,050
Interbank and money market items, Net	31,118	5,014	16,056	13	-	3,296	55,497
Debt issued and Borrowings	66,332	34,929	38,500	34,844	-	-	174,605

Market Risk Capital Requirement

Krungsri assesses and maintains capital charges for market risk in accordance with the Basel Approach at the Bank and consolidated levels based on a standardized approach (SA) and in compliance with Bank of Thailand notifications regarding the Market Risk Supervision Policy of Financial Institutions.

Market Risk Capital Requirement of the Bank

(Unit : THB million)

Standardized Approach	2014	2013
Total Capital Charge for Market Risk	419	382
Total Risk Weighted Assets for Market Risk	5,241	4,774

LIQUIDITY RISK MANAGEMENT

Liquidity risk refers to the risk arising from failure to pay debts and contingent liabilities by the due date because of an inability to convert assets into cash. It also relates to the failure to procure sufficient funds, or find that fund procurement comes at a higher cost, thereby adversely affecting incomes and capital funds.

The Bank has maintained adequate sources of liquidity in order to have sufficient cash flow for its activities under both normal and stressed conditions, with a proactive and proper assets, liabilities and off balance-sheet structure. We have continuously reviewed liquidity risk management policy and enhanced methodologies/measurement tools as well as liquidity risk measurement under Basel III (e.g. Liquidity Coverage Ratio and Net Stable Funding Ratio) to comply with best practices of international standards, the liquidity risk supervision policy and consolidated supervision policy of the Bank of Thailand. The Bank also reviews a Liquidity Contingency Plan and Guideline and prepares a liquidity cushion and tests the Liquidity Contingency Plan on a regular basis.

Principles

The Bank places great importance on effective liquidity risk management and controls by establishing liquidity risk management policy and emergency contingency plan. The Bank has maintained liquid assets, on average, of at least 6.00 percent of deposits and borrowing, in compliance with Bank of Thailand regulations. Krungsri emphasizes the management of excess

liquidity at an acceptable level and controls liquidity risk consistent with the Bank's risk appetite and appropriate operating costs. Krungsri maintains an excess liquidity cushion at a level commensurate with the economic situation. We seek to ensure that there is adequate cash for both the Bank's and its subsidiaries' business operations. Liquidity management utilizes qualitative and quantitative approaches to ensure appropriate risk diversification.

Organization and Structure

The Board of Directors has responsibility to approve liquidity risk appetite. It delegates to management through the Risk Management Committee and the Asset and Liability Management Committee the authority to manage and control liquidity risk in a manner consistent with policy. The Asset and Liability Management Committee closely monitors the liquidity position and liquidity risk. The organizational structure clearly segregates closely monitors the liquidity position and liquidity risk. The organizational structure clearly segregates the duties and responsibilities of the units responsible for transaction execution, operations, and risk management to avoid conflicts of interest.

Liquidity Risk Management Structure

The Asset and Liability Management Committee is responsible for managing liquidity risk and making it as efficient as possible. The Risk Management Committee is responsible for managing liquidity risk within guidelines and limits approved by the Board. The Market Risk Management Department provides strategic options for risk management and reports the Bank's liquidity risk exposures

to Risk Management Committee. The Assets and Liabilities Management Department provides the Asset and Liability Management Committee with sufficient analyses of the Bank's and competitors' balance sheet management as well as Bank's liquidity risk and funding strategic options. The Treasury Group is responsible for monitoring and managing daily liquidity.

Preparations for Basel III Requirements

The Bank of Thailand requires commercial banks to prepare and submit liquidity risk reports in accordance with the Basel Committee on Banking Supervision guidelines, namely, Report on Liquidity Coverage Ratio, and Report on Net Stable Funding Ratio so that the Bank of Thailand can use the information to analyze the situation and developing appropriate guidelines for Thailand going forward. The Bank has been assessing impacts of compliance, continuously monitoring the progress of Basel III implementation, calculating and reporting the monthly Liquidity Coverage Ratios and Net Stable Funding Ratios to relevant committees to ensure compliance will not have any negative impact on the liquidity risk management of the Bank and its subsidiaries.

Measurement Systems

Liquidity Risk Factors

The Bank's liquidity risk factors arise from the structure of sources and uses of funds. The Bank's sources of funds are from short-term deposits which are mostly less than one year including non-

maturity deposits, while uses of funds for lending have maturities longer than the deposits.

The Bank realizes the importance of having adequate liquidity risk measurement tools and methodologies appropriate to the size and complexity of transactions both on and off balance sheet. We employ a variety of liquidity risk management tools such as cash flow/liquidity projection and liquidity gap analysis by assets, liabilities and contingent liabilities according to the remaining contractual maturity. In this regard, consideration is given both to normal and crisis situations, and the results are adjusted in accordance with behavioral maturity to align with the actual behavior to ensure that the liquidity risk reporting and monitoring systems are efficient. In addition, the Bank has a three-year plan to enhance the liquidity risk management system. The enhanced system will enable the Bank to simulate and formulate more active liquidity risk management strategies and support the new reporting requirements from the Bank of Thailand.

In 2014, Krungsri's aggregate liquidity risk was rather low. We have diversified funding sources. Our major funding source is customer deposits which are well diversified in terms of customer type, deposit type and maturity. We aim to balance the cost of liquidity against liquidity risks as deemed appropriate, based on market conditions and acceptable risk levels. We also closely manage short-term and long-term liquidity positions, as well as planning for capital fundraising as market conditions permit.

Financial Group assets and liabilities based on remaining contractual maturity December 31, 2014 and December 31, 2013

Financial Group's financial statements as at December 31, 2014

(Unit: THB million)

	On demand	0-3 months	Greater than 3 – 12 months	Greater than 1 – 5 years	Greater than 5 years	Non-performing loans	Non maturity	Total
Financial Assets								
Interbank and money market items, Net	18,153	51,827	57	10,047	-	-	280	80,364
Investment, Net	-	4,701	3,791	41,405	5,613	-	5,062	60,573
Loans to customer	36,384	200,330	166,794	376,145	203,119	29,988	-	1,012,761
Financial Liabilities								
Deposits	424,701	209,427	198,988	4,441	-	-	-	837,556
Interbank and money market items, Net	11,350	26,505	4,070	4,687	-	-	-	46,612
Debt issued and Borrowings	-	47,329	46,369	23,264	34,844	-	-	151,805

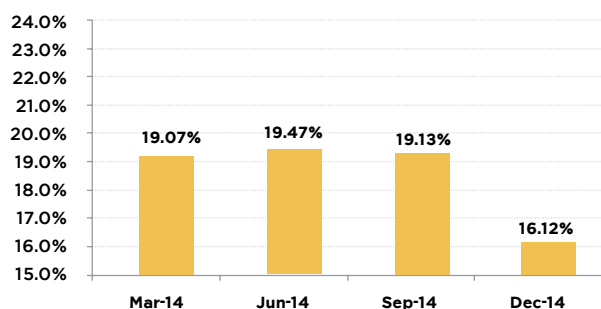
Financial Group's Financial Statements as of December 31, 2013

(Unit: THB million)

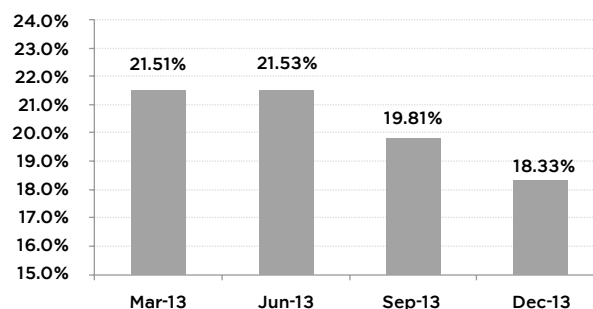
	On demand	0-3 months	Greater than 3 – 12 months	Greater than 1 – 5 years	Greater than 5 years	Non-performing loans	Non maturity	Total
Financial Assets								
Interbank and money market items, Net	18,898	67,519	210	167	-	-	233	87,027
Investment, Net	-	7,915	14,535	33,496	11,238	-	6,091	73,274
Loans to customer	25,494	201,612	162,316	338,081	188,986	27,014	-	943,502
Financial Liabilities								
Deposits	402,942	147,510	166,951	46,647	-	-	-	764,050
Interbank and money market items, Net	5,944	37,655	2,391	9,493	12	-	-	55,497
Debt issued and Borrowings	-	66,469	34,978	38,500	34,658	-	-	174,605

Financial Group's Ratio of Liquid Assets to Short-Term Liabilities

2014

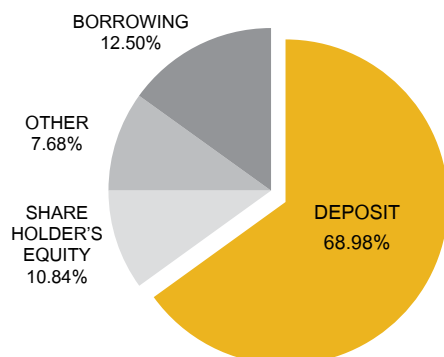


2013

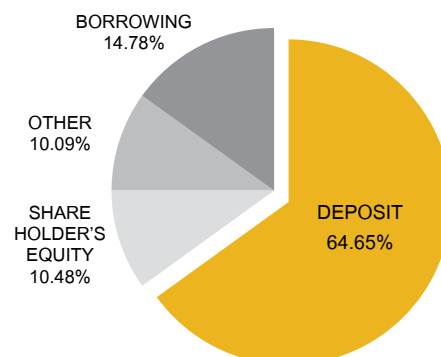


Financial Group's Sources of Funds

As of December 31, 2014



As of December 31, 2013



OPERATIONAL RISK MANAGEMENT

Operation risk refers to the risk of losses resulting from inadequate or failed internal processes, technology problems, human factors or external events. The definition includes legal risk but excludes strategic and reputational risk.

The key risk factors can arise from misconduct by internal and external persons, inadequate process design and internal controls, non-compliance with laws or regulations, system collapse or inadequate systems that may lead to data corruption, programming errors, security breaches and system failures. The risk factors from external events are uncontrollable factors such as political crises, pandemics, flooding and other environmental issues.

Operational risks may occur in any part of the Bank's business and will result in financial or non-financial impacts including legal and regulatory breaches or reputational damage. The Bank is committed to effectively managing and mitigating major operational risks with a proactive approach as well as continuing raise awareness of operational risks throughout the Bank and its subsidiaries.

Principles

We recognize that operational risk is a significant concern and provide sufficient resources to manage the risk within acceptable levels through the promotion of sound operational risk management governance and frameworks. Every employee is accountable for managing operational risk.

Organization and Structure

Operational risk is managed under the Group Operational Risk Management Policies, approved by the Board of Directors. The policies stipulate the minimum requirements of a framework that is implemented throughout the organizational structure along three lines of defense to ensure independent oversight of operational risk management throughout the Group. All business units, as primary operational risk owners and risk takers, have prime responsibility for the day-to-day identifying and managing of operational risk inherent in their products, activities, processes and systems according to the policies.

The Risk Management Committee, assigned by the Board of Directors, is responsible for formulating strategies and oversight of the adequacy of the risk and control processes. The Committee meets monthly to review and make recommendations on operational risk profile. The Operational Risk Management Department, an independent function reporting to the Chief Risk Officer, is responsible for designing, maintaining and developing the operational risk framework and measurement system. This is to ensure that operational risk is well mitigated and properly managed. In addition, the Internal Audit function provides an independent assurance of the proper functioning of the design, adequacy and effectiveness of our internal controls.

Advanced Measurement Approach (AMA) Preparation

Under Japanese Financial Service Agency's (JFSA) requirement and with a strong support from our strategic partner, MUFG/BTMU, the Bank is adopting a more sophisticated operational risk measurement called Advanced Measurement Approach (AMA).

We aim to fully implement AMA for internal risk management and measurement system and to apply the operational risk regulatory capital in MUFG/BTMU followed by JFSA's requirement within 2019.

Four data elements are key to developing the AMA capital model: (1) internal loss data, (2) external loss data, (3) scenario analysis and (4) business environment and internal control factors.

Review Measurement System and Achievements in 2014

With AMA underway, we continue to strengthen and improve our risk management system across the Bank and its subsidiaries.

The Risk and Control Self-Assessment (RCSA) Program, as a tool that provides forward looking view of key risks is reviewed regularly based on historical loss data and changes in business environment.

Key Risk Indicators are collected and tracked across the Bank and at the business unit level to provide early warning signals of any deterioration in the Group's internal control systems. If risk levels exceed the acceptable threshold, action is taken.

Building a comprehensive database of internal losses is a key component of AMA's operational risk management framework. We centralize the loss database in a system. Losses beyond a certain threshold (both direct and indirect losses) including near misses and non-financial impact events are systematically collected by the business units and reported to Operational Risk Management Department. Investigation and recovery processes are executed to minimize losses and fix broken controls. Referral of the escalation of individual events to senior management is determined by the seriousness of the event.

We purchased an external loss data source in order to use it as a key element for scenario analysis and also to enrich the identification and assessment of the Bank and its subsidiaries' key operational risks by benchmarking internal loss data records against the industry.

We have put in place an on-going process to manage and monitor potential operational risks that might stem from outsourcing and insourcing arrangements. The continuity of business operations, service provision to customers and a suitable customer protection system are main concerns when considering outsourcing and insourcing.

We implement operational risk systems for recording and linking RCSA, KRI and Operational Risk Loss Data where appropriate. The system enables a comprehensive view, analysis and reporting of the Group's operational risk profile.

We implemented the New Products, Processes and Systems Risk Assessment Program to ensure all new products — or significant changes to existing process and systems — are subject to comprehensive risk evaluation and are approved by specialists prior to launch.

The Group recognizes the important of business continuity management to ensure that throughout the Group, when disruption occurs, key products and services to customers can be carried out or recovered within a reasonable period of time. Key risks and threats are periodically assessed and reviewed by senior management from a business continuity perspective, including political crises, pandemics, technology disruptions, flooding and other environmental impacts.

Risk reporting processes are in-place across the Group. All units and subsidiaries are accountable to report their operational risks such as RCSA, KRI and loss data to the Operational Risk Management Department for analysis. The group's operational risk profile and performance report is then prepared and delivered to the Risk Management Committee and Board of Directors regularly, to detect changes of key operational risks within the Group early on and to drive appropriate decision making.

STREAMLINE KRUNGSRI AND BTMU BANGKOK BRANCH RISK MANAGEMENT SYSTEM

During 2014. The Bank has set up a task force to streamline the Bank's and BTMU Bangkok Branch's risk management system, policies and processes for the combined entity in 2015. These efforts were taken in order to effectively control and manage all key risks of our operation (credit risk, market risk, liquidity risk and operational risk) after integration for new products and business expansion.

Capital Requirements

We currently use the Standardized Approach (SA) for the calculation of operational risk capital within the Bank's Financial Group. These capital requirements are detailed in the following table.

Krungsri Operational Risk Minimum Capital requirement As of December 31, 2014 and December 31, 2013

(Unit: THB million)

Standardized Approach	2014	2013
Total Capital Charge for Operational Risk	5,185	4,546
Equivalent Risk Weighted Assets for Operational Risk	64,815	56,831

CORPORATE GOVERNANCE

The Bank's compliance with good governance principles as per the regulations of the Stock Exchange of Thailand can be summed up as follows:

Section 1 Shareholders' Rights

1.1 Policy on and Protection of Shareholders' Rights

The Bank places importance on shareholder rights applied equally, and does not commit any acts that will violate, reduce or eliminate shareholder rights, or restrict their opportunities to learn information about the Bank. At the same time, the Bank encourages its shareholders to exercise their rights including their basic rights according to the law, such as the right to sell or transfer shares, the right to participate and vote in meetings of shareholders, the right to receive profits/dividends, and the right to equitable treatment in share buy-backs (if any). Shareholders are entitled to take part in decision-making processes deemed significant to the Bank including directors' remuneration, amendments to obligations, allocation of shares to increase capital, and mergers where the price assessment is done by an independent party.

In addition, the shareholders are entitled to access to the Bank's information via the Stock Exchange of Thailand's disclosure channels including the Bank's website under the heading 'Investor Relations' to learn about information on performance, shareholders' rights exercises and the Bank's activities.

1.2 Shareholders' Meetings

The Bank organized the Annual General Meeting of Shareholders (AGM) No. 102 on April 9, 2014 in compliance with the Bank's regulations and obligations correspondent to the quality assessment principle for the Annual General Meeting Checklist (AGM Checklist) and good governance measures as follows:

- Minority shareholders were entitled to propose agenda items and nominate qualified persons to be elected as the Bank directors at the AGM three months prior to the end of the fiscal year. The criteria and procedures for exercising such rights were posted on the Bank's website. The shareholders were informed at the AGM that no shareholders had proposed any agenda items, nominated any person for election or submitted queries that required responses at the AGM;

- The notification of the AGM was issued in Thai and English and dispatched together with the annual report in CD-ROM format 21 days prior to the AGM date. It was also posted on the Bank's website more than 30 days prior to the AGM date to give shareholders adequate time to study the information;
- A printable form was enclosed with the AGM notification for shareholders to submit their questions concerning the Bank or AGM agenda items in advance so that the questions could be replied to at the AGM;
- The AGM notification was posted at the Head Office and every Bank branch 14 days prior to the closing date of the share register, supplemented by 3 consecutive days of advertisements in newspapers for more than three days prior to the AGM date;
- The notification contained clear information on the date, time, venue and details of the agenda which is divided into topics. On this subject, directors' appointments and remuneration are clearly separated into individual items with precise and sufficient facts and reasons, clear and adequate comments provided by the Board of Directors and relevant sub-committees to support consideration. Also enclosed were details on the registration process and a list of documents required to be presented to the Bank's officers prior to attending the AGM, both in person and by proxy, as well as meeting participation methods, the Bank's Articles of Association on meetings of shareholders, voting procedures, and a map of the venue;
- The Bank neither added any agenda items nor changed any significant information without prior notice to the shareholders;
- The proxy form was prepared as prescribed by the Ministry of Commerce and enclosed with the notification of the AGM. In case a shareholder cannot be present at the AGM in person, he/she can use the proxy form to express an opinion concerning voting. The Bank also affixed the duty stamp thereto. In this respect, the Bank clearly indicated a list of required documents and procedures and set uncomplicated conditions for proxy appointment. Additionally, the Bank designated two independent directors as options for the shareholders to appoint as their proxy;
- The Bank appropriately supported and facilitated every shareholder including institutional investors in exercising their rights to participate



and vote in the AGM at the Bank's Head Office which is convenient to travel to, or by authorizing a proxy to participate in the meeting and vote on their behalf. In addition, the Bank opened opportunities for shareholders to meet and talk without any attempt to obstruct communications between shareholders;

- The Bank assigned the Investor Relations Department to coordinate as well as provide information and answer questions from investors and shareholders;
- For the election of directors agenda item, the Bank provided summarized backgrounds of those who were nominated for election or re-election as stipulated by banking regulators, such as name-surname, age, educational background, working experience, selection criteria and procedures, and number of meetings attended in the previous year. Also provided was other relevant and necessary information deemed useful for shareholders' consideration. During the consideration of this agenda item, the directors who had retired by rotation and had been re-nominated left the room so that the shareholders could discuss and cast their votes independently. The Bank collected ballots from all participating shareholders;
- For the directors' remuneration agenda item, each type of remuneration was specified by category: remuneration, meeting attendance allowance, and pension. Included in this agenda item for consideration was remuneration for sub-committee duties, along with the policy and criteria for consideration of the payments;
- For the auditor appointment and auditor remuneration agenda item, the Bank proposed the nominated auditor(s) to be appointed or reappointed, including details on their independence, number of years the auditors are to perform their duty to the Bank, and other relevant and necessary information as per the banking supervisory bodies' regulations for the benefit of the shareholders' consideration;
- For the annual dividend payment agenda item, the method, ratio and amount offered were stated with a comparison to those of the

previous years. The item indicates the date of payment along with rationale and other information for consideration.

In terms of the annual and interim dividend payments, shareholders will receive the dividends within 30 days after the shareholders' approval in the case of the annual dividend payment, or 30 days after approval by the Bank's Board of Directors' for an interim dividend;

- For the registration and vote-counting processes, the Bank used the barcode system designed by Thailand Securities Depository Co., Ltd. The shareholders were entitled to register no less than two hours prior to the AGM. To save participants' time and for their convenience, the Bank separated registration channels for individuals and juristic persons from that for fund holders and custodians. Shareholders who attend the AGM by themselves were able to exercise their rights by presenting either their ID cards, civil servant or state enterprise ID cards, driving licences or passports right away. After the AGM was duly convened, the shareholders were entitled to register to exercise their rights to vote on the agenda items for which resolutions had not yet passed. The shareholders who had already registered received ballots to exercise their voting rights;
- Those attending the AGM included the Chairman of the Board, the President and CEO, and the chairpersons of sub-committees, as well as chairpersons of the audit committee, chairpersons of the selection and remuneration committee, senior executives, the Bank's external auditor and representatives from Norton Rose (Thailand) Co., Ltd. (the external legal firm, as inspectors). The Chairman of the Board introduced these persons and delegates from the Thai Investors Association, whom the Bank invited to join the AGM as observers, one by one to the AGM;
- Before the meeting, the Chairman of the Board assigned the Corporate Secretary to announce the number and percentage of shareholders participating both in person and by proxy to the AGM. Also explained were the criteria and procedures for casting votes. Before voting on each agenda item, the shareholders were entitled to express their opinions or raise questions

about the item under discussion or about the Bank independently;

- Currently, the Bank has one type of share: common shares. One share is equal to one vote, and a majority vote is required unless otherwise specified by law. Shareholders with conflicts of interest on any agenda items were not entitled to vote, except for the election of directors agenda item. For this item, the Bank's regulations state that the nominated directors and shareholders who are nominated have the right to vote;
- The Bank videotaped the entire meeting and separated the file into video clips according to each agenda item for dissemination on the Bank's website.
- Subsequent to the AGM, the Bank conveyed a summary of the meeting resolutions and the voting results of each agenda item to the shareholders and the public via the Stock Exchange of Thailand's disclosure channels on the meeting date. The Bank also enclosed the notices and letters from its proxies to express its gratitude to all shareholders for exercising their rights and entrusting the Bank's directors with their proxies.
- The Bank prepared accurate and comprehensive Minutes of the AGM, complete with the names and titles of directors and senior executives who attended and did not attend the meeting. The Bank invited an inspector, a number of observers from the Thai Investors Association and volunteers to witness the vote counting. Before the AGM, the Bank explained to shareholders the method of vote casting and vote counting, topics and information offering opinions of the Bank's Board of Directors on individual agenda item, questions and answers, observations and suggestions deemed significant to the shareholders; meeting resolutions on an item-by-item basis, together with the voting results for each agenda item; opinions in approval and disapproval, or abstentions. Those Minutes were presented to the Chairman of the Board and all members of the Audit Committee for a review of their correctness and completeness prior to submission to the relevant authorities within 14 days of the AGM date.

Section 2 Equal Treatment of Shareholders

All shareholders are regarded as the owners of the Bank. Thus, it is the Bank's policy to incorporate equal treatment to all of its shareholders regardless of gender, age, race, religion, political opinion or disability.

The meeting of shareholders was organized in a transparent, accurate and effective manner. For example, in the appointment of a director who has a conflict of interest as a proxy, if a shareholder appointing the proxy does not express his/her vote, that director shall abstain from voting on his/her behalf. If a shareholder appoints another party as a proxy, then such proxy has the right to participate in the meeting and cast votes on the shareholder's behalf in all cases.

The Bank allocated an adequate amount of time for the AGM and offered equal opportunities to shareholders and proxies regarding their rights to express opinions and raise any questions. Shareholders could cast their votes on each agenda item by using the cards provided by the Bank before the meeting registration.

Furthermore, the Bank stipulated a range of policies to protect and prevent any violations of shareholders' rights. These include a policy to prevent any transaction that may cause a conflict of interest, the unlawful use of inside information for the benefit of an individual of another party, or any connected transaction. The criteria concerning conflict of interest of directors and/or executives were outlined as summarized below:

2.1 Policy to prevent any transactions that may lead to a conflict of interest and any use of inside information to seek unlawful benefits for themselves or others.

- The Bank stipulates that its directors, executives and employees strictly abide by the relevant laws, directives or policies of the Bank, as well as the code of business and ethical conduct. It is forbidden for the Bank's inside information to be used for personal interests or disclosed to other persons.
- It is stipulated that the use of internal information for the benefit of stock trading is prohibited and illegal and contradicts the principles governing conflict of interest. All of the Bank's directors, executives and employees must perform in compliance with the law governing financial institution businesses and the law on securities and exchange.
- The policy has been conveyed to all employees for their acknowledgement and compliance, which is monitored on a regular basis.
- The Bank requires that in case directors, executives or employees, including spouses and their minor children who have not yet reached adulthood, acquire the Bank's shares, they must hold them for at least three months.

- At any time that the Bank is going to disclose any important financial data to the public, the Bank will announce a blackout period to prohibit any of the Bank's shares from being traded, normally for three working days before and after notification to the Stock Exchange of Thailand.
- It is required that apart from reporting the trading of the Bank's securities to the Office of the Securities and Exchange Commission, the Bank's directors and executives as specified by law, their spouses and minor children, have a duty within the specified period to disclose their trading to the Bank's Board of Directors.
- In the case of shares acquired during a person's tenure as a director of the Bank, no transaction can be made until three months after the acquisition, except when permitted otherwise with the endorsement of the Audit Committee or other authorized persons.
- In 2014 and previous years, there were no cases of insider trading committed by the Bank's directors, executives or employees.

2.2 Consideration and screening of transactions between the Bank, its subsidiaries or associated companies and stakeholders

- The Bank's directors or executives with conflicts of interest will abstain from any consideration and voting on transactions between the Bank, its subsidiaries or associated companies and stakeholders, or individuals having either actual or potential conflicts of interest;
- In addition, the Audit Committee is authorized to provide opinions relating to the necessity of such transactions and the propriety of the pricing. Furthermore, the Audit Committee is obligated to ensure that the correct and complete disclosure of any transaction that may incur a conflict of interest is made on a regular basis;
- In 2014 and previous years, the Bank neither violated these rules nor failed to comply with the criteria for related-party transactions;
- For the transactions occurring during 2014, the Bank showed all details in the annual data disclosure (Form 56-1) and the annual report (Form 56-2) under the section 'connected transactions'.

2.3 Stakeholding of directors and/or executives

- The Bank's directors and senior executives are obligated to provide reports on their own and any other related persons' stakeholding related to the management of the Bank or its subsidiaries. The reports shall include their stakeholding in their positions, shareholdings and transactions. The reporting regulations are clearly established and delivered to the Chairman of the Board and the Chairman of the Audit Committee for their acknowledgement.
- In any meeting of the Bank's Board of Directors, any directors who have stakeholdings related to any issues under discussion do not participate in consideration and have no right to vote on such issues. Practically, in the past if any director may have had a potential stakeholding in an issue, the director would ask to be excused from participating in consideration and would abstain from voting on that issue.
- The Bank establishes a policy to proscribe any loans or transactions similar to loans, or debt guarantees, granted to the Bank's directors and senior executives and other related persons, except loans granted in the form of credit cards, or loans as part of general welfare in accordance with the regulations of the Bank of Thailand.

Section 3 Roles of Stakeholders

3.1 Treatment to stakeholders

The Bank attaches importance to and respects every group of stakeholders equally. It has therefore incorporated in its Good Corporate Governance Principles the Bank's business philosophy and roles to all groups of stakeholders, i.e. investors, shareholders, customers, employees, directors and its executives. As well, the Bank states its responsibility to society and the environment in the Good Corporate Governance Principles as follows:

- **Investors:** The Bank places a priority on disclosing information that is correct, comprehensive, transparent, timely and up-to-date. In addition to conveying its information via various channels including the media, the Bank has set up the Investor Relations Department to coordinate, provide answers and announce significant performance details, as well as establish good relations with investors and stakeholders;

- **Shareholders:** The Bank takes every shareholder into account and equally respects his or her rights to examine and offer suggestions on the Bank's performance. Effective management practices take into consideration business growth and sound operating results that bring about appropriate returns to the shareholders in the long term, and significant information is disclosed to the shareholders in a correct and complete manner, with clarity and accountability;
- **Board of Directors:** The Bank gives an opportunity for the Board of Directors to perform its duties on a comprehensive basis, with independence in expressing opinions and giving recommendations on the Bank's operations to the management. The Bank also provides the Board of Directors with a Directors' Handbook and notifies members of appropriate quarterly training courses on a regular basis. In this regard, the Corporate Secretariat Department has been responsible for facilitating and supporting practices and activities of the Board of Directors in order to ensure full compliance with the laws and Good Corporate Governance Principles;
- **Executives:** The Bank gives an opportunity for the executives to perform their duties independently without any intervention, as per the roles, duties and responsibilities assigned by the Board of Directors. As well, in order to enhance executives' potential, the Bank provides training courses in various areas on a regular basis;
- **Employees:** The Bank recognizes that its employees at all levels are valued resources and key drivers of business success, providing them with appropriate payments and welfare comparable to other business groups at the same level, and in line with the Bank's short- and long-term performance. Example includes a pension fund to which the Bank pays its contributions. Moreover, the Bank conducts a survey to sound out employees' opinions on the Bank via the Voice of Krungsri (VOK). These comments have been used as guidelines to further improve the Bank's working plans.

The Bank stipulates a set of principles on the environment, health and safety in 'The Spirit and The Letter'. In this connection, the Bank has set up a committee to specifically oversee safety, occupational health and workplace environment issues in order to ensure employees' safety and health. For example, the Bank annually organizes health examinations, a 5 SoH activity, has an indoor exercising area so that employees can relax after work, bicycle and table tennis clubs. Details are as shown in Forms 56-1 and 56-2 under the topic 'Social Responsibility'.

The Bank fully promotes and supports advancement alongside knowledge and skill development of its employees. In this regard, the Human Resources, Learning & Development Department has designed and developed training courses, both in the classroom and online via e-learning. These courses, which are compulsory, comprise five major topics totaling 11 hours. In addition, the Bank's library is another channel providing effective dissemination of knowledge to its employees, especially the e-library. Details are as shown in Forms 56-1 and 56-2 under the topics 'Human Resource Development' and 'Employees' Skill Development and Enhancement'.

- **Customers:** The Bank's business is operated with honesty, integrity and fairness. It provides customers with services and advice equally to protect their best interests and deliver maximum satisfaction with quality products as well as excellent services that are convenient, swift and make life easier, in line with the slogan 'Krungsri Make Life Simple'. In addition, the Bank provides its customers with comprehensive and correct information. At the same time, it does not disclose customers' information or secrets, unless required by law or given permission by the customer in writing. Apart from not employing customers' information for its own benefits, the Bank invites customers to share their opinions for further development of its services. Customers can file any complaints or recommendations via several channels. Details are as shown in Forms 56-1 and 56-2 under the topic 'Corporate Social Responsibility'.
- **Suppliers:** The Bank treats each supplier with honesty, integrity and fairness, promotes mutual benefit, and does not disclose suppliers' confidential information. The Bank also provides suppliers with complete and correct information, and strictly follows the provisions of contracts or terms as agreed. It promotes activities that will lead to better mutual understanding. Furthermore, the Bank has drawn up a clear policy and guidelines for procurement and hiring, as well as a gift and entertainment policy to be adhered to by its employees, for the purpose of fair treatment of all related parties, and to ensure transparency and accountability. Details are as shown in Forms 56-1 and 56-2 under the topic 'Corporate Social Responsibility'.
- **Creditors:** The Bank is aware of the importance of its responsibility to every group of creditors by strictly following commitments, relevant regulations and laws on the basis of honesty, equality and fairness. The Bank does not disclose creditors' confidential information, while providing them with correct and complete

information as well as promoting activities to enhance better mutual understanding.

The Bank has stipulated a comprehensive managerial structure for business operation. As well, it has stipulated a clear strategy on capital management for the organization's security and strength to ensure that the Bank will not fall into any financial difficulty that would eventually result in its inability to pay debts. The Bank's liquidity management enables it to pay debts on time according to their maturity periods, and to be ready to pay debts in an emergency situation. Above all, this managerial structure will ensure that the Bank is capable of paying its debts even when it has to confront a liquidity crisis. In case that the Bank fails to perform in compliance with the agreed terms, it will notify its debtors in advance in order that they can mutually consider and find potential resolutions. Details are as shown in Forms 56-1 and 56-2 under the topic 'Social Responsibility'.

- **Commercial Banks or Financial Institutions:**

The Bank cooperates in any activities that are deemed beneficial to the overall business to prevent any impacts that may result in damage to the commercial banking system. Moreover, the Bank promotes activities that foster better understanding, while competing fairly with other commercial banks under the rules and regulations. For example, the Bank does not seek for any confidential information in a dishonest or inappropriate manner; nor does it make any accusations or disparaging comments. In addition, the Bank cooperates to reduce the costs and expenses of the commercial banking system and the overall economy. Details are as shown in Forms 56-1 and 56-2 under the topic 'Social Responsibility'.

- **Responsibilities to Society and the Environment:**

The Bank is well aware of ethical business engagement, and strives to be a decent and responsible member of the community, society and the environment. The Board of Directors has therefore stipulated policies as follows:

- Policy on the environment, hygiene and safety;
- Policy on preserving the environment with concrete practical guidelines;
- Policy on efficient usage of natural resources

The Bank has designed training courses for its employees to promote their understanding of the environment via e-learning alongside social and environmental activities. The emphasis is on creating projects that will yield benefits to society in six aspects, as well as encouraging employees to take part in the activities. Details are as shown in Forms 56-1 and 56-2 under the topic 'Corporate Social Responsibility'.

- Apart from initiating its own social and environmental projects, the Bank also supports the activities of charitable organizations in both the public and private sectors, including making donations. In this regard, the Bank focuses on creating benefits for society in 6 areas: eliminating poverty; development of young people and education; religion, arts and culture; environment; public health and health condition enhancement; and rehabilitation of people affected by disasters. Details are shown in the annual report (Form 56-2), under the topic 'Corporate Social Responsibility'.

3.2 Other relevant practices

- **Receipt of Complaints and Communication**

Channels. The Bank's Board of Directors has ensured the establishment of communication channels through which stakeholders can make convenient and fast contact with the Bank to express their requirements, complaints or to notify the Bank of any leads as follows:

- Leads on unlawful or unethical conduct, incomplete financial data, internal control system issues and other matters can be provided via the audit committee through:
 - Postal mail to
Chairman of the Audit Committee
(Miss Potjane Thanavarant), or
Audit Committee Member
(Mr. Virat Phairatphiboon), or
Audit Committee Member
(Mr. Phong-adul Kristnaraj), or
Secretary to the Audit Committee
(Ms. Puntipa Hannoraseth)
and sent to
Bank of Ayudhya Public Company Limited,
Head Office
1222 Rama III Road, Bang Phong Phang,
Yan Nawa, Bangkok 10120
 - E-mail: audit.committee@krungsri.com
 - The Bank's website under the heading 'About Us', sub-heading 'Receipt of Complaints'
- Complaints or requests for any other information can be filed via
 - Call Center at 1572
 - E-mail: irgroup@krungsri.com
 - The Bank's website under the heading 'Investor Relations', sub-heading 'Contact Investor Relations'

As for the Bank's employees, apart from the above-mentioned channels, they can file complaints concerning any wrongdoing or violations of policies, rules and regulations of the Bank to the Ombudspersons, who are senior Bank executives recognized by their fellow employees and executives for their honesty, ethics and objectivity: namely Ms. Ladawan Kongkruapun and Mrs. Thidararat Sethavaravichit. The complainants can choose to have their names revealed or concealed.

In case of a complaint, the Bank will keep the name of the complainant confidential and will reveal it only if it is necessary for the responsible party to solve the problem. The complaint will be forwarded to executive of the department concerned for further immediate action. Thereafter, the result will be reported to the Bank's executives or directors, depending on the circumstances. The Bank prohibits any counteraction against the complainant, or interference in the problem-solving process. Any counteractions will be taken as a cause for ultimate disciplinary punishment, including termination of employment.

Section 4 Disclosure of Information and Transparency

4.1 Disclosure of Information

The Bank takes into account the importance of disclosure of its information concerning financial and other matters via channels that are easy to access, in both Thai and English, to its shareholders, investors and the public correctly, completely, equally, transparently, and in a timely manner, in compliance with the relevant laws and regulations. The Bank continuously improves important information so that it is always up-to-date.

The Bank consolidates information disclosed via the Stock Exchange of Thailand's disclosure channels, along with information disseminated to the shareholders, including material considered useful to shareholders and investors, in a separate section on the Bank's website so that it is easy to search for.

The Bank reviews and assesses the effectiveness of the disclosure process on a regular basis. In 2014, the Bank has not been investigated or sanctioned by the Office of the Securities and Exchange Commission or the Stock Exchange of Thailand for failing to disclose information in accordance with the regulations.

The Bank discloses its financial statements, audited by a certified public accountant and endorsed by the Office of the Securities and



Exchange Commission of Thailand as being presented fairly in all material aspects in accordance with Generally Accepted Accounting Principles. In the previous year, the Bank prepared and submitted its yearly and quarterly financial statements within the submission deadlines, and no corrections to these financial statements were required by the Office of the Securities and Exchange Commission.

4.2 Specific Unit to Foster Relationships with Investors and Concerned Parties:

The Bank has a specific unit that is responsible for disclosing information and coordinating information dissemination, as well as building good relationships between the Bank and its shareholders, investors, analysts and other concerned parties.

- **The Establishment of the Investor Relations department:** The Bank established its Investor Relations department in 2002 with the key mandate of managing investor relations-related duties and activities, in particular the disclosure of both financial and non-financial information under Good Corporate Governance Principles and the above-mentioned policies governing disclosure and transparency. Apart from information concerning the Krungsri Group, disclosures include comparative financial performance and status, current operations, competitive capabilities of financial businesses, business plans and policies, including measures and regulations governing the financial sector.
- **Major Stakeholders** include shareholders, investors, employees, securities analysts and credit rating agencies, both domestic and abroad.
- **The Number of Activities and Scope of Responsibility** of the Investor Relations Department have become far more developed and cover a wider scope since the Bank merged the businesses of its subsidiaries under the 'OneKrungsri' umbrella. The Investor Relations department promotes a unified approach to

business engagement under the OneKrungsri concept to its stakeholders, particularly investors and the Krungsri Group.

- **Engagement by Senior Management**, both in planning and participating in Investor Relations activities, is an essential factor reinforcing the effectiveness of two-way communication with stakeholders. Senior management members meet with investors both domestically and abroad to exchange perspectives on business development and strategy as well as business and industry trends.

Participants in meetings with investors throughout 2014 included the Chief Executive Officer, Deputy Chief Executive Officer, President, Chief Financial Officer and Senior Vice President, Investor Relations department, the key entity responsible for Investor Relations activities. Also joining the IR department in selected meetings were the Head of SME Banking, Head of Strategic Planning Office, and Executive Vice President of the Wealth Management and Bancassurance Division.

Despite changes in the Bank's shareholder structure, the Investor Relations department continues to organize investor relations activities continually, including meetings with analyst and investors on company visit, participating in conferences, and meeting one-on-one with investors and/or analysts. The activities reflect the interest of investors and securities analysts as well as analysts from credit rating agencies in the Bank as the leader in retail banking and as a member of the Mitsubishi UFJ Financial Group (MUFG).



- **In 2014, the Bank's Director, the Bank's Executives and the Investor Relations department had disclosed activities to provide information to investment community & stakeholder on various occasions such as:**

- The Vice-Chairman of the Board of Directors was invited to be a guest speaker at Thailand Focus 2014, the biggest annual investment seminar of Thailand's capital market. The event was held by the Stock Exchange of Thailand, Phatra Securities PCL., and Bank of America Merrill Lynch;
- The Investor Relations Department gave a lecture on Thailand's economic situation, the Thai commercial banking system and the overall banking business to students from Brigham Young University (BYU) and the USC Marshall School of Business from the United States;
- The Investor Relations Department took analysts and investors on site visits to automobile sales agencies and micro-finance business for first-hand experience of both businesses in Thailand.

- **Information Reported to the Bank's Board of Directors and Senior Executives**

Aside from providing services to stakeholders who are outsiders as mentioned above, the Investor Relations Department follows up its performance and other matters related to the Bank's business operations. It reports regularly to the Bank's Board of Directors and senior

Significant investor relations activities in 2014 can be summed up shown in the table below:

Type of Meeting	Number	Number of Companies	Number of Participants
Company visits with investors/analysts	49	56	119
Conferences via telephone	23	23	28
Participation in domestic meetings/meetings with domestic investors*	7	62	93
Participation in international conferences/ meetings with international investors*	1	11	12
Meetings with securities analysts**	2	76	92
Laise with Credit Rating Agencies for Krungsri Group**	6	5	17
Conference Call with Rating Agencies	4	4	6
Site Visits	5	11	51

Remarks * In 2014, 8 conferences and investor meetings, of which 4 included participation by the Chief Executive Officer and/or / Deputy CEO and/or Chief Financial Officer and/or Head of a Business Group

** The Chief Executive Officer, Deputy CEO, President, and Chief Financial Officer participated.

executives the comments and perspectives from securities analysts as well as analyses of and reports on appropriate shareholder structures (co-organizing conferences and meeting with investors locally and abroad).

The investor relations activity plan is submitted to the Bank's Board of Directors quarterly.

- **Information Reported to Stakeholders:** The Bank employs effective communication tools and channels in disclosing important information, such as details related to significant strategies, strategic developments and important information that will affect the Bank's stock price. These communication channels include electronic communication to shareholders/stakeholders.

In addition, the Investor Relations Department provides historical financial data on a quarterly basis for the benefit of investors and persons who are interested in the Bank's financial data. The data can be accessed and downloaded from the Bank's website.

As well, the department regularly delivers news, performance reports and updates on other important developments of the Bank to investors so that they are constantly aware of any significant developments. Also posted on the website is a communication channel with a contact person.

Aside from its role and duty relevant to supporting and developing relationships, as well as building confidence among shareholders, investors and analysts so that the Bank's stock prices reflects its fair value in the long run, the Investor Relations Department in 2014 played a part in supporting CFG Services Co., Ltd. in selling debentures for the first time.

Since Krungsri became a member of the Mitsubishi UFJ Financial Group (MUFG), the Bank's Investor Relations Department has been meeting with the Investor Relations Department of MUFG to share experiences as well as find practical guidelines for information disclosure and follow-up on investor relations activities.

In 2014, the Investor Relations Department won the 'Best Investor Relations Company (Thailand)' from Corporate Governance Asia magazine. The award reflected its excellence in communication capability and the Bank's investor relations activities.

In 2014 and previous years, the Bank has not been subject to any complaint by regulators due to its failure to announce any important events within the stipulated time frame.



Section 5 Responsibilities of the Bank's Board of Directors

The Board of Directors, comprising independent directors, executive directors, and non-executive directors, plays an important role in establishing the direction, policy, business operational strategy, and supervising the business in the interests of transparency and legal compliance to ensure maximum benefits to the Bank and its shareholders.

All Bank directors possess the requisite qualifications as stipulated by the relevant laws and regulations of the banking industry regulators, the Bank's Articles of Association, and good corporate governance principles. They also have specialized proficiency beneficial to the Bank, for example in economics, business administration, accounting and international business, together with extensive experience in commercial banking and other related businesses. In this regard, the Chairman of the Board is a different person from the top management, and their duties are clearly separated from each other.

In 2014 and previous years, the Bank has followed regulations stipulated by government authorities as follows:

- There were no acts of misconduct or violations of any regulations of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand;
- There were no acts that constituted corruption or unethical conduct;
- There were no resignations of non-executive directors for reasons related to the Bank's good corporate governance;
- There were no cases of a negative reputation arising from the Board of Directors' failure in performing its duty as a supervisor.

5.1 Offices of Directors and Senior Executives

- A Bank director may hold the position(s) of Chairman, Executive Director, or Authorized Signatory Director of other companies but not more than 3 business groups, in compliance with the criteria stipulated by the Bank of Thailand. To ensure that the business management of the Bank's subsidiary companies is in line with the Bank's policies, comparable to industry benchmarks, as well as being effective and accountable, the Bank's senior executives can serve as sub-committee members or directors in the subsidiary companies, but not on more than six such boards/committees, except in case of necessity.

5.2 Board of Directors' Meetings

- The Board of Directors' meeting is held at least once a month, with the dates and important agenda items for each monthly meeting stipulated in advance for the whole year. Additional meetings may be held to address necessary or urgent matters. The Corporate Secretary compiles and proposes the agenda to the Chairman of the Board and the top management for joint consideration and endorsement before it is proposed to the Board of Directors' meeting. In this regard, the directors may propose agenda items to the meeting by informing the Chairman of the Board, Top Management or the Corporate Secretary.
- The Corporate Secretary has a duty to dispatch the notification of the meeting together with the agenda and supporting documents in the form of hard copy and electronic files to the directors for consideration and study at least seven days prior to the meeting date. If the directors wish to ask for additional information or documents, they can make their requests to the executive directors or the Corporate Secretary.
- Every director is obligated to attend every Board of Directors meeting, unless he/she has imperative business such as a meeting with a government agency, an overseas business trip, or has fallen ill. The majority of the Bank's directors attended more than 75% of all meetings in 2014.
- The Bank's Board of Directors also encourages non-executive directors to organize meetings among themselves to provide opportunities to independently discuss various issues without

the presence of either executive directors or the Management, and to report a summary of their opinions to the Top Management for acknowledgement. In 2014, two meetings of non-executive directors were held on May 28 and November 6.

- All of the meetings in 2014 were attended by no less than two-thirds of the total number of directors, which is more than the requirement in the Bank's Articles of Association, which stipulate that a quorum must consist of no less than half of the total number of the directors.
- Each Board of Directors' meeting takes an average of five hours. The board chairman provides an opportunity for all directors to make inquiries, suggestions and to debate issues fully and independently. Senior executives and officers responsible for each issue discussed are also invited to answer questions, receive suggestions and observations made by the Board of Directors.
- Clearly identified in detail in the minutes are the date and time that the meeting is declared open and closed, lists of absent and present directors, summary of the agenda, significant content of issues discussed, recommendations of the Board of Directors, including explanations of the Management and resolutions of the Board. The minutes are signed by the chairman of the meeting and the minute taker. Any directors with conflicts of interest in a matter under discussion will abstain from consideration and voting on that matter. In this regard, the Corporate Secretariat Department will verify the information and notify every director prior to the meeting, which is also recorded in the minutes.
- After the minutes are adopted by the meeting, the Corporate Secretariat Department is responsible for dispatching copies of the documents to both the relevant internal and external units within a stipulated time, and also for safeguarding the minutes in the form of hard copy and electronic files for the purpose of reference and accountability. However, amendments to the minutes cannot be made without the approval of a meeting.

5.3 Evaluation of the Performance of the Board of Directors

- The Bank stipulates that the Board of Directors' performance be evaluated annually for the purpose of promoting good corporate governance principles and encouraging effectiveness and productivity of the Board of Directors and the Management. In addition, the evaluation gives the Board an opportunity to review its performance, problems and any obstacles encountered during the past year with a view to making further improvements.
- The performance evaluation is intended to assess the performance of the duties of the Board of Directors as a whole. While it contains the opinions of each director on the overall performance of the Board, it is not an evaluation of the performance of any individual director. The evaluation covers six major issues:
 - (1) Structure and qualifications of the Board of Directors;
 - (2) Roles, duties and responsibilities of the Board;
 - (3) Meetings of the Board;
 - (4) Performance of the directors;
 - (5) Relationship with management;
 - (6) Professional development of directors and executives.
- The Corporate Secretariat Department will submit the evaluation form to the Nomination and Remuneration Committee before relaying the evaluation form to an individual director for assessment.
- The Corporate Secretariat Department will gather and summarize the assessment results for submission to the Nomination and Remuneration Committee and the Board of Directors for acknowledgement and discussion, including observations and recommendations for further improvement, which the management can apply in order to enhance the effectiveness of the Bank's operations.

5.4 Remuneration of Directors and Executives

- The Bank has established a clear and transparent policy on remuneration of directors, comparable to the industry benchmark for similar-sized banks. In this respect, the duties and responsibilities as well as contributions each director makes to the Bank are taken into account, and the remuneration is sufficient to attract and retain qualified directors.

- * The policy and remuneration of the directors i.e. annual retainer fee; attendance fee; bonus/ pension and other benefits, including any amendments must be approved by an annual general meeting of shareholders. The remuneration is also based on the type of director i.e. non-executive director, independent director and executive director. The remuneration structure consists of a retainer fee, attendance fee and pension, and directors' remuneration as sub-committee members. Remuneration for directors is clearly separated from other remuneration for other duties.
- Remuneration of the executives is in accordance with the principles and policies stipulated by the Board of Directors and relates to the Bank's performance and targets as well as an individual executive's performance. Executives who are also directors of the Bank, sub-committee members and directors in any subsidiary companies will not receive additional remuneration.
- The Bank discloses related details in the Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) under the heading 'Remuneration for Directors and Executives (in accordance with the Capital Market Supervisory Board's definition)'.

5.5 Corporate Secretary

The Bank has appointed Mrs. Thidarat Sethavaravichit, Senior Vice President of the Corporate Secretariat Department, as Corporate Secretary of the Bank and Secretary to the Board of Directors, with duties and responsibilities are as follows:

- (1) Fulfill the duties of Corporate Secretary as stipulated by law and as assigned by the Board of Directors;
- (2) Oversee various activities of the Board of Directors to ensure compliance with relevant laws, rules and regulations;
- (3) Organize the shareholders' meeting and the Board of Directors meeting and prepare minutes of meetings in compliance with laws and the Bank regulations including follow up matters arising from the meetings' resolutions;
- (4) Advise the Board of Directors on relevant legal issues and the Bank regulations that must be used in performing their duties for benefits to the Bank;
- (5) Arrange for an orientation and provide suggestions to newly appointed directors;
- (6) Coordinate with secretaries of other sub-committees.

The selection of the Corporate Secretary is based on qualifications and direct work experience.

The Bank encourages the Corporate Secretary to take related training courses beneficial to the performance of her duties as Corporate Secretary, which are organized by the Thai Institute of Directors (IOD) and other agencies, e.g. Company Secretary Program (CSP), Board Reporting Program (BRP), Director Certification Program (DCP) and Corporate Governance for Executives (CGE). In addition, the Corporate Secretary was assigned to attend seminars on 'The Demanding and Changing Role of the Corporate Secretary' and 'Enhancing Good Corporate Governance Based on the CGR Scorecard', apart from field trips to learn more about corporate secretary tasks domestically and abroad.

Krungsri received the 'Asian Company Secretary of the Year 2014 Award' from Corporate Governance Asia Magazine. The award recognizes Krungsri Company Secretary for high performance and standards related to corporate governance.

5.6 Internal Control and Internal Audit System

- The Bank has set up a clear internal audit system in line with international practices, i.e. Three Lines of Defence, comprising the business unit, supervisory unit and internal audit unit. These three units cooperate via working procedures stipulated for each level.
- The Bank has established an independent unit responsible for assessing the adequacy and appropriateness of the internal control system, overseeing compliance with the system, and reporting to the Audit Committee and the Board of Directors. In this regard, the Bank has appointed Ms. Puntipa Hannoraseth as Head of Audit to be responsible for auditing work.
- The Bank discloses related details in the Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) under the heading 'Internal Control'.

5.7 Risk Management

- The Board of Directors has appointed the Risk Management Committee* to determine the scope and policy of integrated risk management. The Board has also established the Risk Management Group to analyze, assess, monitor and control risk management relating to the Bank's loan approvals. This is intended to ensure that all transactions are carried out within the agreed scope and in compliance with the rules and regulations of the Bank and relevant authorities. The adequacy of the risk management system and its effectiveness is reviewed by the Board of Directors on a regular basis.
- The Bank discloses related details in the Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) under the heading 'Risk Factors and Risk Management'.

5.8 Professional Development of Directors and Executives

- For directors assuming their first terms, the Bank has an orientation run by the top management and senior executives in charge of the Bank's core business, such as Chief Financial Officer, General Counsel, Head of Human Resources, and Chief Risk Officer. The orientation includes briefings on the nature of the Banking business, laws that directors should be aware of, and other relevant information. The Bank also provides the new directors with a Directors' Handbook, information and documents necessary for performing their duties as directors.
- The Bank encourages and arranges for the directors, executives and parties directly related to the corporate administration and the Corporate Secretary to attend, from time to time, seminars and training courses on relevant practices organized by the Thai Institute of Directors Association (IOD), the Stock Exchange of Thailand and other leading domestic and international training institutions, such as the CEO Forum organized by the Thai Listed Companies Association (TLCA) and the Audit Committee Forum organized by the IOD. In 2014, the Bank provided training courses to promote knowledge and understanding of preventive and anti-corruption topics to directors, senior executives and employees. Other significant training courses held during the past year included e-learning programs and workshops to reinforce awareness and understanding of measures against corruption as per the Bank's policy and operational guidelines, with lectures contributed by experts from the IOD.



Furthermore, the Bank compiles a list of books relevant to directors' roles, duties and practices for additional study.

- The Bank holds a strategy session to specifically explain in detail the important parts of the Bank's strategic plan to the directors, who are allowed enough time to ask questions and study the details.
- On a quarterly basis, the Corporate Secretary compiles a list of training courses to be held by the Thai Institute of Directors Association (IOD) and submits it to the directors in advance so that they are able to arrange their schedules to participate regularly in the relevant courses. In 2014, the directors attended various courses held by Thai Institute of Directors Association (IOD), e.g. Director Certification Program Update (DCPU), Risk Management Committee Program (RMP), and other courses relating to the performance of their duties designed by the Bank. The Bank discloses related details in the Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) under the heading 'Details on Directors, Executives, Supervisory Authorities and Corporate Secretary' (in accordance with the Capital Market Supervisory Board's definition).

5.9 Succession and Management Development Plans

- The Nomination and Remuneration Committee is responsible for preparing a succession plan for the key positions of President and CEO. It also

approves succession plans for group heads/ chief officers to ensure continuity of the Bank's operations.

- The Bank develops succession plans and specific training and development plans individually by considering officers at the executive level and their subordinates in cascading tiers of the Bank and its affiliates who achieve outstanding performance and show potential to be developed as higher-level executives of each department.
- The succession plan is divided into two levels according to the readiness of the successors: 1) those who are ready to move up to a new position within 1-2 years (successor); and 2) those who will be ready within 3-5 years (future successor). The Bank also designates emergency candidates in case of any immediate vacancy in an executive position while it is still waiting for a successor to be ready.
- The Bank makes career plans for successors based on necessity analysis, and at the same time has a development plan to promote employees' self-development. In line with the Competency Based Management concept, in the previous year, the plan emphasized developing leadership capability, with potential successors having been developed continuously. In this regard, the Bank carries out its employee development plan, monitors and assesses the outcomes, then expresses its recognition via the promotions of these persons to the next levels of their careers.

CORPORATE GOVERNANCE FOR SUBSIDIARIES AND ASSOCIATED COMPANIES

The Bank has regulatory mechanisms in place for supervising and overseeing the operation of subsidiaries and associated companies across Krungsri Group in order to maintain best-in-class standards of corporate governance. In this regard, the Bank empowers relevant executives as directors of companies within the Bank's business group to supervise the companies in terms of their business operations, plans and annual budgets, and to report or provide the Bank with important information for approval before action.

The Bank monitors the operation of companies within Krungsri Group through monthly operational reports submitted to the Bank which are then consolidated and reported to the Bank's Board of Directors.

The Bank has clearly established procedures and practices for the nomination of candidates to the position of directors of companies in the Bank's financial business group. Companies which are in the Bank's financial business group and under the managing authority of the Bank and/or the President and CEO shall consider the suitability of executives who are employees of companies within the Krungsri Group or external candidates who are fully qualified according to regulatory requirements in order to nominate them for appointment/election as directors of companies in the Bank's financial business group. Subsequently, the documents shall be submitted to the Human Resources Group which shall propose the matter to the Nomination and Remuneration Committee for consideration.

If nominated candidates possess appropriate qualifications, the Nomination and Remuneration Committee will pass a resolution to submit the proposed candidates to the Bank's Board of Directors for consideration and endorsement for further appointment/election as companies' directors. The Secretary of the Nomination and Remuneration Committee shall prepare a letter to the Bank of Thailand to request endorsement for the appointment of directors of companies in the Bank's financial business group (only in the case of managing directors of companies under solo consolidation). The Secretary of the Nomination and Remuneration Committee shall inform companies in the Bank's financial business group of the resolution of the Bank's Board of Directors for further actions.

The roles and responsibilities are clearly stated to ensure that operations are carried out in compliance with the law and are consistent with the business' code of conduct and good corporate governance principles. The directors of companies in the Bank's financial business group shall consider and approve significant matters of the companies as stipulated by law, Articles of Association and the Bank's direction. In addition, he or she must ensure the establishment of policies and procedures important for the companies' operations and supervise the management to implement the approved policy effectively and efficiently for the benefit of the companies and their shareholders.

The Bank takes into account the importance of disclosure policy of companies in the Bank's financial business group. The Bank ensures proper, complete, clear and transparent disclosure of important financial and non-financial information to government authorities, shareholders, investors and the general public, within a reasonable period of time. The Bank disclosed information regarding the related party transactions under section 6.24 of notes to the Consolidated and the Bank's financial statements for the year ended December 31, 2014.

The Bank and its subsidiaries had business transactions with subsidiaries, associates and related companies, which the Bank and/or its subsidiaries hold the shares and/or have the same major shareholders and/or the director or executive officer of the Bank and/or its subsidiaries it appointed as director of the entity. Such related party transactions are priced on an arm's length basis in the normal course of business of the Bank and its subsidiaries with the same conditions as other customers. The allowance for doubtful accounts policy complies with the same Bank of Thailand regulations as those granted to other debtors. The details can be found in Related Party Transactions Section.

The Bank recognizes the importance of internal control of the Bank's financial business group. Each company is required to maintain an adequate internal control system. It encompasses the business functions unit, supervisory unit and the internal audit function to ensure its efficiency in promoting efficient business operations in compliance with good governance principles. It also contributes to the risk management system and enables managers to formulate viable business strategies to achieve the Bank's goals. Details can be found in Internal Control and Internal Audit System Section.

POLICIES AND MEASURES AGAINST INSIDER INFORMATION

The Board of Directors has established a policy to ensure strict compliance to the requirements prohibiting insider trading and tipping by staff, whereby insider information must be shared only on a need to know basis. The Bank would also notify staff on the restriction of using insider information, and prohibit staff from trading the Bank's shares using insider information. Disciplinary action will be taken against staff violating the requirements with the severity determined by the seriousness of their transgression.

Trading Bank's shares during the 'blackout period' which extends from prescribed dates before and after the release of quarterly official financial performance results is not allowed. All members of the Board of Directors and senior management are required to disclose their own securities holdings, including their related parties' on a quarterly basis or when there is a change in their holding. Furthermore, the Bank requires all staff to hold Bank's shares for at least three months after they have been purchased unless otherwise approved by the Audit Committee or authorized persons.

In 2014, the Bank started to align its measures on insider information with those of BTMU's by enlarging the scope of requirements to include other relevant functions where access to insider information could be possible. Thus, staff within these functions would be required to disclose their securities holdings to the Bank for the purpose of the internal monitoring.

INTERNAL CONTROL SYSTEM AND INTERNAL AUDIT

Internal Control Systems

Krungsri recognizes the importance of internal controls and has adopted the three lines of defense model, international governance standard which involves the business function, the compliance supervision function and the internal audit function. The three functions will collaborate efforts through work processes and controls applicable to each line of defense in order to ensure the Bank, in achieving its goals, complies with the good governance and effective internal control principles based on the COSO (The Committee of Sponsoring Organization of the



Treadway Commission) framework which consists of the following 5 key components:

- **Control Environment** — Organizational structure is aligned with the nature of the Bank's business operations; segregation of duties is adopted to achieve checks and balances; scope of authority is clearly determined; and the principles of integrity and professionalism are emphasized.
- **Risk Assessment** — Opportunities and impacts associated with possible incidents and affecting the Bank's achievement of its goals are assessed in order to identify risk management and control measures.
- **Control Activities** — The Bank has established well-defined policies and operational procedures, effective resource maintenance and utilization processes, segregation of duties and operations reviews.
- **Information & Communication** — The Bank has implemented information and communication systems that ensure timely responses as well as reliable, accurate and timely financial records and reporting.
- **Monitoring** — Continuous monitoring and assessments are conducted to ensure the Bank's risk management is effective and appropriate.

In 2014, the Bank as a subsidiary of BTMU which is a Japanese bank and a strategic member of MUFG whose securities are listed both in the United States and Japan, has the duty to comply with Sarbanes Oxley (SOX) laws including US-SOX of the US and J-SOX of Japan. The SOX laws encompass the application of the COSO's internal control principles within the organization with a focus on internal control over financial reporting process. The Audit Group has a role in conducting a review to provide assurance that internal control of financial reporting processes are efficient.

Internal Audit Function

The internal audit function assesses the adequacy and appropriateness of the internal control system applicable to operational processes and work systems of the Bank and companies in the financial business group as well as outsourced activities. The internal audit function performs duties independently and reports directly to the Audit Committee which comprises the Bank's Independent Directors. Internal auditors do not have any involvement in the Bank's daily business operations.

Nature of Audit Work

Nature of internal audit work deals with the systematic evaluation and support of improvement in adequacy and effectiveness of good corporate governance systems, risk management systems, and internal control systems to provide reasonable assurance that such systems can operate efficiently for the achievement of the Bank's objectives and goals.



Internal Audit Activities

According to the international governance standard, the internal audit function performs two types of activities, i.e. assurance service and consulting service. The implementation of these activities is planned in a systematic manner in order to allocate resources and determine the proportion of audit activities for optimal benefit of the Bank.

1. Assurance Service

1.1 Annual Audit Plan

The annual audit plan is developed in accordance with the risk-based approach and collaboratively considered by high-level executives and auditors. In addition, the plan is approved by the Audit Committee. During the year, the audit plan is reviewed and amended in response to the new or changing risks.

1.2 Audit Process and Supporting IT Systems

The Bank has adopted an integrated audit approach, which integrates IT auditing with operational auditing, with the aim of improving audit efficiency. Data audits are also integrated with operational audits to reduce sampling risks in the audit process. In addition, auditing software has been developed to support the analysis of potential irregularities. The Audit Group has continuously developed audit programs in order to effectively support audit activities relating to emerging risks and new products of the Bank. Auditing software has also been employed in the management of audit processes, which include audit planning, resource allocation, random sampling, data analysis, audit data recording and archiving and audit tracking.

1.3 Audit Report Presentation and Audit Tracking

The outcomes of internal control systems reviews are directly reported to executives of audited functional units and relevant functional units for collaborative consideration of improvements and rectifications within appropriate dates. The internal audit function monitors actions taken in response to audit recommendations and reports them to high-level executives as well as the Audit Committee on a monthly basis. Audit monitoring is conducted through an electronic audit tracking system which enables audited parties to report on progress and retrieve reports in different formats from the system at any time, which improved the efficiency of audit monitoring.

2. Consulting Service

The Audit Group also provides advice on the implementation of internal control systems to functional units within the Bank. In addition, the Audit Buddy Line is available to provide advice or answers to inquiries regarding the Bank's internal control systems.

3. Personnel Development

The Bank's audit officers are provided with in-house and professional training every year such as professional training courses and certified courses on internal auditing as well as training courses on business, product and IT system knowledge including newly revised professional principles such as COSO's 2013 internal control framework. Knowledge tests covering new rules and regulations have been regularly conducted through online tests. In addition, the internal audit function continuously

develops self-learning (e-learning) courses specifically designed for audit officers to enable them to access educational material at their convenience. Every year, audit officers are given opportunities to propose projects aimed at developing/improving audit work. External consultants have been engaged to collaboratively perform audit functions for the purpose of sharing knowledge about auditing. In 2014, a total of 59 audit officers of the Bank have received 99 audit certificates.

4. Audit Quality Control and Improvement

With a view to controlling and improving audit quality, the Audit Group has employed several approaches, including a post-audit satisfaction survey through an e-survey system to compile opinions of key stakeholders. Audit quality is regularly reviewed by an independent functional unit within the Audit Group and the review results are considered and incorporated into the determination of the audit quality improvement plan. Moreover, In 2014, external consultants were engaged to evaluate our internal audit quality and the results of the evaluation is our practices are comply with IIA (The Institute of Internal Auditors) international standard which well recognized for internal audit.

5. Value Adding to the Bank

The Audit Group implements knowledge sharing projects relating to internal controls with functional units and branches nationwide through the Bank's internal communication channels. Examples of these projects include the effective internal control system project and the FAQ project to provide clarification for frequently asked questions related to branch operations. Also, in 2014, the Audit Group participated in the review of the process of business integration between Bank of Ayudhya and BTMU Bangkok Branch aimed at improving operations and systems and ensuring that the integration process will be carried out appropriately to achieve the Bank's goals. In addition, the Bank's Audit Group is a pioneer among Thai banks in conducting penetration testing on the Bank's web-based applications and mobile applications to assess vulnerabilities of the applications.

Head of Internal Audit Function

At present, the Bank's internal audit function is under the responsibility of Ms. Puntipa Hannoraseth, First Executive Vice President, who is Head of Audit.

Academic degrees and certificates:

- Master of Business Administration, Thammasat University
- Bachelor of Accounting (1st Class Honor), Thammasat University
- Certified Public Accountant (CPA Thailand)
- Certified Internal Auditor (CIA)
- Certificate of Advanced Audit Committee Program

Relevant work experience and trainings:

- April 2013 – Present: First Executive Vice President, Bank of Ayudhya Pcl
- September 2010 – Present, and January – September 2009: Secretary to the Audit Committee, Bank of Ayudhya Pcl
- November 2009 – March 2013: Executive Vice President, Bank of Ayudhya Pcl
- April 2009 – Present: Head of Audit, Bank of Ayudhya Pcl
- April – September 2009: Acting Manager, Audit Department, Bank of Ayudhya Pcl
- January – April 2009: Senior Vice President and Manager, Audit Department, Bank of Ayudhya Pcl
- 2007 – December 2008: Senior Vice President, Audit Department, Bank of Ayudhya Pcl
- Trainings: ACP, MIA, MFM, MFR, MIR, Company Secretary Program (CSP) of the Thai Institute of Directors Association (IOD)

Appointment, transfer, employment termination, remuneration determination and annual merit consideration of the head of internal audit function are considered and endorsed by the Audit Committee.

Head of Compliance Division

At present, the Bank's compliance division is under the responsibility of Mr. Saengchart Wanichwatphibun, Executive Vice President.

Academic degrees and certificates:

- Bachelor of Science, Business Administration, Option in Accounting from California State University of Los Angeles, USA
- Master in Marketing (MIM8) from Thammasat University
- Master of Applied Finance from Monash University, Melbourne, Australia.

Relevant work experience:

- August 2007- Present: Bank of Ayudhya EVP Compliance Division
- February 2006- July 2007: BNP Paribas Head of Compliance
- September 2005-January 2006: GE Money Retail Bank Assistant Vice President (Compliance)

- September 1996-August 2005: Bank of Thailand Senior Analyst
- January 1995-August 1996: The Sakura Bank Credit Officer
- November 2008- Present: Siam Realty and Services Co. Ltd. Director
- May 2013-August 2014: Krungsri Asset Management Co. Ltd. Director

Trainings:

- 2014 : Future Leader for Future Business for EVP by Assumption University (ABAC)
- 2014 : Advanced Audit Committee Program (AACP) by Thai Institute of Director (IOD)
- 2013 : Anti-Corruption for Executive Program (ACEP) by Thai Institute of Director (IOD)
- 2013 : Training Course for Head of Compliance (class 1) by The Securities and Exchange Commission (SEC) and Thai Banker Association (TBA)
- 2010 : Director Accreditation Program (DAP) by Thai Institute of Director (IOD)
- 2008 : Certified Compliance Officer by American Academy of Financial Management (AAFM)

Authorities, Duties and Responsibilities

- Complete established tasks per the Compliance Annual Plan by means of preventive and monitoring measures to ensure compliance within the realm of regulatory and internal compliance requirements.
- Assume the role of Secretary to the Compliance Review Committee (CRC) (Risk and Compliance Committee in 2015)

Collective Action Coalition Against Corruption (CAC)

Krungsri Group made great achievements with its business performance and other initiatives to support sustainable growth during 2014. The Group enhanced its international position through its own governance and anti-corruption practices combined with the strengths of BTMU, our new strategic shareholder.

The Group continually works with the Collective Action Coalition Against Corruption to develop preventive measures. On 8 October 2013, Krungsri became one of the first Thai commercial banks to be awarded a certificate as part of the CAC. Also, 17 other subsidiaries of Krungsri Group received CAC certificates in 2014. In addition, Thaiapat Institute conducted a Sustainable Development

Assessment of Thai listed companies in respect of anti-corruption activities, the results of which showed the Bank achieved a rating of 4 (Certified Level), on a scale which runs from 0 to 5, with 5 as the highest rating.

On disclosure and knowledge sharing on anti-corruption measures, the Bank was invited by the Thai Bankers' Association to share experiences with other non-CAC accredited commercial banks on the CAC certification process to promote CAC practices across the banking industry. Furthermore, Krungsri employees, along with the Thai Bankers Association and leading organizations in Thailand, participated in the 'Hand in Hand – Reform the Fight for Sustainable Victory' event organized by the Anti-Corruption Organization of Thailand on Anti-Corruption Day.

The Bank provided relevant training for staff, high-level executives and directors during 2014 through e-learning systems, seminars trainings conducted by internal and external speakers, as well as workshops to promote the recognition and understanding of anti-corruption policies and practices across Krungsri Group.

The key principle of Krungsri Group's Anti-Corruption Policy and Program include adopting a zero-tolerance approach to any direct or indirect forms of corruption or violations of anti-corruption principles laid down by the Board of Directors; establishing measures and operating procedures covering any act which may cause the risk of corruption; communicating and promoting practical implementation of the Anti-Corruption Program; providing training and knowledge dissemination related to anti-corruption; prohibiting giving and/or accepting of any forms of bribes, money or benefits which may cause the risk of corruption or be considered as corrupt; creating a channel for whistleblowers; establishing accurate accounting records and document keeping; and establishing internal controls covering the examination and review the validation and effectiveness of the adequacy of the internal control systems by the Audit Committee and reported to the Board of Directors.

These undertakings demonstrate how executives and staff at Krungsri Group are committed to operate our business with honesty, integrity, transparency and auditability in strict adherence to our anti-corruption policies and procedures.

MANAGEMENT STRUCTURE



The Bank's management structure consists of the Board of Directors and six Committees appointed by the Board of Directors to assist in performing duties and to ensure supervision and control of business risks. The Bank's operations are divided into two parts based on the responsibilities, namely business units and support units.

Roles and Responsibilities

The roles and responsibilities of the Board of Directors and the management are clearly separated to ensure that the Bank's operations are carried out in compliance with law and consistent with the business code of conduct and good corporate governance principles.

Currently, the Chairman of the Board, the Chief Executive Officer and the President of the Bank are different persons, and the roles and duties of each position are clearly indicated.

The Chairman of the Board is not an independent director, but his performance of duties is independent from the management and the major shareholders, focusing mainly on the benefits of the Bank and its shareholders.

Board of Directors

The Board of Directors consists of 12 directors, i.e. five non-executive directors, four independent directors, and three executive directors.

Composition

In principle, the shareholders will appoint directors in an appropriate and sufficient number for performing duties. The Board of Directors shall consist of not less than three independent directors or at least one third of the all directors, whichever is higher. Not less than half of all directors shall have domiciles in Thailand.

Qualifications

The Board of Directors comprises the members with directorship qualifications for financial institutions as required by law. In addition, they shall have expertise, extensive knowledge and experience as prescribed by the Bank, comprehend their responsibilities and the Bank's nature of business, and be able devote their time for performance as directors.

Term of Office

The directors' term of office is clearly specified in the Articles of Associations and in accordance with the Public Limited Company Act of B.E. 2535.

At every annual general meeting of shareholders, one-third of all directors who hold the longest term of office shall retire by rotation, a retiring member may be re-elected. If the number of directors is not a multiple of three, the number nearest to one-third shall retire.

Furthermore, a director shall retire when he/she reaches the age of 72 years. If a director reaches the age of 72 years while he/she is holding the directorship position, he/she is allowed to hold the office until the end of his/her term of office. If a director has yet not reach the age of 72 years at the time of nominating for election, he/she may be re-elected for another term.

Besides, for the case of Mr. Veraphan Teepsuwan who has reached 72 years old and shall retire on the Annual General Meeting of Shareholders

No.102 (year 2014) under the Bank's internal policy issued in compliance with the resolution of the Board of Directors Meeting No.1/2552 (2009) held on January 28, 2009, stating that Directors shall retire upon reaching the age of 72, the Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU), the new major shareholder of the Bank, has proposed to consider re-electing Mr. Veraphan Teepsuwan as Director for another term. This is to ensure that the performance of the Board of Directors during the transition period of the management structure is efficient and effective, and the Ratanarak Group has endorsed the proposal. Therefore, this matter was proposed to the Bank's Board of Directors and the Annual General Meeting of Shareholders No.102 respectively and was already agreed as proposed.

Duties and Responsibilities of the Board of Directors

In compliance with the Bank's good Corporate Governance, the Board of Directors shall have independence in making decisions for the maximum benefit of the Bank and its shareholders and shall perform duties with accountability, duty of care and duty of loyalty, monitor and follow up the progress of business operation to ensure compliance with laws, the Bank's objectives and Articles of Association, resolutions of the Board of Directors and the shareholders meeting s and good corporate governance principles (duty of obedience), as well as the following duties:

1. Consider and set the overall business direction and strategic goals for the Bank.
2. Consider and approve the annual business plan and budget proposed by the management.
3. Consider and approve significant matters of the Bank as stipulated by laws, Articles of Association and the Bank's direction.
4. Ensure the establishment and communication of the corporate governance policy to the directors, executives, and employees, with regular review.
5. Ensure the establishment of policies and procedures important for the Bank's operations and supervise the management to implement the approved policy effectively and efficiently for the benefit of the Bank and its shareholders.

6. Ensure the establishment and performance of the Bank's roles towards the stakeholders as well as the code of conduct and ethics for directors, executives and employees.
7. Ensure the effective internal control and internal audit systems.
8. Ensure the formation of the system for monitoring conflicts of interest and related party transactions.
9. Ensure the establishment of the process on adherence to and compliance with the practice guidelines on anti-fraud and corruption.
10. Ensure the implementation of risk management process and procedures and regular review of the policies and strategies.
11. Ensure the implementation of succession plans for senior executives of the Bank.
12. Ensure the formation of the transparent procedure for nominating the Bank's directors.
13. Ensure that the process for determination of director remuneration is clear and transparent and the remuneration for directors is approved by a general meeting of shareholders.
14. Ensure the process for reporting significant information from the management to the Board of Directors sufficiently in order to fully performing their duties and responsibilities.
15. Establish sub-committees as appropriate and necessary to support the Board of Directors' performance of duties.
16. Ensure proper, complete, clear and transparent disclosure of important information, financial and non-financial, to government authorities, shareholders, investors and general public (Duty of Disclosure), within a reasonable period of time.

Selection of Directors

The Bank, by the Nomination and Remuneration Committee (NRC), has established the criteria for the selection of the Bank's directors as follows:

Qualifications of the Bank's directors

1. A director shall have the following characteristics:
 - (1) Demonstrate integrity and accountability.
 - (2) Make decisions based on informed judgment.



- (3) Be mature and stable, a good listener and willing to provide different and independent opinions.
 - (4) Work in accordance with principles.
 - (5) Spend sufficient time dedicating oneself to performing duties as a director.
 - (6) Attentively perform duties within his/her scope of responsibilities.
2. A director shall have the knowledge and expertise as well as experience which are beneficial to business operations such as determination of visions and strategies, knowledge about the banking industry, international trade, risk management, accounting and finance, organization and human resources management, and crisis management.
2. Election of replacement directors for reasons other than retirement by rotation by the Board of Directors meeting's resolution passed by not less than three-quarters of the remaining directors. The replacement director shall serve only the remaining term of the director whom he/she replaces.

Every year the Bank entitles the shareholders to nominate persons to be elected as the Bank directors three months before the Bank delivers the notification of annual general meeting of shareholders. In this respect, notice is given to the shareholders via the Stock Exchange of Thailand's system and the selection criteria are disclosed on the Bank's website.

In addition to the aforementioned characteristics, knowledge and expertise, a director shall possess qualifications in compliance with the requirements of government authorities, i.e. the Bank of Thailand, the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.

Method for the selection of the Bank's directors

1. Selection
There are several methods stipulated by the Bank for the selection of appropriate persons to serve as a Bank's director such as (1) Nomination made by a Bank's director, (2) Nomination made by the NRC, (3) Nomination made by an outsource firm hired by the Bank, (4) Nomination made by a minority shareholder.
2. Consideration process
The Secretary to the NRC proposes the names of the candidates to the NRC for further selection/screening of the persons who possess all the required characteristics and qualifications before proposing the results of the consideration of the NRC to the Board of Directors for consideration and appointment or for further proposing to the shareholders' meeting for election, as the case may be.

Voting on Election/Appointment of Directors:

There are two voting approaches as follows:

1. Election of the Bank directors by a general meeting of shareholders' resolution such as election of new director to replace a director whose term of office expires and/or election of additional director (new director) will be in accordance with the procedures in the Bank's Articles of Association as follows:
 - Each shareholder shall have one vote for each share held.
 - Candidates for the Board of Directors are elected on an individual basis, and the shareholders must cast all their votes under 1. and may not divide their votes among more than one of the candidates.
 - The election of candidates is decided by a majority vote, and in the event of a tie of votes, the Chairman of the meeting shall be entitled to a casting vote.
4. Within 2 years prior to the appointment, not being or never had a business relationship with the Bank, parent company, subsidiary company, associated company, major shareholder or managerial authority of the Bank in the manner that may affect the independent discretion. Also, not being or never been principal shareholder or managerial authority of those having business relationship with the Bank, parent company, subsidiary company, associated company, major shareholder or managerial authority of the Bank.
5. Within 2 years prior to the appointment, not being or never been the auditor of the Bank, parent company, subsidiary company, associated company, major shareholder or managerial authority of the Bank including a principal shareholder, managerial authority or

Qualifications for Independent Directors

The Bank has established the following qualifications for independent directors which conform to the notification of Capital Market Supervisory Board, with a more stringent provision on shareholding in order to bolster investor confidence and maintain the balance of sound management as detailed below:

1. Holding not more than 0.5% of the total voting shares of the Bank, parent company, subsidiary company, associated company, major shareholder or managerial authority of the Bank. Any share held by related persons shall also be counted.
2. Within 2 years prior to the appointment, not being or never been an executive director, contract staff, employee, salaried advisor, or managerial authority of the Bank, parent company, subsidiary company, associated company, same-level subsidiary company, major shareholder or managerial authority of the Bank.
3. Have no family blood or legitimate relationship by means of father, mother, spouse, brother, sister, child and child's spouse with executive, major shareholder, managerial authority or any person nominated as an executive or managerial authority of the Bank, subsidiary company or associated company.
4. Within 2 years prior to the appointment, not having or never had a business relationship with the Bank, parent company, subsidiary company, associated company, major shareholder or managerial authority of the Bank in the manner that may affect the independent discretion. Also, not being or never been principal shareholder or managerial authority of those having business relationship with the Bank, parent company, subsidiary company, associated company, major shareholder or managerial authority of the Bank.
5. Within 2 years prior to the appointment, not being or never been the auditor of the Bank, parent company, subsidiary company, associated company, major shareholder or managerial authority of the Bank including a principal shareholder, managerial authority or

- partnership of the audit office which employed the auditor of the Bank, parent company, subsidiary company, associated company, major shareholder, or managerial authority of the Bank.
6. Within 2 years prior to the appointment, not being or never been the professional service provider including legal advisor or financial advisor obtaining more than THB 2.0 million service fee from the Bank, parent company, subsidiary company, associated company, major shareholder or managerial authority of the Bank including principal shareholder, managerial authority or partnership of such professional service provider.
 7. Not being the director who was appointed as the representative of the director of the Bank, major shareholder or other shareholder related to the major shareholder of the Bank.
 8. Not operating any business which has the same nature as and is in competition with the business of the Bank, subsidiary company or associated company, or being principal partnership or executive director, contract staff, employee, salaried advisor, or holding more than 0.5% of the total voting shares
 9. Not having other characteristics which may cause in capability to provide independent opinion relating to the business operation of the Bank.
- However, consideration of the above relationship period shall be in accordance with the Notification stipulated by the Capital Market Supervisory Board.
- Independent directors who have qualifications under items 1-9 may be assigned by the Board of Directors to make collective decision relating to business operations of the Bank, subsidiaries, same-level subsidiaries, or any juristic persons which may have a conflict of interest with the Bank. In this regards, it shall not be deemed that such independent directors participate in the management.

Members of the Board of Directors

As of December 31, 2014, the Board of Directors consists of 12 directors as below:

Name - Surname	Position
Non-Executive Directors	
1. Mr. Veraphan Teepsuwan	Chairman
2. Mr. Kanetsugu Mike ^{1/}	Vice-Chairman (Authorized Signatory) / Nomination and Remuneration Committee Member
3. Miss Nopporn Tirawattanagool	Director (Authorized Signatory) / Nomination and Remuneration Committee Member
4. Mr. Takeshi Ogasawara ^{2/}	Director / Compliance Review Committee Member
5. Mr. Go Watanabe ^{3/}	Director
Independent Directors	
6. Mr. Karun Kittisataporn	Independent Director / Chairman of the Nomination and Remuneration Committee
7. Miss Potjaneer Thanavarani	Independent Director / Chairman of the Audit Committee
8. Mr. Virat Phairatphiboon	Independent Director / Audit Committee Member / Nomination and Remuneration Committee Member
9. Mr. Phong-adul Kristnaraj	Independent Director / Audit Committee Member / Chairman of the Compliance Review Committee
Executive Directors	
10. Mr. Noriaki Goto ^{4/}	Director (Authorized Signatory) / Chairman of the Risk Management Committee / Chairman of the Executive Committee
11. Mrs. Janice Van Ekeren	Director (Authorized Signatory) / Deputy Chairman of the Risk Management Committee / Deputy Chairman of the Executive Committee
12. Mr. Philip Tan Chen Chong	Director (Authorized Signatory) / Risk Management Committee Member / Executive Committee Member

Mrs. Thidarat Sethavaravichit serves as the Secretary to the Board of Directors.

Remark: ^{1/} Appointed as the Bank's director in replacement of Mr. Xavier Pascal Durand who resigned, effective from January 2, 2014.

^{2/} Appointed as the Bank's director in replacement of Mr. Pornsanong Tuchinda who resigned, effective from January 2, 2014.

^{3/} Appointed as the Bank's director in replacement of Mr. Virojn Srethapramotaya who resigned, effective from January 2, 2014.

^{4/} Appointed as the Bank's director in replacement of Mr. Pongpinit Tejagupta who resigned, effective from January 2, 2014.

- The Bank's authorized signatory directors are either Mr. Kanetsugu Mike and Mr. Noriaki Goto jointly affix their signatures and the Company seal; or any one of Mr. Kanetsugu Mike or Mr. Noriaki Goto and any one of Mrs. Janice Van Ekeren or Mr. Philip Tan Chen Chong or Miss Nopporn Tirawattanagool, a total of two directors; jointly affix their signatures and the Company seal.

Meetings of the Board of Directors

In 2014, there were a total of 14 meetings i.e. 12 ordinary meetings as scheduled in advance and 2 special meetings with details below:

Members of the Board of Directors	Number of Meetings Attended / Total Number of Meetings Held						
	Board of Directors	Audit Committee	Nomination and Remuneration Committee	Risk Management Committee	Compliance Review Committee	Credit Committee	Executive Committee
Non-Executive Directors							
1. Mr. Veraphan Teepsuwan	14/14						
2. Mr. Kanetsugu Mike	14/14		17/17				
3. Miss Nopporn Tirawattanagool	14/14		17/17				
4. Mr. Takeshi Ogasawara	9/14				5/11		
5. Mr. Go Watanabe	13/14						
Independent Directors							
6. Mr. Karun Kittisataporn	14/14		17/17				
7. Miss Potjane Thanavarani	14/14	20/20					
8. Mr. Virat Phairatphiboon	13/14	19/20	16/17				
9. Mr. Phong-adul Kristnaraj	14/14	20/20			11/11		
Executive Directors							
10. Mr. Noriaki Goto	14/14			13/13			12/12
11. Mrs. Janice Van Ekeren	12/14			11/13			11/12
12. Mr. Philip Tan Chen Chong	14/14			11/13			12/12

Audit Committee

Composition

The Board of Directors is responsible for appointment of the Audit Committee which consists of no less than three independent directors.

Qualifications

Committee members shall have the qualifications as per regulations stipulated by the Capital Market Supervisory Board, and not being a director who has been assigned by the Board of Directors to make decisions regarding business operations of the Bank, subsidiaries, associated companies, fellow subsidiaries with the same-level of ownership stake by the parent company, major shareholders or persons with control authority over the Bank, and not being a director of listed companies which are subsidiaries or fellow subsidiaries with the same-level of ownership stake by the parent company.

Committee members shall possess knowledge, experience as well as a thorough understanding of their duties and responsibilities as well as the nature of business operations and risk management of the Bank. Besides, at least one committee member shall possess knowledge and experience at a level sufficient to review the reliability of financial statements.

Term of Office

The term of office is three years.

Authority, Duties and Responsibilities

Financial reports and external auditor

1. Review and cooperate with the senior management, internal audit team, and external auditor in overseeing internal control over financial reporting (ICFR) to ensure that internal controls and financial reporting preparation process was designed effectively, and the Bank's financial reports and any disclosed documents relating to the Bank's financial performance is accurate, adequate, reliable and reflect the true and fair view of the

financial status of the Bank while complying with accounting standards and practices.

2. Consider, select and propose the independent persons to the Board of Directors, candidates for appointment as the auditors including their remunerations prior to submit to the Bank of Thailand for endorsement before proposing them to the shareholders' meeting of the Bank. Hold at least one meeting a year with the external auditor without the presence of management.

Internal control, internal audit, risk management system and compliance system

3. Review the Bank's internal control, internal audit, risk management system and compliance system, to ensure that they are suitable, adequate and efficient, complies with internal audit standards taking into account internal audit unit's independence, as well as to approve the appointment, transfer, dismissal, remuneration and annual merit review of the head of audit.
4. Consider and approve the Internal Audit's plan.
5. Ensure that relevant appropriate and sufficient actions are in place for the review of procedure in relation to the Self-Evaluation Tool for Countering Bribery of the Bank under the anti-corruption policy. In addition, the Committee shall review the report on Self-Evaluation Tool for Countering Bribery of the Bank and certain subsidiaries which has no established audit committees prepared by internal audit, to ensure correctness and completeness before submission to the Bank's Board of Directors or concerned subsidiary's board of directors.
6. Review and cooperate with the senior management and internal audit team in reviewing and examining irregular, error or suspicious matters to establish corrective methods and finalize solutions to rectify such matters.

Companies in the financial business group

7. Work with the Board of Directors of the companies in the financial business group to assure confidence in the operations, alignment of supervision, risk management and control with the policies of the parent company.

Related parties transactions or transactions that may create conflicts of interest

8. Consider the accuracy and completeness on the matters relating to connected transactions or transactions with possible conflict of interest, to ensure compliance with the regulations of the SET including reasonableness and highest benefit to the Bank as well as the disclosure of such information as necessary.

Good governance

9. Arrange for a procedure on receiving traces from the employee regarding the unqualified of financial statement report or other

matters while ensuring to such employee the independence of investigation and monitoring appropriate actions to resolve such matter. Receive and consider complaint or other information from interested party and acknowledging the result of complaint resolution from the responsible department through internal audit team.

Compliance with regulatory requirements

10. Oversee and monitor the operations, business undertaking or actions taken by the Bank to ensure compliance with Securities and Exchange Acts, the Stock Exchange of Thailand regulations or laws, announcements and regulations pertaining to commercial banking business including internal policies and procedures.

Others

11. Prepare the Audit Committee's report and disclose the same in the Bank's Annual Report, comprising of at least the following information:
 - (1) opinion on the accuracy, completeness and creditability of the Bank's financial report;
 - (2) opinion on the adequacy of the internal control system;
 - (3) opinion on the compliance with the laws on securities and exchange, the Stock Exchange of Thailand's regulations, or laws pertaining to commercial banking business;
 - (4) opinion on the suitability of an auditor;
 - (5) opinion on the transactions that may lead to conflict of interest;
 - (6) the number of audit committee meetings and the attendance of such meetings by each committee member;
 - (7) opinion or overall observation of the audit committee from its performance of duties in accordance with its charter; and
 - (8) other matters which, according to the audit committee's opinion, should be revealed to the shareholders and general investors, subject to the scope of duties and responsibilities assigned by the Bank's Board of Directors.
12. Where there is a material change in the composition or in the duties of the audit committee, review the duties of Audit Committee's and term of office and present the same to the Board of Directors to consider amendments as deem appropriate.
13. Ensure clear written announcement of the Audit Committee's scope of duties and any material change which may affect the audit committee's performance and disclose the same to the shareholders in the Bank's Annual Report.
14. Submit timely reports to the Board of Directors for remedial action upon the audit committee finding or suspects any misconduct in the following areas:
 - Any transaction with conflict of interest.
 - Any fraud or irregularity or material defect

- in the internal control system.
- Any breach of the Bank's rules and regulations, the Articles of Association as well as laws governing the banking business. If the Board of Directors or the senior management does not take remedial action within the timeline determined by the Audit Committee, the Audit Committee shall disclose such failure in the Annual Report and report

to the Office of the Securities and Exchange Commission and the Bank of Thailand.

15. Obtain outside counsel or other professional advice as the committee deems appropriate.
16. Perform any other tasks as assigned by the Bank's Board of Directors as consented by the Audit Committee.

Names of Members and Meetings of the Audit Committee

In 2014, there were a total of 20 meetings, i.e. 12 ordinary meetings and 8 special meetings, 2 out of 20 meetings were made with the external auditors without the management. Detailed are shown below:

Members of the Audit Committee	Position	Number of Meetings Attended / Total Number of Meetings Held
1. Miss Potjanee Thanavarant	Chairman	20/20
2. Mr. Virat Phairatphiboon	Member	19/20
3. Mr. Phong-adul Kristnaraj	Member	20/20

Secretary to the Audit Committee is Miss Puntipa Hannoraseth

Remark: All the three members are competent and experienced in the review of the Bank financial statements.

Nomination and Remuneration Committee

Composition

The Board of Directors is responsible for appointment of the Nomination and Remuneration Committee which consists of not less than three non-executive directors (two independent directors and one non-executive director), provided that the Chairman of the Committee shall be an independent director, and the Head of Human Resources shall act as the Secretary to the Committee by position.

Qualifications

Committee members shall have extensive knowledge, capability and experience, and thorough understanding of their duties and responsibilities.

Term of Office

Committee members have a three-year term of office. A year term shall mean the period starting from the date of the annual general meeting of shareholders in the year of appointment to the date of the next annual general meeting of shareholders.

Authority, Duties and Responsibilities

1. To determine policies with clear and transparent principles for submission to the Board of Directors for consideration and approval and for submission to the Bank of Thailand upon request as follows:
 - The policies, rules and procedures of nomination of directors, members of sub-committees and senior executives of the Bank at the level of Executive Vice President and above.
 - The policies, rules and procedures of nomination as well as selection and/or screening of the names of the suitable candidates as the case may be for directors, managing director or persons holding equivalent positions regardless of title of entities in which the Bank hold 50% or more of shares. Such selection and/or screening are also applicable to internal candidates suitable for appointment to these positions.
 - The policies, rules and procedures for payment of remuneration and other benefits to directors, sub-committee members and senior executives of the Bank at the level of Executive Vice President and above including directors, managing directors or persons holding equivalent positions regardless of title of entities in which the Bank hold 50% or more of shares.

2. To select and/or screen candidates for appointment to the following positions for submission to the Board of Directors or shareholders meeting for consideration and approval, as the case may be:
 - Directors of the Bank
 - Members of the various sub-committees reporting directly to the Board of Directors
 - Senior executives at the level of Executive Vice President and above.
 - Directors and managing directors or persons holding equivalent positions regardless of title of entities in which the Bank hold 50% or more of shares.
3. To determine remuneration and other benefits commensurate with roles and responsibilities towards the Bank and/or companies in its financial business group comparable to other commercial banks based on the Bank's regulations.
 - To determine remuneration and other benefits for directors, members of the various sub-committees and senior executives of the Bank at the level of Executive Vice President and above for submission to the Board of Directors or the shareholders meeting for consideration and approval, as the case may be.
 - To determine remuneration and other benefits for directors, managing directors or persons holding equivalent positions regardless of title of entities in which the Bank hold 50% or more of shares for submission to the Board of Directors for consideration and approval.
 - To ensure that Bank's directors, managing directors and directors of entities in which the Bank holds 50% or more of shares, and senior executives of the Bank at the level of Executive Vice President and above who are assigned additional roles and responsibilities receive additional remuneration commensurate with the additional assignments.
4. To ensure that the size and composition of the Board of Directors is suitable for the organization and modify it as appropriate in consideration of the changes in the environment. The Board of Directors shall, as a rule, be endowed with members who are knowledgeable, competent and experienced in a variety of fields.
5. To ensure that the evaluation of the performance is undertaken uniformly across all companies in Krungsri Group taking into account the increase in the valuation of shareholders' equity in the long-term based on duties, responsibilities and risks involved.
 - To consider performance evaluation guidelines and endorse performance evaluation forms prepared by the Bank for use in evaluating performance of duties of the entire Board of Directors.
 - To endorse performance evaluation guidelines, goals & objectives and performance targets of senior executives of the Bank at the level of Executive Vice President and above as well as directors, managing directors or persons holding equivalent positions regardless of title of entities in which the Bank hold 50% or more of shares in order to consider the annual remuneration.
 - To consider and provide opinions regarding the performance of the highest executive position of the Bank or persons holding equivalent positions regardless of title in order to consider the annual remuneration prior to submission of the matter to the Board of Directors for consideration and approval.
 - To consider and endorse the performance of senior executives of the Bank at the level of Executive Vice President and above as well as directors, managing directors or persons holding equivalent positions regardless of title of entities in which the Bank hold 50% or more of shares in order to consider the annual remuneration prior to submission of the matter to the Board of Directors for consideration and approval.
6. To develop a succession plan for the highest executive position of the Bank or the person holding an equivalent position regardless of title for submission to the Board of Directors for consideration and approval. Also, to consider and approve a succession plan for the various functional group heads.
7. To consider appropriateness of the Bank's organization chart restructuring.
8. To perform other tasks assigned by the Board of Directors and/or the Chairman of the Board of Directors.
9. To disclose relevant policies and present a summary of the operations of the Nomination and Remuneration Committee in the Bank's Annual Report.
10. The Committee may seek advice from external consultant experts (independent) such as for salary surveys, selection of directors and senior executives, etc., as needed, with the Bank being responsible for the expenses incurred.

Names of Members and Meetings of the Nomination and Remuneration Committee

In 2014, there were a total of 17 meetings as detailed below:

Members of the Nomination and Remuneration Committee	Position	Number of Meetings Attended / Total Number of Meetings Held
1. Mr. Karun Kittisataporn	Chairman	17/17
2. Mr. Virat Phairatphiboon	Member	16/17
3. Miss Nopporn Tirawattanagool	Member	17/17
4. Mr. Kanetsugu Mike ^{1/}	Member	17/17

Secretary to the Nomination and Remuneration Committee is Miss Anuttara Panpothong

Remark: ^{1/} Appointed as the Nomination and Remuneration Committee member by the Board of Directors, effective on January 2, 2014.

Risk Management Committee

Composition

The Nomination and Remuneration Committee nominates persons to the Board of Directors to be appointed as the Risk Management Committee which consists of not less than eight members, namely, the Chief Executive Officer (who shall act as the Chairman of the Committee by position), Deputy Chief Executive Officer, President, Chief Risk Officer, Deputy Chief Risk Officer and other suitable executives.

Qualifications

Committee members shall have extensive knowledge, capability, experience, and thorough understanding on their duties and responsibilities as well as business operations and risk control of the Bank.

Term of Office

The term of office is two years.

Authority, Duties and Responsibilities

1. To make policy recommendations relating to integrated Risk Management to the Bank's Board of Directors. Recommendations are in line with Bank of Thailand's risk-based approach to commercial banking, which sets guidelines for assessing core risks such as strategic risk, credit risk, market risk, liquidity risk, operational risk, legal risk and other forms of risk which may have an impact on the reputation of the Bank.
2. To monitor and administrate the Bank's transactions in accordance with the Bank's Integrated Risk Management.
3. To prepare reports to submit to the Executive Committee as assigned by the said Committee.
4. To set strategies in line with the Bank's overall risk management policies. The Risk Management Committee is responsible for monitoring and assessing risk and ensuring that it remains within acceptable limits.
5. To ensure that the Bank's overall risk management is in line with principles of good corporate governance.
6. To review the Bank's policies and risk management practices in order to find ways to improve the quality and effectiveness of the Bank's approach to risk management.
7. To consider and approve policies and guidelines of assessment of assets as collateral for credit extension and immovable properties foreclosed obtained from debt payment or auction as well as principles of revaluation of these assets.
8. To prepare and review credit lending policy and guidelines, including the setting up of a reserve, the policy to write-off NPLs, credit limit management, the use of a scorecard system for credit approval and credit pricing which depend on risks involved and investments in the acquisition of other businesses.
9. To give advice on information technology relating to risk management.
10. To approve new products launching programs or change of pricing for products under the process of approval to be included in the Bank's business plans.
11. To oversee the supervision of the companies within the Financial Business Group to comply with the measures set forth by the Bank of Thailand and Bank's Internal Risk Management Policy.
12. To establish a risk management policy governing the risk management framework of the entities within the Financial Business Group, both from a system or process perspectives for supervision purposes.
13. The Risk Management Committee has the authority to appoint additional committees/ working committees to oversee the management of different types of risk, as it sees fit. These committees/ working committees report directly to the Risk Management Committee.

14. The Risk Management Committee has the right to inspect any Bank documents and to question any Bank employee as necessary for successful completion of the committee's work.

15. The Risk Management Committee must consistently notify the Audit Committee of all operations in need of improvement or adjustment to comply with the specified policies and strategies.

Names of Members and Meetings of the Risk Management Committee

In 2014, there were a total of 13 meetings as detailed below:

Members of the Risk Management Committee	Position	Number of Meetings Attended / Total Number of Meetings Held
1. Mr. Noriaki Goto ^{1/}	Chairman	13/13
2. Mrs. Janice Van Ekeren ^{2/}	Deputy Chairman	11/13
3. Mr. Philip Tan Chen Chong	Member	11/13
4. Mr. Chandrashekar Subramanian Krishnoolndmangalam	Member	12/13
5. Miss Duangdao Wongpanitkrit	Member	13/13
6. Mr. Pornsanong Tuchinda	Member	10/13
7. Mr. Sayam Prasitsirigul	Member	10/13
8. Mr. Hironori Okada ^{3/}	Member	13/13
9. Mr. Saengchart Wanichwatphibun	Member	10/13

Secretary to the Risk Management Committee is Mr. Nitus Lertpittayanukun

Remark: ^{1/} Appointed as the Chairman of Risk Management Committee by the Board of Directors, effective on January 2, 2014.

^{2/} Appointed as the Deputy Chairman of Risk Management Committee by the Board of Directors, effective on January 2, 2014.

^{3/} Appointed as the Risk Management Committee member by the Board of Directors, effective on January 2, 2014.

Compliance Review Committee

Composition

The Board of Directors appoints the Compliance Review Committee consisting of at least eight members, namely, two Directors and/or Independent Director (being the Chairman of the Compliance Review Committee by position), General Counsel, Chief Financial Officer, Chief Risk Officer, Head of Distribution, Head of Operations, Head of Strategic Planning Office and other suitable executives. The CEO and President shall serve as the Advisors to the Compliance Review Committee.

Qualifications

Committee members shall have extensive knowledge, capability, experience, and thorough understanding on their duties and responsibilities, with good judgment in acting for the benefit of the business in accordance with sound Good Corporate Governance Principles of the Bank.

Term of Office

The term of office is two years.

Authority, Duties and Responsibilities

1. To make recommendations on principles and practices for effective compliance measure for the Bank.

2. To make recommendations on the development of Good Corporate Governance – Best Practices for the Bank.
3. To make recommendations on Code of Business Conduct and employee Code of Conduct for publication and communication to related persons for acknowledgement and use as guidelines.
4. To make recommendations on the development and implementation of plans to ensure compliance practices as prescribed by policies.
5. To make recommendations relating to Business ethics and good practices of the Bank's executives and employees.
6. To make recommendations on reports to be made to the Board of Directors containing details and formats as required by the Board of Directors unless otherwise specified by the Board of Directors.
7. To make recommendations on control and enforcement in compliance with policies and regulations and laws applicable to the Bank.
8. To follow up on development of the basic culture of the organization in the fields of compliance, prevention, auditing, and correction.

9. To ensure that training is provided to the employee to promote understanding of each employee's responsibilities as prescribed by the compliance program.
10. To report and give suggestions on corrective plans related to compliance principles/ policies.
11. To ensure that reports prepared in accordance with the compliance program are proposed to the Board of Directors.
12. To review and make recommendations on ensuring consistency of compliance practices and principles and applicability of those guidelines to the business of the Bank.
13. To review and make recommendations on messages regarding good corporate governance to the public.
14. To review and report to the Board of Directors on the Bank's good corporate governance practices and to provide recommendations or advice on the improvement of the practices as deemed appropriate unless otherwise specified by the Board of Directors.
15. The Compliance Review Committee has the authority to appoint a sub-committee and/or working group as deemed necessary.

Names of Members and Meetings of the Compliance Review Committee

In 2014, there were a total of 11 meetings as detailed below:

Members of the Compliance Review Committee	Position	Number of Meetings Attended / Total Number of Meetings Held
1. Mr. Phong-adul Kristnaraj	Chairman	11/11
2. Miss Phawana Niemloy	Deputy Chairman	11/11
3. Mr. Takeshi Ogasawara ^{1/}	Member	5/11
4. Miss Duangdao Wongpanitkrit	Member	11/11
5. Mr. Chandrashekar Subramanian Krishoolndmangalam	Member	10/11
6. Mr. Phonganant Thanattrai	Member	9/11
7. Mrs. Wanna Thamsirisup	Member	11/11
8. Mr. Takanori Sazaki ^{2/}	Member	11/11

Secretary to the Compliance Review Committee is Mr. Saengchart Wanichwatphibun

Remark: ^{1/} Appointed as the Compliance Review Committee member by the Board of Directors, effective on January 2, 2014.

^{2/} Appointed as the Compliance Review Committee member by the Board of Directors, effective on January 2, 2014.

Credit Committee

Composition

The Board of Directors appoints the Credit Committee with seven positions consisting of Chief Risk Officer (being the Chairman of the Credit Committee by position), Head of Corporate Banking, Head of SME Banking, Deputy Chief Risk Officer, Deputy Head of Corporate Banking, Executive who directly oversees the Corporate Credit Risk Division and the SME Credit Risk Division; and Executive who is directly responsible for the Credit Policy and Credit Risk Management Department.

Qualifications

Committee members shall have extensive knowledge, capability, experience, and thorough understanding on their duties and responsibilities, with good judgment in acting for the benefit of the business.

Term of Office

The term of office is in accordance with the directive of the appointment of the Credit Committee.

Authority, Duties and Responsibilities

1. To have the authority to approve credit requests and also relevant operations relating to credit within its scope of authorizations as per Attachment to the Charter of the Credit Committee in accordance with the credit policy and based on acceptable risk with risk policy of the Bank.
2. To have the authority to examine the Bank's documents and data and summon relevant employees for questioning so that the Committee may fulfill its objectives.
3. To have the authority to appoint and set the roles and responsibilities of sub-committees and/or individuals as deemed appropriate to assist in credit management and credit extensions of the Bank.

Names of Members and Meetings of the Credit Committee

In 2014, there were a total 98 meetings as detailed below:

Members of the Credit Committee	Position	Number of Meetings Attended / Total Number of Meetings Held
1. Mr. Chandrashekar Subramanian Krishoolndmangalam	Chairman	88/98
2. Mr. Pornsanong Tuchinda	Member	91/98
3. Mr. Sayam Prasitsirigul	Member	85/98
4. Mr. Hironori Okada ^{1/}	Member	91/98
5. Mr. Koichi Ogawa ^{2/}	Member	89/98
6. Mr. Nuttawit Boonyawat	Member	98/98

Secretary to the Credit Committee is Mr. Khomkrit Chantapoh

Remark: ^{1/} Appointed as the Credit Committee member by the Board of Directors, effective on January 2, 2014.

^{2/} Appointed as the Credit Committee member by the Board of Directors, effective on January 2, 2014.

Executive Committee

Composition

The Board of Directors appoints the Executive Committee consisting of not less than eight members, namely, Chief Executive Officer (being the Chairman of the Executive Committee by position), Deputy Chief Executive Officer, President, Chief Financial Officer, Chief Risk Officer, General Counsel, Head of Operations, Head of Strategic Planning Office and other suitable executives.

Qualifications

Committee members shall have extensive knowledge, capability, experience, and through understanding of their duties and responsibilities, with good judgment in acting for the benefit of the business.

Term of Office

The term of office is in accordance with the directive of the appointment of the Executive Committee.

Authority, Duties and Responsibilities

- To supervise the Bank's operations to ensure compliance with all relevant laws and the Bank's regulations.
- To supervise the Bank's business management to achieve the set goals, policies, strategies and business plans.
- To assist the Board of Directors in setting optimal policies and plans by providing full and accurate information.
- To screen strategic plans, annual business plan, capital expenditure budgets, operational objectives and other project plans, including incomes/non-interest expenditure controls before submitting to the Board of Directors.
- To assign other committees and sub-committees to consider matters which occur from the Bank's ordinary operations.
- To prepare reports as assigned by the Board of Directors.
- To review policy and business plans prepared by the Chief Executive Officer and the President which have been reviewed by the Financial Management Committee and propose the business plans which have been review to the Board of Directors for approval.
- To consider policy and business plans endorsed by the Board of Directors on a quarterly basis and present views relating to the policy and business plans to the Board.
- To consider, approve, and monitor the following operations:
 - High cost investment.
 - Launching of new product or cessation of providing service or adjustment of prices which have been approved.
 - Go into business by capital investment, share investment, business partnership or contracts or agreements.
 - Provision of credits or guarantee apart from the Bank's ordinary operations.
 - Any actions resulting in property rights or right over the Bank's assets.
 - Liability payments or liability payment before due date.
 - Changes of remuneration or employee benefit policy.
 - Changes of strategies relating to the provision of credit and acceptance of deposits.
 - Credit limits opening and closing and
 - To enter into agreements or the setting of policy relating to agreements with the departments monitoring the Bank's business

operations in cases other than those which the Bank's high-level executives have been empowered to do.

10. To monitor operations of the Bank's departments to ensure compliance with plans and goals in an efficient and effective manner.
11. To review, monitor, provide suggestions and directions to ensure that the management system and operational process of various departments are modern, up-to-date and correspond to the fast changing economic situation.
12. To have the authority to examine the Bank's documents and data and summon relevant employees for questioning so that the Committee may fulfill its objectives.

13. To have the authority to appoint and set the roles and responsibilities of sub-committees and/or individuals as deemed appropriate to assist the management of the Bank.

14. To undertake assignments from the Board of Directors.
15. To report the Bank's operations and various activities that has major implications to the Board of Directors.
16. To operate matters relating to the Bank's overall business or operations.
17. To monitor operations of the sub-committees reporting to the Executive Committee.
18. To approve quarterly (reviewed) financial statements after review by the Audit Committee.

Names of Members and Meetings of the Executive Committee

In 2014, there were a total of 12 meetings as scheduled in advance with details below:

Members of the Executive Committee	Position	Number of Meetings Attended / Total Number of Meetings Held
1. Mr. Noriaki Goto ^{1/}	Chairman	12/12
2. Mrs. Janice Van Ekeren ^{2/}	Deputy Chairman	11/12
3. Mr. Philip Tan Chen Chong ^{3/}	Member	12/12
4. Miss Duangdao Wongpanitkrit	Member	12/12
5. Mr. Chandrashekar Subramanian Krishnoolndmangalam	Member	10/12
6. Miss Phawana Niemloy	Member	12/12
7. Mrs. Wanna Thamsirisup	Member	11/12
8. Mr. Pornsanong Tuchinda	Member	10/12
9. Mr. Takanori Sazaki ^{4/}	Member	11/12

Secretary to the Executive Committee is Mrs. Thidarat Sethavaravichit

Remark: ^{1/} Appointed as the Chairman of Executive Committee by the Board of Directors, effective on January 2, 2014.

^{2/} Appointed as the Deputy Chairman of Executive Committee by the Board of Directors, effective on January 2, 2014.

^{3/} Appointed as the Executive Committee member by the Board of Directors, effective on January 2, 2014.

^{4/} Appointed as the Executive Committee member by the Board of Directors, effective on January 2, 2014.

Shareholding of Directors and Executives

(As defined by the Capital Market Supervisory Board)

Name - Surname	31 December 2014			31 December 2013			Total
	No. of Shares (shares)		Total	No. of Shares (shares)		Total	Shares
	Directors/ Executives	Spouse and Child	Shareholding (%) ^{1/}	Directors/ Executives	Spouse and Child	Shareholding (%) ^{1/}	Increase / (Decrease) During the Year (shares)
		who has not yet reached adulthood			who has not yet reached adulthood		
Non-Executive Directors							
1. Mr. Veraphan Teepsuwan	1,960	251,901	0.0042	1,960	251,901	0.0042	-
2. Mr. Kanetsugu Mike	-	-	-		N.A. ^{2/}		N.A. ^{2/}
3. Miss Nopporn Tirawattanagool	-	-	-	-	-	-	-
4. Mr. Takeshi Ogasawara	-	-	-		N.A. ^{2/}		N.A. ^{2/}
5. Mr. Go Watanabe	-	-	-		N.A. ^{2/}		N.A. ^{2/}
Independent Directors							
6. Mr. Karun Kittisataporn	-	-	-	-	-	-	-
7. Miss Potjanee Thanavaranit	-	-	-	-	-	-	-
8. Mr. Virat Phairatphiboon	-	-	-	-	-	-	-
9. Mr. Phong-adul Kristnaraj	-	-	-	-	-	-	-
Executive Directors							
10. Mr. Noriaki Goto	-	-	-		N.A. ^{2/}		N.A. ^{2/}
11. Mrs. Janice Rae Van Ekeren	-	-	-	-	-	-	-
12. Mr. Philip Tan Chen Chong	-	-	-	-	-	-	-
Executives							
13. Mr. Pornsanong Tuchinda	-	-	-	-	-	-	-
14. Mr. Sudargo (Dan) Harsono	-	-	-	-	-	-	-
15. Miss Phawana Niemloy	-	-	-	-	-	-	-
16. Miss Duangdao Wongpanitkrit	-	-	-	-	-	-	-
17. Mrs. Voranuch Dejakaisaya	-	-	-	-	-	-	-
18. Miss Puntipa Hannoraseth	-	-	-	-	-	-	-
19. Mrs. Wanna Thamsirisup	-	-	-	-	-	-	-
20. Miss Anuttara Panpothong	-	-	-	-	-	-	-
21. Mr. Chandrashekar Subramanian Krishoolndmangalam	-	-	-	-	-	-	-
22. Mr. Rohit Khanna	-	-	-	-	-	-	-
23. Mr. Tak Bunnag	-	-	-	-	-	-	-
24. Mr. Sayam Prasitsirigul	-	-	-	-	-	-	-
25. Mr. Phonganant Thanattrai	-	-	-	-	-	-	-
26. Mr. Takanori Sazaki	-	-	-		N.A. ^{2/}		N.A. ^{2/}
27. Mr. Congsin Congcar	-	-	-		N.A. ^{2/}		N.A. ^{2/}
28. Mrs. Varabhorn Achakornlak	-	-	-	-	-	-	-
29. Miss Jiraporn Popairoj	2,374	-	0.0000	2,374	-	0.0000	-

Name - Surname	31 December 2014			31 December 2013			Total
	No. of Shares (shares)		Total	No. of Shares (shares)		Total	Shares
	Directors/	Spouse	Shareholding (%) ^{1/}	Directors/	Spouse	Shareholding (%) ^{1/}	Increase / (Decrease) During the Year (shares)
	Executives	and Child who has not yet reached adulthood		Executives	and Child who has not yet reached adulthood		
Executives (continued)							
30. Miss Pornnapa Patarasatienkul	-	-	-	-	-	-	-
31. Mrs. Akanit Mattison	-	-	-	-	-	-	-
32. Mr. Kriangsak Jongsukkgiparnich	-	-	-	-	-	-	-
33. Miss Pisara Pattanasiri	-	-	-	-	-	-	-
34. Mr. Khomson Adunwitthayakorn	-	-	-	-	-	-	-
35. Mrs. Duangkhae Khunviseadpong	-	-	-	-	-	-	-
36. Mr. Jamorn Phianphrom	2	-	0.0000	2	-	0.0000	-
37. Mr. Risaku Numaguchi	-	-	-		N.A. ^{2/}		N.A. ^{2/}
38. Miss Somjai Pattanakitpairoj	-	-	-	-	-	-	-
39. Mrs. Orawan Julapol	-	-	-	-	-	-	-
40. Miss Sukanda Thawilwang	-	-	-	-	-	-	-
41. Miss Siriporn Sribooncharoen	-	-	-	-	-	-	-
42. Miss Uraivan Charoenbunditchai	-	-	-	-	-	-	-
43. Mrs. Samanporn Chantanahom	-	-	-	27,000	-	0.0004	(27,000)
44. Miss Porntip Sae Lor	-	-	-	-	-	-	-
45. Mrs. Kamoltip Jittimaporn	-	-	-	1,300	-	0.0000	(1,300)
46. Miss Rattaporn Pornprasit	-	-	-	-	-	-	-
47. Miss Benjawan Surachutikarn	-	-	-	-	-	-	-
48. Mrs. Anantaya Padanupong	-	-	-	-	-	-	-
49. Mr. Takashi Kanai	-	-	-		N.A. ^{2/}		N.A. ^{2/}
50. Miss Thatsaphin Cholsuwat	-	-	-		N.A. ^{2/}		N.A. ^{2/}
51. Miss Sunan Pimsawang	-	-	-		N.A. ^{2/}		N.A. ^{2/}
52. Mr. Montien Jangsutimon	-	-	-		N.A. ^{2/}		N.A. ^{2/}
53. Miss Porntip Undamrongkarn	-	-	-		N.A. ^{2/}		N.A. ^{2/}
54. Miss Darunee Laiphukham	-	-	-		N.A. ^{2/}		N.A. ^{2/}
55. Mr. Vatchara Pumnoi	-	-	-		N.A. ^{2/}		N.A. ^{2/}
56. Mrs. Tatsawan Dumrisomkul	-	-	-		N.A. ^{2/}		N.A. ^{2/}
57. Miss Thanawan Santananont	-	-	-		N.A. ^{2/}		N.A. ^{2/}
58. Mr. Teerasak Nimnaparaj	-	-	-		N.A. ^{2/}		N.A. ^{2/}
59. Miss Soamkulaya Pinkayan	-	-	-		N.A. ^{2/}		N.A. ^{2/}
60. Mrs. Pattanuch Jiravachara	-	-	-		N.A. ^{2/}		N.A. ^{2/}
61. Miss Chanida Kwansanerthechin	-	-	-		N.A. ^{2/}		N.A. ^{2/}

Remark: ^{1/} Shareholding includes spouse and child who has not yet reached adulthood. As of December 31, 2013 and December 31, 2014, the Bank had a total of 6,074,143,747 ordinary shares sold.

^{2/} In 2013, he/she was not the executive that falls under executive definition prescribed by the Capital Market Supervisory Board.

Details of Directors, Executives, Persons with Managerial Authority and Corporate Secretary

(As defined by the Capital Market Supervisory Board)

As of December 31, 2014

(1) Information of Directors, Executives, Persons with Managerial Authority and Corporate Secretary

• Board of Directors

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
Non-Executive Directors				
1. Mr. Veraphan Teepsuwan Age 73 years - Chairman (Jan 3, 2007) % Shareholding ^{1/} 0.0042% (253,861 shares) Family Relationship with Directors and Executives -None-	- MBA., Northeastern University, USA - Bachelor of Economics, Boston University, USA - Certificate of training and seminar, Thai Institute of Directors Association (IOD) ▪ Role of the Chairman Program (RCP), Year 2008	Jan 3, 2007 – Present <u>Other Listed Companies</u> 1999 – Present Nov 2006 – Present 2003 – Present <u>Other Companies / Organizations</u> Sep 2010 – Present 1983 – Mar 2014 1995 – Jan 2011	Chairman Chairman Chairman Vice Chairman Director Director Chairman	Bank of Ayudhya PCL Sri Ayudhya Capital PCL Siam City Cement PCL Eastern Star Real Estate PCL Exclusive Senior Care International Co., Ltd. Bangkok Broadcasting & T.V. Co., Ltd. Allianz Ayudhya Assurance PCL
2. Mr. Kanetsugu Mike Age 58 years - Vice Chairman (Authorized Signatory) (Jan 2, 2014) - Nomination and Remuneration Committee Member (Jan 2, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- MBA., The Wharton School, University of Pennsylvania, USA - Bachelor of Economics, Keio University, Japan	Jan 2, 2014 – Present Jan 2, 2014 – Present <u>Other Companies / Organizations</u> 2013 – Pres ent May 2013 – Present May 2013 – Present Jun 2011 – May 2013 May – Jun 2011 May – Jun 2011 May 2009 – May 2011	Vice Chairman (Authorized Signatory) Nomination and Remuneration Committee Member Managing Executive Officer Senior Managing Executive Officer Deputy Chief Executive, Global Business Unit Managing Director Chief Executive, Information Systems & Operations Managing Executive Officer Chief Executive, Information Systems & Operations Managing Executive Officer	Bank of Ayudhya PCL Mitsubishi UFJ Financial Group, Inc. The Bank of Tokyo – Mitsubishi UFJ, Ltd., Tokyo, Japan

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
3. Miss Nopporn Tirawattanagool Age 60 years - Director (Authorized Signatory) (Jan 2, 2014) - Nomination and Remuneration Committee Member (Apr 28, 2010) - Risk and Compliance Committee Member (Jan 1, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- Master of Accounting, Faculty of Commerce and Accountancy, Thammasat University - Bachelor of Business Administration (in Accounting), Thammasat University - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Director Accreditation Program (DAP), Year 2003 • Role of the Compensation Committee (RCC), Year 2009 • Audit Committee Program (ACP), Year 2010 • Director Certification Program (DCP), Year 2010 • Financial Institutions Governance Program (FGP), Year 2011 • Anti-Corruption for Executive Program (ACEP), Year 2013	Jan 1, 2015 – Present*	Risk and Compliance Committee Member	Bank of Ayudhya PCL
		Jan 2, 2014 – Present	Director (Authorized Signatory)	
		Apr 28, 2010 – Present	Nomination and Remuneration Committee Member	
		<u>Other Listed Companies</u>		
		Oct 17, 2014 – Present	Director	Srivichaivejvivat PCL
		May 14, 2013 – Present	Nomination and Remuneration Committee Member	Sri Ayudhya Capital PCL
		Apr 2013 – Present	Director	
		Apr 2012 – Present	Director	Siam City Cement PCL
		Jul 22, 2014 – Present	Director of Nomination and Compensation Committee Director of Governance, Risk and Compliance Committee	
		<u>Other Companies / Organizations</u>		
		Dec 15, 2014 – Present	Director	Belle Development Co., Ltd.
		Dec 1, 2014 – Present	Director (Authorized Signatory)	Grand Fortune Co., Ltd.
		Apr 21, 2014 – Present	Director	Bangkok Broadcasting & TV Co., Ltd.
		Apr 21, 2014 – Present	Director (Authorized Signatory)	BBTV Satelvision Co.,Ltd.
		Apr 21, 2014 – Present	Director (Authorized Signatory)	GL Asset Co., Ltd.
		Apr 21, 2014 – Present	Director (Authorized Signatory)	Mahakij Holdings Co.,Ltd.
		Apr 21, 2014 – Present	Director (Authorized Signatory)	BBTV Production Co.,Ltd.
		Jan 10, 2014 – Present	Director (Authorized Signatory)	BBTV Alliance Ltd.
		Jan 10, 2014 – Present	Director (Authorized Signatory)	BBTV Bond Street Building Ltd.
		Aug 2012 – Present	Director (Authorized Signatory)	ITBC Business Consultant Group Co, Ltd
		Apr 2011 – Present	Director (Authorized Signatory)	Exclusive Senior Care International Co., Ltd.
		Sep 2010 – Present	Director (Authorized Signatory)	BBTV International Holdings Co., Ltd.
		Sep 2010 – Present	Director (Authorized Signatory)	Sunrise Equity Co., Ltd.
		Sep 2010 – Present	Director (Authorized Signatory)	BBTV Equity Co., Ltd.

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
4. Mr. Takeshi Ogasawara Age 61 years - Director (Jan 2, 2014) - Risk and Compliance Committee Member (Jan 1, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- Bachelor of Law (LL.B.), Faculty of Law, Kyoto University, Japan	Jan 1, 2015 – Present* Jan 2, 2014 – Present Jan 2, 2014 – Jan 4, 2015* <u>Other Companies / Organizations</u> May 2012 – Present May 2011 – May 2012 Jan 2010 – May 2011 May 2009 – Jan 2010	Risk and Compliance Committee Member Director Compliance Review Committee Member Deputy President, Central Region of Japan Senior Managing Director, Chief Compliance Officer in charge of Corporate Risk Management, Credit Policy & Planning, non-Japanese Credit Managing Director, Chief Compliance Officer in charge of Corporate Risk Management, Credit Policy & Planning Managing Director, Chief Compliance Officer in charge of Corporate Risk Management, Information Security Management, Credit Policy & Planning	Bank of Ayudhya PCL The Bank of Tokyo – Mitsubishi UFJ, Ltd., Tokyo, Japan
5. Mr. Go Watanabe Age 56 years - Director (Jan 2, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Business Administration (Business Administration), University of California – Berkeley USA - Bachelor of Arts (Economics), Waseda University, Japan	Jan 2, 2014 – Present <u>Other Companies / Organizations</u> Jul 2013 – Present Jun 2013 – Present May 2012 – May 2013 Jul 2011 – May 2012 Apr 2009 – Jul 2011	Director Resident Managing Officer for Asia & Oceania Managing Executive Officer, Chief Executive Officer for Asia & Oceania (Singapore) Managing Executive Officer, Group Head, Nagoya Corporate Banking Group Executive Officer, General Manager, Global Corporate Banking Division, Head Office, Global Head of Financial Institutions Executive Officer, Deputy President, General Manager of Shanghai Branch	Bank of Ayudhya PCL Mitsubishi UFJ Financial Group, Inc. The Bank of Tokyo – Mitsubishi UFJ, Ltd., Singapore The Bank of Tokyo – Mitsubishi UFJ, Ltd., China

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
Independent Directors				
6. Mr. Karun Kittisataporn Age 67 years - Independent Director (Apr 9, 2008) - Chairman of the Nomination and Remuneration Committee (Apr 9, 2008) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	<ul style="list-style-type: none">- MA., (International Trade), Syracuse University, N.Y., USA (USAID Scholarship)- BCA., Victoria University of Wellington, New Zealand (Colombo Plan Scholarship)- Degree from the National Defense College Class 8, (Joint State - Private Sector)- Certificate of Commercial Policy Course, GATT, Geneva- Certificate of training and seminar, Thai Institute of Directors Association (IOD)<ul style="list-style-type: none">• Director Certification Program (DCP), Year 2006• Role of the Compensation Committee (RCC), Year 2008• Audit Committee Program (ACP), Year 2009• Financial Statements for Directors (FSD), Year 2009• Financial Institutions Governance Program (FGP), Year 2011• Monitoring the Qualify of Financial Reporting (MFR), Year 2011• Monitoring the Internal Audit Function (MIA), Year 2013• Anti-Corruption for Executive Program (ACEP), Year 2013	<div>Apr 9, 2008 – Present Apr 9, 2008 – Present</div> <div>Other Listed Companies</div> <div>Nov 2012 – Present Feb 2010 – Present Feb 2010 – Present</div> <div>Jan 2011 – Present Apr 2009 – Present Apr 2009 – Present</div> <div>Nov 2008 – Present</div> <div>Other Companies / Organizations</div> <div>May 2008 – Present</div> <div>Nov 2006 – Present</div> <div>Aug 13, 2014 – Sep 2014 Oct 2007– Sep 2014 Nov 2009 – Feb 2011</div> <div>Jan 2008 – Feb 2011</div>	<div>Independent Director Chairman of the Nomination and Remuneration Committee</div> <div>Audit Committee Member Independent Director Nomination and Remuneration Committee Member</div> <div>Audit Committee Member Independent Director Nomination and Remuneration Committee Member</div> <div>Audit Committee Member</div> <div>Chairman of the Executive Committee</div> <div>Member of the Council of State Election Committee Member Commissioner Director</div> <div>Commissioner</div>	<div>Bank of Ayudhya PCL</div> <div>Khon Kaen Sugar Industry PCL</div> <div>Central Pattana PCL</div> <div>Sahamit Machinery PCL</div> <div>The SUPPORT Arts and Crafts International Centre of Thailand (Public Organization) Office of the Council of State Election Committee for National Reform Council Insurance Commission Securities and Exchange Commission Public Sector Development Commission</div>

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
7. Miss Potjaneet Thanavaranit Age 68 years - Independent Director (Apr 8, 2010) - Chairman of the Audit Committee (Apr 25, 2012) % Shareholding 1/ -None- Family Relationship with Directors and Executives -None-	<ul style="list-style-type: none"> - MBA., Syracuse University, N.Y., USA (USAID Scholarship) - Bachelor of Accountancy, Chulalongkorn University - Certificate of Advanced General Insurance Program, Swiss Insurance Training Center, Switzerland (Swiss Re Scholarship) - Certificate of Advanced Management Program, Australian Management College, Australia (COLOMBO Scholarship) - Certificate of Executive Development Program (EDP.I Class 18), Institute of the Civil Service Commission - Degree from the National Defense College, Class 42 - Certificate of Top Executive Program, Capital Market Academy, Class 8 - Certificate of Top Executive Program in Commerce and Trade, Commerce Academy, Class 3 - Certificate of Advanced Security Management Program, The National Defense College Association of Thailand, Class 2 - Certificate of training and seminar, Thai Institute of Directors Association (IOD) <ul style="list-style-type: none"> • Director Certification Program (DCP), Year 2002 • Role of the Chairman Program (RCP), Year 2006 • Role of the Compensation Committee Program (RCC), Year 2007 • Audit Committee Program (ACP) Year 2010 • Financial Institutions Governance Program (FGP), Year 2011 • Advanced Audit Committee Program (completed ACP, MIA, MFM, MFR, MIR), Year 2013 • Anti-Corruption for Executive Program (ACEP), Year 2013 • Director Certification Program Update (DCPU), Year 2014 	Apr 25, 2012 – Present	Chairman of the Audit Committee	Bank of Ayudhya PCL
		Apr 8, 2010 – Present Apr 28, 2010 – Apr 24, 2012 <u>Other Listed Companies</u> May 2014 – Present	Independent Director Audit Committee Member Chairman of the Remuneration Committee	Oishi Group PCL
		May 2014 – Present	Chairman of the Good Corporate Governance Committee	
		Feb 2009 – Present Feb 2009 – Present April 2014 – Present	Independent Director Audit Committee Member Audit Committee Member	Thai Reinsurance PCL
		Jun 2012 – Apr 2014	Nomination and Remuneration Committee Member	
		May 2007 – Present Jun 2009 – Present Apr 2007 – Present	Independent Director Independent Director Independent Director	Berli Jucker PCL Bangkok Insurance PCL
		Apr 2007 – Present 2007 – Present 2007 – Present	Audit Committee Member Chairman of the Board (Independent Director) Audit Committee Member	Univentures PCL
		2007 – Present 2007 – Present	Chairman of the Compensation and Nomination Committee	
		<u>Other Companies / Organizations</u> Oct 2, 2014 – Present	Member of National Reform Council	National Reform Council
		2007 – Present	Qualified member of the Committee	The Federation of Thai Insurance Organization
		Oct 2006 – Present	Member of the Council of State (Group 3 – Monetary Laws)	Office of the Council of State
		Apr 2010 – Jul 2013	Director	BJC Logistics and Warehouse Co., Ltd.
		Nov 2008 – Mar 2013	Chairman of the Audit and Evaluation Committee of Ministry of Commerce	Ministry of Commerce
		Sep 2007 – Apr 2012	Member and Treasurer	Bhumirajanagarindra Kidney Foundation

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
8. Mr. Virat Phairatphiboon Age 66 years - Independent Director (Dec 2, 1998) - Audit Committee Member (May 21, 1999) - Nomination and Remuneration Committee Member (Feb 21, 2007) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- BA. in Economics and Business Administration, Adams State College, Colorado, USA - Executive Development Program, Princeton University, USA - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Director Certification Program (DCP), Year 2002 • Audit Committee Program (ACP), Year 2004 • Role of the Compensation Committee (RCC), Year 2008 • Anti-Corruption for Executive Program (ACEP), Year 2013 • Director Certification Program Update (DCPU), Year 2014	Feb 21, 2007 – Present May 21, 1999 – Present Dec 2, 1998 – Present <u>Other Listed Companies</u> May 2012 – Present 2007– Present 2007 – May 2012	Nomination and Remuneration Committee Member Audit Committee Member Independent Director Chairman of the Audit Committee Independent Director Audit Committee Member	Bank of Ayudhya PCL Tipco Foods (Thailand) PCL
9. Mr. Phong-adul Kristnaraj Age 64 years - Independent Director (Apr 24, 2012) - Audit Committee Member (Apr 25, 2012) - Chairman of the Risk and Compliance Committee (Jan 1, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- MBA., Management, Sasin Graduate Institute of Business Administration of Chulalongkorn University - Bachelor of Accountancy in Banking and Finance, Chulalongkorn University - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Director Certification Program (DCP), Year 2012 • Audit Committee Program (ACP), Year 2013 • Advanced Audit Committee Program (completed ACP, MIA, MFM, MFR, MIR), Year 2013 • Financial Institutions Governance Program (FGP), Year 2013 • Anti-Corruption for Executive Program (ACEP), Year 2013 • Risk Management Committee Program (RMP), Year 2014	Jan 1, 2015 – Present* Apr 25, 2012 – Present Apr 24, 2012 – Present Jun 24, 2013 – Jan 4, 2015* <u>Other Companies / Organizations</u> Oct 2012 – Present 2010 – Present 2010 – Apr 2012 2009 - 2011 2009 - 2011 1975 – 2010	Chairman of the Risk and Compliance Committee Audit Committee Member Independent Director Chairman of the Compliance Review Committee Audit Committee Member Advisor Member of the Asset Management Working Team President Director Examiner - Senior Director	Bank of Ayudhya PCL Thai Public Broadcasting Service Tangthanasin Co., Ltd. Sukhumvit Asset Management Co., Ltd. Bank of Thailand Employee's Thrift and Credit Co-Operative Ltd. The Institute of Internal Auditors of Thailand Bank of Thailand

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
Executive Directors				
10. Mr. Noriaki Goto Age 52 years - Director (Authorized Signatory) (Jan 2, 2014) - President and Chief Executive Officer (Jan 5, 2015) - Chairman of the Executive Committee (Jan 2, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- Master of Business Administration, Graduate School of Business, The University of Chicago, USA - Bachelor of Arts (Law), School of Law, Waseda University, Japan	Jan 5, 2015 – Present* Jan 2, 2014 – Present Jan 2, 2014 – Present Jan 2, 2014 – Jan 4, 2015* Jan 2, 2014 – Jan 4, 2015* Jan 2, 2014 – Jan 4, 2015* <u>Other Companies / Organizations</u> May 14, 2014 – Present Aug 2013 – Dec 2013 Jul 2012 – Aug 2013 Feb 2009 – Jun 2012 Mar 2009 – Oct 2010 Jul 2011 – Aug 2013 Oct 2010 – Aug 2013 Feb 2009 – Oct 2010	President and Chief Executive Officer Director (Authorized Signatory) Chairman of the Executive Committee Chief Executive Officer Chairman of the Risk Management Committee Advisor to the Compliance Review Committee Director Executive Officer & General Manager, Global Planning Division Executive Officer & General Manager, Americas Holdings Division Executive Officer & General Manager, Corporate Governance Division for the U.S. Deputy Head, MUFG/MS Strategic Alliance Executive Officer & General Manager, Americas Holdings Division Executive Officer & General Manager, Planning Division for the Americas Senior Vice President & Deputy General Manager, Planning Division for the Americas	Bank of Ayudhya PCL <

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
11. Mrs. Janice Van Ekeren Age 55 years - Director (Authorized Signatory) (Jan 3, 2007) - Deputy Chairman of the Executive Committee (Jan 2, 2014) - Chief Operating Officer (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- MBA. (Finance), University of Chicago, USA - BSc. in Industrial Administration, Iowa State University, USA - Certified Public Accountant (US) - Certified Bank Auditor (US) - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Director Certification Program (DCP-English), Year 2007 • Director Diploma Examination Program (Fellow Member), Year 2007	Jan 5, 2015 – Present* Jan 2, 2014 – Present Jan 3, 2007 – Present Jan 2, 2014 – Jan 4, 2015* Jan 2, 2014 – Jan 4, 2015* Jan – Dec 2013 Jan – Dec 2013 Jan – Dec 2013 Jan – Dec 2013 Jan – Dec 2013 Aug 2009 – Dec 2012 Jul 2009 – Dec 2012 and Jul 2007 – Mar 2009 Jan 2007 – Dec 2012 Jan 2007 – Dec 2012 Jan 2007 – Dec 2012 Jan 2007 – Dec 2012 <u>Other Companies / Organizations</u> 20 Mar 2014 – Present Jan 2012 – Present Jan 2011 – Present Jan – Dec 2011 Nov 2009 – Mar 2013	Chief Operating Officer Deputy Chairman of the Executive Committee Director (Authorized Signatory) Deputy Chief Executive Officer Deputy Chairman of the Risk Management Committee Chief Executive Officer Chairman of the Risk Management Committee Chairman of the Executive Committee Advisor to the Credit Committee Advisor to the Compliance Review Committee Acting Head of Treasury Compliance Review Committee Member Chief Financial Officer Risk Management Committee Member Vice Chairman of the Executive Committee First Executive Vice President Director (Authorized Signatory) Treasurer Board of Governors Secretary Director (Authorized Signatory)	Bank of Ayudhya PCL <

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
12. Mr. Philip Tan Chen Chong Age 49 years - Director (Authorized Signatory) (Jan 1, 2013) - Executive Committee Member (Jan 2, 2014) - Head of Retail and Consumer Banking (Jan 5, 2015) - Acting Head of Krungsri Auto Group (Oct 1, 2013) - Acting Head of Krungsri Consumer Group (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- Master of Management, Sasin Business Graduate Institute of Administration of Chulalongkorn University - Bachelor of Science Electrical Engineering, University of Maryland, USA - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Director Certification Program (DCP-English), Year 2013	Jan 5, 2015 – Present*	Head of Retail and Consumer Banking	Bank of Ayudhya PCL
		Jan 5, 2015 – Present*	Acting Head of Krungsri Consumer Group	
		Jan 2, 2014 – Present	Executive Committee Member	
		Jan 1, 2013 – Present	Director (Authorized Signatory)	
		Oct 1, 2013 – Present	Acting Head of Krungsri Auto Group	
		Jan 1, 2013 – Jan 4, 2015*	President	
		Jan 1, 2013 – Jan 4, 2015*	Risk Management Committee Member	
		Jan 1, 2013 – Jan 4, 2015*	Advisor to the Compliance Review Committee	
		Jan 1, 2013 – Sep 30, 2014	Acting Head of E-Business	
		Jan – Dec 2013	Deputy Chairman of the Executive Committee	
		Jan – Dec 2013	Advisor to the Credit Committee	
		May – Dec 2012	Head of E-Business	
		Mar 2010 – Dec 2012	First Executive Vice President	
		Mar 2010 – Apr 2012	Head of Consumer Finance	
		<u>Other Companies / Organizations</u>		
		Mar 2013 – Present	Director (Authorized Signatory)	Tesco Card Services Ltd.
		Aug 2011 – Present	Board of Visitors	University of Maryland
		Jun 2010 – Present	Chairman (Authorized Signatory)	Ayudhya Capital
		Jun 2010 – Jul 2012	Chairman (Authorized Signatory)	Auto Lease PCL
		Jun 2010 – Sep 2011	Chairman	Krungsriayudhya Card Co., Ltd.
		May 2010 – Jul 2013	Chairman (Authorized Signatory)	Ayudhya Auto Lease PCL
		May 2010 – Sep 2012	Chairman (Authorized Signatory)	Ayudhya Card Services Co., Ltd.
		May 2010 – Jun 2012	Chairman (Authorized Signatory)	General Card Services Ltd.
		Jul 2009 – Mar 2010	Chairman (Authorized Signatory)	Ayudhya Total Solutions PCL
		Nov 2008 – Apr 2010	Chief Executive Officer Director	GE Money (Thailand) Ltd. Krungsri General Insurance Broker Ltd.
		Nov 2008 – Apr 2010	Director	Krungsri Life Assurance Broker Ltd.
		May 2007 – May 2012	Chairman (Authorized Signatory)	Ayudhya Capital Services Co., Ltd.

Remark: ^{1/} Including spouse and child who has not yet reached adulthood

• Executives and Persons with Managerial Authority of the Bank

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
1. Mr. Pornsanong Tuchinda Age 53 years - Head of Commercial Banking (Jan 5, 2015) - Acting Head of Corporate Banking Group (Jan 5, 2015) - Advisor to the Board of Directors (Jan 1, 2014) - Credit Committee Member (Jul 1, 2012) - Executive Committee Member (Feb 24, 2010) - Senior Executive Vice President (Jan 13, 2010) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- MBA. (Finance and Management), Babson College, Massachusettes, USA - BA. (Economics and Political Science), The University of Michigan, Ann Arbor, Michigan, USA - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Director Accreditation Program (DAP), Year 2004 • Audit Committee Program (ACP), Year 2006 • Director Certification Program (DCP), Year 2008	Jan 5, 2015 – Present* Jan 5, 2015 – Present* Jan 1, 2014 – Present Jul 1, 2012 – Present Feb 24, 2010 – Present Jan 13, 2010 – Present Oct 1, 2012 – Jan 4, 2015* Jul 1, 2012 – Jan 4, 2015* Nov 11, 2013 – Jul 24, 2014 Jan 2007 – Dec 31, 2013 Jul – Sep 2012 Jan 2010 – Sep 2012 Apr – Jun 2010 Apr – Jun 2010 <u>Other Listed Companies</u> Mar 2010 – Jun 2014 May 2008 – Jun 2014 Mar 2005 – Jun 2014 May 2008 – Feb 2010 <u>Other Companies / Organizations</u> Nov 2009 – Present 2007 – Sep 2010	Head of Commercial Banking Acting Head of Corporate Banking Group Advisor to the Board of Directors Credit Committee Member Executive Committee Member Senior Executive Vice President Head of Corporate Banking Risk Management Committee Member Acting Head of Transaction Banking Business Director Acting Head of Corporate Banking Head of Transformation Acting Head of Human Resources Secretary to the Nomination and Remuneration Committee Audit Committee Member Remuneration Committee Member Independent Director Chairman of the Audit Committee Chairman (Authorized Signatory) Chairman	Bank of Ayudhya PCL

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
2. Mr. Sudargo (Dan) Harsono Age 54 years - Head of Marketing and Branding Group (Jan 5, 2015) - First Executive Vice President (Aug 3, 2007) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- MBA. in Finance and Marketing, Indiana University, Bloomington, IN, USA - Bachelor of Science Cum Laude, Biomedical and Electrical Engineering (Honors Program), University of Southern California, LA, USA - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Director Certification Program (DCP-English), Year 2008	Jan 5, 2015 – Present*	Head of Marketing and Branding Group	Bank of Ayudhya PCL
		Aug 3, 2007 – Present	First Executive Vice President	
		Oct 1, 2013 – Jan 4, 2015*	Head of Marketing and International Business Development	
		Apr 2010 – Sep 2013	Head of Marketing and Cross Sell	
		Aug 2007 – Apr 2010	Chief Marketing Officer	
		Jan 2008 – Feb 2010	Executive Committee Member	
		<u>Other Companies / Organizations</u>		
		Sep 29, 2014 – Present	Chairman (Authorized Signatory)	Krungsri Leasing Services Co., Ltd.
		Aug 25, 2014 – Present	Director (Authorized Signatory)	Dan Siam Co., Ltd.
		Aug 25, 2014 – Present	Director (Authorized Signatory)	Sam Siam Co., Ltd.
		Nov 2009 – Present	Chairman (Authorized Signatory)	CFG Services Co., Ltd.
		Nov 2009 – Present	Director (Authorized Signatory)	General Card Services Ltd.
		Jan 2008 – Present	Director (Authorized Signatory)	Ayudhya Capital Auto Lease PCL
		Jan 2008 – Apr 2011	Director	Krungsriayudhya Card Co., Ltd.
3. Miss Phawana Niemloy Age 56 years - General Counsel (May 18, 2007) - Executive Committee Member (Jun 27, 2007) - First Executive Vice President (Jan 3, 2007) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- LL.M., Harvard Law School, USA - Bachelor of Law (Gold Medal), Chulalongkorn University - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Director Certification Program (DCP), Year 2006 • Finance for Non-Finance Director (FND), Year 2006	May 18, 2007 – Present	General Counsel	Bank of Ayudhya PCL
		Jun 27, 2007 – Present	Executive Committee Member	
		Jan 3, 2007 – Present	First Executive Vice President	
		Jul 11, 2007 – Jan 4, 2015*	Vice Chairman of the Compliance Review Committee	
		<u>Other Companies / Organizations</u>		
		Sep 2002 – Present	Director Executive Director and Assistant Secretary	Mae Fah Luang Foundation under Royal Patronage

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
10. Mr. Rohit Khanna Age 41 years - Co - Head of Corporate Planning Group (Jan 5, 2015) - First Executive Vice President (May 1, 2012) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- Master in Business Management, XLRI, India - Bachelor of Engineering, Mangalore University, India - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Director Certification Program (DCP-English), Year 2012	Jan 5, 2015 – Present*	Co - Head of Corporate Planning Group	Bank of Ayudhya PCL
		May 1, 2012 – Present	First Executive Vice President	
		May 1, 2012 – Jan 4, 2015*	Head of Business Transformation	
		Mar 2010 – Apr 30, 2012	First Executive Vice President, Back Office Integration Division, Transformation Group	
		<u>Other Companies / Organizations</u> Aug 2012 – Present	Director (Authorized Signatory)	Krungsriayudhya Card Co., Ltd.
		Oct 2010 – Present	Chairman (Authorized Signatory)	Total Services Solutions PCL
11. Mr. Tak Bunnag Age 54 years - Head of Global Markets Group (Jan 5, 2015) - Executive Committee Member (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- MBA. (Finance), Golden Gate University, USA - BS. (Management), Golden Gate University, USA - BS. (Banking and Finance), Chulalongkorn University	Jan 5, 2015 – Present*	Head of Global Markets Group	Bank of Ayudhya PCL
		Jan 5, 2015 – Present*	Executive Committee Member	
		Jan 1, 2013 – Jan 4, 2015*	Head of Treasury	
		May 2005 – Dec 31, 2012	Executive Vice President, Treasury Division, Treasury Group	
		<u>Other Companies / Organizations</u> Jul 2008 – Present	Director	Ayudhya Capital Auto Lease PCL
12. Mr. Sayam Prasitsirigul Age 45 years - Head of SME Banking Group (Apr 1, 2012) - First Executive Vice President (Jul 1, 2011) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015 ** Adjustment is made to the English name while Thai name remains unchanged	- MBA. (Finance), The Peter F. Drucker Center, The Claremont Graduate School, California, USA - Bachelor of Electrical Engineering, Chulalongkorn University	Apr 1, 2012 – Present	Head of SME Banking Group**	Bank of Ayudhya PCL
		Jul 1, 2011 – Present	First Executive Vice President	
		Apr 1, 2012 – Jan 4, 2015*	Risk Management Committee Member	
		Apr 1, 2012 – Jan 4, 2015*	Credit Committee Member	
		Sep 2011 – Oct 2012	Head of Corporate & SME Products	
		Aug – Sep 2011	Head of Supply Chain Solutions and Special Projects	
		<u>Other Listed Companies</u> Dec 2008 – Jun 2011	Chief SME Banking Officer	TMB Bank PCL
		<u>Other Companies / Organizations</u> Jul 2012 – Present	Chairman (Authorized Signatory)	Krungsri Factoring Co., Ltd.
		Dec 2011 – Jul 2012	Director	

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
13. Mr. Phongsanant Thanattrai Age 50 years - Head of Retail Banking and Distribution Group (Jan 5, 2015) - First Executive Vice President (Apr 1, 2012) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- Master of Business Administration, Thammasat University - Bachelor of Business Administration, Assumption University	Jan 5, 2015 – Present* Apr 1, 2012 – Present Nov 1, 2011 – Jan 4, 2015* Nov 1, 2011 – Jan 4, 2015* Nov 2011 – Mar 2012 Jul 2010 – Nov 2011 <u>Other Companies / Organizations</u> Aug 4, 2014 – Present Dec 2010 – Aug 3, 2014 2006 – Jul 2010	Head of Retail Banking and Distribution Group First Executive Vice President Compliance Review Committee Member Head of Distribution Executive Vice President Executive Vice President Branch Metropolitan Business Division, Distribution Group Director (Authorized Signatory) Director Executive Vice President, Value Center GM – SME / Branch Banking / Secured Lending	Bank of Ayudhya PCL Krungsri Asset Management Co., Ltd. Standard Chartered Bank (Thai) PCL
14. Mr. Takanori Sasaki Age 50 years - Co - Head of Corporate Planning Group (Jan 5, 2015) - Deputy Chief Financial Officer (Jan 2, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- Master of Business Administration, The Wharton School, University of Pennsylvania, USA - Bachelor of Laws, University of Tokyo, Japan	Jan 5, 2015 – Present* Jan 2, 2014 – Present Jan 2, 2014 – Jan 4, 2015* Jan 2, 2014 – Jan 4, 2015* Jan 2, 2014 – Jan 4, 2015* <u>Other Companies / Organizations</u> Feb 28, 2014 - Present Aug – Dec 2013 May – Aug 2013 May 2012 – May 2013 Feb – May 2012 Dec 2009 – Feb 2012	Co - Head of Corporate Planning Group Deputy Chief Financial Officer Head of Strategic Planning Office Compliance Review Committee Member Executive Committee Member Director General Manager, Krungsri Project Management Office, Global Planning Division General Manager, Global Planning Division Deputy General Manager, Division for Asia and Oceania Senior Manager, Asia China Division Chief Manager, Financial Planning Division	Bank of Ayudhya PCL Krungsri Securities PCL The Bank of Tokyo – Mitsubishi UFJ, Ltd., Tokyo, Japan Mitsubishi UFJ Financial Group, Inc. Tokyo, Japan

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
15. Mr. Congsin Congcar Age 44 Years - Executive Vice President, Krungsri Auto Finance and Accounting Division, Krungsri Auto Group (Oct 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- SASIN Executive Program (SEP25 Alumni), Graduate Institute of Business Administration of Chulalongkorn University - Bachelor of Commerce – Finance & Accounting, University of Alberta, Canada - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Director Certification Program (DCP), Year 2013	Oct 1, 2014 – Present <u>Other Companies / Organizations</u> 2009 – Sep 30, 2014	Executive Vice President, Krungsri Auto Finance and Accounting Division, Krungsri Auto Group Chief Financial Officer	Bank of Ayudhya PCL Ayudhya Capital Auto Lease PCL
16. Mrs. Varabhorn Achakornlak Age 51 years - Senior Vice President and Manager, Procurement Department, Finance Group (Sep 16, 2010) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- MBA. International Business, Nova University, Florida, USA - Advance International Certificate PSCM (Purchasing & Supply Chain Management), International Trade Center, UNTAD/WTO - Advance Purchasing Research (IFPMM), The International Federation of Purchasing and Materials of Management, Salzburg, Austria	Sep 16, 2010 – Present Mar 2008 – Sep 15, 2010	Senior Vice President and Manager, Procurement Department, Finance Group Senior Vice President, Procurement Section, Finance Group	Bank of Ayudhya PCL
17. Miss Jiraporn Popairoj Age 53 years - Senior Vice President and Manager, Financial Compliance Department, Finance Group (Sep 16, 2010) % Shareholding ^{1/} 0.0000% (2,374 shares) Family Relationship with Directors and Executives -None-	- Master of Science in Accounting, Thammasat University - Master of Law (Taxation Law), Assumption University - BA. in Accounting, Thammasat University - Bachelor of Law, Ramkhamhaeng University - Higher Diploma in Auditing, Thammasat University - Certified Public Accountant (CPA Thailand) - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Director Certification Program (DCP), Year 2006	Sep 16, 2010 – Present Nov 2008 – Sep 15, 2010 Nov 2008 – Aug 2010 <u>Other Companies / Organizations</u> Aug 4, 2014 – Present Aug 4, 2014 – Present	Senior Vice President and Manager, Financial Compliance Department, Finance Group Senior Vice President and Manager, Audit Department Secretary to the Audit Committee Director Chairman of the Audit Committee	Bank of Ayudhya PCL Krungsri Asset Management Co., Ltd.

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
21. Miss Pisara Pattanasiri Age 49 years - Senior Vice President and Manager, Financial Planning and Analysis Consolidation Department, Finance Group (Mar 1, 2013) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- MBA., Seattle University, USA - Bachelor of Accounting, Faculty of Commerce and Accountancy, Chulalongkorn University	Mar 1, 2013 – Present Jun 2012 – Feb 28, 2013 Sep 2009 – Jun 2012	Senior Vice President and Manager, Financial Planning and Analysis Consolidation Department, Finance Group Vice President, Financial Planning and Analysis Consolidation Department, Finance Group Vice President, Treasury Financial Planning and Analysis Department, Finance Group	Bank of Ayudhya PCL
22. Mr. Khomson Adunwitthayakorn Age 41 years - Senior Vice President and Manager, Accounting and Control Department, Finance Group (Jul 1, 2013) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Science (Finance), Chulalongkorn University - Bachelor of Accounting, Faculty of Commerce and Accountancy, Thammasat University - Certified Public Accountant (CPA Thailand)	Jul 1, 2013 – Present Mar – Jun 30, 2013 Sep 2010– Feb 2013 Oct 2009 – Sep 2010	Senior Vice President and Manager, Accounting and Control Department, Finance Group Senior Vice President and Manager, Accounting and Control Department, Finance Group Vice President, Accounting and Control Department, Finance Group Vice President and Section Manager, Accounting and Control Section, Accounting Department, Finance Group	Bank of Ayudhya PCL
23. Mrs. Duangkhae Khunviseadpong Age 39 years - Senior Vice President and Manager, Assets and Liabilities Management Department, Finance Group (Mar 1, 2013) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Arts in Business and Managerial Economics, (International Program), Chulalongkorn University - Bachelor of Economics (International Program), Thammasat University	Mar 1, 2013 – Present Dec 2011 – Feb 28, 2013 <u>Other Listed Companies</u> Jan 2010 – Nov 2011	Senior Vice President and Manager, Assets and Liabilities Management Department, Finance Group Vice President, Assets and Liabilities Management Department, Finance Group Vice President, Head of Assets and Liabilities Management, Finance and Control Group	Bank of Ayudhya PCL Kasikornbank PCL
24. Mr. Jamorn Phianphrom Age 53 years - Senior Vice President and Manager, Tax and Disbursement Department, Finance Group (Mar 1, 2014) % Shareholding ^{1/} 0.0000% (2 shares) Family Relationship with Directors and Executives -None-	- MBA. (Finance), Dhurakij Pundit University - BA., Chiangmai University - Diploma in Tax Law, Thammasat University	Mar 1, 2014 – Present Jul 1, 2013 – Feb 28, 2014 Sep 2010 – Jun 30, 2013 May 2007 – Sep 2010	Senior Vice President and Manager, Tax and Disbursement Department, Finance Group Vice President, Tax and Disbursement Department, Finance Group Vice President, Tax Management and Payment Verification Department, Finance Group Vice President and Manager, Tax Management and Payment Verification Section, Accounting Department, Finance Group	Bank of Ayudhya PCL

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
25. Mr. Risaku Numaguchi Age 48 years - Senior Vice President, Finance Group (Jan 2, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Business Administration, Washington University, Olin School of Business, USA - Bachelor of Economics upon the completion in the Faculty of Economics, Hitotsubashi University, Japan	Jan 2, 2014 – Present <u>Other Companies / Organizations</u> Feb 2010 – Dec 2013 Oct 2006 – Jan 2010	Senior Vice President, Finance Group Chief Manager, Financial Accounting Office, Corporate Planning Division Senior Manager, Financial Accounting Office, Corporate Planning Division	Bank of Ayudhya PCL The Bank of Tokyo – Mitsubishi UFJ, Ltd., Tokyo, Japan
26. Miss Somjai Pattanakitpaioj Age 44 years - Vice President, Technical Accounting Department, Finance Group (Jul 1, 2013) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Science in Accounting, Thammasat University - Diploma in Auditing, Thammasat University - Bachelor of Accounting, Thammasat University - Certified Public Accountant (CPA Thailand)	Jul 1, 2013 – Present Sep 2010 – Jun 30, 2013 Apr – Sep 2010 <u>Other Companies / Organizations</u> Mar 2008– Apr 2010	Vice President, Technical Accounting Department, Finance Group Vice President, Technical Accounting Department, Finance Group Vice President, Technical Accounting Section, Accounting Department, Finance Group Senior Manager - Assurance and Audit	Bank of Ayudhya PCL Standard Chartered Bank (Thai) PCL
27. Mrs. Orawan Julapol Age 47 years - Vice President, Financial Reporting Department, Finance Group (Jul 1, 2013) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Science in Accounting, Thammasat University - Bachelor of Accounting, Thammasat University - Bachelor of Law, Thammasat University - Certified Public Accountant (CPA Thailand)	Jul 1, 2013 – Present Jun 2012 – Jun 30, 2013 <u>Other Companies / Organizations</u> Jul 2009 – Jun 2012	Vice President, Financial Reporting Department, Finance Group Vice President, Data Management and Reporting Department, Finance Group Accounting Director	Bank of Ayudhya PCL Double A (1991) PCL
28. Miss Sukanda Thawilwang Age 39 years - Vice President, Global Markets Financial Planning and Analysis Department, Finance Group (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- Master of Arts in Business and Managerial Economics, (International Program), Chulalongkorn University - Bachelor of Economics (International Program), Thammasat University	Jan 5, 2015 – Present* Sep 1, 2012 – Jan 4, 2015* <u>Other Companies / Organizations</u> Jul 1997 – Aug 2012	Vice President, Global Markets Financial Planning and Analysis Department, Finance Group Vice President, Treasury Financial Planning and Analysis Department, Finance Group Senior Manager (SVP), Business Finance Global Markets, Finance And Accounting Division	Bank of Ayudhya PCL Standard Chartered Bank (Thai) PCL

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
29. Miss Siriporn Sribooncharoen Age 41 years - Vice President and Section Manager, SME Financial Planning and Analysis Section, Finance Group (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- MS. (Finance), Chulalongkorn University - BBA. (Finance), Assumption University	Jan 5, 2015 – Present* Nov 20, 2012 – Jan 4, 2015* <u>Other Companies / Organizations</u> Jun 2004 – Nov 2012	Vice President and Section Manager, SME Financial Planning and Analysis Section, Finance Group Vice President, SME Financial Planning and Analysis Department, Finance Group Vice President - FP&A Expense Management, Consumer Banking	Bank of Ayudhya PCL Citibank NA Thailand
30. Miss Uraivan Charoenbunditchai Age 48 years - Vice President, Procurement Department, Finance Group (Mar 1, 2011) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Arts, Political Economy, Economics, Chulalongkorn University - Bachelor of Business Administrative, University of the Thai Chamber of Commerce	Mar 1, 2011 – Present Sep 2008– Feb 28, 2011	Vice President, Procurement Department, Finance Group First Assistant Vice President, Procurement Department, Finance Group	Bank of Ayudhya PCL
31. Mrs. Samanporn Chantanahom Age 53 years - Vice President, Financial Planning and Analysis Consolidation Department, Finance Group (Mar 1, 2012) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- MPA. (Public Administration), Southern University, USA - MS. (Economics), the National Institute of Development Administration - BA. (Economics), Thammasat University	Mar 1, 2012 – Present Mar 2007 – Feb 28, 2012	Vice President, Financial Planning and Analysis Consolidation Department, Finance Group First Assistant Vice President, Financial Planning and Analysis Consolidation Department, Finance Group	Bank of Ayudhya PCL

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
32. Miss Porntip Sae Lor Age 35 years - Vice President, Consumer and Distribution Financial Planning and Analysis Department, Finance Group (Apr 18, 2013) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Applied Finance, University of Melbourne, Australia - Bachelor of Business Administration International Program, Faculty of Commerce and Accountancy, Thammasat University	Apr 18, 2013 – Present Jun 2012 – Apr 17, 2013 Mar – Jun 2012 <u>Other Companies / Organizations</u> May 2013 – Present	Vice President, Consumer and Distribution Financial Planning and Analysis Department, Finance Group Vice President and Section Manager, Consumer Financial Planning and Analysis Section, Finance Group Vice President, Consumer and Distribution Financial Planning and Analysis Department, Finance Group Finance Leader	Bank of Ayudhya PCL Tesco Card Services Ltd.
33. Mrs. Kamoltip Jittimaporn Age 53 years - Vice President and Section Manager, Group Center of Excellence Finance Initiative Section, Operational Controllershship Department, Finance Group (Dec 1, 2013) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Business Administration (Computer), Cleveland State University, USA - Bachelor of Business Administration (Accounting), Thammasat University	Dec 1, 2013 – Present Jul – Nov 30, 2013 Oct 2012 – Jun 2013 Sep – Oct 2012 <u>Other Companies / Organizations</u> Aug 2011 – Aug 2012 Feb 2009 – Jul 2011	Vice President and Section Manager, Group Center of Excellence Finance Initiative Section, Operational Controllershship Department, Finance Group Vice President and Section Manager, Finance System Management Section, Operational Controllershship Department, Finance Group Vice President and Section Manager, Accounting Information System Section, Finance Group Vice President, Accounting and Control Department, Finance Group Senior Manager Senior Division Manager, Report and Data Management Division	Bank of Ayudhya PCL Wipro Technologies (Thailand) Co., Ltd. Islamic Bank of Thailand
34. Miss Rattaporn Pornprasit Age 38 years - Vice President and Section Manager, Retail Banking Financial Planning and Analysis Section, Finance Group (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- Rector's Award for Academic Excellence Certification, Assumption University - MBA., Assumption University - BBA. (Finance), University of The Thai Chamber of Commerce	Jan 5, 2015 – Present* Apr 18, 2013 – Jan 4, 2015* <u>Other Companies / Organizations</u> Jul 2012 – Apr 2013 Jul 2010 – Jul 2012	Vice President and Section Manager, Retail Banking Financial Planning and Analysis Section, Finance Group Vice President and Section Manager, Consumer Financial Planning and Analysis Section, Finance Group Senior Business Finance Manager Finance Manager (Alcon Division)	Bank of Ayudhya PCL Standard Chartered Bank (Thai) PCL Novartis (Thailand) Ltd.

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
35. Miss Benjawan Surachutikarn Age 44 years - Vice President and Section Manager, Foreign Branch Financial Reporting Section, Financial Compliance Department, Finance Group (Aug 1, 2013) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Business Administration, Cleveland State University, USA - Bachelor of Business Administration, Faculty of Commerce and Accountancy, Thammasat University - Certified Public Accountant (CPA) Thailand)	Aug 1, 2013 – Present <u>Other Companies / Organizations</u> Oct 2006 – Jun 2013	Vice President and Section Manager, Foreign Branch Financial Reporting Section, Financial Compliance Department, Finance Group Vice President, Financial Accounting Department	Bank of Ayudhya PCL Credit Agricole Corporate and Investment Bank, Bangkok Branch
36. Mrs. Anantaya Padanupong Age 37 years - Vice President and Section Manager, Distribution and Channel Financial Planning and Analysis Department, Finance Group (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- Master of Commerce in Accounting and Finance Macquarie University, Australia - Bachelor of Science (Accounting) Thammasat University	Jan 5, 2015 – Present* Nov 16, 2013 – Jan 4, 2015* <u>Other Companies / Organizations</u> May – Nov 2013 Nov 2004 – Apr 2013	Vice President and Section Manager, Distribution and Channel Financial Planning and Analysis Department, Finance Group Vice President and Section Manager, Distribution Financial Planning and Analysis Department, Finance Group Vice President, Business Finance Business Finance Manager	Bank of Ayudhya PCL United Overseas Bank (Thai) PCL Standard Chartered Bank (Thai) PCL
37. Mr. Takashi Kanai Age 47 years - Vice President and Manager, Foreign Financial Reporting Department, Finance Group (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- Bachelor of Arts in Economics, Faculty of Economics, Keio University, Japan	Jan 5, 2015 – Present* Jan 2, 2014 – Jan 4, 2015* <u>Other Companies / Organizations</u> Sep 2006 – Dec 2013	Vice President and Manager, Foreign Financial Reporting Department, Finance Group Vice President, Finance Group Manager Financial Accounting Office, Corporate Planning Division	Bank of Ayudhya PCL The Bank of Tokyo – Mitsubishi UFJ, Ltd., Tokyo, Japan

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
38. Miss Thatsaphin Cholsuwat Age 38 years - Vice President and Section Manager, Finance System Management Section, Operational Controllership Department, Finance Group (Feb 16, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Management (Innovation in Management International program), Mahidol University - Bachelor of Science in Statistics (Business Information Technology) Faculty of Commerce and Accountancy, Chulalongkorn University	Feb 16, 2014 – Present <u>Other Companies / Organizations</u> Aug 2010 – Feb 2014 Jan 2005 – Jul 2010	Vice President and Section Manager, Finance System Management Section, Operational Controllership Department, Finance Group Principle Consultant Business Unit Head	Bank of Ayudhya PCL Oracle Corporation (Thailand) Co.,Ltd. ICE Consulting Co.,Ltd.
39. Miss Sunan Pimsawan Age 43 years - Vice President and Section Manager, BOT Reporting Section, Financial Reporting Department, Finance Group (Mar 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Business Administration, Bangkok University - Bachelor of Accounting, Rajamangala University of Technology Thanyaburi	Mar 1, 2014 – Present Jan 2012 – Feb 28, 2014 Mar – Dec 2011 Jul 2007 – Feb 2011	Vice President and Section Manager, BOT Reporting Section, Financial Reporting Department, Finance Group First Assistant Vice President, BOT Reporting Section, Finance Group First Assistant Vice President, Investor Financial reporting Division Assistant Vice President, Investor Financial reporting Division	Bank of Ayudhya PCL
40. Mr. Montien Jangsutimon Age 33 years - Vice President and Section Manager, Tax Compliance Section, Tax and Disbursement Department, Finance Group (Mar 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- MBA. (Finance), Thammasat University - Bachelor of Accounting, Faculty of Commerce and Accountancy, Thammasat University - Certified Public Accountant (CPA Thailand) - Diploma in Tax Law, Thammasat University	Mar 1, 2014 – Present Mar 2011 – Feb 28, 2014 Sep 2008 – Feb 2011	Vice President and Section Manager, Tax Compliance Section, Tax and Disbursement Department, Finance Group First Assistant Vice President, Tax and Disbursement Department, Finance Group Assistant Vice President, Tax and Disbursement Department, Finance Group	Bank of Ayudhya PCL
41. Miss Porntip Undamrongkarn Age 39 years - Vice President, Foreign Financial Reporting Department, Finance Group (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 5, 2015	- Master of Business Administration, Assumption University - Bachelor of Accounting Thammasat University	Jan 5, 2015 – Present* Aug 16, 2014 – Jan 4, 2015* <u>Other Companies / Organizations</u> Feb 2014 – Aug 15, 2014 Jan 2013 – Jan 2014 Jan 2009 – Dec 2012	Vice President, Foreign Financial Reporting Department, Finance Group Vice President, Accounting Division, Finance Group Core Banking Project- Lending Stream Lead Lending Operations Senior Manager Operations Support Senior Manager	Bank of Ayudhya PCL Standard Chartered Bank (Thai) PCL

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
42. Miss Darunee Laiphukham Age 39 years - Vice President, Financial Planning and Analysis Consolidation Department, Finance Group (Sep 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Bachelor of Accounting, Business Administration, Rajamangala University of Technology Rattanakosin Borpitpimuk Chakkawad Campus - Master of Business Administration (Finance), Kasetsart University - Bachelor of Finance and Accounting (Accounting), Thammasat University	Sep 1, 2014 – Present <u>Other Companies / Organizations</u> Apr 2011 – Aug 2014 Nov 2008 – Apr 2011	Vice President, Financial Planning and Analysis Consolidation Department, Finance Group Financial Planning and Analysis Manager – Capital group Thailand Controller – Capital group Philippines	Bank of Ayudhya PCL General Electric International Operations Co., Inc. General Electric Philippines, Inc.
43. Mr. Vatchara Pumnoi Age 47 years - Senior Vice President and Manager, Krungsri Auto Finance and Accounting – Controllership Department (Oct 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Business Administration (Finance), Kasetsart University - Bachelor of Finance and Accounting (Accounting), Thammasat University	Oct 1, 2014 – Present <u>Other Companies / Organizations</u> Mar – Sep 30, 2014 Feb 2008 – Feb 2014	Senior Vice President and Manager, Krungsri Auto Finance and Accounting – Controllership Department Senior Vice President, Finance and Accounting Division Vice President, Finance and Accounting Division	Bank of Ayudhya PCL Ayudhya Capital Auto Lease PCL
44. Mrs. Tatsawan Dumrisomkul Age 42 years - Vice President and Section Manager, Krungsri Auto Finance and Accounting – Accounting Section, Krungsri Auto Finance and Accounting – Controllership Department (Oct 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Bachelor of Accounting, Bangkok University	Oct 1, 2014 – Present <u>Other Companies / Organizations</u> Mar 1, 2014 – Sep 30, 2014 Jan 1, 2007 – Feb 28, 2014	Vice President and Section Manager, Krungsri Auto Finance and Accounting – Accounting Section, Krungsri Auto Finance and Accounting – Controllership Department Vice President, Finance and Accounting Division (Accounting) Assistant Vice President, Finance and Accounting Division (Accounting)	Bank of Ayudhya PCL Ayudhya Capital Auto Lease PCL

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
45. Miss Thanawan Santananont Age 50 years - Vice President and Section Manager, Krungsri Auto Finance and Accounting – Sourcing Section, Krungsri Auto Finance and Accounting – Controllership Department (Oct 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Business Administration (English Program) Business Communication, University of the Thai Chamber of Commerce - Bachelor of Political Science (Public Administration), Thammasat University	Oct 1, 2014 – Present <u>Other Companies / Organizations</u> 2014 – Sep 30, 2014 2008 – 2013	Vice President and Section Manager, Krungsri Auto Finance and Accounting – Sourcing Section, Krungsri Auto Finance and Accounting Division – Controllership Department Vice President, Finance and Accounting – Sourcing Assistant Vice President, Finance and Accounting Division – Sourcing	Bank of Ayudhya PCL Ayudhya Capital Auto Lease PCL
46. Mr. Teerasak Nimnaparaj Age 39 years - Vice President and Section Manager, Krungsri Auto Finance and Accounting – Planning and Product Analysis Section (Oct 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Business Administration (Finance and Accounting), University of Illinois, Chicaco, USA - Bachelor of Business Administration (Finance and Banking), Chulalongkorn University	Oct 1, 2014 – Present <u>Other Companies / Organizations</u> Jan 2011 – Sep 30, 2014 Jan 2009 – Dec 2010	Vice President and Section Manager, Krungsri Auto Finance and Accounting – Planning and Product Analysis Section Vice President, Finance and Accounting Assistant Vice President, Finance and Accounting	Bank of Ayudhya PCL Ayudhya Capital Auto Lease PCL
47. Miss Soamkulaya Pinkayan Age 36 years - Vice President and Section Manager, Krungsri Auto Finance and Accounting – OPEX/ Branch Channel Section (Oct 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Business Administration (Finance and Accounting), University of Iowa, USA - Bachelor of Public Administration, Faculty of Political Science, Chulalongkorn University	Oct 1, 2014 – Present <u>Other Companies / Organizations</u> Jan 2011 – Sep 30, 2014 Jan 2009 – Dec 2010	Vice President and Section Manager, Krungsri Auto Finance and Accounting – OPEX/ Branch Channel Section Vice President, Finance and Accounting – OPEX/ Branch Channel Assistant Vice President, Finance and Accounting – OPEX/ Branch Channel	Bank of Ayudhya PCL Ayudhya Capital Auto Lease PCL

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
48. Mrs. Pattanuch Jiravachara Age 39 years - Vice President and Section Manager, Krungsri Auto Finance and Accounting – Profitability Performance Section (Oct 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Information Management and Systems, Monash University, Australia - Master of Science (Accounting), Thammasart University - Bachelor of Accounting (Accounting Information Systems), Chulalongkorn University - Certified Public Accountant (CPA) Thailand	Oct 1, 2014 – Present <u>Other Companies / Organizations</u> Mar 2012 – Sep 30, 2014 Mar 2009 – Mar 2012	Vice President and Section Manager, Krungsri Auto Finance and Accounting – Profitability Performance Section Vice President, Financial Planning and Analysis - Profitability Department Assistant Vice President, Financial Planning and Analysis – Profitability Department	Bank of Ayudhya PCL Ayudhya Capital Auto Lease PCL
49. Miss Chanida Kwansanertechin Age 44 years - Vice President, Krungsri Auto Finance and Accounting – Tax Controller Unit (Oct 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Bachelor of Finance and Accounting, University of the Thai Chamber of Commerce - Tax Auditor	Oct 1, 2014 – Present <u>Other Companies / Organizations</u> Feb 2007 – Sep 30, 2014	Vice President, Krungsri Auto Finance and Accounting – Tax Controller Unit Vice President, Finance and Accounting – Tax Controller Unit, Auto Business	Bank of Ayudhya PCL Ayudhya Capital Auto Lease PCL

Remark: ^{1/} Including spouse and child who has not yet reached adulthood

• Corporate Secretary

Name – Surname Age and Position (Date Appointment)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
Mrs. Thidarat Sethavaravichit Age 45 years - Senior Vice President and Corporate Secretary (Jul 1, 2013) - Secretary to the Board of Directors (Nov 2007) - Secretary to the Executive Committee (Nov 2007) - Ombudsperson (Nov 2009) % Shareholding ^{1/} 0.0000% (1,000 shares) Family Relationship with Directors and Executives -None-	- EMBA, Sasin Graduate Institute of Business Administration of Chulalongkorn University - LL.M., Case Western Reserve University, Ohio, USA - Barrister at Law, Thailand - Bachelor of Laws, Chulalongkorn University - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Company Secretary Program (CSP), Year 2002 • Board Reporting Program (BRP), Year 2009 • Director Certification Program (DCP), Year 2012 • Corporate Governance for Executives (CGE), Year 2014	Jul 1, 2010 – Present Nov 2007 – Present Nov 2008 – Present Nov 2007 – Jun 2010	Senior Vice President and Corporate Secretary Secretary to the Board of Directors Secretary to the Executive Committee Ombudsperson Vice President and Corporate Secretary	Bank of Ayudhya PCL

Remark: ^{1/} Including spouse and child who has not yet reached adulthood

Roles and Responsibilities of the Corporate Secretary

1. Fulfill the duties of Corporate Secretary as stipulated by law and as assigned by the Board of Directors;
2. Oversee various activities of the Board of Directors to ensure compliance with relevant laws, rules and regulations;
3. Organize shareholder meetings and Board of Directors meetings and prepare minutes of meetings in compliance with laws and Bank regulations including follow up matters arising from the meetings' resolutions;
4. Advise the Board of Directors on relevant legal issues and Bank regulations that must be used in performing their duties for benefits to the Bank;
5. Arrange for an orientation and provide suggestions to newly appointed directors;
6. Coordinate with secretaries of other sub-committees.

REMUNERATION OF DIRECTORS AND EXECUTIVES

(as per definitions determined by the SEC)

Remuneration of Directors

The Bank has established clear and transparent policies related to directors' remuneration which is comparable to the level paid in the industry and has been approved by the shareholders' meeting. Directors appointed as members of the Audit Committee, the Nomination and Remuneration Committee or the Compliance Review Committee receive additional compensation commensurate with the increased workload.

Remuneration of executives

Remuneration of executives is in accordance with the principles and policies set by the Board of Directors and linked to business performance of the Bank and their individual performance.

Remuneration in 2014

Remuneration paid by the Bank in 2014 to directors and executives is as per the following details:

Cash remuneration

(1) Total remuneration (retainer fee, pension and attendance fee) of the 12 directors amounts to THB 42,930,397.36. Details of the remuneration paid to each director are as follows:

Unit: THB

List of Directors	Remuneration of the Board of Directors			Remuneration of the Audit Committee	Remuneration of the Nomination and Remuneration Committee	Remuneration of the Compliance Review Committee	Total Remuneration
	Retainer fee	Attendance fee	Pension				
Non-Executive Directors							
1. Mr. Veraphan Teepsuwan ^{1/} - Chairman of the Board of Directors	2,544,266.67	1,134,666.67	1,584,888.00	-	-	-	5,263,821.34
2. Mr. Kanetsugu Mike - Vice Chairman - Member of the Nomination and Remuneration Committee	2,356,800.00	1,134,058.67	1,187,133.33	-	661,765.33	-	5,339,757.33
3. Mr. Takeshi Ogasawara - Member of the Compliance Review Committee	1,981,266.67	950,658.67	995,000.00	-	-	-	3,926,925.34
4. Mr. Go Watanabe	1,981,266.67	950,658.67	995,000.00	-	-	-	3,926,925.34
5. Ms. Nopporn Tirawattanagool - Member of the Nomination and Remuneration Committee	1,981,266.67	950,658.67	995,000.00	-	661,765.33	-	4,588,690.67
Independent Directors							
6. Mr. Karun Kittisataporn - Chairman of the Nomination and Remuneration Committee	1,981,266.67	950,658.67	995,000.00	-	697,373.33	-	4,624,298.67
7. Mr. Virat Phairatphiboon - Member of the Audit Committee - Member of the Nomination and Remuneration Committee	1,981,266.67	950,658.67	995,000.00	661,765.33	661,765.33	-	5,250,456.00
8. Ms. Potjane Thanavaranit - Chairman of the Audit Committee	1,981,266.67	950,658.67	995,000.00	697,373.33	-	-	4,624,298.67
9. Mr. Phong-adul Kristnaraj - Chairman of the Compliance Review Committee - Member of the Audit Committee	1,981,266.67	950,658.67	995,000.00	661,765.33	-	796,533.33	5,385,224.00
Executive Directors *							
10. Mr. Noriaki Goto	-	-	-	-	-	-	-
11. Ms. Janice Van Ekeren	-	-	-	-	-	-	-
12. Mr. Philip Tan Chen Chong	-	-	-	-	-	-	-

Remark * Executive directors are not entitled to remuneration paid to directors.

^{1/} He waived the right to receive the directors' remuneration of 2 months, i.e. January and February 2014, and had the amount credited to the accounts opened for loss relief and the Bank's annual Kathin merit-making ceremony.

(2) The Executive Committee is not paid any remuneration.

(3) The total executives' remuneration paid in 2014 in the form of salary and bonus to the manager and the first four executive levels immediately in the line of command under him as specified in the Notification of the Capital Market Supervisory Board, i.e. Chief Executive Officer and chief officers/ heads of functional groups totaling 17 persons, amounts to THB 241,504,459.46.

Other remuneration

Contribution to the provident funds for executives (3) amounts to THB 7,814,356.42.
The Bank does not provide any non-cash remuneration such as shares/warrants to executives.

CORPORATE SOCIAL RESPONSIBILITY

Decades of Giving Back to Society

Ever since its creation 69 years ago, Krungsri has been committed to running its business in line with the principles of good governance and the fair and equal treatment of all staff, customers and stakeholders, regardless of race, nationality, belief system, sex or gender. As a responsible corporate citizen, we are committed to fight corruption on every front. We also play our part in helping improve society and communities, as well as promoting the responsible use of resources and the need to care for the natural environment. The Group also seeks to enhance the experience of all who have contact with Krungsri through our Make Life Simple strategy.

Most recently, with frequent reoccurrences of economic, social and environmental crises around the world, corporate citizens were forced to rethink their roles towards sustainability along with the concept of CSR that would best fit with their sustainability objectives. Accordingly, for the first time this year, Krungsri has prepared the Group's first annual Sustainability Report, which describes our principles and activities relating to sustainable development in three priority themes namely, economic sustainability, social sustainability, and environmental sustainability. In addition to CSR activities presented here in the Annual Report 2014, Krungsri's efforts in incorporating sustainability thinking into our core business undertakings are reported in Krungsri 2014 Sustainability Report.



This year, Krungsri developed the following CSR initiatives, policies and activities in 6 areas to support sustainable development:

1. Fair business practice

Krungsri is committed to operating with fairness under the following policies and guidelines:

- **Krungsri 'The Spirit & The Letter'**

Krungsri 'The Spirit & The Letter' defines practical guidelines for all employees on the promotion of fair competition, provision of equal opportunities for all our business partners and respect for all intellectual property, as well as tolerance of people's personal political beliefs. Our policy goes well beyond relevant legal requirements.

We continue to uphold the highest standards for conducting business with integrity as defined by law and the principles of corporate governance. Krungsri has made it mandatory for all employees to acknowledge and confirm their personal commitment to 'Krungsri The Spirit & The Letter' in writing. This year we also required employees to sign their acknowledgment of the Anti-Corruption Policy/Program.



KRUNGSRI IS DEDICATED NOT ONLY TO BEING A QUALITY FINANCIAL SERVICE PROVIDER, BUT ALSO TO BEING A GOOD CORPORATE CITIZEN OF THE COMMUNITIES IN WHICH WE DO BUSINESS

- **Promotion of fair competition**

As part of our commitment to treat business rivals fairly, in line with laws on business competition, and to prevent unfair competition, Krungsri requires all employees to observe its policy on legal compliance which establishes punitive provisions for violators, without exception. Employees are required to uphold the rules of competition, avoid discrimination against business rivals, and refrain from discrediting business rivals through slander and other actions which are regarded as unfair. Krungsri has also taken comprehensive preventive measures against supporting or assisting those whose business activities may contravene principles of fair competition.

- **Treatment of business partners**

Krungsri treats all business partners equally and conducts its business with integrity and in a non-discriminatory manner that complies with applicable regulations while keeping their information confidential. Krungsri expects its business partners to treat their own employees fairly and offers them a workplace that is hygienic, safe and environmentally friendly.

Our Procurement Operating Manual, issued in line with our code of conduct, requires business partners to be treated with respect and in a manner that fosters a climate of integrity and fairness. Employees are expected to avoid any conflicts of interest.

- **Treatment of creditors**

Krungsri values its responsibility to all creditors by strictly observing all applicable laws and regulations, including treatment of depositors as established by the Deposit Protection Agency, as well as the honorable treatment of contract partners. Krungsri has developed a manual on budget disbursement for its units to follow under the given conditions.

- **Respect for intellectual property rights**

To avoid infringing on others' intellectual property rights, Krungsri forbids its employees from using the intellectual property of others — including copyright, patents, trademarks, software or other proprietary information — without prior permission.

- **Political conduct**

Krungsri forbids any unlawful assistance or support of political causes, the government sector and political parties.

2. Anti-corruption

- **Krungsri pledges to become an anti-corruption organization**

On October 8, 2013 Krungsri became one of the first Thai commercial banks to become a certified member of the Collective Action Coalition



Against Corruption (CAC). Since then we have reinforced our efforts to combat corruption, fully recognizing that being a transparent, corruption-free organization not only builds confidence with stakeholders, but also serves as an example of good corporate governance.

This year, 17 Krungsri Group affiliates received CAC certificates. This showcased our determination to operate businesses responsibly in line with Krungsri Group's code of conduct and to prevent corrupt practices at local and national levels.

3. Respect for human rights and fair treatment of labor

Universal principles of human rights are enshrined in Krungsri brand values and we are committed to observing laws related to freedom of association, privacy, fair wages and working hours, and preventing discrimination in the workplace. Furthermore, we have defined practical guidelines on fair hiring, which not only comply with labor laws, but also promote a culture of respect for others.

All Krungsri directors, executives and employees must respect and observe human rights principles while refraining from supporting businesses that violate human rights. This is a key tenet of corporate governance which also requires the Group to institute proper welfare for employees, offer a safe working environment, comply with laws and regulations on the environment, hygiene, and safety, establish a discrimination-free workplace and protect employee information.

• Proper hiring conditions, compensation and welfare

Krungsri's criteria and practical guidelines not only comply with labor and hiring laws, they define the following hiring policy:

- Consider educational qualifications, work experience, personal skills, and other work-related criteria regardless of nationality, skin color, religious belief, race, gender, age, disability, stage of pregnancy, sexual inclination, veteran status or other qualifications protected by law.
- Provide fair and competitive compensation with comparisons made against other banks and leading companies, Krungsri's criteria and outcomes from annual pay surveys conducted

by leading national human resource consultants.

- Offer welfare schemes in line with employees' needs, including annual vacations, life assurance and health insurance, provident fund and an employee scholarship program.

Besides providing suitable working conditions, Krungsri has instituted other welfare schemes to pre-empt employees' needs and help them maintain peace of mind while doing their jobs.

These include:

- Subsidies for child tuition; death of employee, their spouse or parents; disaster relief; phone bills; and others
- Medical care for annual health check-ups, group health insurance and group accident insurance.
- Welfare loans, including household expense subsidy loan, assistance welfare loan, assistance housing loan, education loan, disaster or other accident loan, and motorcycle or car loan.

These welfare schemes were publicized to all employees through the employee manual and the 'Krungsri People' online system so staff are fully aware of their benefits.

**WE ARE COMMITTED TO
SUSTAINABLE GROWTH
AND WE TAKE INTO
CONSIDERATION ALL OUR
STAKEHOLDERS.**



At year-end, Krungsri's headcount was 12,490. Hiring type, gender, age, employee level, educational qualifications and area are as follows:

Group	Employee	Short-term	Outsourced
Head Office	5,988	2	328
Metropolitan	2,964	0	432
Provincial	3,538	0	619
Total	12,490	2	1,379

Group	Gender		Age			
	Male	Female	20-29	30-39	40-49	50-60
Head Office	2,469	3,519	646	2,392	2,028	922
Metropolitan	729	2,235	672	1,202	866	224
Provincial	833	2,705	1,231	1,096	921	290
Total	4,031	8,459	2,549	4,690	3,815	1,436

Group	Position		Educational qualifications			
	Executives	Staff	Doctoral	Master's	Bachelor's	Below bachelor's
Head Office	568	5,420	9	2,091	3,717	171
Metropolitan	25	2,939	0	397	2,545	22
Provincial	25	3,513	1	431	3,062	44
Total	618	11,872	10	2,919	9,324	237

• Collaboration between Krungsri and employee representatives

Processes are in place to improve the quality of life for employees through regular feedback sessions where the Group fields comments from employee representatives and organized employee groups and decides how it can achieve suggested working experience improvements. "Voice of Krungsri" employee surveys are staged annually to gather feedback from staff on how we can improve the workplace and create the best working environment for all. Krungsri also opened for the suggestions and feedback from the workplace employee welfare committee at Head Office, which is collected from employees' views on welfare development, activities and policies suitable for employees for the Bank's consideration.

Krungsri holds regular meetings between the Human Resources Group and the Krungsri Labor Union Committee to share problems and recommendations helpful to employees and the Group alike and to forge good labor relations across the Group. The labor union is another channel of communication between employees and Krungsri. Problems are resolved by both parties. Both parties exercise respect and

acknowledge each other's rights and duties under the Labor Relations Act of 1975, with a common aspiration: organizational development to achieve growth and compete efficiently.

• Employee complaints process and protective measures

Krungsri has instituted a process for filing grievances and complaints that enables employees to raise issues and report concerns about business integrity or unfair treatment: through supervisors, the Human Resources Group or an ombudsperson. Employees can file a grievance anonymously if they wish. Those receiving the complaints must compile facts and report the findings back to them (if names are given) under measures designed to protect grievance-filers and those cooperating in the investigation. No retaliatory action against these parties is permitted, with any such violations subject to the highest level of disciplinary action. This rule is published in Krungsri's corporate governance principles.

Krungsri's investigation process is transparent, which makes the deliberation process prudent and fair. Those that face disciplinary actions but feel they are unfairly treated may appeal the decisions via Human Resources.

• Employee skill development and enhancement

This year Krungsri organized learning activities under the 'Learning Compass: Leading you to a brighter future' concept to publicize training courses designed to aid employees' development of skills, knowledge, and competence, including recommendations on emerging channels and learning tools.

The key goal is to communicate Individual Development Plans, for which 'Learning Passports' have been issued to compile skills and knowledge sets that employees can then master. The passport contains simple forms for defining one's own development plan.

In addition, Krungsri e-Journal provides a novel approach to learning, enabling employees to search for and download electronic journals that they can freely use as sources of knowledge and information.

During the activity launched, 6,066 employees registered interest in training. This year's courses relied on the learning group structure from 2013, namely:

- Krungsri Stepping Stones, designed to support core values and align employee behavior with the corporate culture.
- Krungsri Leadership, designed to support leadership development.
- Krungsri Personal Effectiveness, designed to support diverse skill development.

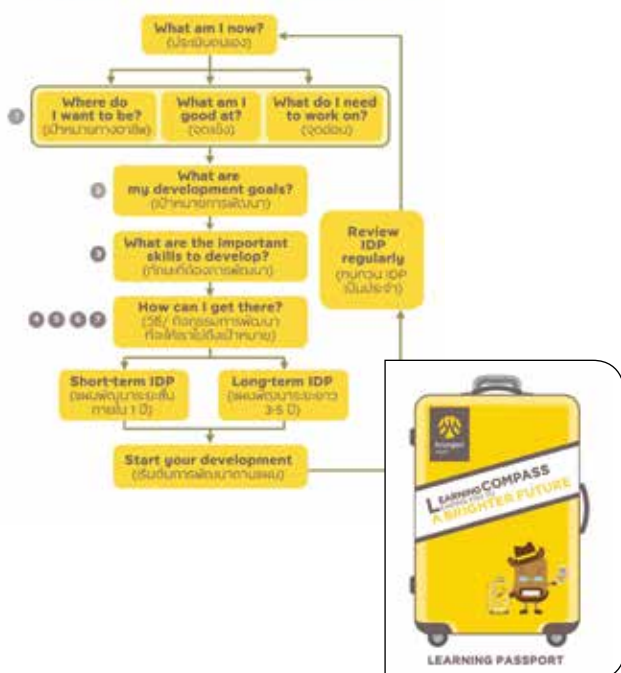
Additional skills development courses included: Diversity to Synergy, Different Gen Towards the Same Goal, Cross-Cultural Management, Japanese Management Style, and Japanese Manner Service to improve job competency and groom employees for service on the world stage.

2014 employee training highlights

- 12,306 employees attended 1,109 courses in 3,407 sessions.
- 12,013 employees attended 253 e-Learning courses.
- Learning and development through other channels: 185 courses.
- 98.81 percent of employees underwent training during the year, averaging 9.61 training manday per year.

How to Define Your IDP

ขั้นตอนง่าย ๆ ในการวางแผนพัฒนารายบุคคล



• Work Safety and Working Environment

Krungsri complies with the Health, Occupational Safety, and Workplace Environment Act of 2011, and related laws and regulations concerning Environment, Health & Safety (EHS) and establishes and maintains safe working environments, including identifying and reporting incidents and preventing injuries in the workplace. We respect employees' rights to privacy by collecting, storing and transferring private information (to safe storage) in a secure manner and only provide such information to external parties when legally required to do so.

• Work-life balance

We value the work-life balance of employees and support their health by making available well-equipped exercise rooms which are manned by qualified trainers. Other recreational activities provided by Krungsri include aerobics and yoga classes, while child-care centers make it easier for employees with young families to look after their children, especially during school breaks.

4. Responsibility to consumers

As a financial services provider, Krungsri Group recognizes our roles and responsibilities in protecting our customers' savings and investments. Krungsri Group strictly observes and operates according to the rules set by regulators on consumer protection, including those of the Bank of Thailand, Office of the Securities and Exchange Commission, Office of Insurance Commission, and Office of the Consumer Protection Board.

- **Catering to consumers' needs**

Krungsri is committed to diversifying financial products on the basis of fair service fees, assisting troubled customers during crises, and promoting financial knowledge among consumers.

- **Disclosure of product information**

The Group values complete and accurate disclosure of product information to consumers, including product characteristics, risks, details and key conditions, through assorted communication channels that empower consumers to make sound decisions according to their needs.

- **Maintaining customer information**

To avert infringement of our customers' right to privacy, Krungsri has defined measures for maintaining customers' information over and above its disclosure as defined by law: any disclosure of customer information must have their prior consent except when we are legally required to disclose information.

- **Complaint-handling and resolution**

Our complaint-handling and resolution system was certified by the Office of the Consumer Protection Board in 2014, recognizing it as an outstanding project to develop consumer complaint-handling and resolution in line with ISO standards. This illustrates the international standard of Krungsri's Call Center & Customer Complaint Resolution Process (CCRP), proof that we truly value customers by responding with the best solutions for them.

- **Development of innovative products and services**

We are committed to developing financial services and products that Make Life Simple for our customers. 'Customer Centricity' is one of Krungsri Core Values. It is our commitment to producing

innovative products and services that respond to the demands and lifestyles of customers, particularly via our digital banking platform which is part of the 'Bring the Bank Home' strategy. This strategy offers online services anytime, anywhere through our mobile application, web banking and tablet banking. These channels are convenient and help consumers reduce the time needed to conduct transactions. They also promote energy saving, reduce travel times and promote paperless banking activity.

5. Environmental stewardship

Krungsri recognizes critical issues relating to how human activity can adversely affect the environment and natural resources as well as the atmosphere, soil, water, forests, wildlife and energy supply. Throughout 2014 we focused on increasing the efficiency of our processes and systems and initiated projects under the so-called Green Initiatives, including:

- **Waste-water recycling for the air-conditioning system:**

This initiative saves about 10 percent in water bills. Krungsri focuses on regularly improving its environmental conservation systems. In addition, the Bank sets the same energy reduction goals for Head Office, branches, and Krungsri Group companies, and constantly investigates data to identify recyclable alternative-energy sources that help conserve the environment, save energy and reduce expenses.

- **Green surroundings:** We modified areas into green landscapes and created mini-parks in front of Head Office and in the 8th floor 'Oasis Area' (the employee canteen) during the year. These internal zones reduce the concentration of carbon dioxide in common areas and refresh employees.

- **Cultivation of environmental awareness and support for related employee initiatives:**

Along with routine energy-saving efforts across the Bank, we raised awareness of the need to switch off of lights in areas where no one is working, turn off taps, reduce the use of Styrofoam tools and products, improve office housekeeping, and tidy away crockery and cutlery after meals under the '5 S' principles namely 'SEIRI' (clearing up), 'SEITON' (organizing), 'SEISO' (cleaning), 'SEIKETSU' (standardizing) and 'SHITSUKE' (training and discipline). A Krungsri Bicycle Club was also set up to increase employee use of bicycles.

- **Krungsri Ploenchit Tower Project:** The project was part of our LEED (Leadership in Energy & Environmental Design) — a universally accepted scoring system for a buildings' environmental friendliness from the USGBC (US Green Building Council) — standardization efforts to maximize our use of resources. The project was designed to showcase innovations and international-standard design which focuses on efficient water and energy usage, the control of environmental parameters inside the building and the choice of construction materials.

6. Stewardship and joint development of communities, society and the environment



Our community and social development initiatives are long-term efforts. As a result, in 2014, the Bank launched the 'Krungsri The Heart of Giving' Project, which focuses on Education and Community Engagement, to illustrate its sustainable development activities, and also provided support to other social activities arranged by other organizations as shown in the table below:

List of Social Contribution Support for Activities run by other Organizations in 2014

Item	Description	Amount of Donation (THB)
1*	CD, CD cases and cash donation for media recording for the blind	41,337.00
2*	Cash and supplies donation made to Rangers at Ingkayut Borihan Military Camp, Pattani Province	188,074.52
3	14th Charity Walk for Health by Thai Red Cross Society	20,000.00
4	Supporting financial literacy programme by The Thai Bankers' Association	210,600.00
5*	First aid kit sale, in support for Thai Red Cross Society	120,000.00
6*	Handmade fabric flower, Gaew Galaya sale, in support of the disabled on the occasion of 48th Annual Disabled Day	23,000.00
7*	Save the environment cloth bag sale, in support of Thai Red Cross Society	60,000.00
8*	Handmade fabric flower, zinnia sale, in support of the Foundation for the Welfare of the Mentally Retarded of Thailand, on the occasion of 52nd Compassion Day for the Mentally Retarded	53,842.00
9	Donation to the Neuroscience Centre for Research and Development, Chulalongkorn Hospital	500,000.00

Item	Description	Amount of Donation (THB)
10*	Handmade fabric flowers sold in support of the National Council on Social Welfare of Thailand under the Royal Patronage, on the occasion of Mother's Day	35,125.00
11	Donation made to Operation Smile Thailand	150,000.00
12	Donation made to Prince Mahidol Award Foundation	100,000.00
13	Donation made to Thai Cycling Association	200,000.00
14	Donation made to Thai Red Cross Fair	10,000.00
15	Thai Red Cross Lottery sell, in support for the National Council of Women of Thailand	100,000.00
16	Donation made to the 14th Khun Anand Panyarachun Charity Golf Invitation for Special Olympics Thailand	30,000.00
17	Donation made for the purchase of equipment for traffic patrol police of Bang Phong Phang Police Station	34,200.00
18	Providing free mobile mammogram service for low income women at risk in collaboration with Thanyarak Foundation under the Royal Patronage	550,000.00
19	Donation made to Department of Labour and Welfare for Annual Golf Tournament	35,000.00
20	Donation made to Fine Arts Department for the project of conservation and exhibition of outdoor antiques (190 items) at the Chao Sam Phraya National Museum, Phra Nakhon Si Ayudhya.	2,000,000.00
Total Amount of Donation		4,461,178.52

* List of social contribution supported by employees donation.

Under CSR Focus, Krungsri has initiated CSR activities below

6.1 Education:

• Knowledge Bank

Youth education is a driving force of sustainable social and economic growth. Access to basic education is a fundamental human right. As such, Krungsri has initiated a number of projects to support the education of underprivileged youths. Since 1985, Krungsri has provided the following scholarships:



Scholarships for Underprivileged Youths

Occasion	Scholarship (Total)	Period	Target group
National Youth Day	450 (THB 2,237,000)	1985 – present	Children under the care of Baan Mahamek Home for Boys with good academic performance.
Bank's Anniversary	399 (THB 1,995,000)	2009 – present	Underprivileged children and youth from foster homes and foundations including: <ul style="list-style-type: none"> • The Foundation for the Welfare of the Crippled Under Royal Patronage • Pakkret Home for Children with Disabilities • Foundation for The Blind in Thailand under the Royal Patronage • Setsatian School for the Deaf under the Royal Patronage • Maharaj Home for Boys • Rajvithi Home for Girls • Foundation for Slum Child Care
National Children's Day	252 (THB 310,000)	2010 – present	Underprivileged youths from schools under the jurisdiction of the Bangkok Metropolitan Administration

• Financial Literacy

Besides providing scholarships for underprivileged youths, Krungsri is participating in the 'Saving for Changes' project, which runs from January 2014 to March 2015. This is a joint project between the CSR Club of the Thai Bankers' Association, and National Council for Child and Youth Development under the Royal Patronage of HRH Princess Maha Chakri Sirindhorn, with the following objectives:

- To grow student leaders' capability to promote financial discipline among youths and the public
- To pool cooperation from financial institutions, educational institutions and the private sector to promote financial discipline among youths
- To analyze situations and successes of the above-mentioned experiments and develop prototype lessons to advocate approaches for efficient work leading to youths' financial discipline promotion, with students serving as leaders
- To ensure participating youths aged 17-35 are financially disciplined and have a good attitude for earning a living, accumulating wealth, spending sensibly and managing risk — all of which are fundamental to having a secure future.

• Expanding Horizons

Krungsri has initiated the 'Krungsri Taking Kids to the Movies' for underprivileged children in collaboration with Krungsri IMAX theatre. This program aims to provide the opportunity for 200 underprivileged children each time to experience the world of knowledge outside the classroom. Since 2009, more than 2,000 children have participated in the program.

• Thai Heritage

An appreciation of Thai history (ethnicity, art and culture) is a prerequisite for sustainable social development. As such, Krungsri supports the preservation and conservation of national art and culture. Below are related ongoing activities:

- **Krungsri Chronicles:** This short nightly national-TV documentary narrates Thai historical, art and cultural heritage through historic events in Thailand. The program first aired in 1985.
- **Participation in the promotion and conservation of archeological sites and antiques in Phra Nakhon Si Ayudhya,** in collaboration with the Fine Arts Department in art and culture conservation projects since 2011.

Preservation and Conservation of National Art and Culture Support

2011	2012	2013	2014
THB 3,000,000 for a phase-1 project to preserve inscriptions at archeological sites in the Phra Nakhon Si Ayudhya Historical Park in collaboration with the Fine Arts Department (23 sites, 138 inscriptions)	THB 100,000 for supporting the Office of Archeology, Fine Arts Department	THB 4,060,000 for renovation project of histological site in Ayudhya Province in collaboration with the Fine Arts Department	THB 2,000,000 for project to conserve and exhibit outdoor antiques (190 items) at the Chao Sam Phraya National Museum, Phra Nakhon Si Ayudhya.
THB 900,000 for a renovation project of Wat Sam Pleum Pagoda, Ayudhya Province		THB 1,992,000 for a phase-2 project to preserve inscriptions at archeological sites in the Phra Nakhon Si Ayudhya Historical Park in collaboration with the Fine Arts Department (14 sites, 87 inscriptions)	

6.2 Community Engagement

• Sustainable Community

Although perennial floods in various regions are regarded as natural disasters, one cannot overlook physical causes such a shrinking forests coverage and degraded forest quality, which trigger widespread damage and inevitably harm the national economy.

As a corporate citizen, Krungsri sponsors projects to restore ecological equilibrium by cooperating with assorted entities and agencies in preserving streams and erecting check dams to minimize the impact from floods and climate change. As well as creating environmental conservation awareness among Krungsri people, Krungsri therefore has continuously initiated voluntary projects in order to preserve water resources, such as:

Water Resources Preservation Voluntary Projects

2010	2011	2012	2013	2014
Mangrove Plantation, Chonburi Province	Mangrove Plantation with Royal Thai Army, Bang Khuntian District, Bangkok	Mangrove Plantation, Chonburi Province	Mangrove Plantation, Chonburi Province	Check Dam Building with Siam City Cement PCl, Petchburi Province
Check Dam Building in Doi Tung Development Project, Chiang Rai Province	Check Dam Building in Doi Tung Development Project, Chiang Rai Province	Check Dam Building in Doi Tung Development Project, Chiang Rai Province	Check Dam Building with Siam City Cement PCl, Saraburi Province	Check Dam Building in Doi Tung Development Project, Chiang Rai Province
			Check Dam Building in Doi Tung Development Project, Chiang Rai Province	

In 2014, the second consecutive year, Krungsri joined Siam City Cement Pcl. in pooling employee volunteers to build check dams. Two check dams were completed this year in the Huai Sai Royal Development Study Center under the Royal Initiative, in Petchburi.

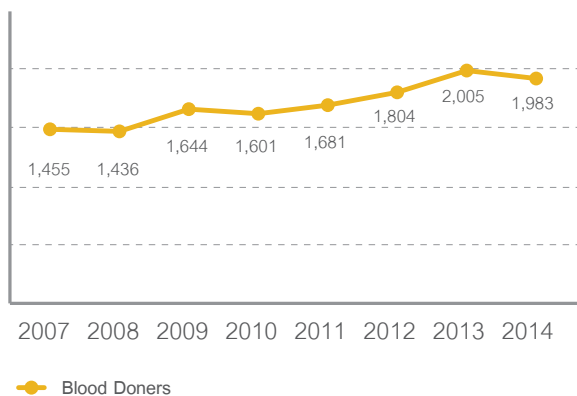
In addition, Krungsri Group engaged its volunteer employees together with those of its business partners in a project to erect upstream check dams in the Doi Tung Development Project (Model Project) area under the Royal Initiative. Since 2009, 90 check dams have been completed.

• Health

• Blood donation drives

Krungsri has organized regular employee blood donation drives with the Thai Red Cross Society since 2007, during which time 104 drives have been held with the number of donors.

Blood Donation Activity

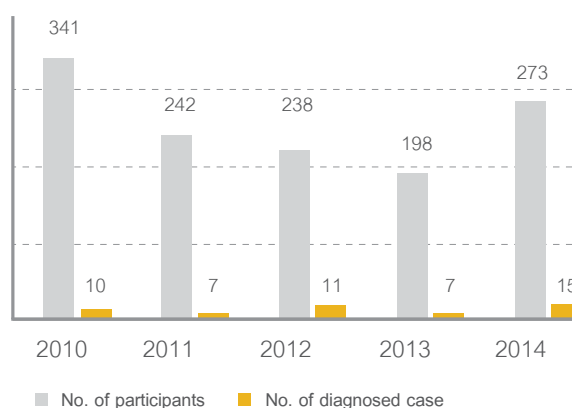


• Breast cancer awareness

Breast cancer is a leading cause of death among Thai women. Fortunately, it can be detected with a mammogram, which costs THB 2,000–3,000 per time.

Krungsri, in cooperation with the Thanyarak Foundation under the Patronage of the Princess Mother, provides a free mobile mammogram service for low-income women at risk.

Krungsri Breast Cancer Awareness Project



The initiative, which is in its fifth year, provided the service for 273 low-income women. Since 2010, Krungsri has provided a free mobile mammogram service for total of 1,292 low-income women. To date, THB 3,050,000 has been donated to the Thanyarak Foundation.

In addition, Krungsri has sponsored THB 100,000 each year for the Prince Mahidol Award Foundation under the Royal Patronage to support medical research.

Moreover, Krungsri has supported Thai Red Cross Society activities, such as Diplomatic Red Cross Bazaar, Charity Walk for Health by Thai Red Cross Society, and Red Cross Concert by The Royal Thai Navy.

Social Contribution Support for Activities run by Thai Red Cross Society

2010	2011	2012	2013	2014
THB 20,000 for supporting 10th Charity Walk for Health by Thai Red Cross Society	THB 20,000 for supporting 11th Charity Walk for Health by Thai Red Cross Society	THB 20,000 for supporting 12th Charity Walk for Health by Thai Red Cross Society	THB 20,000 for supporting 13th Charity Walk for Health by Thai Red Cross Society	THB 20,000 for supporting 14th Charity Walk for Health by Thai Red Cross Society
THB 10,000 for supporting 42nd Diplomat Red Cross Bazaar	THB 10,000 for supporting 43rd Diplomat Red Cross Bazaar	THB 10,000 for supporting 44th Diplomat Red Cross Bazaar	THB 10,000 for supporting 45th Diplomat Red Cross Bazaar	THB 10,000 for supporting 46th Diplomat Red Cross Bazaar
THB 10,000 for supporting The Annual Red Cross Fair	THB 10,000 for supporting The Annual Red Cross Fair	THB 10,000 for supporting The Annual Red Cross Fair	THB 10,000 for supporting The Annual Red Cross Fair	THB 10,000 for supporting The Annual Red Cross Fair
THB 10,000 for supporting Red Cross Lottery by The Thai Army Wives Association			THB 100,000 for supporting Red Cross Concert by The Royal Thai Navy	THB 100,000 for supporting Red Cross Concert by The Royal Thai Navy
				THB 100,000 for supporting Thai Red Cross Lottery by The National Council of Women of Thailand

- **Disaster support**

Krungsri has initiated 'Krungsri disaster support' in order to help natural disaster victims, such as flood victims and cold weather victims in Thailand. In addition, Krungsri has also extended the support for disaster relief in other countries.



Krungsri Natural Disaster Support

2010	2011	2012	2013	2014
THB 360,000 donation for flood victims in Thailand	THB 55,000 donation for flood victims in Thailand	THB 1,258,197 donation for flood victims in Thailand	THB 100,000 donation for Thai Red Cross Society for earthquake victims in the Philippines	2,000 blankets donation for cold weather victims in Northern and North Eastern Thailand
1,000 blankets donation for cold weather victims in Northern Thailand	1,800 blankets donation for cold weather victims in Northern Thailand	1,700 blankets donation for cold weather victims in Northern Thailand	300 blankets donation for cold weather victims in Northern Thailand	
THB 100,000 donation for Thai Red Cross Society for Cyclone Phet victims in Pakistan				
THB 138,000 donation for Thai Red Cross Society for earthquake victims in Haiti				

FINANCIAL REPORTING AND FINANCIAL STATEMENTS

Management Discussion and Analysis



Executive Summary:

Despite the modest growth recorded in the first half of the year resulting from prolonged political uncertainty, and a weaker than expected economic recovery, Krungsri successfully delivered a solid performance for 2014, with a net profit of THB 14,323 million, representing a 19.5% increase over 2013. The increase in net profit was attributed to higher net interest income supported by loan growth, net fees and service income growth and disciplined expenses management, together with a lower loan loss provision.

Total loans reached THB 1,012,761 million, an increase of THB 69,259 million, or 7.3%, from the year earlier. Loan growth was broad-based across all customer segments. The corporate segment was the key contributor with an increase of 9.5%, followed by SME and retail segments which grew 6.9% and 6.3%, respectively.

Deposits totaled THB 837,556 million, an increase of THB 73,506 million, or 9.6%, from December 2013, reflecting the successful launch of the "8-month Step Up Time Deposit" in June 2014 and sustained growth of our special savings products --"Mee Tae Dai" and "Jad Hai". "Mee Tae Dai" balances exceeded THB 168,000 million, while "Jad Hai" increased more than 300,000 accounts from December 2013.

Net fees and service income increased 3.1%, supported by wealth, fund management & securities-related, auto hire purchase and Bancassurance fees.

Non-performing loans represented 2.79% of total loans, a satisfactory level despite strong headwinds during the first half of the year, reflecting prudent business undertaking together with continued resolution of legacy NPLs. The Group sold THB 2,514 million of NPLs in 2014.

Our total provision was THB 39,958 million, with an excess provision over Bank of Thailand's reserve requirements of THB 13,504 million, representing 51.1% over the Bank of Thailand's reserving requirements. The loan loss coverage ratio was 133.2%.

Earnings per share (EPS) increased to THB 2.33 in 2014.

On January 5th, 2015, the Bank of Tokyo-Mitsubishi UFJ (BTMU) Bangkok branch was integrated into Krungsri, in accordance with the One Presence Policy of the Bank of Thailand. MUFG's ownership in Krungsri through BTMU has been increased from 72.01% to 76.88% as a result of the issuance of 1,281,618,026 common shares by Krungsri to BTMU. After the integration, commercial lending comprising corporate and SME customers accounts for approximately 60% of our total loan portfolio, while retail lending, represents the remaining 40%.

In 2015, we expect the economy to regain its momentum, which should be more favorable for business expansion. With projected GDP growth of around 4.3% in 2015, we expect loan growth to be broad-based and exceed GDP growth. Yet, given the uncertainty surrounding both potential international and domestic developments, Krungsri will continue to grow our business prudently.

Summary of Financial Performance and Status:

Key 2014 deliverables:

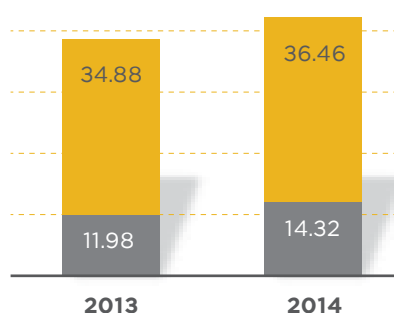
- **Loan Growth:**
Increased 7.3%, or THB 69,259 million, compared to December 2013.
- **Deposit Growth:**
Increased 9.6%, or THB 73,506 million, compared to December 2013.
- **Net Profit:**
Increased to THB 14,323 million, representing a 19.5% increase over 2013, driven by higher net

interest income supported by loan growth, net fees and service income growth and disciplined expenses management, together with a lower loan loss provision.

- **Net Interest Margin (NIM):**
Recorded at 4.32%, driven mainly by lower cost of funds in line with a lower policy rate and a higher mix of lower cost funds.
- **Net Fees and Service Income:**
Increased 3.1% from 2013, supported by wealth, fund management & securities-related, auto hire purchase and Bancassurance fees.
- **Cost to Income Ratio:**
Improved to 48.5% from 48.9% in 2013, reflecting disciplined expense management throughout the year.
- **Non-Performing Loans (NPLs):**
Represented 2.79% of total loans.
- **Coverage Ratio:**
Stood at 133.2%.
- **Capital Adequacy Ratio:**
Recorded at 14.7%, maintained at the same level as recorded in December 2013.

PPOP & Net Profit

Unit: THB billion



■ Net Profit ■ PPOP (Pre-Provision Operating Profit)

In 2014, operating profit was THB 36,460 million, representing an increase of THB 1,577 million, or 4.5%, from 2013, driven by growth in net interest income as a result of higher interest income from loans and net fees and service income.

In 2014, net profit rose to THB 14,323 million, representing an increase of THB 2,340 million,



or 19.5% year-on-year, attributed to higher net interest income supported by lending growth and net fees and service income growth and

disciplined expenses management, together with lower loan loss provision.

Statements of Comprehensive Income ^{1/}

Consolidated	2014	2013 Restated	Change YoY	
			THB mn	%
Interest income	74,609	71,381	3,228	4.5
Interest expense	26,665	26,442	223	0.8
Interest income, net	47,944	44,939	3,005	6.7
Fees and service income	19,191	18,541	650	3.5
Fees and service expense	4,421	4,214	207	4.9
Fees and service income, net	14,770	14,327	443	3.1
Non-interest and non-fees income	8,046	9,009	(963)	(10.7)
Other operating expenses	34,300	33,392	908	2.7
Pre-Provision Operating Profit (PPOP)	36,460	34,883	1,577	4.5
Impairment loss of loan and debt securities	18,106	18,959	(853)	(4.5)
Income tax expense	4,031	3,941	90	2.3
Net Profit	14,323	11,983	2,340	19.5
Other comprehensive income	626	1,040	(414)	(39.8)
Total comprehensive income	14,949	13,023	1,926	14.8
Net profit attributable to				
Owners of the Bank	14,169	11,864	2,305	19.4
Non-controlling interest	154	119	35	29.4
Net profit	14,323	11,983	2,340	19.5
Total comprehensive income attributable to				
Owners of the Bank	14,796	12,904	1,892	14.7
Non-controlling interest	153	119	34	28.6
Total comprehensive income	14,949	13,023	1,926	14.8
Earning per share (THB)	2.33	1.95	0.38	19.5

^{1/} Starting January 2014, Krungsri Group adopted Thai Financial Reporting Interpretation No. 13 (TFRI 13): Customer Loyalty Programmes, as issued by the Federation of Accounting Professions. As a result of TFRI 13's adoption, Krungsri restated prior period financial statements. The key changes from TFRI 13's adoption is (1) the recognition of provision for customer loyalty credits (points) as a deduction item in fee income as opposed to the previous recognition of such provision as an operating expense and (2) the reflection of customer loyalty credits on a fair value rather than cost basis.

Financial Performance

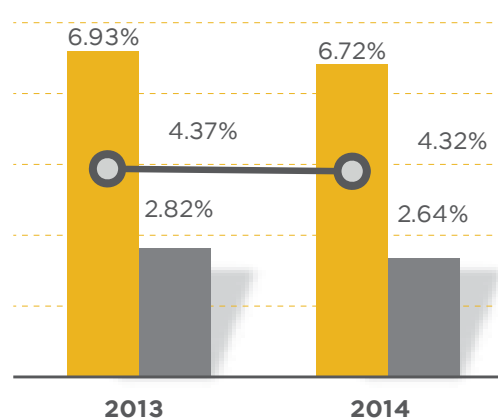
Net Interest Income

Consolidated	Change YoY			
	2014	2013	THB mn	%
INTEREST INCOME				
Interest on loans	49,688	46,751	2,937	6.3
Interest on interbank and money market items	2,598	2,709	(111)	(4.1)
Hire purchase and financial lease income	20,193	19,561	632	3.2
Investments and trading transactions	174	157	17	10.8
Investments in debt securities	1,956	2,203	(247)	(11.2)
Total interest income	74,609	71,381	3,228	4.5
INTEREST EXPENSE				
Interest on deposits	15,583	15,701	(118)	(0.8)
Interest on interbank and money market items	1,484	1,469	15	1.0
Interest on borrowings	5,504	5,583	(79)	(1.4)
Contributions to Financial Institution Development Fund and Deposit Protection Agency	4,076	3,665	411	11.2
Borrowing fee expenses	4	5	(1)	(20.0)
Other interest expenses	14	19	(5)	(26.3)
Total interest expenses	26,665	26,442	223	0.8
Interest income, net	47,944	44,939	3,005	6.7
Net interest margin	4.32%	4.37%		
Yield on earning assets	6.72%	6.93%		
Cost of funds	2.64%	2.82%		

For 2014, net interest income reached THB 47,944 million, an increase of THB 3,005 million, or 6.7% compared to 2013, as interest income grew by a larger magnitude than interest expense, resulting primarily from loan growth and an improvement in funding costs, reflecting a lowered policy rate and a higher mix of lower cost funds.

NIM was recorded at 4.32% in 2014 exceeding the Bank's guidance of 4.2%, driven mainly by lower cost of funds in line with a lower policy rate and a higher mix of lower cost funds.

Net Interest Margin (NIM)

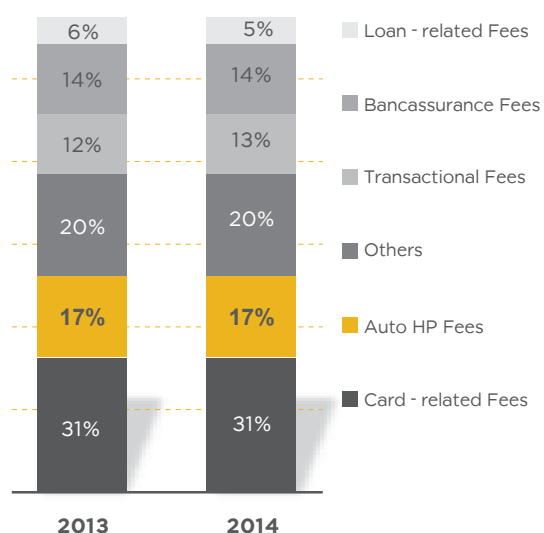


■ Yield on Earning Assets ■ Cost of Funds —●— NIM

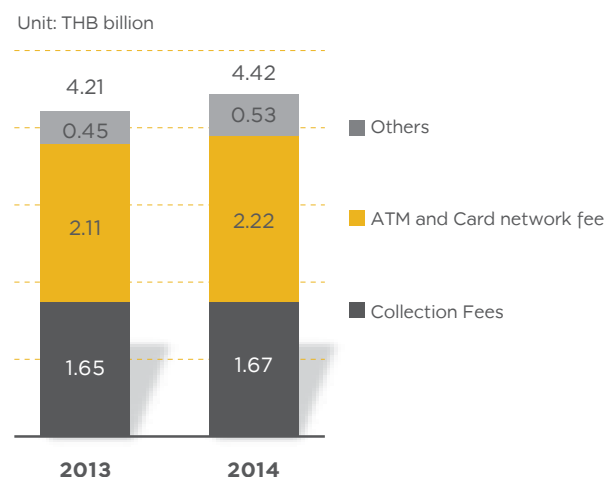
Net Fees and Service Income

Consolidated	2014	2013 Restated	Change YoY	
			THB mn	%
Acceptances, aval and guarantees	512	505	7	1.4
Other fees and service income	18,679	18,036	643	3.6
Fees and service income	19,191	18,541	650	3.5
Fees and service expense	4,421	4,214	207	4.9
Fees and service Income, net	14,770	14,327	443	3.1

Fees & Service Income Breakdown



Fees & Service Expense



Compared with 2013, net fees and service income increased by THB 443 million, or 3.1%, driven by wealth, fund management & securities-related, auto hire purchase and Bancassurance fees. Wealth & fund management and security fees

increased 14.4%. Fees from auto hire purchase increased 6.9%, while bancassurance fees grew 6.0% in 2014. Fees and service expense increased 4.9%.

Non-interest and Non-fees Income

Consolidated	2014	2013	Change YoY	
			THB mn	%
Gains (losses) on trading and foreign exchange transactions	1,574	1,563	11	0.7
Gains (losses) on investments	1,237	633	604	95.4
Share of profit (loss) from investment for using equity method	159	112	47	42.0
Bad debt recoveries	3,054	3,879	(825)	(21.3)
Other operating income	2,022	2,822	(800)	(28.3)
Total non-interest and non-fees income	8,046	9,009	(963)	(10.7)

Non-interest and non-fees income decreased THB 963 million, or 10.7%, compared to 2013, driven mainly by a decrease in bad debt recoveries income of THB 825 million, or 21.3% and a decrease of other operating income of THB 800 million, or 28.3% mainly from a decrease of gain on

properties for sale of THB 588 million and a decrease in dividend income of THB 311 million. During the same period, the Bank recorded an increase in gains on investments of THB 604 million, or 95.4% mainly driven by gains in Available For Sales (AFS) investments.

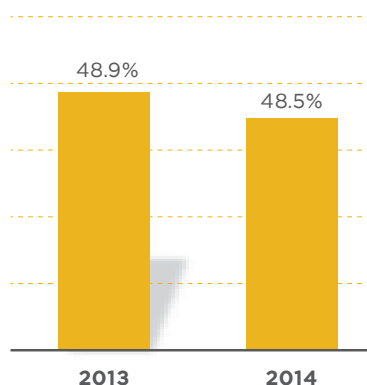
Other Operating Expenses

Consolidated	2014	2013 Restated	Change YoY	
			THB mn	%
Employee's expenses	16,102	15,156	946	6.2
Premises and equipment expenses	6,452	5,809	643	11.1
Taxes and duties	2,115	2,221	(106)	(4.8)
Directors' remuneration	48	35	13	37.1
Other expenses	9,583	10,171	(588)	(5.8)
Total other operating expenses	34,300	33,392	908	2.7

Operating expenses increased THB 908 million, or 2.7%, driven by an increase in employee's expenses of THB 946 million, or 6.2%, mainly due to annual merit increases, and an increase in premises and equipment expenses of THB 643 million, or 11.1%. The increase in premises and equipment expenses was mainly driven by an increase in depreciation expenses of fixed assets of THB 348 million. Meanwhile, other expenses decreased THB 588 million, or 5.8%, driven by a decrease in reserve for contingent liabilities of THB 968 million and impairment losses on other assets of THB 505 million, offset by the reversal of a reserve on TAMC recorded in 2Q/13.

In 2014, the cost-to-income ratio improved to 48.5%, from 48.9% in 2013, reflecting our disciplined expenses management.

Cost to Income Ratio



Impairment loss of loans and debt securities

Consolidated	2014	2013	Change YoY	
			THB mn	%
Impairment loss on debt instrument	0	(27)	27	100.0
Bad debt and doubtful accounts	16,739	17,407	(668)	(3.8)
Loss on debt restructuring	1,367	1,579	(212)	(13.4)
Total impairment loss of loan and debt securities	18,106	18,959	(853)	(4.5)

Loan loss provisions in 2014 amounted to THB 18,106 million, a decrease of THB 853 million, or 4.5%, from the prior year due to an absence of additional provisions as a countercyclical resource which were recorded in 2Q/13, but partially was offset by an increase in NPLs occurring in the SME and retail segments, which were impacted by unfavorable operating developments in the first half of the year.

As of December 31, 2014, our total provision stood at THB 39,958 million, with an excess provision over Bank of Thailand's reserve requirements of THB 13,504 million, representing 51.1% over the Bank of Thailand's reserving requirements. The loan loss coverage ratio was 133.2%.

FINANCIAL STATUS

Financial Position

Consolidated	2014	2013 Restated	Change	
			THB mn	%
ASSETS				
Cash	31,155	28,216	2,939	10.4
Interbank and money market items, net	80,364	87,027	(6,663)	(7.7)
Investments, net	60,573	73,274	(12,701)	(17.3)
Investments in subsidiaries and associates, net	1,217	1,059	158	14.9
Loans to customers	1,057,636	988,014	69,622	7.0
Accrued interest receivable	2,636	2,648	(12)	(0.5)
Deferred revenue	(44,875)	(44,511)	(364)	(0.8)
Allowance for doubtful accounts	(38,159)	(37,466)	(693)	(1.8)
Revaluation allowance for debt restructuring	(1,617)	(1,520)	(97)	(6.4)
Properties for sale, net	5,456	6,865	(1,409)	(20.5)
Others	59,882	76,000	(16,118)	(21.2)
TOTAL ASSETS	1,214,268	1,179,606	34,662	2.9
LIABILITIES AND SHAREHOLDERS' EQUITY				
Deposits	837,556	764,050	73,506	9.6
Interbank and money market items, net	46,612	55,497	(8,885)	(16.0)
Debt issued and borrowings	151,805	174,605	(22,800)	(13.1)
Others	46,625	63,901	(17,276)	(27.0)
TOTAL LIABILITIES	1,082,598	1,058,053	24,545	2.3
Issued and paid-up share capital	60,741	60,741	0	0.0
Retained earning	49,329	40,158	9,171	22.8
Others	21,600	20,654	946	4.6
TOTAL SHAREHOLDERS' EQUITY	131,670	121,553	10,117	8.3
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	1,214,268	1,179,606	34,662	2.9
Book value per share (THB)	21.68	20.01	1.67	8.3

As of December 31, 2014, total assets stood at THB 1,214,268 million, representing an increase of THB 34,662 million, or 2.9% from December 2013, largely attributed to a higher net loan volume of THB 69,259 million, or 7.3%, offset by a decrease in other assets of THB 16,118 million, driven by a decrease in claims on securities from repurchase agreements of THB 13,104 million, and a decrease in investment of THB 12,701 million, driven by a decrease in securities Available For Sale (AFS).

Liabilities grew 2.3%, or THB 24,545 million. The growth in liabilities was driven by an increase in deposits of 9.6%, or THB 73,506 million, reflecting the successful launch of the "8-month Step Up Time Deposit" in June 2014 and sustained growth

of our special savings products --"Mee Tae Dai" and "Jad Hai". Meanwhile, debt issued and borrowings decreased 13.1%, or THB 22,800 million, due mainly to a decrease in bills of exchange of THB 12,699 million.

Total shareholders' equity rose to THB 131,670 million, an increase of THB 10,117 million, or 8.3%, from December 2013. The increase was mainly due to equity holders' net income of THB 14,323 million in 2014. This increase was partially offset by dividends paid of THB 4,859 million.

Book value per share as of December 2014 increased 8.3% to THB 21.68 from THB 20.01 at the end of 2013.

Loans to customers

Loans by segment ^{2/}

Consolidated	2014	2013	Change	
		Restated	THB mn	%
Corporate	294,955	269,392	25,563	9.5
SMEs	220,651	206,452	14,199	6.9
Retail	497,155	467,658	29,497	6.3
- Hire purchase	241,008	232,472	8,536	3.7
- Housing	132,966	120,571	12,395	10.3
- Credit cards and personal loans	123,181	114,615	8,566	7.5
Total *	1,012,761	943,502	69,259	7.3

* Loans to customers net of deferred income

In 2014, total outstanding loans stood at THB 1,012,761 million, an increase of THB 69,259 million, or 7.3%, from the year earlier. Loan growth was broad-based across all customer segments. The corporate segment was the key contributor with an increase of 9.5%, followed by SME and retail segments which grew 6.9% and 6.3%, respectively. The moderation of retail lending growth in 2014, particularly in the auto hire purchase business mirrored slow domestic consumption and domestic car sales in 2014.

Under the retail segment, housing loans grew 10.3% in 2014 on the back of a recovery in demand for residential purchases following improved sentiments in the residential home markets,

paired with continued success of Krungsri's Partnership Program with housing developers.

Auto hire purchase loans grew 3.7% from last year. The growth in auto hire purchase loan occurred despite slower domestic car sales highlighted Krungsri's strong business franchise and customers' brand preference.

Krungsri's credit cards and personal loans expanded 7.5% in 2014, largely attributed to a strong growth of 7.7% recorded in 4Q/14, due to seasonally high year-end spending pattern together with the year-end purchases of life insurance, LTF and RMF.

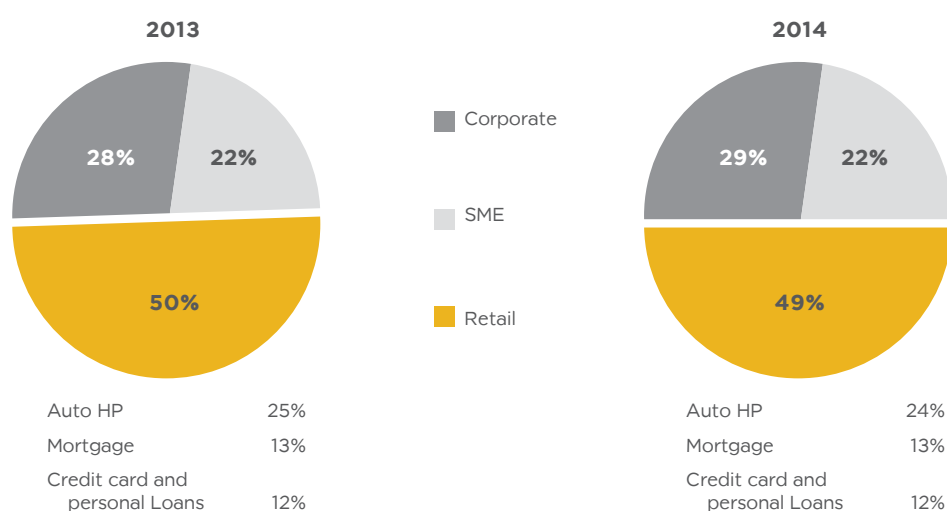
^{2/} Krungsri reclassified a portion of SME loans into the Corporate loan segment as of December 2013, in line with our revised commercial lending growth strategy going forward. The reclassification resulted in approximately THB 25,799 million in loans migrating from the SME segment to the Corporate segment.

The SME portfolio grew 6.9% in 2014 with growth broadly observed in all SME segments reflecting continuing success in SME product programs and Krungsri value chain solutions.

Corporate loans growth picked up towards the end of 2014 due to seasonality and increased working capital loan demand. The 9.5% growth achieved in the corporate segment in 2014 was largely driven by the 7.5% growth recorded in 4Q/14.

For 2015, we expect the economy to regain its momentum, which should be more favorable for business expansion. With projected GDP growth of around 4.3% in 2015, we expect loan growth to be broad-based and exceed GDP growth. Yet, given the uncertainty surrounding both potential international and domestic developments, Krungsri will continue to grow our business prudently.

Loan Composition (Restated)



Loan classification and provision

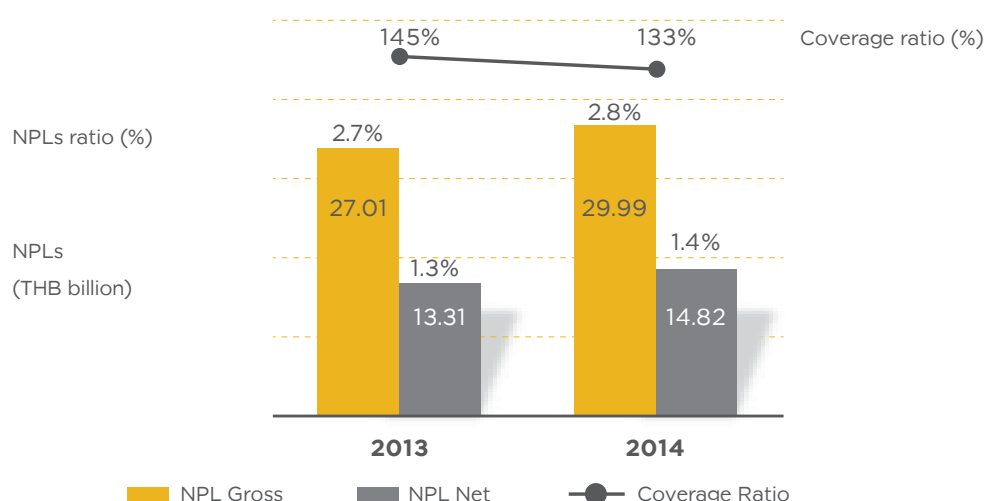
Unit : THB mn

Consolidated	2014		2013		Change	
	Loans and		Loans and		Loans and	
	Accrued Interest	Provision	Accrued Interest	Provision	Accrued Interest	Provision
	Receivable		Receivable		Receivable	
Normal	952,203	6,665	883,380	5,713	68,823	952
Special mention	33,202	3,239	35,747	3,664	(2,545)	(425)
Substandard	10,031	4,969	9,207	4,419	824	550
Doubtful	8,601	3,341	11,014	5,706	(2,413)	(2,365)
Doubtful of loss	11,360	6,441	6,802	3,197	4,558	3,244
Total	1,015,397	24,655	946,150	22,699	69,247	1,956
Surplus reserve		13,504		14,767		(1,263)
Total	1,015,397	38,159	946,150	37,466	69,247	693

Non-performing loans

Consolidated	Change			
	2014	2013	THB mn	%
Non-performing loans (Net)	14,818	13,308	1,510	11.3
Non-performing loans (Gross)	29,988	27,014	2,974	11.0
Loans loss reserves (LLR)	39,958	39,185	773	2.0
Coverage	133.2%	145.1%	(11.9%)	(8.2)
BOT requirement	26,453	24,418	2,035	8.3
Actual / required LLR	151.1%	160.5%	(9.4%)	(5.9)

NPLs and Coverage Ratio



Asset quality was satisfactorily maintained in 2014 despite the adverse pressures from political and economic headwinds. As of December 31, 2014, gross NPLs stood at THB 29,988 million, an increase of THB 2,974 million from THB 27,014 million at the end of 2013. The increase in NPLs during the year was mainly due to the impacts from deteriorating economic conditions on the SME and retail segments. The ratio of gross NPLs to total loans stood at 2.79% at the end of 2014, compared to 2.67% at the end of 2013.

In 2014, the Bank sold tranches of NPLs in 2Q/14 and 4Q/14, reducing outstanding NPLs by THB 2,514 million.

As of December 31, 2014 our total provisions stood at THB 39,958 million, with an excess provision over Bank of Thailand requirements of THB 13,504 million. Correspondingly, the actual provisioning ratio when compared to Bank of Thailand requirements stood at 151.1%, while the Group's coverage ratio was 133.2%.

Investment in Securities

As of December 31, 2014, Krungsri Group had investments in government securities with a book value of THB 43,575 million for the primary purpose of fulfilling Bank of Thailand requirements, including liquid assets and intraday holding of liquidity. In addition, private sector securities held by Krungsri Group had a total value of THB 16,998 million.

Funding Structure

Consolidated	Change			
	2014	2013	THB mn	%
Current	20,234	19,470	764	3.9
Savings	404,466	383,471	20,995	5.5
Time	412,856	361,109	51,747	14.3
< 6 Months	75,815	133,061	(57,246)	(43.0)
6 Months - 1 Year	246,144	127,010	119,134	93.8
> 1 Year	90,897	101,038	(10,141)	(10.0)
Total Deposit	837,556	764,050	73,506	9.6
B/E	25,950	38,649	(12,699)	(32.9)
Debenture	90,983	101,053	(10,070)	(10.0)
Total Funding	954,489	903,752	50,737	5.6

As of December 31, 2014, overall funding for the Bank, including deposits, bills of exchange and debentures, increased THB 50,737 million, or 5.6%, from December 2013.

Deposits totaled THB 837,556 million, an increase of THB 73,506 million, or 9.6%, from December 2013, reflecting the successful launch of the "8-month Step Up Time Deposit" in June 2014 and sustained growth of our special savings products --"Mee Tae Dai" and "Jad Hai". "MeeTae Dai" balances exceeded THB 168,000 million, while "Jad Hai" increased more than 300,000 accounts from December 2013.

As a result of the strong success of the "8-month Step Up Time Deposit", the proportion of current

and savings deposits (CASA) as a percentage of total deposits decreased to 50.7%, compared to 52.7% as of December 2013.

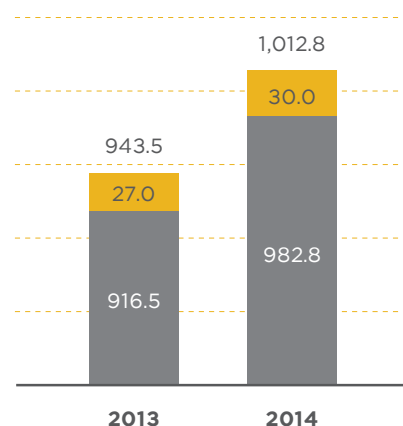
Bills of exchange (B/E) totaled THB 25,950 million, a decrease of THB 12,699 million, or 32.9%, from December 2013.

Debentures stood at THB 90,983 million as of December 2014. The decrease of THB 10,070 million, or 10.0%, from December 2013, resulted from debenture maturities.

Consequently, the loan to deposit ratio improved to 121% from 123% last year, while the loan to deposit plus bills of exchange and debentures ratio increased to 106% from 104% at the end of last year.

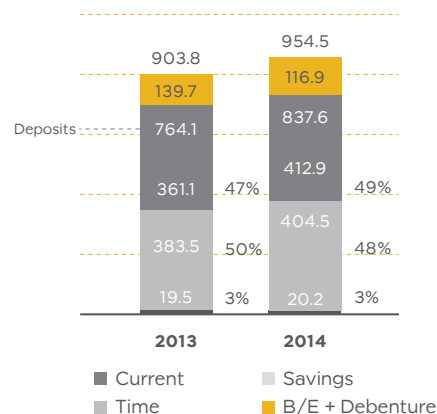
Loans

Unit: THB billion



Deposits + B/E + Debenture

Unit: THB billion



	2013	2014
L/D	123%	121%
L/D+B/E+Debenture	104%	106%

Contingencies

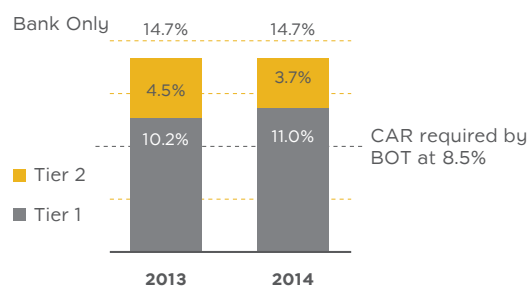
Consolidated	Change			
	2014	2013	THB mn	%
Avals to bills and guarantees of loans	1,947	1,315	632	48.1
Liability under unmatured import bills	7,688	1,559	6,129	393.1
Letters of credit	5,701	9,335	(3,634)	(38.9)
Other contingencies	108,119	102,337	5,782	5.6
Total	123,455	114,546	8,909	7.8

The Krungsri Group's contingencies as of December 31, 2014, totaled THB 123,455 million, an increase of THB 8,909 million, or 7.8%, from December 31, 2013. This increase was driven mainly by an increase in liability under unmatured import bills of THB 6,129 million and other contingencies of THB 5,782 million, offset by a decrease in letter of credit of THB 3,634 million.

Statutory Capital

As of December 31, 2014, the Bank's capital remained strong at THB 132,425 million, equivalent to 14.7% of risk weighted assets with 11.0% in Tier 1 capital. The Bank's capital ratio maintained at the same level as recorded in December 2013, while Tier 1 capital ratio improved from 10.2% in December 2013. The current solid capital position is sufficient for Krungsri to continue growing our business prudently in 2015.

Capital Adequacy Ratio



THB billion	2013	2014
Tier 1	84.73	98.99
Tier 2	37.60	33.44
Total Capital	122.33	132.43

CREDIT RATINGS

The Bank's credit ratings assigned by 1. Moody's Investors Service, 2. Standard & Poor's, 3. Fitch Ratings and 4. TRIS Rating as at December 31, 2014 are shown in the table below.

1. Moody's Investors Service	
Bank Deposits	
- Long Term	Baa1
- Short Term	Prime-2
Debt	
- Long Term - Senior Debt	Baa1
Debt and Deposit Rating Outlook	Stable
Bank Financial Strength Ratings	D+
Outlook	Stable
2. Standard and Poor's	
Issuer Credit Rating (ICR)	
- Long Term	BBB+
- Short Term	A-2
Foreign Currency	
- Long Term - Senior Debt	BBB+
- Short Term	A-2
Stand-alone Credit Profile (SACP)	bb+
Outlook	Stable
3. Fitch Ratings	
International Rating (Foreign Currency)	
- Long Term	A-
- Subordinated Debt	BBB+
- Short Term	F2
- Viability Rating	bbb
- Support	1
- Support Rating Floor	BB+
- Outlook	Stable
National Ratings	
- Long Term – Debenture	AAA (tha)
- Subordinated Debt	AA+ (tha)
- Short Term	F1+ (tha)
- Outlook	Stable
4. TRIS Rating	
National Ratings	
- Company Rating	AAA
- Issue Rating	AA+
- Outlook	Stable

2014 KEY PERFORMANCE TARGETS

Consolidated	2013	2014	2014 Targets	
Loan Growth (Net)	+113.5(bn) +13.7%	+69.3(bn) +7.3%	7%	✓
NPLs Ratio	2.67%	2.79%	~ 2.9%	✓
Deposit Mix: Savings and Current	53%	51%	~ 50%	✓
Loan Mix : Retail	50%	49%	n.d.	✓
L/D Ratio	123%	121%	n.d.	✓
L/Deposit+Debentures+B/E	104%	106%	100%	~
NIM	4.37%	4.32%	~ 4.2%	✓
Fee income growth (YoY)	12.8%	3.5%	5%	~
Cost to Income Ratio	48.91%	48.47%	< 49%	✓
Provisions	200 bps*	179 bps	~ 170 bps	~
Loan Loss Coverage	145%	133%	125-130%	✓
CAR (Bank Only)	14.7%	14.7%	n.d.	✓

* Excluding one-time prudential surplus reserve of THB 2,552 mn. booked in 2Q/13 and a prudential reserve for one corporate loan restructured in 4Q/13, provision/loan = 172bps.

REPORT OF THE BOARD OF DIRECTORS' RESPONSIBILITY FOR FINANCIAL REPORTING

The Board of Directors is responsible for the Bank's financial statements, the consolidated financial statements of the Bank and its subsidiaries and all financial information appearing in the annual report. These financial statements have been prepared in accordance with Thai Financial Reporting Standards. The Bank has chosen appropriate accounting policies applied on a conservative and consistent basis, using the best estimations where necessary and adequate disclosures have been made in the notes to the financial statements. These financial statements have been audited by independent auditors who have given their unqualified opinions. The financial statements reflect the actual financial standing and operating results of the Bank and its subsidiaries, thus being useful to all shareholders and investors.

The Board of Directors has also adopted and maintained appropriate and effective systems of risk management and internal control so that we can be reasonably assured that accounting records are accurate, complete and adequate to maintain the assets of the Bank and these controls also identify weaknesses requiring preventive measures against fraud or other significant irregularities in the operations of the Bank.

In this regard, the Board of Directors has appointed an Audit Committee, consisting of three (3) independent members, to be responsible for reviewing the quality of financial reporting and internal control mechanisms appropriately and efficiently and reviewing the Bank's performance in accordance with the laws relevant to the business of the Bank including the related party transactions to ensure that the aforementioned transactions are reasonable and optimized to the Bank. The opinion of the Audit Committee with regard to these matters appears in the Report of the Audit Committee.

The Board of Directors is of the opinion that the Bank's internal controls are satisfactory and allow for reasonable confidence in the reliability of the Bank's financial statements, the consolidated financial statements of the Bank and its subsidiaries for the year ended December 31, 2014.



Mr. Noriaki Goto
President and Chief Executive Officer



Mrs. Janice Rae Van Ekeren
Director

REPORT OF THE AUDIT COMMITTEE

To: Shareholders
Bank of Ayudhya Public Company Limited

The Audit Committee of the Bank of Ayudhya Public Company Limited comprises 3 independent directors as follows:

1. Ms. Potjanee Thanavarani	Chairman of the Audit Committee
2. Mr. Virat Phairatphiboon	Audit Committee Member
3. Mr. Phong-adul Kristnaraj	Audit Committee Member

Ms. Puntipa Hannoraseth, Head of Audit, serves as Secretary to the Audit Committee.

The Audit Committee performs its tasks as per the scope and responsibilities specified in the Audit Committee Charter as assigned by the Board of Directors. In 2014, the Audit Committee held a total of 20 meetings including 2 special meetings with the external auditor without participation of the management, and reported the results of each meeting to the Board of Directors. The details of actions taken by the Audit Committee can be summarized as follows:

1. Financial reports

The Audit Committee reviewed the Bank's quarterly, semi-annual and annual financial statements as well as the consolidated financial statements of the Bank and its subsidiaries by holding meetings with the external auditor and executives of the Accounting Division to consider financial statements to ensure that financial reports of the Bank and its subsidiaries and any disclosed documents relating to the Bank's financial performance are accurate, adequate, reliable and reflect the true and fair view of the financial status of the Bank while complying with accounting standards and practices. The Audit Committee also held special meetings with the external auditor without participation of the management to enquire about independence in performing their duties and expressing opinions, cooperation obtained from the Bank as well as issues that may result in significant loss or fraud.

The Audit Committee has reviewed the financial statements of Bank of Ayudhya Public Company Limited and the consolidated financial statements for the year ended December 31, 2014 and is of the opinion that these financial statements are in accordance with Thai Financial Reporting Standards and with appropriate accuracy in significant essence and sufficient disclosure of information. The external auditor has expressed an opinion thereon as presented in their report to the Board of Directors and to shareholders. Also, the external auditor performed their duties and expressed their opinions independently.

2. Internal control system and internal audit

The Audit Committee reviewed effectiveness and adequacy of internal control system by considering internal audit results and summary of fraud investigation reports to ensure that root causes were determined, rectification actions and preventive measures were appropriately undertaken. In 2014, the Bank has established the Internal Control over Financial Reporting (ICFR) process in order to ensure that internal controls and financial reporting preparation process were designed and implemented effectively. Evaluation results of effectiveness of the design and operation are regularly reported by the Audit Group. In addition, the Audit Committee reviewed and monitored the Bank's and subsidiaries' findings identified by the regulatory authorities as well as the external auditor in order to consider the adequacy, appropriateness and effectiveness of the Bank's internal control system.

For internal audit activities, the Audit committee considered the independence and adequacy of internal audit resources, considered and endorsed the revision of the Charter and the Audit Policy of the Audit Group to ensure currency and appropriateness before their submission to the Board of Directors. It also approved annual audit plans which focus primarily on risk-based auditing and the revised audit plans to respond to changes as well as monitored auditing activities according to the approved plan, and regularly provided recommendations to the Audit Group.

The Audit Committee consented to the annual credit review plan prior to submission to the Board of Directors, considered reports submitted by the Credit Audit Department in relation to credit review results and a follow-up on corrective actions undertaken by departments concerned. In this regard, the Audit Committee also enquired about findings identified from the review and corrective actions taken to ensure that the Bank's credit granting processes are appropriate.

The Audit Committee is of the opinion that the Bank's internal control and internal audit systems are sufficient, appropriate, and continuously developed. Also, the Audit committee is of the opinion that the Head of Audit has adequate and appropriate educational background, work experience, training to carry out its duties. An annual merit increase of the Head of Audit was considered.

3. Related party transactions or transactions that may create conflicts of interest

The Audit Committee considered related party transactions or transactions that may create conflicts of interest to ensure that they are conducted on an arm's length basis and that relevant information is transparently disclosed based on the principle of prudence, integrity, transparency and the Bank's optimized benefits, before submission to the Board of Directors.

The Audit Committee is of the opinion that such transactions as reported by relevant units are rational and represent normal business undertakings.

4. Good governance

The Audit Committee served as another complaint channel on receiving traces while assuring such employee the independence of investigation and monitoring appropriate actions to resolve such matter.

The Audit Committee is of the opinion that compliant resolution management has been appropriately and transparently conducted.

5. Risk management

The Audit Committee considered reports of the Risk Management Committee regarding control, supervision, assessment, monitoring and management of the overall risks of the Bank including summary of operational losses, causes and preventive measures to prevent the recurrence of such loss events in the future.

The Audit Committee is of the opinion that the Bank's risk management is efficient, and that preventive guidelines and measures are in place to appropriately handle potential situations.

6. Compliance with regulatory requirements

The Audit Committee oversaw and monitored the operations, business undertaking or actions taken by the Bank to ensure compliance with requirements and laws relevant to the banking business as well as the Bank's policies and procedures by considering results of regulatory compliance supervision as per the reports of the Compliance Review Committee and audit results reported by the Audit Group, the Bank of Thailand, and external auditor on a regular basis.

The Audit Committee is of the opinion that the Bank has supervised and examined operations of its business units to ascertain that every business unit operates properly and is in compliance with relevant requirements and regulations.

7. External auditor

The Audit Committee considered, selected and nominated the Bank's external auditor by taking into consideration the qualifications specified by the Bank of Thailand, the Office of the Securities and Exchange Commission, and the Stock Exchange of Thailand, whereby such auditor does not have any relationships with or interest in the Bank, its management, major shareholders or related parties in a manner that affect the independent operations, and does not hold positions such as director, employee, contractual staff or any positions in the Bank. The Audit Committee also considered audit fee as deemed appropriate.

The Audit Committee has considered and nominated the auditors of Deloitte Touche Tohmatsu Jaiyos Audit Company Limited to be the Bank's independent auditors for 2014, and has also considered audit fee as deemed appropriate. In this regard, the shareholders' meeting has already granted approval on auditor and the audit fee.

8. Others

The Audit Committee Charter was reviewed and updated to be clearer and more comprehensive.

The Audit Committee performed its duties as specified in its Charter. Its performance adhered to prudence, independence, and transparency to the ultimate benefit of the Bank. It has not encountered any difficulty in obtaining information, resources or cooperation from the Bank.

The Audit Committee is confident that the Bank's financial statements and the consolidated financial statements of the Bank and its subsidiaries are accurate, reliable, and adequately disclosed. The external auditor performs duties in an independent manner as professional. The Bank and its subsidiaries have adequate and appropriate risk management and internal control system, as well as operated its business based on relevant laws and regulations.

Potjanee Thanavarani

Ms. Potjanee Thanavarani
Chairman of the Audit Committee

REPORT OF NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee (NRC) comprises four Bank directors, namely Mr. Karun Kittisataporn (independent director) as Chairman, Mr. Virat Phairatphiboon (independent director), Ms. Nopporn Tirawattanagool (non-executive director) and Mr. Kanetsugu Mike (Vice Chairman) as members, whereby the latter has joined the NRC since January 2014. The Nomination and Remuneration Committee has duties and responsibilities as per the Regulations of the Nomination and Remuneration Committee in areas related to the policies, rules, and procedures for nomination and selection as well as the determination of remuneration and other benefits for directors, subcommittee members and senior executives of the Bank as well as directors and managing directors or persons holding equivalent positions regardless of title of entitles in which the Bank holds 50% or more of shares.

In 2014, the Nomination and Remuneration Committee held a total of 17 meetings. In addition to the supervision of implementation of nomination and remuneration policies and strategies according to the specified framework as well as human resources management to ensure alignment across Krungsri Group, key achievements also included the major contribution in the 2 remarkable integrations which took place over the past year, namely the successful and harmonious integration with the Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU) in relation to matters related to foreign executives who would join the Bank, benefit realignment framework for employees in response to BTMU integration, the Bank's organization restructuring to support the integration, and the internal integration of auto business with Ayudhya Capital Auto Lease Pcl. (Krungsri Auto).

As regards the selection/nomination, the Nomination and Remuneration Committee screened/selected suitable executives to fill vacant positions primarily based on the developed succession plan to promote career advancement opportunities of internal executives. Regarding the determination of remuneration for directors and senior executives, their relevant roles and responsibilities as well as performance, the Bank's operating results, overall economic conditions and market rates were taken into consideration to ensure appropriateness and competitiveness.

The Nomination and Remuneration Committee also strengthened corporate governance in the Bank's business operations especially in relation to the human resources and organization-wide policies, and regularly provided opinions and recommendations which were beneficial to human resources management of Krungsri Group to support its business growth according to the set direction. In performing its duties, the Nomination and Remuneration Committee upheld the principles of fairness and transparency to ensure the utmost benefits of all shareholders and employees.



Karun Kittisataporn

Chairman of the Nomination and Remuneration Committee

REPORT OF THE INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

To: The Shareholders and Board of Directors
Bank of Ayudhya Public Company Limited

We have audited the consolidated financial statements of Bank of Ayudhya Public Company Limited and subsidiaries and the Bank's financial statements of Bank of Ayudhya Public Company Limited, which comprise the consolidated and Bank's statements of financial position as at December 31, 2014, and the related consolidated and Bank's 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 Financial Statements

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

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Thai Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the 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.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the aforementioned consolidated and Bank's financial statements present fairly, in all material respects, the financial position of Bank of Ayudhya Public Company Limited and subsidiaries and of Bank of Ayudhya Public Company Limited as at December 31, 2014, and financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Emphasis of matter

Without qualifying our opinion, we draw attention to Note 3 to the financial statements, the Bank and subsidiaries have applied the new accounting policy regarding customer loyalty programmes which is in accordance with Thai Financial Reporting Interpretation No. 13 "Customer Loyalty Programmes" and restated the consolidated and Bank's financial statements for the year ended December 31, 2013 and the beginning balances as at January 1, 2013, which are presented as comparative information, to be in accordance with the new accounting policy.



Permsak Wongpatcharapakorn
Certified Public Accountant (Thailand)
Registration No. 3427

BANGKOK
February 25, 2015

DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT CO., LTD.

FINANCIAL STATEMENTS

Financial Position

BANK OF AYUDHYA PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF FINANCIAL POSITION
AS AT DECEMBER 31, 2014

THB: '000

ASSETS	CONSOLIDATED FINANCIAL STATEMENTS			THE BANK'S FINANCIAL STATEMENTS		
	As at December 31, 2014	As at December 31, 2013 "Restated"	As at January 1, 2013 "Restated"	As at December 31, 2014	As at December 31, 2013 "Restated"	As at January 1, 2013 "Restated"
CASH	31,154,503	28,216,333	25,078,920	31,077,762	28,167,503	25,060,003
INTERBANK AND MONEY MARKET ITEMS, NET (Note 8.2)	80,363,742	87,027,241	79,389,674	77,210,265	84,980,814	78,155,680
CLAIMS ON SECURITY	-	13,104,938	13,592,478	-	13,104,938	13,592,478
DERIVATIVES ASSETS (Note 8.3)	2,653,196	4,879,633	3,414,492	2,653,196	4,879,633	3,414,492
INVESTMENTS, NET (Note 8.4)	60,572,815	73,274,123	78,302,398	60,852,251	73,240,687	77,829,013
INVESTMENTS IN SUBSIDIARIES AND ASSOCIATES, NET (Note 8.5)	1,217,448	1,058,908	946,637	48,231,169	29,831,169	32,482,962
LOANS TO CUSTOMERS AND ACCRUED INTEREST RECEIVABLES, NET (Note 8.6)						
Loans to customers	1,057,635,974	988,013,869	869,382,125	904,469,031	822,204,678	733,870,285
Accrued interest receivables	2,636,440	2,647,891	2,256,924	1,557,735	1,741,605	1,417,982
Total loans to customers and accrued interest receivables	1,060,272,414	990,661,760	871,639,049	906,026,766	823,946,283	735,288,267
Less Deferred revenue	(44,875,328)	(44,511,467)	(39,374,222)	(14,279,451)	(74,674)	(38,868)
Less Allowance for doubtful accounts (Note 8.7)	(38,159,030)	(37,465,593)	(30,305,602)	(19,796,925)	(19,919,182)	(19,409,266)
Less Revaluation allowance for debt restructuring (Note 8.8)	(1,616,773)	(1,520,460)	(723,410)	(563,209)	(659,124)	(17,364)
Net loans and accrued interest receivables	975,621,283	907,164,240	801,235,815	871,387,181	803,293,303	715,822,769
CUSTOMERS' LIABILITY UNDER ACCEPTANCE PROPERTIES FOR SALE, NET (Note 8.9)	508,328	879,171	682,147	508,328	879,171	682,147
PREMISES AND EQUIPMENT, NET (Note 8.10)	5,456,180	6,864,672	9,451,647	2,842,702	3,022,568	4,704,803
GOODWILL AND OTHER INTANGIBLE ASSETS, NET (Note 8.11)	19,952,366	20,138,759	18,299,724	18,219,369	18,533,326	16,893,475
DEFERRED TAX ASSETS (Note 8.12)	14,583,611	14,861,026	15,435,423	3,394,164	3,128,757	3,068,498
ACCOUNTS RECEIVABLE FOR INVESTMENTS	7,889,492	7,005,711	6,083,823	2,642,378	2,277,318	2,637,131
OTHER ASSETS, NET (Note 8.13)	2,133,297	1,621,205	7,777,647	2,133,297	1,621,205	7,777,647
	12,162,110	13,509,666	12,297,804	7,745,702	6,458,908	4,345,637
TOTAL ASSETS	1,214,268,371	1,179,605,626	1,071,988,629	1,128,897,764	1,073,419,300	986,466,735

Notes to the consolidated and the Bank's financial statements form an integral part of these statements

BANK OF AYUDHYA PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF FINANCIAL POSITION (CONTINUED)
AS AT DECEMBER 31, 2014

THB: '000

LIABILITIES AND EQUITY	CONSOLIDATED FINANCIAL STATEMENTS			THE BANK'S FINANCIAL STATEMENTS		
	As at December 31, 2014	As at December 31, 2013 "Restated"	As at January 1, 2013 "Restated"	As at December 31, 2014	As at December 31, 2013 "Restated"	As at January 1, 2013 "Restated"
DEPOSITS (Note 8.14)	837,555,978	764,049,887	687,159,328	843,747,653	768,390,228	692,994,007
INTERBANK AND MONEY MARKET ITEMS, NET (Note 8.15)	46,612,062	55,496,687	48,821,459	48,256,752	56,703,612	48,366,000
LIABILITY PAYABLE ON DEMAND	1,935,682	2,545,378	2,776,041	1,935,682	2,545,378	2,776,041
LIABILITY TO DELIVER SECURITY	-	13,104,938	13,592,478	-	13,104,938	13,592,478
DERIVATIVES LIABILITIES (Note 8.3)	2,159,708	5,139,845	3,508,210	2,159,708	5,139,845	3,508,210
DEBT ISSUED AND BORROWINGS (Note 8.16)	151,805,341	174,604,804	154,628,639	97,267,531	107,336,654	103,738,778
BANK'S LIABILITY UNDER ACCEPTANCE	508,328	879,171	682,147	508,328	879,171	682,147
PROVISIONS (Note 8.17)	5,450,935	4,582,988	5,717,391	4,931,302	4,052,674	5,147,582
DEFERRED TAX LIABILITIES (Note 8.18)	2,930,789	2,602,640	2,505,437	2,157,318	1,824,126	1,617,322
ACCOUNTS PAYABLE FOR INVESTMENTS	518	27,367	5,694,321	518	27,367	5,694,321
OTHER LIABILITIES (Note 8.20)	33,639,023	35,018,693	33,509,603	16,023,896	14,028,459	13,093,063
TOTAL LIABILITIES	1,082,598,364	1,058,052,398	958,595,054	1,016,988,688	974,032,452	891,209,949
EQUITY						
SHARE CAPITAL (Note 8.21)						
Authorized share capital						
7,574,143,747 ordinary shares of Baht 10 each	75,741,437	75,741,437		75,741,437	75,741,437	
7,089,392,755 ordinary shares of Baht 10 each			70,893,928			70,893,928
Issued and paid-up share capital						
6,074,143,747 ordinary shares of Baht 10 each	60,741,437	60,741,437	60,741,437	60,741,437	60,741,437	60,741,437
PREMIUM ON ORDINARY SHARES	13,802,216	13,802,216	13,802,216	13,802,216	13,802,216	13,802,216
OTHER RESERVES	7,337,670	6,572,436	5,983,000	7,310,755	6,531,881	5,985,325
RETAINED EARNINGS						
Appropriated						
Legal reserve	2,877,700	2,042,700	1,641,500	2,877,700	2,042,700	1,641,500
Unappropriated	46,451,470	38,115,540	31,061,703	27,176,968	16,268,614	13,086,308
TOTAL BANK'S EQUITY	131,210,493	121,274,329	113,229,856	111,909,076	99,386,848	95,256,786
NON-CONTROLLING INTEREST	459,514	278,899	163,719	-	-	-
TOTAL EQUITY	131,670,007	121,553,228	113,393,575	111,909,076	99,386,848	95,256,786
TOTAL LIABILITIES AND EQUITY	1,214,268,371	1,179,605,626	1,071,988,629	1,128,897,764	1,073,419,300	986,466,735

Notes to the consolidated and the Bank's financial statements form an integral part of these statements



Mr. Noriaki Goto
President and Chief Executive Officer



Mrs. Janice Rae Van Ekeren
Director

Comprehensive Income

BANK OF AYUDHYA PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED DECEMBER 31, 2014

THB: '000

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013 "Restated"	2014	2013 "Restated"
INTEREST INCOME (Note 8.29)	74,608,546	71,381,405	49,117,190	46,550,790
INTEREST EXPENSES (Note 8.30)	26,665,047	26,442,276	24,698,154	24,266,806
INTEREST INCOME, NET	47,943,499	44,939,129	24,419,036	22,283,984
FEES AND SERVICE INCOME	19,191,682	18,541,289	9,130,605	7,855,536
FEES AND SERVICE EXPENSES	4,421,274	4,214,561	2,144,900	1,851,342
FEES AND SERVICE INCOME, NET (Note 8.31)	14,770,408	14,326,728	6,985,705	6,004,194
GAINS ON TRADING AND FOREIGN EXCHANGE TRANSACTIONS, NET (Note 8.32)	1,574,183	1,563,611	1,581,358	1,513,832
GAINS ON INVESTMENTS, NET (Note 8.33)	1,237,125	633,036	1,197,636	55,783
SHARE OF PROFIT FROM INVESTMENT FOR USING EQUITY METHOD	159,285	112,302	-	-
DIVIDEND INCOME	239,461	550,897	9,957,016	1,452,472
BAD DEBTS RECOVERIES	3,054,245	3,879,040	46,774	638,382
GAINS ON SALE PROPERTIES FOR SALE	655,673	1,243,622	250,233	1,120,934
OTHER OPERATING INCOME	1,126,505	1,027,325	541,362	406,299
TOTAL OPERATING INCOME	70,760,384	68,275,690	44,979,120	33,475,880
OTHER OPERATING EXPENSES				
Employee's expenses	16,101,921	15,156,040	10,481,916	9,827,885
Directors' remuneration	48,445	35,375	42,930	31,903
Premises and equipment expenses	6,451,861	5,809,177	4,808,536	4,266,001
Taxes and duties	2,114,760	2,220,629	1,420,777	1,593,917
Loss on impairment of assets transferred to the Thai Asset Management Corporation (reversal) (Note 8.17)	-	(1,073,610)	-	(1,056,070)
Provision for contingent liabilities (reversal)	(6,449)	961,380	(6,449)	961,380
Others	9,589,373	10,282,952	4,783,348	3,847,720
Total other operating expenses	34,299,911	33,391,943	21,531,058	19,472,736
IMPAIRMENT LOSS OF LOANS AND DEBT SECURITIES (Note 8.34)	18,106,553	18,958,656	5,050,000	3,964,886
PROFIT FROM OPERATING BEFORE INCOME TAX EXPENSES	18,353,920	15,925,091	18,398,062	10,038,258
INCOME TAX EXPENSES (Note 8.35)	4,030,750	3,941,770	1,701,204	2,015,486
NET PROFIT	14,323,170	11,983,321	16,696,858	8,022,772

BANK OF AYUDHYA PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF COMPREHENSIVE INCOME (CONTINUED)
FOR THE YEAR ENDED DECEMBER 31, 2014

THB: '000

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013 "Restated"	2014	2013 "Restated"
OTHER COMPREHENSIVE INCOME				
Changes in assets revaluation surplus	-	2,284,549	-	2,249,418
Gains (Loss) on remeasuring available-for-sale investment	1,309,425	(1,306,165)	1,326,008	(1,325,655)
Gains arising from translating the financial statements of a foreign operation	630	-	-	-
Actuarial gains (losses) on defined benefit plans	(527,908)	321,039	(470,151)	284,493
Income tax relating to components of other comprehensive income (Note 8.36)	(156,303)	(259,860)	(171,172)	(241,651)
Total other comprehensive income, net	625,844	1,039,563	684,685	966,605
TOTAL COMPREHENSIVE INCOME	14,949,014	13,022,884	17,381,543	8,989,377
NET PROFIT ATTRIBUTABLE				
Owners of the Bank	14,169,527	11,864,465	16,696,858	8,022,772
Non-controlling interest	153,643	118,856	-	-
	14,323,170	11,983,321	16,696,858	8,022,772
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE				
Owners of the Bank	14,796,139	12,904,028	17,381,543	8,989,377
Non-controlling interest	152,875	118,856	-	-
	14,949,014	13,022,884	17,381,543	8,989,377
EARNINGS PER SHARE OF OWNERS OF THE BANK				
BASIC EARNINGS PER SHARE THB	2.33	1.95	2.75	1.32
WEIGHTED AVERAGE NUMBER OF ORDINARY SHARES SHARES	6,074,143,747	6,074,143,747	6,074,143,747	6,074,143,747

Notes to the consolidated and the Bank's financial statements form an integral part of these statements



Mr. Noriaki Goto
President and Chief Executive Officer



Mrs. Janice Rae Van Ekeren
Director

Changes in Equity

BANK OF AYUDHYA PUBLIC COMPANY LIMITED AND SUBSIDIARIES STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED DECEMBER 31, 2014

THB : '000

	CONSOLIDATED FINANCIAL STATEMENTS									
	Owners of the Bank							Non-Controlling Interest	Total	
	Issued and Paid-up Share Capital	Premium on Share Capital	Other reserves			Retained Earnings				Total Bank's Equity
			Asset Appraisal Surplus	Revaluation Surplus (deficit) on Investments	Foreign Currency Translation	Appropriated Legal Reserve	Unappropriated			
Balance as of January 1, 2013 as previously reported	60,741,437	13,802,216	5,038,510	944,490	-	1,641,500	31,154,242	113,322,395	163,719	113,486,114
Effects on application of the new accounting policy (Note 3)	-	-	-	-	-	-	(92,539)	(92,539)	-	(92,539)
Balance as of January 1, 2013 as restated	60,741,437	13,802,216	5,038,510	944,490	-	1,641,500	31,061,703	113,229,856	163,719	113,393,575
Change in revaluation surplus	-	-	(193,271)	-	-	-	193,271	-	-	-
Dividend payment (Note 8.21.3)	-	-	-	-	-	-	(4,859,315)	(4,859,315)	(5)	(4,859,320)
Increase in legal reserve	-	-	-	-	-	401,200	(401,200)	-	-	-
Total comprehensive income	-	-	1,827,639	(1,044,932)	-	-	12,121,321	12,904,028	118,856	13,022,884
Change in shareholding in subsidiary company	-	-	-	-	-	-	(240)	(240)	(3,671)	(3,911)
Balance as of December 31, 2013	60,741,437	13,802,216	6,672,878	(100,442)	-	2,042,700	38,115,540	121,274,329	278,899	121,553,228
Balance as of January 1, 2014 as previously reported	60,741,437	13,802,216	6,672,878	(100,442)	-	2,042,700	38,210,268	121,369,057	278,899	121,647,956
Effects on application of the new accounting policy (Note 3)	-	-	-	-	-	-	(94,728)	(94,728)	-	(94,728)
Balance as of January 1, 2014 as restated	60,741,437	13,802,216	6,672,878	(100,442)	-	2,042,700	38,115,540	121,274,329	278,899	121,553,228
Change in revaluation surplus	-	-	(282,747)	-	-	-	282,747	-	-	-
Dividend payment (Note 8.21.3)	-	-	-	-	-	-	(4,859,315)	(4,859,315)	(46)	(4,859,361)
Increase in legal reserve	-	-	-	-	-	835,000	(835,000)	-	-	-
Total comprehensive income	-	-	-	1,047,540	441	-	13,748,158	14,796,139	152,875	14,949,014
Change in shareholding in subsidiary company	-	-	-	-	-	-	(660)	(660)	27,786	27,126
Balance as of December 31, 2014	60,741,437	13,802,216	6,390,131	947,098	441	2,877,700	46,451,470	131,210,493	459,514	131,670,007

Notes to the consolidated and the Bank's financial statements form an integral part of these statements

BANK OF AYUDHYA PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENT OF CHANGES IN EQUITY (CONTINUED)
FOR THE YEAR ENDED DECEMBER 31, 2014

THB : '000

	THE BANK'S FINANCIAL STATEMENTS						Total
	Issued and Paid-up Share Capital	Premium on Share Capital	Other reserves		Retained Earnings		
			Asset	Revaluation	Appropriated	Unappropriated	
			Appraisal Surplus	Surplus (deficit) on Investments	Legal Reserve		
Balance as of January 1, 2013	60,741,437	13,802,216	5,038,510	946,815	1,641,500	13,086,308	95,256,786
Change in revaluation surplus	-	-	(192,454)	-	-	192,454	-
Dividend payment (Note 8.21.3)	-	-	-	-	-	(4,859,315)	(4,859,315)
Increase in legal reserve	-	-	-	-	401,200	(401,200)	-
Total comprehensive income	-	-	1,799,534	(1,060,524)	-	8,250,367	8,989,377
Balance as of December 31, 2013	60,741,437	13,802,216	6,645,590	(113,709)	2,042,700	16,268,614	99,386,848
Balance as of January 1, 2014	60,741,437	13,802,216	6,645,590	(113,709)	2,042,700	16,268,614	99,386,848
Change in revaluation surplus	-	-	(281,933)	-	-	281,933	-
Dividend payment (Note 8.21.3)	-	-	-	-	-	(4,859,315)	(4,859,315)
Increase in legal reserve	-	-	-	-	835,000	(835,000)	-
Total comprehensive income	-	-	-	1,060,807	-	16,320,736	17,381,543
Balance as of December 31, 2014	60,741,437	13,802,216	6,363,657	947,098	2,877,700	27,176,968	111,909,076

Notes to the consolidated and the Bank's financial statements form an integral part of these statements



Mr. Noriaki Goto
President and Chief Executive Officer



Mrs. Janice Rae Van Ekeren
Director

Cash Flows

BANK OF AYUDHYA PUBLIC COMPANY LIMITED AND SUBSIDIARIES STATEMENTS OF CASH FLOWS FOR THE YEAR ENDED DECEMBER 31, 2014

THB: '000

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013 "Restated"	2014	2013 "Restated"
CASH FLOWS FROM OPERATING ACTIVITIES				
Income from operating before income tax expenses	18,353,920	15,925,091	18,398,062	10,038,258
Adjustments to reconcile income to cash received (paid) from operating activities:				
Depreciation and amortization	3,323,694	2,985,496	2,192,753	1,794,990
Deferred interest expenses	2,943	3,293	2,943	3,293
Bad debt and doubtful accounts	16,738,961	17,380,006	5,142,815	3,310,462
Losses on debt restructuring (reversal)	1,367,592	1,578,651	(92,815)	654,424
Gains on translation in foreign currencies	(388,012)	(991,609)	(388,012)	(991,609)
Share of profit from investment for using equity method	(159,285)	(112,302)	-	-
Gains on investments	(1,237,125)	(633,036)	(1,197,636)	(55,783)
Decrease in discount on investments	(1,594)	(65,039)	(1,806)	(89,427)
Gains on sales of properties for sale	(655,673)	(1,243,622)	(250,233)	(1,120,934)
(Gains) losses on sales of premises and equipment	(46,590)	10,026	(18,329)	71,895
Loss on impairment of properties for sale	401,227	501,814	153,010	108,507
Loss on impairment of premises and equipment (reversal)	3,891	(14,169)	-	(12,255)
Loss on impairment of other assets (reversal)	166,326	842,444	31,262	(13,826)
Loss on impairment of assets transferred to the Thai Asset Management Corporation (reversal)	-	(1,073,610)	-	(1,056,070)
Provision for contingent liabilities (reversal)	(6,449)	961,380	(6,449)	961,380
Increase (decrease) in other reserves	874,395	(1,022,173)	414,927	(715,726)
Interest income, net	(47,943,499)	(44,939,129)	(24,419,036)	(22,283,984)
Interest received	74,844,142	71,005,291	49,525,594	46,314,120
Interest paid	(26,420,850)	(26,456,177)	(24,772,820)	(23,947,435)
Dividend income	(239,461)	(550,897)	(9,957,016)	(1,452,472)
Dividend received	240,273	526,842	237,888	548,892
Increase in other accrued expenses	595,940	408,638	289,347	410,980
Income tax paid	(4,889,296)	(4,719,738)	(1,657,735)	(1,413,320)
Income from operations before changes in operating assets and liabilities	34,925,470	30,307,471	13,626,714	11,064,360
(Increase) decrease in operating assets				
Interbank and money market items	9,190,156	(7,381,716)	7,965,215	(6,608,939)
Derivatives assets	2,226,844	(1,465,006)	2,226,844	(1,465,006)
Current investments - securities for trading	(3,446,489)	2,084,084	(3,737,511)	2,079,079
Loans to customers	(86,775,047)	(123,818,766)	(73,388,131)	(90,291,750)
Properties for sale	1,804,645	3,576,174	351,538	2,833,784
Other assets	1,244,337	(2,285,769)	(1,432,649)	(2,038,451)
Increase (decrease) in operating liabilities				
Deposits	73,639,714	76,661,334	75,491,049	75,166,995
Interbank and money market items	(8,850,251)	6,100,325	(8,412,487)	7,762,709
Liability payable on demand	(609,697)	(230,662)	(609,697)	(230,662)
Derivatives liabilities	(2,980,269)	1,631,595	(2,980,269)	1,631,595
Other liabilities	(3,174,040)	1,994,501	1,038,450	434,090
Net cash from operating activities	17,195,373	(12,826,435)	10,139,066	337,804

BANK OF AYUDHYA PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF CASH FLOWS (CONTINUED)
FOR THE YEAR ENDED DECEMBER 31, 2014

THB: '000

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013 "Restated"	2014	2013 "Restated"
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sales of investments in securities	1,134,618,068	604,056,241	1,134,554,601	603,483,985
Cash paid for purchases of investments in securities	(1,116,473,131)	(600,992,391)	(1,116,454,208)	(600,962,436)
Proceeds from repatriation of subsidiaries	-	-	-	2,074,494
Cash paid for investment in subsidiaries	-	-	(18,400,000)	-
Cash paid for non-controlling interest from repatriation of subsidiary	(9)	(3,881)	-	-
Dividend received from subsidiaries	-	-	9,719,940	902,075
Proceeds from sales of premises and equipment	96,442	181,026	32,925	99,718
Cash paid for purchases of premises and equipment	(1,770,117)	(1,757,574)	(1,114,284)	(1,098,261)
Cash paid for purchases of other assets	(668,134)	(742,741)	(568,775)	(612,983)
Net cash from investing activities	15,803,119	740,680	7,770,199	3,886,592
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from debts issued and borrowings	231,134,487	244,740,262	200,486,800	139,959,100
Cash paid for repayment of debts issued and borrowings	(253,933,949)	(224,764,097)	(210,555,922)	(136,361,224)
Cash paid for repayment of liabilities under finance lease agreements	(30,988)	(20,288)	(30,988)	(20,288)
Dividend payment	(4,859,361)	(4,859,315)	(4,859,315)	(4,859,315)
Net cash from financing activities	(27,689,811)	15,096,562	(14,959,425)	(1,281,727)
Total	5,308,681	3,010,807	2,949,840	2,942,669
Gains arising from translating the financial statements of a foreign operation	441	-	-	-
Effect of exchange rate change on cash	(39,581)	164,831	(39,581)	164,831
Net increase in cash and cash equivalents	5,269,541	3,175,638	2,910,259	3,107,500
Cash and cash equivalents as at January 1,	28,928,642	25,753,004	28,167,503	25,060,003
Cash and cash equivalents as at December 31,	34,198,183	28,928,642	31,077,762	28,167,503

Notes to the consolidated and the Bank's financial statements form an integral part of these statements



Mr. Noriaki Goto
President and Chief Executive Officer



Mrs. Janice Rae Van Ekeren
Director

NOTES TO THE CONSOLIDATED AND THE BANK'S FINANCIAL STATEMENTS

BANK OF AYUDHYA PUBLIC COMPANY LIMITED AND SUBSIDIARIES
NOTES TO THE CONSOLIDATED AND THE BANK'S FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2014

1. GENERAL INFORMATION

Bank of Ayudhya Public Company Limited ("the Bank") is a public company registered in the Kingdom of Thailand with its head office located at 1222 Rama III Road, Bang Phongphang Subdistrict, Yannawa District, Bangkok. The Bank's main business is commercial banking and the Bank conducts its business through a network of branches throughout Thailand and other countries. The immediate and ultimate parent company of the Bank are the Bank of Tokyo-Mitsubishi UFJ, Ltd. and Mitsubishi UFJ Financial Group, Inc., respectively, both companies are registered in Japan. The Ministry of Commerce granted approval for the Bank and its subsidiaries to operate businesses under Foreign Business Act B.E. 2542 on September 26, 2014. As at December 31, 2014 and 2013, the Bank has 16 subsidiaries as follows:

- 1.1 Ayudhya Development Leasing Company Limited, was incorporated in Thailand on July 25, 1991 and is located at 65/182-185, 22nd Floor, Chamnan Phenjati Business Center, Rama IX Road, Huey Khuang Subdistrict, Huey Khuang District, Bangkok. The subsidiary's main business includes leasing and hire-purchase.
- 1.2 Ayudhya Capital Auto Lease Public Company Limited, was incorporated in Thailand on November 27, 1995, has changed registered address from 87/1, 3rd Floor, Capital Tower, and 87/2, 30th Floor, CRC Tower, All Seasons Place, Wireless Road, Lumpini Subdistrict, Patumwan District, Bangkok to 87/2, 26th, 30th and 48th Floor, CRC Tower, All Seasons Place, Wireless Road, Lumpini Subdistrict, Patumwan District, Bangkok. The subsidiary's main business is auto hire-purchase, leasing service and refinancing to individual and corporate customers.
- 1.3 CFG Services Company Limited, was incorporated in Thailand on October 24, 2006, and is located at 89/170, 4th, 5th, 9th and 10th Floor, Juthamard Building, Viphavadi Rangsit Road, Talad Bangkhen Subdistrict, Laksi District, Bangkok. The subsidiary's main business is hire-purchase loan and secured personal loan for vehicles and motorcycles.
- 1.4 Ayudhya Card Services Company Limited, was incorporated in Thailand on December 4, 1997, has changed registered address from 550, 7th Floor, Bank of Ayudhya Building Ploenchit office, Ploenchit Road, Lumpini Subdistrict, Patumwan District, Bangkok to 1222, 5th A Floor, Building C, Bank of Ayudhya, Rama III Road, Bang Pongphang Subdistrict, Yannawa District, Bangkok. The subsidiary's main business is credit cards and personal loans.

On July 24, 2013, Ayudhya Card Services Company Limited (AYCS) completed the transfer of its entire business to Krungsriayudhya Card Company Limited (KCC) at fair value of THB 270 million for an exchange of new ordinary shares of KCC totaling 10,552,000 shares as payment in lieu for AYCS entire business comprising total assets and total liabilities of THB 4,256 million and THB 4,054 million, respectively. The entire business transfer under share swap scheme was approved by AYCS's 2013 Annual General Meeting of Shareholders held on April 26, 2013 and, KCC's Extraordinary General Meeting of Shareholders No. 1/2013 held on July 24, 2013.

On July 24, 2013, AYCS's Extraordinary General Meeting of Shareholders No. 2/2013 resolved to approve the dissolution of AYCS on July 24, 2013, and make the payment of capital repatriation to its shareholders. Currently, the subsidiary is in process of liquidation.

- 1.5 Ayudhya Capital Services Company Limited, was incorporated in Thailand on November 9, 1994 and is located at 87/1, 1st-6th and 8th-10th Floor, Capital Tower, All Seasons Place, Wireless Road, Lumpini Subdistrict, Pathumwan District, Bangkok. The subsidiary's main business is credit cards and personal loans.
- 1.6 General Card Services Limited, was incorporated in Thailand on January 24, 1995 and is located at 87/1, 1st-6th and 8th Floor, Capital Tower, All Seasons Place, Wireless Road, Lumpini Subdistrict, Pathumwan District, Bangkok. The subsidiary's main business is credit cards and personal loans.
- 1.7 Krungsriayudhya Card Company Limited, was incorporated in Thailand on August 29, 1996 and is located at 87/1, 1st-6th and 8th-11th Floor, Capital Tower, All Seasons Place, Wireless Road, Lumpini Subdistrict, Pathumwan District, Bangkok. The subsidiary's main business is credit cards and personal loans.

- 1.8 Siam Realty and Services Company Limited, was incorporated in Thailand on June 20, 1988, and is located at 1222 Rama III Road, Bang Pongphang Subdistrict, Yannawa District, Bangkok. The subsidiary's main business is car rental services and personnel services.
- 1.9 Total Services Solutions Public Company Limited, was incorporated as a public company limited in Thailand on May 19, 1997 and is located at 2/3 Moo 14, Bangna Towers B, Bang Na-Trat Km 6.5 Road, Bang Kaeo Subdistrict, Bang Phli District, Samutprakan. The subsidiary's main business is collection services.
- 1.10 Krungsri Asset Management Company Limited, was incorporated in Thailand on December 19, 1996 and is located at 898, 1st-2nd zone A, 12th and 18th Floor zone B, Ploenchit Tower Building, Ploenchit Road, Lumpini Subdistrict, Patumwan District, Bangkok. The subsidiary's main business is mutual funds and private fund management.
- 1.11 Krungsri Ayudhya AMC Limited, was incorporated in Thailand on August 18, 2000 and is located at 1222 Rama III Road, Bang Pongphang Subdistrict, Yannawa District, Bangkok. The subsidiary's main business is to develop, manage and sell assets transferred from financial institutions.
- 1.12 Krungsri Securities Public Company Limited, was incorporated in Thailand on April 16, 2004, has changed its registered address from 550, 5th Floor, Bank of Ayudhya Building Ploenchit Office, Ploenchit Road, Lumpini Subdistrict, Patumwan District, Bangkok to 898, 3rd Floor, Ploenchit Tower, Ploenchit Road, Lumpini Subdistrict, Pathumwan District, Bangkok. The subsidiary's main business is a securities businesses.
- 1.13 Krungsri Factoring Company Limited, was incorporated in Thailand on February 1, 2007 and is located at 1222 Rama III Road, Bang Pongphang Subdistrict, Yannawa District, Bangkok. The subsidiary's main business is factoring.
- 1.14 Krungsri Life Assurance Broker Company Limited, which is 99.99% owned by Ayudhya Capital Services Company Limited, the Bank's subsidiary, was incorporated in Thailand on March 2, 2007 and located at 87/1, Capital Tower, All Seasons Place, Wireless Road, Lumpini Subdistrict, Pathumwan District, Bangkok. The subsidiary's main business is as a life insurance broker.
- 1.15 Krungsri General Insurance Broker Company Limited, which is 99.99% owned by Ayudhya Capital Services Company Limited, the Bank's subsidiary, was incorporated in Thailand on March 2, 2007 and is located at 87/1, Capital Tower, All Seasons Place, Wireless Road, Lumpini Subdistrict, Pathumwan District, Bangkok. The subsidiary's main business is as a general insurance broker.
- 1.16 Krungsri Leasing Services Company Limited, which are owned by Ayudhya Capital Services Company Limited of 35% and Ayudhya Capital Auto Lease Public Company Limited of 35%, the Bank's subsidiaries, was incorporated in Laos People's Democratic Republic (Lao PDR) on February 18, 2014 and is located at 355, Unit 12, Kamphengmeung Road, Phonthan Village, Sayseththa District, Vientiane Capital, Lao PDR. The subsidiary's main business is hire-purchase, leasing and sales finance.

During 2014, the Bank has one subsidiary which was dissolved as follows:

- 1.17 Ayudhya Total Solutions Public Company Limited, was incorporated in Thailand on May 9, 1994 and is located at 550, 7th Floor, Bank of Ayudhya Building Ploenchit Office, Ploenchit Road, Lumpini Subdistrict, Patumwan District, Bangkok. The subsidiary's main business is hire-purchase. The subsidiary registered the completion of liquidation with the Ministry of Commerce on November 20, 2014.

2. BASIS FOR PREPARATION OF THE CONSOLIDATED AND THE BANK'S FINANCIAL STATEMENTS

- 2.1 The consolidated and the Bank's financial statements have been prepared in accordance with Thai Financial Reporting Standards issued by Federation of Accounting Professions (FAP), the regulation of the Thai Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), where the form of financial statements is based on Thai Accounting Standard No. 1 (Revised 2012) "Presentation of Financial Statements", including the Procedures, Policies and Presentation in accordance with the Bank of Thailand ("BOT") Notification Sor.Nor.Sor. 11/2553 regarding the Preparation and Announcement of Financial Statements of Commercial Banks and Holding Companies of Financial Industry dated December 3, 2010.

The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies.

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

The Bank prepares its financial statements in the Thai language in conformity with Thai Financial Reporting Standards and the Notifications noted above. However, for the convenience of readers, the Bank also prepares its financial statements in English language, by translating from the Thai version.

Thai Financial Reporting Standards announced but not effective in 2014

The Federation of Accounting Professions has issued Notifications regarding Thai Financial Reporting Standards, which are effective for the accounting period beginning on or after January 1, 2015. Thai Financial Reporting Standards which are related to the Bank and subsidiaries are as follows:

Thai Accounting Standards (TAS)

TAS 1 (Revised 2014)	Presentation of Financial Statements
TAS 7 (Revised 2014)	Statement of Cash Flows
TAS 8 (Revised 2014)	Accounting Policies, Changes in Accounting Estimates and Errors
TAS 10 (Revised 2014)	Events After the Reporting Period
TAS 12 (Revised 2014)	Income Taxes
TAS 16 (Revised 2014)	Property, Plant and Equipment
TAS 17 (Revised 2014)	Leases
TAS 18 (Revised 2014)	Revenue
TAS 19 (Revised 2014)	Employee Benefits
TAS 21 (Revised 2014)	The Effects of Changes in Foreign Exchange Rate
TAS 23 (Revised 2014)	Borrowing Costs
TAS 24 (Revised 2014)	Related Party Disclosures
TAS 26 (Revised 2014)	Accounting and Reporting by Retirement Benefit Plans
TAS 27 (Revised 2014)	Separate Financial Statements
TAS 28 (Revised 2014)	Investments in Associates and Joint Ventures
TAS 29 (Revised 2014)	Financial Reporting in Hyperinflationary Economies
TAS 33 (Revised 2014)	Earnings per Share
TAS 34 (Revised 2014)	Interim Financial Reporting
TAS 36 (Revised 2014)	Impairment of Assets
TAS 37 (Revised 2014)	Provisions, Contingent Liabilities and Contingent Assets
TAS 38 (Revised 2014)	Intangible Assets

Thai Financial Reporting Standards (TFRS)

TFRS 3 (Revised 2014)	Business Combinations
TFRS 5 (Revised 2014)	Non-current Assets Held for Sale and Discontinued Operations
TFRS 8 (Revised 2014)	Operating Segments
TFRS 10	Consolidated Financial Statements
TFRS 11	Joint Arrangements
TFRS 12	Disclosure of Interests in Other Entities
TFRS 13	Fair Value Measurement

Thai Standards Interpretations (TSIC)

TSIC 15 (Revised 2014)	Operating Leases – Incentives
TSIC 25 (Revised 2014)	Income Taxes – Changes in the Tax Status of an Enterprise or its Shareholders
TSIC 27 (Revised 2014)	Evaluating the Substance of Transactions in the Legal Form of a Lease
TSIC 31 (Revised 2014)	Revenue – Barter Transactions Involving Advertising Services
TSIC 32 (Revised 2014)	Intangible Assets – Web Site Costs

Thai Financial Reporting Standard Interpretations (TFRIC)

TFRIC 1 (Revised 2014)	Changes in Existing Decommissioning, Restoration and Similar Liabilities
TFRIC 4 (Revised 2014)	Determining whether an Arrangement contains a Lease
TFRIC 5 (Revised 2014)	Rights to Interests arising from Decommissioning, Restoration and Environmental Rehabilitation Funds
TFRIC 7 (Revised 2014)	Applying the Restatement Approach under IAS 29 Financial Reporting in Hyperinflationary Economies
TFRIC 10 (Revised 2014)	Interim Financial Reporting and Impairment
TFRIC 13 (Revised 2014)	Customer Loyalty Programmes
TFRIC 14	TAS 19 (Revised 2014) – The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction
TFRIC 17 (Revised 2014)	Distributions of Non-cash Assets to Owners
TFRIC 18 (Revised 2014)	Transfers of Assets from Customers

The Bank and its subsidiaries anticipate that the above Thai Financial Reporting Standards will be adopted in the Bank and its subsidiaries' financial statements when they become effective. The adoption of those standards will have no material impact on the financial statements of the Bank and its subsidiaries.

- 2.2 The consolidated financial statements included the accounts of the head office and all branches of the Bank and its subsidiaries in which the Bank has controlled or has invested over 50% of their voting rights. These subsidiaries are as follows:

		Percentage of Holdings	
		As at December 31	
Business Type		2014	2013
Subsidiaries			
Ayudhya Development Leasing Company Limited	Leasing and hire-purchase	99.99	99.99
Ayudhya Capital Auto Lease Public Company Limited	Hire-purchase and auto leasing	99.99	99.99
Ayudhya Total Solutions Public Company Limited ⁽¹⁾	Hire-purchase	99.81	99.81
CFG Services Company Limited	Hire-purchase and motorcycle loans	99.99	99.99
Ayudhya Card Services Company Limited ⁽²⁾	Credit cards and personal loans	99.99	99.99
Ayudhya Capital Services Company Limited	Credit cards and personal loans	99.99	99.99
General Card Services Limited	Credit cards and personal loans	99.99	99.99
Krungsriayudhya Card Company Limited	Credit cards and personal loans	99.99	99.99
Siam Realty and Services Company Limited	Car rental services and personnel services	99.99	99.99
Total Service Solutions Public Company Limited	Collection services	99.99	99.99
Krungsri Asset Management Company Limited	Fund management	76.59	76.59
Krungsri Ayudhya AMC Limited	Asset management	99.99	99.99
Krungsri Securities Public Company Limited	Securities	98.71	98.71
Krungsri Factoring Company Limited	Factoring	99.99	99.99
Krungsri Life Assurance Broker Limited ⁽³⁾	Life assurance broker	99.99	99.99
Krungsri General Insurance Broker Limited ⁽³⁾	General insurance broker	99.99	99.99
Krungsri Leasing Services Company Limited ⁽⁴⁾	Hire-purchase, leasing and sales finance	69.99	-

⁽¹⁾ Subsidiary registered the completion of liquidation in 2014.

⁽²⁾ Subsidiary is in the process of liquidation.

⁽³⁾ Indirectly holding via Ayudhya Capital Services Company Limited of 99.99%

⁽⁴⁾ Indirectly holding via Ayudhya Capital Services Company Limited of 35% and Ayudhya Capital Auto Lease Public Company Limited of 35%

All material intercompany transactions and balances have been eliminated.

- 2.3 The consolidated financial statements for the years ended December 31, 2014 and 2013, included financial statements of certain subsidiaries, prepared by subsidiaries' managements, which have not been audited by the auditors as follows:

Unit: THB million

	Net profit (loss)	
	2014	2013
Ayudhya Total Solutions Public Company Limited ⁽¹⁾	(3)	21
Ayudhya Card Services Company Limited ⁽²⁾	-	105
Krungsri Leasing Services Company Limited	(20)	-

⁽¹⁾ Subsidiary registered the completion of liquidation in 2014.

⁽²⁾ Subsidiary is in the process of liquidation.

3. ADOPTION OF NEW AND REVISED THAI FINANCIAL REPORTING STANDARDS

Since January 1, 2014, the Bank and its subsidiaries have adopted the new and revised Thai Financial Reporting Standards (TFRSs) issued by the Federation of Accounting Professions, which are effective for the financial statements for the accounting periods beginning on or after January 1, 2014. Such TFRSs have no significant impact on the Bank and its subsidiaries' financial statements except the accounting policy of Customer Loyalty Programmes, which has been adopted in order to comply with Thai Financial Reporting Standard Interpretation No.13 "Customer Loyalty Programmes".

The effects of application of accounting policy of customer loyalty programmes on the consolidated and the Bank's financial statements for the year ended December 31, 2013 and the consolidated and the Bank's financial position as at December 31, 2013 and January 1, 2013 are as follows:

Unit: THB million

	CONSOLIDATED		THE BANK'S	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	December 31, 2013	January 1, 2013	December 31, 2013	January 1, 2013
STATEMENTS OF FINANCIAL POSITION				
Deferred tax assets				
Balance before application of new accounting policy	6,982	6,061	2,277	2,637
Increase in deferred tax assets	24	23	-	-
Balance after application of new accounting policy	7,006	6,084	2,277	2,637
Provision				
Balance before application of new accounting policy	6,422	7,334	4,109	5,176
Decrease in provision	(1,839)	(1,617)	(56)	(28)
Balance after application of new accounting policy	4,583	5,717	4,053	5,148
Other liabilities				
Balance before application of new accounting policy	33,062	31,778	13,972	13,065
Increase in other liabilities	1,957	1,732	56	28
Balance after application of new accounting policy	35,019	33,510	14,028	13,093

Unit: THB million

	CONSOLIDATED		THE BANK'S	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	December 31, 2013	January 1, 2013	December 31, 2013	January 1, 2013
Retained earnings – Unappropriated				
Balance before application of new accounting policy	38,210	31,154	16,269	13,086
Decrease in provision	1,839	1,617	56	28
Increase in others liabilities - deferred income	(1,957)	(1,732)	(56)	(28)
Increase in deferred tax assets	24	23	-	-
Balance after application of new accounting policy	38,116	31,062	16,269	13,086

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS	THE BANK'S FINANCIAL STATEMENTS
STATEMENTS OF COMPREHENSIVE INCOME FOR THE YEAR ENDED DECEMBER 31, 2013		
Fees and service income		
Fees and service income for the year before application of new accounting policy	18,766	7,884
Decrease in fees and service income	(225)	(28)
Fees and service income for the year after application of new accounting policy	18,541	7,856
Other operating expenses – Others		
Other operating expenses - others for the year before application of new accounting policy	10,505	3,876
Decrease in other operating expenses – others	(222)	(28)
Other operating expenses - others for the year after application of new accounting policy	10,283	3,848
Income tax expenses		
Income tax expenses for the year before application of new accounting policy	3,942	2,015
Decrease in income tax expense	-	-
Income tax expenses for the year after application of new accounting policy	3,942	2,015
Net profit		
Net profit for the year before application of new accounting policy	11,985	8,023
Decrease in net profit	(2)	-
Net profit for the year after application of new accounting policy	11,983	8,023
Earnings per share of owners of the Bank (THB)		
Basic earnings per share before application of new accounting policy	1.95	1.32
Basic earnings per share after application of new accounting policy	1.95	1.32

4. CHANGE IN ACCOUNTING ESTIMATES

In 2014, the Bank's management has reviewed the estimated useful life of a building and determined that the useful life of such building should be changed to appropriately reflect future economic benefit. The effect of such change in accounting estimates was an increase in depreciation expense and decrease in net profit before tax by the same amount of THB 307 million in the statement of comprehensive income for the year ended December 31, 2014.

5. SIGNIFICANT ACCOUNTING POLICIES

5.1 Cash and cash equivalents

In the Bank's statement of cash flows, cash and cash equivalents consist of cash on hand and cash on collection of the Bank, in accordance with the BOT's Notification regarding the Preparation and Announcement of Financial Statements of Commercial Banks and Holding Companies of Financial Industry dated December 3, 2010.

In the consolidated statement of cash flows, cash and cash equivalents consist of cash and cash equivalents of the Bank and cash on hand, deposits at banks, except for fixed deposits whose terms are greater than 3 months and deposits at banks used as collaterals, and investments of subsidiaries with maturities of 3 months or less.

5.2 Investments

The Bank and its subsidiaries' investments which consist of debt securities and equity securities are classified as trading securities, available-for-sale securities, held-to-maturity securities or general investments.

In addition, the Bank complies with the BOT's Notification dated December 3, 2010 regarding the Preparation and Announcement of Financial Statements of Commercial Banks and Holding Companies of Financial Industry, requiring commercial banks to present the investments as investments, net and investments in subsidiaries and associates companies, net.

Investments are initially recognized on the trade date.

Trading securities represent securities acquired with the intention to hold short-term to benefit from the anticipated changes in market value. Trading securities are carried at fair value. Realized gains or losses from the sales of trading securities and unrealized gains or losses on the changes in fair value are recognized as gains (losses) on trading and foreign exchange transactions in the statements of comprehensive income. Interest earned and dividends received from trading securities are recognized using the accrual basis of accounting as interest income and dividend income, respectively.

Debt securities which the Bank and subsidiaries have the intention and ability to hold until maturity are classified as held-to-maturity and carried at the amortized cost, net of valuation allowances for impairment, if any. Valuation allowances are established to recognize an unrealized loss in the statement of comprehensive income when impairment is determined by management.

Debt and equity securities with readily determinable market values that are not classified as either trading securities or held-to-maturity securities are classified as available-for-sale securities and carried at fair value. The unrealized gains or losses related to available-for-sale securities are reported as other comprehensive income in equity until realized upon the sale, disposition or a permanent decline in value occurs on such securities. Gain or loss on disposal or loss on impairment is recognized in the statements of comprehensive income.

Non-marketable equity securities and marketable equity securities acquired from troubled debt restructuring are classified as general investments and carried at cost, net of valuation allowances for impairment, if any. Valuation allowances are established to recognize an unrealized loss in the statements of comprehensive income when impairment is determined by management.

Premiums and discounts are amortized and accreted into income as adjustments to interest income using the effective interest rate method.

In the consolidated financial statements, investments in associated companies are accounted for by the equity method. In the Bank's financial statements, investments in subsidiaries and associated companies are accounted for by the cost method.

When an investment is assessed as being impaired, the amount of impairment is recognized as expense in the statements of comprehensive income.

Fair value or market value of securities is calculated on the following basis:

1. For Government bonds and state enterprise bonds, the fair values of these securities are estimated by using the BOT's formula, based on the Thai Bond Market Association's Yield Curve at the reporting date.
2. For private sector debt and equity securities which are listed securities and securities registered in the Thai Bond Market Association, fair values are estimated using the last bidding prices at the Stock Exchange of Thailand and the Thai Bond Market Association on the reporting date.
3. For private sector debt securities which are non-listed securities, the last closing prices of the Thai Bond Market Association are used to estimate fair value. In the absence of such prices, fair value is estimated by applying the risk adjusted yield curve, in accordance with the criteria established by the BOT.
4. The fair value of unit trusts is estimated based on the net asset value at the reporting date.

Equity securities which are non-listed securities are stated at cost, except in the case where a permanent decline in value is deemed to have occurred with the loss charged to the statements of comprehensive income.

Cost of securities sold during the year is computed by using the weighted average method. Realized gains or losses from sales of debt and equity securities are included in the statements of comprehensive income.

5.3 Loans to customers

Overdrafts are stated at the drawn amounts including interest.

Hire-purchase receivable and finance lease receivable are carried at contract amount plus initial direct cost.

Other loans are stated at the principal amounts.

Unearned discount from notes are presented in deferred revenue.

Unearned interest income and deferred subsidy income on hire-purchase contract and financial lease are presented in deferred revenue and recognized by the effective interest rate method.

Initial direct cost is recognized by the effective interest rate method.

5.4 Allowance for doubtful accounts

Allowance for doubtful accounts is determined through methods in accordance with the BOT's regulations. The Bank and its subsidiaries categorize their loan portfolio into six categories and determine allowance for doubtful accounts subject to different levels of provisioning. Allowance for doubtful accounts for loans classified as normal and special mention are calculated based on the minimum percentage in accordance with the BOT's guidelines by using the value of collateral for calculation of reserve. For loans classified as substandard, doubtful and doubtful of loss, the allowance rate is 100 percent of the difference between the outstanding loan value and present value of expected cash flow from proceeds from disposal of the collateralized assets which excludes collateral in the form of machinery. With the exception of a subsidiary that carries out a leasing business, the reserve calculation is determined by including the value of machinery as collateral. In addition, the Bank and its subsidiaries estimate an additional allowance for doubtful debts over the minimum percentage as specified in the BOT's guidelines.

Allowance for doubtful accounts for hire-purchase receivables of the Bank and its subsidiaries are calculated by using the collective approach which classifies a group of loans having similar credit risk characteristics based on the historical loss experience of each loan category.

Loans to customers are written-off in the year that they are determined to be irrecoverable.

Bad debts written-off during the year are recorded as a deduction from the allowance for doubtful accounts. Bad debt and doubtful accounts are shown as expenses in the statements of comprehensive income.

Bad debt recovery is recorded as income in the statements of comprehensive income when received.

5.5 Troubled debt restructuring

Losses on troubled debt restructurings resulting from the reduction of principal and accrued interest and other form such as modifications of terms, asset transfers, equity securities transfers, and etc. are recognized as expenses in the statements of comprehensive income.

For troubled debt restructurings with a modification of terms, the Bank has applied the BOT's criteria requiring the Bank to choose between the collateral method to estimate a loss amount and the net present value method which represents expected future cash flows by applying the discounted market interest rate on the restructuring date. Losses from such debt restructurings are recognized in the statements of comprehensive income.

The Bank has recalculated the fair value of restructured debts based on the discounted market interest rate as of the date of the financial statements, except for commercial loan, the recalculation based on the discounted interest rate at contractual rate. The Bank adjusted the valuation on debt restructured for any change on monthly basis, in accordance with the BOT's criteria. The valuation adjustment on restructured debt shall not cause the book value of restructured debt to exceed the investment value on restructured debt.

Restructured debt with assets or equity securities transferred for debt repayment either in whole or in part are recorded at the fair value, net of estimated selling expenses, not to exceed the investment value on such debt and the right-to-claim interest income.

For investments in receivables incurred prior to January 1, 2013, that are subsequently restructured, the Bank has calculated the fair value of restructured debt as of the restructuring date and recognized the difference between book value and fair value in the statements of comprehensive income for the year and classified investments in receivables as loans in accordance with the BOT's criteria.

5.6 Properties for sale

Properties for sale consist of immovable and movable properties which are recorded at the lower of net investment in the loan plus accrued interest (including previously unrecognized contractual interest) or the fair value of the property as of the date of foreclosure.

The Bank and its subsidiaries provided the allowance for impairment of properties for sale as disclosed in note 7.3. Losses on impairment of properties for sale are shown as an expense in the statements of comprehensive income.

Gains or losses on the disposal of such properties are realized upon disposition of the underlying asset and are included in other operating income in the statements of comprehensive income.

5.7 Property, premises and equipment

Land is stated at the appraised value. Premises are stated at the appraised value less accumulated depreciation. Equipment is stated at cost less accumulated depreciation.

Revaluation of assets

Land and premises have been revalued by independent appraisers based on the market value for land and depreciated replacement cost for premises. For the portion of land and premises which have been revalued, the increments above the previous appraisal are recorded in land revaluation surplus and premises revaluation surplus accounts. In case of a revaluation decrease, the decline in value is deducted from such revaluation surplus to the extent that the new value is above original cost and recognized in the statements of comprehensive income for the decrease in value below original cost.

The Bank and its subsidiaries' suite units in condominiums used as offices have been revalued by independent appraisers in accordance with the BOT's guidelines using depreciated replacement cost.

The Bank has recorded the increment per appraisal of premises as revaluation surplus. Any revaluation decrease in excess of the original cost is recorded by deducting from the revaluation surplus.

During the Bank's usage of the revalued assets, the revaluation surplus will be gradually transferred directly to retained earnings equal to the difference between the depreciation calculated from book value of the revalued assets and the depreciation calculated from the original cost of such assets. All balances of the outstanding revaluation surplus will be transferred to retained earnings when the Bank writes off such assets from the financial statements.

Leased assets

Leases under which the Bank and its subsidiaries assume substantially all the risk and rewards of ownership are classified as finance leases. Equipment acquired by way of finance leases is capitalized at the lower of its fair value or 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 the statements of comprehensive income.

Depreciation

Depreciation of premises (included revaluation) and equipment is calculated by the straight-line method, based on the estimated useful lives of the assets as follows:

Premises and building improvement	10 - 50	years
Equipment, furniture, fixtures, office equipment and vehicle	3 - 10	years

Gains or losses on the disposal of property, premises and equipment are recognized in other operating income or other expense in the statements of comprehensive income.

5.8 Goodwill in a business combination

Goodwill in a business combination represents the excess of the cost of acquisition over the Bank's interest in the fair value of the identifiable net assets acquired as at the date of acquisition.

Negative goodwill arising on business acquisition represents the excess of the acquirer's interest in the fair value of the identifiable net asset acquired over the cost of acquisition.

Other costs directly attributable to the business combination are recorded as acquisition costs. Since January 1, 2011, other cost is recognized as expense in the statements of comprehensive income.

Goodwill in a business combination is recognized as an asset recorded as of the acquisition date. Negative goodwill is recognized as income in the statements of comprehensive income.

Goodwill is stated at cost less allowance for impairment (if any).

5.9 Intangible assets

Intangible assets with indefinite useful lives are stated at cost less allowance for impairment, if any. Intangible assets with finite useful lives are stated at cost less accumulated amortization and allowance for impairment.

Amortization

Software amortization is calculated by the straight-line method over the expected future economic benefit period between 5 - 10 years.

Amortization of other intangible assets received from business combinations such as information of customer relationships, dealer relationships and the distribution network, are calculated by the projected cash flow over the expected future economic benefit period between 8 - 20 years.

Amortization incurred is recognized as other operating expense in the statements of comprehensive income.

5.10 Recognition of income

Interest income from loans to customers and other income are recognized on an accrual basis, except interest income on hire-purchase contract is recognized by the effective interest rate.

Interest income from investment in debt securities and investment in loans are recognized by the effective interest rate method.

The Bank and its subsidiaries are required by the BOT to stop accruing interest income for debtors when more than three months past due and reverse this accrued interest income from interest income. Thereafter, interest income from these debtors shall be recognized on a cash basis.

The asset management subsidiary recognizes interest income from investment in receivable and loans by using the market interest rate plus a risk premium that represents the discounted rate in calculating present value of future cash flows expected to be collected from receivables, except for certain receivables being doubtful of collection where the subsidiary recognizes interest income from such investments in receivable and loans on a cash basis.

The hire-purchase business recognize income for new finance leases and hire-purchase contracts since January 1, 2008, by the effective interest rate method whereas, for contracts originated before January 1, 2008, income is recognized on the sum-of-the-digits method, except for some subsidiaries where income has been recognized by the effective interest rate method from its inception.

5.11 Recognition of expenses

The Bank and its subsidiaries recognize expenses, including interest expenses on an accrual basis.

5.12 Employee benefits

The Bank and subsidiaries have 3 types of employee benefits as follows:

5.12.1 Provident funds

The Bank and its subsidiaries established a provident fund under the Provident Fund Act (B.E. 2530). The fund is managed by a financial institution which is an authorized fund manager.

Every employee is required to make contribution at the rate of not less than 3% of salary but not more than the Bank and subsidiaries' contribution.

The Bank and its subsidiaries will contribute as follows:

Service periods	Contribution rate (%)
Less than 5 years	5 - 10
5 years but less than 10 years	6 - 12
10 years but less than 20 years	8 - 12
Over 20 years	10 - 12.5

The contributions to the provident fund made by the Bank and its subsidiaries are recorded as employees' expenses in the statements of comprehensive income.

5.12.2 Post-employment benefit obligations

- Pension plan

The employees who were hired prior to January 1, 1998 and have completed at least 10 continuous service years are eligible to receive a pension payment when they leave the Bank. On January 1, 1998, the Bank established the provident fund for its employees to replace the pension plan. After the establishment of the provident fund, the amount due to a departing employee shall first be disbursed from the provident fund. If the estimated contributions made by the Bank and interest thereon are less than the pension receivable under the pension plan, the Bank will pay such difference by disbursing from the pension fund.

- Legal severance payment plan

All employees will receive severance payment upon retirement in accordance with the Labor Protection Act.

The obligations of these plans are considered as unfunded defined benefit obligations and are separately measured by an actuary using the projected unit credit method to determine the present value of cash flows of employee benefit to be paid in the future. Under this method, the obligation is based on an actuarial calculation including the employee's expected salary, business turnover rate, salary increase rate, mortality rate, discount rate, years of services and other factors.

The expenses for the defined benefit plan are recognized as employee's expenses in the statement of comprehensive income.

Actuarial gains (losses) are recognized in other comprehensive income.

5.12.3 Benefit from carry forward leave

The benefit from cumulative carry forward leave is recognized as a liability in the statement of financial position and employee's expenses in the statement of comprehensive income when the employees render the service.

5.13 Contributions to the Financial Institution and Development Fund and the Deposit Protection Agency

Contributions to the Financial Institutions Development Fund and the Deposit Protection Agency are recognized on an accrual basis as expenses in the statements of comprehensive income.

5.14 Customer Loyalty Programmes

Customer Loyalty Programmes are to grant the points to customer who joins the program. The points are based on the certain transactions determined under customer loyalty programmes and able to be redeemed for free or discount of merchandise or services.

Obligation from granting the points is recognized and measured at the fair value of the consideration received or receivable which is derived from outstanding points expected future redemption multiplied by estimated fair value per points.

Such obligation is allocated from consideration received or receivable and recorded through deferred revenue customer loyalty programmes under other liabilities and recognized as fee income when the points are redeemed by customers.

5.15 Taxation

Income tax expenses (income) represent the sum of the tax currently payable and deferred tax.

5.15.1 Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the statements of comprehensive income because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Bank's current tax is calculated using tax rates that have been enacted or substantively enacted on the reporting date.

5.15.2 Deferred tax

Deferred tax is recognized on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax basis used in the computation of taxable profit (tax base). Deferred tax liabilities are generally recognized for all taxable temporary differences, and deferred tax assets are generally recognized for temporary differences to the extent that it is probable that taxable profits will be available against which those temporary differences can be utilized. The carrying amount of deferred tax assets is reviewed at the reporting date. Deferred tax asset shall be reduced to the

extent that utilized taxable profits are decreased. Any such reduction shall be reversed to the extent that it becomes probable that sufficient taxable profit will be available to allow total or part of the asset to be recovered. The Bank and its subsidiaries do not recognize deferred tax assets and liabilities for goodwill.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates that have been enacted or substantively enacted on the end of the reporting period.

Current tax assets and liabilities are offset when there is a legally enforceable right to set off the recognized amounts and the Bank and its subsidiaries intend to settle on a net basis or to realize the asset and settle the liability simultaneously and when they relate to income taxes levied by the same taxation authority.

Income tax expenses or income related to profit or loss are presented in the statement of comprehensive income. For current income taxes and deferred taxes related to items recognized directly in other comprehensive income in equity in the same or different period, they will be recognized directly in other comprehensive income.

5.16 Earnings per share

Basic earnings per share are calculated by dividing net income by the number of weighted-average ordinary shares outstanding during the year.

5.17 Foreign currency transactions

1. Translation of foreign currency transactions

Transactions denominated in foreign currency are translated into the functional currency as follows:

On transaction date, the foreign currency transactions are translated using the exchange rate at the date of transaction.

At the end of each reporting period, the balance of monetary assets and liabilities are translated using the exchange rate on the reporting date and the balance of non-monetary assets and liabilities measured at historical cost are translated using the exchange rate at the transaction date.

Foreign exchange gains or losses from translation are recognized as income or expenses in gains (losses) on trading and foreign exchange transactions, net in the statement of comprehensive income.

2. Translation of financial statements of foreign operations

In preparation of the consolidated and the Bank's financial statements, the Bank translates the financial statements of foreign operations which its functional currency is other than Thai Baht currency as follows:

The assets and liabilities of foreign operation are translated to Thai Baht at the foreign exchange rate at the reporting date.

The revenue and expenses of foreign operations are translated to Thai Baht at the foreign exchange rate at the dates of the transactions.

Foreign exchange differences arising from translation of the financial statements of foreign operation are recognized in other comprehensive income and its cumulative amount is presented as foreign currency translation reserve in other reserves under shareholders equity.

5.18 Derivatives

The Bank and its subsidiaries have recognized derivatives transactions as follows:

1. Derivatives for trading are recorded at fair value and profit or loss from the price appraisal is recognized as income or expense in the statements of comprehensive income.
2. Derivatives for hedging are recorded and profit or loss from the price appraisal are recognized as income or expense based on the accrual basis in line with the underlying transactions.

6. RISK MANAGEMENT

6.1 Information of risk of the Bank

Through financial instruments both on-statement of financial position and off-statement of financial position, the Bank conducts its normal course of business to meet the financing needs of its customers, as well as for its investment purposes and to reduce exposure due to the fluctuations in foreign exchange rates and interest rates. The off-statement of financial position's financial instruments include commitments to extend credit, standby letters of credit, financial guarantees, interest rate swap and forward foreign exchange contracts. These instruments involve, to varying degrees, elements of credit, interest rate and foreign exchange risk in excess of the amount recognized in the financial statements. The contract or notional amounts of these instruments reflect the extent of the Bank's involvement in particular classes of financial instruments.

The introduction of new derivative products require an approval from the Board of Directors. Operating processes, including the breach of prescribed limits, and risk control are governed under the Derivatives Product Program and BOT's notification regarding guidelines on risk management for derivatives transactions.

Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in a financial loss to the Bank. The Bank reviews the policy on a regular basis and the Bank has adopted the policy in dealing with counterparties and obtaining sufficient collateral or other security where appropriate, as a mean of mitigating the risk of financial losses from defaults.

In the case of recognized financial assets, the carrying amount of the assets recorded in the statement of financial position, net of allowance for doubtful accounts (see Note 8.7), represents the Bank's maximum exposure to credit risk.

The Bank considers that there is no significant concentration of credit risk due to a large number of customers and counterparties in different industries.

Credit risk also arises from the possibility that the counterparty to off-statement of financial position's financial instruments will not adhere to the terms of the contract with the Bank when settlement becomes due.

The Bank's exposure to credit loss in the event of non-performance by the other party to the off-statement of financial position's financial instrument for commitments to extend credit, standby letters of credit, and financial guarantees written is represented by the contractual notional amount of those instruments. The Bank uses the same credit policies in making commitments and conditional obligations as it does for the on-statement of financial position's financial instruments. For interest rate swap and forward foreign exchange contracts, the contract or notional amounts do not represent exposure to credit loss. The Bank controls the credit risk of its financial instruments through prudent credit approvals, limits, and strict monitoring procedures.

Interest rate risk

Interest rate risk refers to the risk arising from changes in interest rates that have an adverse effect on the net interest earnings and the shareholders' equity. Interest rate risk arises from the structure and characteristics of the Bank's assets, liabilities and contingencies, and from mismatch in repricing rates of its assets, liabilities and contingencies.

Interest rate risk management is carried out by the Risk Management Committee and the Asset and Liability Management Committee (ALCO), which have been empowered by the Board of Directors with the authority to manage interest rate risk. Asset and Liability Management Committee (ALCO) is responsible for determining interest rate risk management, together with monitoring and controlling interest rate risk to ensure that it is at an acceptable risk appetite and in line with the interest rate risk management policy as approved by the Board of Directors. Bank will review such policy on a regular basis to commensurate with operating environments and changes in business.

The Bank employs various tools and method for its interest rate risk management. Net interest income simulation is conducted to assess the impact on banking book position and Value-at-Risk tool is employed for the trading book position to predict the Bank's potential maximum loss.

Foreign exchange rate risk

Foreign exchange risk refers to the loss affecting income and/or shareholders' equity from exchange rate fluctuations that affected foreign currency transactions and foreign currency assets and liabilities.

The Bank has a policy to cap its net foreign currency position. Most foreign currency transactions are mainly from services provided to the Bank's customers. In addition, the Bank enters into forward foreign exchange contracts as part of its risk management strategy of the foreign exchange risk arising from the Bank underlying assets and liabilities and hedges that risk from customers' transactions. The utilization of forward foreign exchange contracts for these purposes is governed by policies and guidelines approved by the Bank's Board of Directors and controlling procedures set by the relevant departments and Committees.

The Bank's Board of Directors is in charge of setting the limits for each specific currency under an acceptable risk level and regularly reviews to be in line with business strategy and change in market circumstance, meanwhile the ALCO ensures that the limits remain within the specified amount. The Bank monitors the risk level under the specified limits using the Value-at-Risk Method as the tool to manage the exchange rate risk and prepares a daily report for the Bank's top management in the relevant departments.

Equity price risk

Price risk refers to the loss affecting income and/or shareholders' equity from a movement in equity price.

The Bank assesses the potential of securities issuer companies and has a policy to buy/sell equity securities mainly for medium-term and long-term purposed. In managing equity position risk which is held, according to initial intention, as long-term, the Bank monitors and reports the equity price risk and ensure that the level of capital fund is appropriate and sufficient to absorb losses arising from the positions.

The Bank's Board of Directors sets the total limit at an acceptable risk level and reviews it annually. The Bank monitors the level of risk under the specified risk limits using the Value-at-Risk Method to manage the equity price risk and prepares a daily report for the Bank's management in relevant departments.

Liquidity risk

Liquidity risk means risk resulting from the Bank's failure to pay its debts and obligations when due because of its inability to convert assets into cash, or its failure to procure enough fund, or, if it can, that the fund comes with an exceptionally high cost that may affect incomes and capital fund now and in the future.

The Bank has established the liquidity risk management policy and the daily liquidity management guideline. In addition, liquidity contingency plan and guideline are formulated and conducted a plan testing to ensure readiness to deal with crisis situations. All of these are aimed at ensuring the efficiency of the Bank's liquidity risk management.

The Bank maintains an excess liquidity cushion at a level commensurate with the economic situation. The Bank seeks to ensure that there is adequate cash for its business and its subsidiaries' business operations. In addition, the maintenance of liquid assets is to comply with the BOT's requirements. Liquidity management utilizes qualitative and quantitative methods to ensure of appropriate risk diversification. Liquidity risk management of Bank is under the supervision of the Asset and Liability Management Committee (ALCO). ALCO also monitors and manages liquidity risk to ensure that it is at an acceptable risk appetite and in line with the liquidity risk management policy as approved by the Board of Directors. The Bank reviews such policy on a regular basis to commensurate with business strategy and market circumstance that may be changed.

BOT has required commercial banks to prepare and submit the liquidity risk reports in accordance with the Basel III guidelines, namely, Report on Liquidity Coverage Ratio (LCR) and Report on Net Stable Funding Ratio (NSFR) so that the BOT can use the information for analyzing the impact and developing an appropriate guideline for Thailand going forward. In 2014, Bank has been assessing impacts of compliance, continuously monitoring the progress of Basel III implementation, calculating

and reporting the monthly LCR and NSFR ratios to relevant committee in order to ensure that compliance will not have any impact on the liquidity risk management of the Bank and Consolidation

6.2 Assets and liabilities classified by maturity of interest repricing

The Bank and its subsidiaries' financial assets and liabilities classified by maturity of interest repricing as at December 31, 2014 and 2013 are summarized as follows :

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS							
	2014						Total
	Not over 3 Months	Greater than 3-12 Months	Greater than 1-5 Years	Greater than 5 Years	Non-Performing Loans	Non-Interest Bearing	
Financial assets							
Interbank and money market items, net	62,621	48	-	-	-	17,695	80,364
Investments, net	5,461	3,792	40,889	5,680	-	4,751	60,573
Loans to customers	601,132	116,231	196,846	8,369	29,988	60,195	1,012,761
Financial liabilities							
Deposits	613,893	199,007	4,422	-	-	20,234	837,556
Interbank and money market Items, net	25,697	6,437	10,621	-	-	3,857	46,612
Debt issued and borrowings	47,328	46,369	23,264	34,844	-	-	151,805

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS							
	2013						Total
	Not over 3 Months	Greater than 3-12 Months	Greater than 1-5 Years	Greater than 5 Years	Non-Performing Loans	Non-Interest Bearing	
Financial assets							
Interbank and money market items, net	69,250	-	-	-	-	17,777	87,027
Investments, net	9,180	14,296	32,561	11,176	-	6,061	73,274
Loans to customers	550,531	109,377	184,017	6,509	27,014	66,054	943,502
Financial liabilities							
Deposits	530,982	166,960	46,638	-	-	19,470	764,050
Interbank and money market Items, net	31,118	5,014	16,056	13	-	3,296	55,497
Debt issued and borrowings	66,332	34,929	38,500	34,844	-	-	174,605

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS							
	2014						
	Not over 3 Months	Greater than 3-12 Months	Greater than 1-5 Years	Greater than 5 Years	Non- Performing Loans	Non- Interest Bearing	Total
Financial assets							
Interbank and money market items, net	60,578	48	-	-	-	16,584	77,210
Investments, net	5,461	3,792	40,889	5,678	-	5,032	60,852
Loans to customers	621,450	76,752	166,972	7,533	16,452	1,031	890,190
Financial liabilities							
Deposits	619,065	199,015	4,422	-	-	21,246	843,748
Interbank and money market Items, net	27,311	6,468	10,621	-	-	3,857	48,257
Debt issued and borrowings	28,393	21,010	13,021	34,844	-	-	97,268

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS							
	2013						
	Not over 3 Months	Greater than 3-12 Months	Greater than 1-5 Years	Greater than 5 Years	Non- Performing Loans	Non- Interest Bearing	Total
Financial assets							
Interbank and money market items, net	68,034	-	-	-	-	16,947	84,981
Investments, net	9,180	14,296	32,561	11,175	-	6,029	73,241
Loans to customers	595,419	83,187	117,812	10,742	14,970	-	822,130
Financial liabilities							
Deposits	534,597	166,962	46,638	-	-	20,193	768,390
Interbank and money market Items, net	32,313	5,014	16,056	13	-	3,308	56,704
Debt issued and borrowings	45,564	13,646	13,283	34,844	-	-	107,337

6.3 Interest bearing financial instruments

The following table presents the Bank's average outstanding balances and interest amounts of interest bearing financial instruments for the years ended December 31, 2014 and 2013.

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS						
	2014			2013		
	Average Balance (12 months)	Interest Amount	Average Rate (%)	Average Balance (12 months)	Interest Amount	Average Rate (%)
Interest bearing financial assets						
Interbank and money market items	101,170	2,598	2.6	107,562	2,709	2.5
Investments	69,077	2,130	3.1	73,536	2,360	3.2
Loans to customers	954,295	69,881	7.3	914,708	66,312	7.2
Total	1,124,542	74,609		1,095,806	71,381	
Interest bearing financial liabilities						
Deposits	773,602	19,368	2.5	731,723	19,171	2.6
Interbank and money market items	73,211	1,485	2.0	65,674	1,469	2.2
Debt issued and borrowings	159,420	5,812	3.6	154,732	5,802	3.7
Total	1,006,233	26,665		952,129	26,442	

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS						
	2014			2013		
	Average Balance (12 months)	Interest Amount	Average Rate (%)	Average Balance (12 months)	Interest Amount	Average Rate (%)
Interest bearing financial assets						
Interbank and money market items	99,640	2,573	2.6	106,420	2,689	2.5
Investments	68,849	2,126	3.1	72,997	2,352	3.2
Loans to customers	832,941	44,418	5.3	755,187	41,510	5.5
Total	1,001,430	49,117		934,604	46,551	
Interest bearing financial liabilities						
Deposits	777,084	19,370	2.5	736,398	19,205	2.6
Interbank and money market items	74,618	1,504	2.0	65,639	1,448	2.2
Debt issued and borrowings	100,885	3,824	3.8	90,760	3,614	4.0
Total	952,587	24,698		892,797	24,267	

6.4 Maturities of financial assets and liabilities

The following table presents the Bank and its subsidiaries' maturities of financial assets and liabilities as at December 31, 2014 and 2013.

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS								
	2014							
	Call	Not Over 3 Months	Greater than 3 - 12 Months	Greater than 1 - 5 Years	Greater than 5 Years	Non- Performing Loans	No Maturity	Total
Financial assets								
Interbank and money								
market items, net	18,153	51,827	57	10,047	-	-	280	80,364
Investments, net	-	4,701	3,791	41,405	5,613	-	5,063	60,573
Loans to customers	36,384	200,330	166,794	376,146	203,119	29,988	-	1,012,761
Financial liabilities								
Deposits	424,700	209,427	198,988	4,441	-	-	-	837,556
Interbank and money								
market items, net	11,350	26,505	4,070	4,687	-	-	-	46,612
Debt issued and borrowings	-	47,328	46,369	23,264	34,844	-	-	151,805

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS								
	2013							
	Call	Not Over 3 Months	Greater than 3 - 12 Months	Greater than 1 - 5 Years	Greater than 5 Years	Non- Performing Loans	No Maturity	Total
Financial assets								
Interbank and money								
market items, net	18,899	67,518	210	167	-	-	233	87,027
Investments, net	-	7,915	14,535	33,495	11,238	-	6,091	73,274
Loans to customers	25,494	201,611	162,316	338,081	188,986	27,014	-	943,502
Financial liabilities								
Deposits	402,941	147,511	166,951	46,647	-	-	-	764,050
Interbank and money								
market items, net	5,944	37,656	2,391	9,493	13	-	-	55,497
Debt issued and borrowings	-	66,469	34,978	38,500	34,658	-	-	174,605

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS								
2014								
	Call	Not Over 3 Months	Greater than 3 - 12 Months	Greater than 1 - 5 Years	Greater than 5 Years	Non- Performing Loans	No Maturity	Total
Financial assets								
Interbank and money market items, net	16,250	50,576	57	10,047	-	-	280	77,210
Investments, net	-	4,701	3,791	41,405	5,908	-	5,047	60,852
Loans to customers	75,481	163,005	142,543	293,648	199,061	16,452	-	890,190
Financial liabilities								
Deposits	430,884	209,427	198,996	4,441	-	-	-	843,748
Interbank and money market items, net	12,964	26,505	4,101	4,687	-	-	-	48,257
Debt issued and borrowings	-	28,393	21,010	13,021	34,844	-	-	97,268

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS								
2013								
	Call	Not Over 3 Months	Greater than 3 - 12 Months	Greater than 1 - 5 Years	Greater than 5 Years	Non- Performing Loans	No Maturity	Total
Financial assets								
Interbank and money market items, net	16,962	67,409	210	167	-	-	233	84,981
Investments, net	-	7,915	14,535	33,495	11,242	-	6,054	73,241
Loans to customers	82,046	173,292	141,941	227,753	182,128	14,970	-	822,130
Financial liabilities								
Deposits	407,276	147,514	166,953	46,647	-	-	-	768,390
Interbank and money market items, net	7,150	37,656	2,391	9,494	13	-	-	56,704
Debt issued and borrowings	-	45,564	13,646	13,283	34,844	-	-	107,337

6.5 Estimated fair value of financial instruments

The fair value of financial instruments has been estimated by using available market information and appropriate valuation methodologies for each type of financial instruments. A summary of carrying amounts and fair values of financial instruments as at December 31, 2014 and 2013 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
	2014		2013	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value
Financial assets:				
Cash	31,155	31,155	28,216	28,216
Interbank and money market items, net	80,364	80,364	87,027	87,027
Derivatives assets	2,653	2,653	4,880	4,880
Investments, net	60,573	60,761	73,274	73,426
Loans to customers and accrued interest receivables, net	975,621	975,621	907,164	907,164
Total	1,150,366	1,150,554	1,100,561	1,100,713
Financial liabilities:				
Deposits	837,556	837,803	764,050	764,360
Interbank and money market items, net	46,612	46,612	55,497	55,497
Liability payable on demand	1,936	1,936	2,545	2,545
Derivatives liabilities	2,160	2,160	5,140	5,140
Debt issued and borrowings	151,805	152,974	174,605	174,834
Total	1,040,069	1,041,485	1,001,837	1,002,376

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS				
	2014		2013	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value
Financial assets:				
Cash	31,078	31,078	28,168	28,168
Interbank and money market items, net	77,210	77,210	84,981	84,981
Derivatives assets	2,653	2,653	4,880	4,880
Investments, net	60,852	61,040	73,241	73,392
Loans to customers and accrued interest receivables, net	871,387	871,387	803,293	803,293
Total	1,043,180	1,043,368	994,563	994,714
Financial liabilities:				
Deposits	843,748	843,994	768,390	768,701
Interbank and money market items, net	48,257	48,257	56,704	56,704
Liability payable on demand	1,936	1,936	2,545	2,545
Derivatives liabilities	2,160	2,160	5,140	5,140
Debt issued and borrowings	97,268	98,108	107,337	107,342
Total	993,369	994,455	940,116	940,432

The following methods and assumptions are used in estimating fair value of financial instruments as disclosed herein:

Cash and interbank and money market items (assets)

The carrying amounts of cash and interbank and money market items (assets) presented in the statement of financial position are the approximated fair value.

Investments, net

The determination of fair value for investments, net, is as disclosed in note 5.2 to the financial statements except for non-listed equity securities which are presented at net book value and listed equity securities acquired from troubled debt restructurings and having an obligation to hold such securities according to debt restructuring agreements which are presented at cost.

Loans to customers and accrued interest receivables, net

Loans to customers and accrued interest receivables include variable interest rate loans, fixed rate loans with relatively short maturities and non-performing loans. Most loans carry a floating interest rate. The fair value is approximated by the outstanding balance of loans to customers and accrued interest receivables less allowance for doubtful accounts.

Deposits

The fair value of deposits is calculated based on discounted cash flows.

Interbank and money market items (Liabilities)

The carrying amount of interbank and money market items (liabilities) presented in the statement of financial position is the approximated fair value.

Liabilities payable on demand

The carrying amount of liabilities payable on demand presented in the statement of financial position is the approximated fair value.

Debt issued and borrowings

The carrying amount of debt issued and borrowings presented in the statement of financial position is the approximated fair value, except for subordinated and long-term senior securities which fair values are based on the actual market prices.

Derivative assets and liabilities

Derivative assets and liabilities mainly comprise of forward foreign exchange contracts which derive their value from underlying interest rates and foreign exchange rates. The fair values of derivatives are determined by using quoted market prices and exchange rate for instruments with similar characteristics and maturities. The Bank estimates the fair value by applying the mark to market model policy which is required to determine the validated rate for revaluation in accordance with the criteria established by the Bank and accounting standards.

6.6 Capital funds

The Bank maintains the internal capital adequacy assessment process in accordance with the supervisory review process of the Bank of Thailand and monitors on a regular basis to ensure that the current and future capital requirements are aligned with the risk appetite in the Bank.

The Bank maintains its capital funds in accordance with the criteria, methodologies and conditions prescribed by the Bank of Thailand which is inline with the Basel III. As at December 31, 2014 and 2013, the Bank has capital fund and capital adequacy ratio as follows:

Unit: THB million

	2014	2013
Common Equity Tier 1 capital		
Issued and paid-up share capital	60,741	60,741
Premium on share capital	13,802	13,802
Statutory reserve	2,878	2,043
Unappropriated retained earning	23,592	12,011
Other comprehensive income	6,693	6,515
Less Deduction items from Common Equity Tier 1	(8,719)	(10,387)
Total Common Equity Tier 1 capital	98,987	84,725
Additional Tier 1	-	-
Total Tier 1 capital	98,987	84,725
Tier 2 capital	33,438	37,600
Total capital fund	132,425	122,325
Total risk weighted assets	901,315	833,380

Capital adequacy ratio

	BOT regulatory minimum requirement	2014	2013
Total Common Equity Tier 1 capital / Total risk weighted assets	4.5	10.98	10.17
Total Tier 1 capital / Total risk weighted assets	6.0	10.98	10.17
Total capital / Total risk weighted assets	8.5	14.69	14.68

The Bank discloses the capital maintenance information under the Notification of the Bank of Thailand Re : Public Disclosure of Capital Maintenance for Commercial Bank with details as follows.

Location of disclosure	www.krungsri.com
Date of disclosure	October 27, 2014
Information as at	June 30, 2014

The disclosure for the year ended December 31, 2014 will be provided on or before April 30, 2015 on the above Bank's website as indicated in the BOT notification.

7. ESTIMATES AND ASSUMPTIONS

Preparation of financial statements in conformity with Thai Financial Reporting Standards principles requires management to make estimates and assumptions under certain circumstances. Such estimates and assumption affect reported amounts of revenues, expenses, assets and liabilities and require the disclosure of contingent assets and liabilities at the date of the financial statements that are differed estimates. The significant areas requiring management to make judgments and estimates that affect reported amounts and disclosures are as follows:

7.1 Fair value

For a business acquisition, the Bank's management estimates the fair value of assets, liabilities and other contingent liabilities of the acquiree's identifiable assets and liabilities at the acquisition date. In addition, any adjustments of the initial provision are finalized within 12 months after the acquisition date.

7.2 Allowance for doubtful accounts

The Bank and its subsidiaries estimate the minimum allowance for doubtful accounts in accordance with the BOT's guidelines. In addition, the Bank and its subsidiaries estimate an additional allowance which the management has considered based on the uncollectible loss from past experience, current economic conditions, and the ability to repay loans and accrued interest receivable. The Bank and its subsidiaries consider the value of collateral when deemed the primary source of repayment comes from the sales of the collateral.

A significant factor in the determination of the allowance for doubtful accounts is the value of collateral. Collateral pledged typically consists of land, buildings, and buildings under construction. Value of such collateral is based on independently and/or internally performed appraisals.

7.3 Allowance for properties for sale

The Bank and its subsidiaries estimate the allowance for impairment of properties for sale when there is a decline in net realizable value. In consideration of net realizable value, the Bank and its subsidiaries consider the appraised value together with other factors which can affect the realizable value such as related selling expenses, holding costs and discounted future expenses.

7.4 Goodwill

Goodwill is tested for impairment using a fair value method of discounted cash flows on a semi-annual basis.

7.5 Impairment of assets

The carrying amounts of the Bank and its subsidiaries' assets are reviewed at each financial statement date to determine whether there are any indications of impairment. If any such indication exists, the assets' recoverable amounts are estimated by discounting expected cash flows.

7.6 Provisions

Provisions are recognized as liabilities in the statement of financial position when it is probable that an obligation has been incurred as a result of a past event, and result in the certain likelihood of an outflow of economic benefits to settle the obligation and the amount of such obligation can be reasonably estimated.

7.7 Provision for contingent liabilities

The Bank provides a provision for contingent liabilities with high credit risk such as loan guarantees, avals or non cancellable contingent liabilities at the same provision rate as that provided for the same debtor on the statement of financial position.

8. ADDITIONAL INFORMATION

8.1 Additional information of cash flows

8.1.1 Non-cash transactions of premises and equipment for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Premises and equipment payable at the beginning of the years	291	404	226	345
Purchases of premises and equipment	2,034	1,645	1,343	979
<u>Less</u> Cash payment	(1,770)	(1,758)	(1,114)	(1,098)
Premises and equipment payable at the end of the years	555	291	455	226

8.1.2 Non-cash transactions of computer software for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Computer software payable at the beginning of the years	97	243	69	205
Purchases of computer software	871	582	770	462
<u>Less</u> Cash payment	(668)	(728)	(556)	(598)
Computer software payable at the end of the years	300	97	283	69

8.1.3 Others non-cash transactions for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Increase (decrease) in revaluation surplus on investments	1,309	(1,306)	1,326	(1,326)
Accumulated depreciation of premises appraisal deducted from premises revaluation surplus	(356)	(242)	(352)	(241)
Increase in assets revaluation surplus	-	2,285	-	2,249
Properties for sale acquired from debt repayment	87	115	-	6
Properties and premises transferred to be properties foreclosed	20	83	20	83

8.1.4 Realized and unrealized gains (losses) on foreign exchange

In the preparation of cash flows statements, realized gains (losses) on foreign exchange are based on a cash basis. Unrealized gains (losses) on foreign exchange are based on the translation difference of assets and liabilities in foreign currencies as described in the accounting policies. It is presented as an adjustment to reconcile income before tax to cash received (paid) from operating activities.

8.2 Interbank and money market items, net (Asset)

Interbank and money market items, net (Asset) as at December 31, 2014 and 2013 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS						
	2014			2013		
	At Call	Time	Total	At Call	Time	Total
Domestic items						
Bank of Thailand and Financial Institution Development Fund	4,673	29,997	34,670	8,114	29,300	37,414
Commercial banks	1,711	1,251	2,962	1,831	17,840	19,671
Other financial institutions	5	30,580	30,585	248	20,537	20,785
Total	6,389	61,828	68,217	10,193	67,677	77,870
Add Accrued interest receivables	-	20	20	2	56	58
Less Allowance for doubtful accounts	-	(182)	(182)	-	(199)	(199)
Total domestic items	6,389	61,666	68,055	10,195	67,534	77,729
Foreign items						
US Dollar	9,610	299	9,909	6,745	385	7,130
Yen	165	-	165	276	-	276
Euro	512	-	512	267	-	267
Other currencies	1,475	248	1,723	1,416	209	1,625
Total foreign items	11,762	547	12,309	8,704	594	9,298
Total domestic and foreign items	18,151	62,213	80,364	18,899	68,128	87,027

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS						
	2014			2013		
	At Call	Time	Total	At Call	Time	Total
Domestic items						
Bank of Thailand and Financial Institution Development Fund	4,673	29,997	34,670	8,114	29,300	37,414
Commercial banks	-	-	-	-	17,730	17,730
Other financial institutions	5	30,580	30,585	248	20,537	20,785
Total	4,678	60,577	65,255	8,362	67,567	75,929
Add Accrued interest receivables	-	18	18	-	57	57
Less Allowance for doubtful accounts	-	(182)	(182)	-	(199)	(199)
Total domestic items	4,678	60,413	65,091	8,362	67,425	75,787
Foreign items						
US Dollar	9,439	299	9,738	6,641	385	7,026
Yen	165	-	165	276	-	276
Euro	512	-	512	267	-	267
Other currencies	1,456	248	1,704	1,416	209	1,625
Total foreign items	11,572	547	12,119	8,600	594	9,194
Total domestic and foreign items	16,250	60,960	77,210	16,962	68,019	84,981

8.3 Derivatives

8.3.1 Fair value and the notional amount classified by type of risk as at December 31, 2014 and 2013 are as follows:

Unit: THB million

Risk type	CONSOLIDATED AND THE BANK'S FINANCIAL STATEMENTS					
	2014			2013		
	Fair value / Readjustment based on			Fair value / Readjustment based on		
	an accrual basis		Notional	an accrual basis		Notional
	Asset	Liabilities	Amount	Asset	Liabilities	Amount
Exchange rate	2,043	1,581	328,665	4,449	4,691	258,673
Interest rate	610	579	44,291	431	449	62,215
Total	2,653	2,160	372,956	4,880	5,140	320,888

8.3.2 Proportion of derivatives transactions classified by type of counterparty on the basis of notional amount as at December 31, 2014 and 2013 are as follows:

Counterparty	CONSOLIDATED AND THE BANK'S FINANCIAL STATEMENTS	
	2014	2013
	Proportion (%)	Proportion (%)
Financial institution	82.94	82.05
Related company	0.41	4.51
Third party	16.65	13.44
Total	100.00	100.00

8.4 Investments, net

Investments, net as at December 31, 2014 and 2013 consisted of the following:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS							
	2014				2013			
	Cost/ Amortized Cost	Unrealized Gains	Unrealized Losses	Fair Value	Cost/ Amortized Cost	Unrealized Gains	Unrealized Losses	Fair Value
Securities for Trading								
Government and state enterprise securities	4,251	2	(2)	4,251	974	2	-	976
Private sector's debt securities	16	-	-	16	21	-	-	21
	4,267	2	(2)	4,267	995	2	-	997
Add Revaluation allowance	-			-	2			-
Total	4,267			4,267	997			997
Securities Available-for-Sale								
Government and state enterprise securities	38,760	564	-	39,324	49,352	176	(93)	49,435
Private sector's debt securities	11,367	402	-	11,769	15,616	41	(103)	15,554
Domestic marketable equity securities	4,641	471	(253)	4,859	5,746	300	(447)	5,599
	54,768	1,437	(253)	55,952	70,714	517	(643)	70,588
Add (less) Revaluation allowance	1,184			-	(126)			-
Less Allowance for impairment	(13)			(13)	(92)			(92)
Total	55,939			55,939	70,496			70,496
Securities Held-to-Maturity								
Private sector's debt securities	50				50			
Investment in accounts receivable	163				1,279			
	213				1,329			
Less Allowance for impairment	(64)				(64)			
Total	149				1,265			
Securities for General Investments								
Domestic non-marketable equity securities	408				705			
Foreign non-marketable equity securities	28				29			
	436				734			
Less Allowance for impairment	(218)				(218)			
Total	218				516			
Total Investments, net	60,573				73,274			

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS								
	2014				2013			
	Cost/ Amortized Cost	Unrealized Gains	Unrealized Losses	Fair Value	Cost/ Amortized Cost	Unrealized Gains	Unrealized Losses	Fair Value
Securities for Trading								
Government and state enterprise securities	4,251	2	(2)	4,251	974	2	-	976
Private sector's debt securities	312	-	-	312	26	-	-	26
	4,563	2	(2)	4,563	1,000	2	-	1,002
Add Revaluation allowance	-			-	2			-
Total	4,563			4,563	1,002			1,002
Securities Available-for-Sale								
Government and state enterprise securities	38,760	564	-	39,324	49,352	176	(93)	49,435
Private sector's debt securities	11,367	402	-	11,769	15,548	41	(103)	15,486
Domestic marketable equity securities	4,641	471	(253)	4,859	5,741	283	(447)	5,577
	54,768	1,437	(253)	55,952	70,641	500	(643)	70,498
Add (less) Revaluation allowance	1,184			-	(143)			-
Less Allowance for impairment	(13)			(13)	(24)			(24)
Total	55,939			55,939	70,474			70,474
Securities Held-to-Maturity								
Private sector's debt securities	50				50			
Investment in accounts receivable	163				1,279			
	213				1,329			
Less Allowance for impairment	(64)				(64)			
Total	149				1,265			
Securities for General Investments								
Domestic non-marketable equity securities	375				673			
Foreign non-marketable equity securities	28				29			
	403				702			
Less Allowance for impairment	(202)				(202)			
Total	201				500			
Total Investments, net	60,852				73,241			

For the years ended December 31, 2014 and 2013, revaluation surplus (deficit) on investments presented in the equity consists of the following:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Beginning balance	(125)	1,181	(142)	1,184
Increase (decrease) during the year	1,309	(1,306)	1,326	(1,326)
Ending balance	1,184	(125)	1,184	(142)

As at December 31, 2014 and 2013, the Bank and its subsidiaries had investments in available-for-sale securities and general investments in the consolidated and the Bank's financial statements of 3 and 1 companies, respectively, subject to being delisted from the SET, with cost of THB 12 million and market price of THB 0.

8.5 Investments in subsidiaries and associates, net

The Bank's investments in companies in which the Bank holds more than 20% of the paid-up capital, with the percentage of beneficial ownership and amount of investments as at December 31, 2014 and 2013 are as follows:

Unit: THB million

			CONSOLIDATED FINANCIAL STATEMENTS				
			2014				
Company Name	Business Type	Securities Investment Type	Registered Share Capital	Ownership %	Investment (Cost)	Investment (Equity Method)	Dividend
Associates							
Tesco Card Services Limited ⁽¹⁾	Credit cards and personal loans	Common stock	2,080	50.00	1,040	1,086	650
Tesco Life Assurance Broker Limited ⁽²⁾	Life assurance broker	Common stock	12	50.00	-	52	5
Tesco General Insurance Broker Limited ⁽²⁾	General insurance broker	Common stock	107	50.00	-	79	15
Metro Designee Company Limited ⁽³⁾	Special purpose vehicle	Common stock	-	22.00	-	-	-
Investments in associates, net					1,040	1,217	670

Unit: THB million

			CONSOLIDATED FINANCIAL STATEMENTS				
			2013				
Company Name	Business Type	Securities Investment Type	Registered Share Capital	Ownership %	Investment (Cost)	Investment (Equity Method)	Dividend
Associates							
Tesco Card Services Limited ⁽¹⁾	Credit cards and personal loans	Common stock	780	50.00	390	966	-
Tesco Life Assurance Broker Limited ⁽²⁾	Life assurance broker	Common stock	2	50.00	-	34	-
Tesco General Insurance Broker Limited ⁽²⁾	General insurance broker	Common stock	77	50.00	-	59	-
Metro Designee Company Limited ⁽³⁾	Special purpose vehicle	Common stock	-	21.90	-	-	-
Investments in associates, net					390	1,059	-

⁽¹⁾ Indirect holding via Ayudhya Capital Services Company Limited

⁽²⁾ Indirect holding via Tesco Card Services Limited

⁽³⁾ The company which was established for the transfer of the throughout rights as per the concession agreement between Mass Rapid Transit Authority of Thailand (MRT) and Bangkok Metro Public Company Limited (BMCL) in case BMCL breaches agreement with MRT or BMCL breaches the loan agreement with the creditor group.

Unit: THB million

			THE BANK'S FINANCIAL STATEMENTS			
Company Name	Business Type	Securities Investment Type	2014			
			Registered Share Capital	Ownership %	Investment (Cost)	Dividend
Subsidiaries						
Ayudhya Development Leasing Company Limited	Leasing and hire-purchase	Common stock	1,905	99.99	2,129	-
Ayudhya Capital Auto Lease Public Company Limited	Hire-purchase and auto leasing	Common stock	25,545	99.99	19,880	-
Ayudhya Total Solutions Public Company Limited ⁽¹⁾	Hire-purchase	Common stock	299	99.81	-	-
CFG Services Company Limited	Hire-purchase and motorcycle loans	Common stock	1,990	99.99	1,826	600
		Preferred stock			1	-
Ayudhya Card Services Company Limited ⁽²⁾	Credit cards and personal loans	Common stock	180	99.99	-	-
Ayudhya Capital Services Company Limited	Credit cards and personal loans	Common stock	5,925	99.99	11,941	5,800
General Card Services Limited	Credit cards and personal loans	Common stock	2,058	99.99	2,181	1,300
Krungsriayudhya Card Company Limited	Credit cards and personal loans	Common stock	5,906	99.99	6,275	2,000
Siam Realty and Services Company Limited	Car rental services and personnel services	Common stock	100	99.99	100	20
Total Services Solutions Public Company Limited	Collection services	Common stock	401	99.99	1,614	-
Krungsri Asset Management Company Limited	Fund management	Common stock	350	76.59	205	-
Krungsri Ayudhya AMC Limited	Asset management	Common stock	6,000	99.99	6,000	-
Krungsri Securities Public Company Limited	Securities	Common stock	600	98.71	731	-
Krungsri Factoring Company Limited	Factoring	Common stock	300	99.99	300	-
Associated Company						
Metro Designee Company Limited ⁽³⁾	Special purpose vehicle	Common stock	-	22.00	-	-
Investments in subsidiaries and associated company					53,183	9,720
Less Allowance for impairment					(4,952)	-
Investments in subsidiaries and associated company, net					48,231	9,720

⁽¹⁾ Subsidiary registered the completion of liquidation in 2014.⁽²⁾ Subsidiary is in the process of liquidation.⁽³⁾ The company which was established for the transfer of the throughout rights as per the concession agreement between MRT and BMCL in case BMCL breaches agreement with MRT or BMCL breaches the loan agreement with the creditor group.

THE BANK'S FINANCIAL STATEMENTS						
2013						
Company Name	Business Type	Securities Investment Type	Registered Share Capital	Ownership %	Investment (Cost)	Dividend
Subsidiaries						
Ayudhya Development Leasing Company Limited	Leasing and hire-purchase	Common stock	705	99.99	929	35
Ayudhya Capital Auto Lease Public Company Limited	Hire-purchase and auto leasing	Common stock	1,045	99.99	16,280	-
Ayudhya Total Solutions Public Company Limited ⁽¹⁾	Hire-purchase	Common stock	299	99.81	-	-
CFG Services Company Limited	Hire-purchase and motorcycle loans	Common stock Preferred stock	190	99.99	26 1	- -
Ayudhya Card Services Company Limited ⁽¹⁾	Credit cards and personal loans	Common stock	180	99.99	-	237
Ayudhya Capital Services Company Limited	Credit cards and personal loans	Common stock	125	99.99	6,141	600
General Card Services Limited	Credit cards and personal loans	Common stock	758	99.99	881	-
Krungsriayudhya Card Company Limited	Credit cards and personal loans	Common stock	1,206	99.99	1,575	-
Siam Realty and Services Company Limited	Car rental services and personnel services	Common stock	100	99.99	100	30
Total Services Solutions Public Company Limited	Collection services	Common stock	331	99.99	1,614	-
Krungsri Asset Management Company Limited	Fund management	Common stock	350	76.59	204	-
Krungsri Ayudhya AMC Limited	Asset management	Common stock	6,000	99.99	6,000	-
Krungsri Securities Public Company Limited	Securities	Common stock	600	98.71	731	-
Krungsri Factoring Company Limited	Factoring	Common stock	300	99.99	300	-
Associated Company						
Metro Designee Company Limited ⁽²⁾	Special purpose vehicle	Common stock	-	21.90	-	-
Investments in subsidiaries and associated company					34,783	902
Less Allowance for impairment					(4,952)	-
Investments in subsidiaries and associated company, net					29,831	902

⁽¹⁾ Subsidiaries are in the process of liquidation.

⁽²⁾ The company which was established for the transfer of the throughout rights as per the concession agreement between MRT and BMCL in case BMCL breaches agreement with MRT or BMCL breaches the loan agreement with the creditor group.

DISCLOSURE OF THE STATEMENTS OF CASH FLOWS OF ASSET MANAGEMENT COMPANY

KRUNGSRI AYUDHYA AMC LIMITED
STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2014

Unit: THB million

	2014	2013
Cash flows from operating activities		
Income before income tax	492	416
Adjustments to reconcile income to cash provided (paid) from operating activities		
Bad debt and doubtful accounts (reversal)	6	(3)
Loss on impairment of properties for sale	184	105
Depreciation and amortization	2	2
Gain on sales of properties for sale	(368)	(241)
Employment benefits expenses	40	4
Interest income, net	(119)	(109)
Interest received	124	162
Interest paid	(5)	(54)
Income tax paid	(180)	(124)
Income from operations before changes in operating assets and liabilities	176	158
Decrease in operating assets		
Investment in receivables	249	319
Loans to customers	100	125
Properties for sale	1,340	1,091
Other assets	135	107
Increase (decrease) in operating liabilities		
Other liabilities	(16)	13
Net cash from operating activities	1,984	1,813
Cash flows from investing activities		
Cash paid for purchase of equipment	-	(2)
Net cash from investing activities	-	(2)
Cash flows from financing activities		
Proceeds from bill of exchange issued	55	45
Cash paid for repayment of bill of exchange	(609)	(1,848)
Net cash from financing activities	(554)	(1,803)
Net increase in cash and cash equivalents	1,430	8
Cash and cash equivalents as at January 1,	21	13
Cash and cash equivalents as at December 31,	1,451	21

8.6 Loans to customers and accrued interest receivables, net

Loans to customers and accrued interest receivables, net as at December 31, 2014 and 2013 are as follows:

(1) Classified by products

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Overdrafts	59,049	52,359	58,918	52,095
Loan against contract	468,548	421,067	583,006	603,574
Trade bill	180,136	166,373	180,094	166,259
Hire-purchase receivable	279,665	269,453	81,095	-
Lease contract receivable	18,713	22,837	1,158	-
Credit card receivable	50,291	51,439	-	-
Others	1,234	4,486	198	277
Total	1,057,636	988,014	904,469	822,205
<u>Less</u> Deferred revenue	(44,875)	(44,512)	(14,279)	(75)
Loans to customers after deferred revenue, net	1,012,761	943,502	890,190	822,130
<u>Add</u> Accrued interest receivables	2,636	2,648	1,557	1,741
Loans to customers and accrued interest receivable after deferred revenue, net	1,015,397	946,150	891,747	823,871
<u>Less</u> Allowance for doubtful accounts				
1) BOT requirement :				
Individual approach	(19,099)	(18,200)	(12,966)	(13,677)
Collective approach	(5,556)	(4,499)	(1,267)	-
2) Surplus reserve	(13,504)	(14,767)	(5,564)	(6,242)
<u>Less</u> Revaluation allowance for debt restructuring	(1,617)	(1,520)	(563)	(659)
Total loans to customers, net	975,621	907,164	871,387	803,293

(2) Classified by currency and residence of debtors

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS					
	2014			2013		
	Domestic	Foreign	Total	Domestic	Foreign	Total
Baht	979,088	10,521	989,609	919,461	6,177	925,638
US Dollar	14,057	7,301	21,358	11,862	4,291	16,153
Other currencies	516	1,278	1,794	585	1,126	1,711
Total	993,661	19,100	1,012,761	931,908	11,594	943,502

Unit: THB million

	THE BANK'S FINANCIAL STATEMENTS					
	2014			2013		
	Domestic	Foreign	Total	Domestic	Foreign	Total
Baht	856,518	10,520	867,038	798,089	6,177	804,266
US Dollar	14,057	7,301	21,358	11,862	4,291	16,153
Other currencies	516	1,278	1,794	585	1,126	1,711
Total	871,091	19,099	890,190	810,536	11,594	822,130

(3) Classified by business type and classification

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS					
	2014					
	Normal	Special Mention	Substandard	Doubtful	Doubtful of Loss	Total
Agriculture and mining	9,857	289	76	127	758	11,107
Manufacturing and trading	251,983	6,022	1,812	1,679	2,146	263,642
Real estate and construction	61,685	1,524	943	2,038	1,149	67,339
Public utilities and services	92,565	3,990	936	668	1,103	99,262
Housing loans	127,778	1,718	1,009	1,241	1,216	132,962
Others	405,878	19,484	5,255	2,848	4,984	438,449
Total	949,746	33,027	10,031	8,601	11,356	1,012,761

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS					
	2013					
	Normal	Special Mention	Substandard	Doubtful	Doubtful of Loss	Total
Agriculture and mining	7,474	159	27	946	343	8,949
Manufacturing and trading	223,558	5,871	1,249	1,314	1,943	233,935
Real estate and construction	67,324	3,638	644	2,194	542	74,342
Public utilities and services	77,636	4,766	811	2,804	899	86,916
Housing loans	115,813	1,807	846	893	1,212	120,571
Others	389,106	19,336	5,630	2,863	1,854	418,789
Total	880,911	35,577	9,207	11,014	6,793	943,502

Unit: THB million

	THE BANK'S FINANCIAL STATEMENTS					
	2014					
	Normal	Special Mention	Substandard	Doubtful	Doubtful of Loss	Total
Agriculture and mining	9,857	271	76	126	93	10,423
Manufacturing and trading	251,424	5,996	1,571	1,615	1,190	261,796
Real estate and construction	61,351	1,523	943	2,008	1,061	66,886
Public utilities and services	92,550	3,990	936	616	727	98,819
Housing loans	127,778	1,718	1,009	1,241	1,143	132,889
Others	314,111	3,169	1,405	505	187	319,377
Total	857,071	16,667	5,940	6,111	4,401	890,190

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS						
2013						
	Normal	Special Mention	Substandard	Doubtful	Doubtful of Loss	Total
Agriculture and mining	7,453	159	27	62	126	7,827
Manufacturing and trading	222,100	5,854	1,061	910	1,079	231,004
Real estate and construction	66,717	3,601	644	2,190	359	73,511
Public utilities and services	77,632	4,766	809	2,786	653	86,646
Housing loans	115,813	1,808	846	893	1,001	120,361
Others	300,188	1,069	747	574	203	302,781
Total	789,903	17,257	4,134	7,415	3,421	822,130

(4) Classified by type of classification

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
2014				
	Loans to Customers and Accrued Interest Receivables	Outstanding Balance Use for Calculation Allowance	% Use for Calculation Allowance ⁽³⁾	Allowance for Doubtful Accounts ⁽⁴⁾
1. Minimum allowance per BOT guideline				
Normal	952,203	593,981	1	6,665
Special mention	33,202	21,223	2, 13	3,239
Substandard	10,031	5,710	47, 100	4,969
Doubtful	8,601	3,519	47, 100	3,341
Doubtful of loss	11,360	5,866	100	6,441
Total	1,015,397	630,299		24,655 ⁽¹⁾
2. Surplus Reserve				13,504 ⁽²⁾
Total				38,159

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
2013				
	Loans to Customers and Accrued Interest Receivables	Outstanding Balance Use for Calculation Allowance	% Use for Calculation Allowance ⁽³⁾	Allowance for Doubtful Accounts ⁽⁴⁾
1. Minimum allowance per BOT guideline				
Normal	883,380	544,189	1	5,713
Special mention	35,747	17,944	2, 11	3,664
Substandard	9,207	4,904	42, 100	4,419
Doubtful	11,014	5,612	42, 100	5,706
Doubtful of loss	6,802	1,701	100	3,197
Total	946,150	574,350		22,699 ⁽¹⁾
2. Surplus Reserve				14,767 ⁽²⁾
Total				37,466

⁽¹⁾ Including allowance for doubtful accounts on a collective approach for hire-purchase loans as at December 31, 2014 and 2013, of THB 5,556 million and THB 4,499 million, respectively

⁽²⁾ Including allowance for doubtful accounts of loans granted to subsidiaries as at December 31, 2014 and 2013, at the rate of 1% of THB 160,837 million and THB 218,354 million equal to THB 1,608 million and THB 2,183 million, respectively, which are not eliminated but treated as surplus reserve in the consolidated financial statements

⁽³⁾ % set up are the minimum rates required by the Bank of Thailand for loans to customers and the rates used for the collective approach valuation.

⁽⁴⁾ Excluding revaluation allowance for debt restructuring as at December 31, 2014 and 2013, of THB 1,617 million and THB 1,520 million, respectively, and excluding allowance for doubtful accounts for interbank and money market items as at December 31, 2014 and 2013, of THB 182 million and THB 199 million, respectively

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS				
2014				
	Loans to Customers and Accrued Interest Receivables	Outstanding Balance Use for Calculation Allowance	% Use for Calculation Allowance ⁽³⁾	Allowance for Doubtful Accounts ⁽⁴⁾
1. Minimum allowance per BOT guideline				
Normal	858,545	507,013	1	5,956
Special mention	16,750	6,051	2, 13	1,635
Substandard	5,940	2,143	40, 100	2,532
Doubtful	6,111	1,753	40, 100	2,307
Doubtful of loss	4,401	1,306	100	1,803
Total	891,747	518,266		14,233 ⁽¹⁾
2. Surplus Reserve				5,564 ⁽²⁾
Total				19,797

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS				
2013				
	Loans to Customers and Accrued Interest Receivables	Outstanding Balance Use for Calculation Allowance	% Use for Calculation Allowance	Allowance for Doubtful Accounts ⁽⁴⁾
1. Minimum allowance per BOT guideline				
Normal	791,563	463,460	1	4,957
Special mention	17,338	1,891	2	1,654
Substandard	4,134	1,282	100	1,718
Doubtful	7,415	3,668	100	4,167
Doubtful of loss	3,421	745	100	1,181
Total	823,871	471,046		13,677
2. Surplus Reserve				6,242 ⁽²⁾
Total				19,919

⁽¹⁾ Including allowance for doubtful accounts on a collective approach for hire-purchase loans as at December 31, 2014 of THB 1,267 million

⁽²⁾ Including allowance for doubtful accounts of loan granted to subsidiaries as at December 31, 2014 and 2013, at the rate of 1% of THB 160,837 million and THB 218,354 million, equal to THB 1,608 million and THB 2,183 million, respectively

⁽³⁾ % set up are the minimum rates required by the Bank of Thailand for loans to customers and the rates used for the collective approach valuation.

⁽⁴⁾ Excluding revaluation allowance for debt restructuring as at December 31, 2014 and 2013, of THB 563 million and THB 659 million, respectively and excluding allowance for doubtful accounts for interbank and money market items as at December 31, 2014 and 2013, of THB 182 million and THB 199 million, respectively

For the years ended December 31, 2014 and 2013, the Bank and a subsidiary entered into agreements to sell non-performing loans (NPLs) to the third parties as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Book value	2,514	4,158	2,960	4,656
Net book value	1,904	2,549	1,664	2,314
Sale price	2,082	2,670	1,664	2,314

As at December 31, 2014 and 2013, the Bank and Krungsri Ayudhya AMC Limited ("AMC") had non-performing loans which included interbank and money market items as follows:

Unit: THB million

	2014		
	The Bank	AMC	The Bank and AMC
Non-performing loans	16,452	742	17,194
Percentage of total loans	1.73	100.00	1.81
Non-performing loans, net	9,745	485	10,230
Percentage of total loans, net	1.03	100.00	1.08

Unit: THB million

	2013		
	The Bank	AMC	The Bank and AMC
Non-performing loans	14,970	1,288	16,258
Percentage of total loans	1.68	100.00	1.82
Non-performing loans, net	7,835	969	8,804
Percentage of total loans, net	0.89	100.00	1.00

As at December 31, 2014 and 2013, the Bank and its subsidiaries' non-performing loans are THB 29,988 million and THB 27,014 million, respectively.

(5) Troubled debt restructuring

For the years ended December 31, 2014 and 2013, the Bank and its subsidiaries had restructured the following debts:

Unit: THB million

Form of Restructuring	CONSOLIDATED FINANCIAL STATEMENTS							
	2014				2013			
	Number of Debtors	Amount of Debt Before Restructuring	Type of Assets Acquired	Fair Value	Number of Debtors	Amount of Debt Before Restructuring	Type of Assets Acquired	Fair Value
Modification of terms	22,238	4,874	-	-	15,035	7,622	-	-
Reduction of principal and interest	8,941	936	-	-	5,615	1,107	-	-
Various forms of restructuring	189	784	-	-	248	3,455	-	-
Total	31,368	6,594	-	-	20,898	12,184	-	-

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS								
Form of Restructuring	2014				2013			
	Number of Debtors	Amount of Debt Before Restructuring	Type of Assets Acquired	Fair Value	Number of Debtors	Amount of Debt Before Restructuring	Type of Assets Acquired	Fair Value
Modification of terms	700	2,021	-	-	965	4,924	-	-
Reduction of principal and interest	264	530	-	-	408	858	-	-
Various forms of restructuring	189	784	-	-	248	3,455	-	-
Total	1,153	3,335	-	-	1,621	9,237	-	-

For the years ended December 31, 2014 and 2013, the Bank and its subsidiaries calculated the net realizable value for the trouble debt restructured by the modification of terms using the present value of future cash flows under the restructured loan agreement, discounted by the market rate, together with the fair value of collateral as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS								
Method	2014				2013			
	Average Aging (Year)	Number of Debtor	Amount of Debt Before Restructuring	Amount of Debt After Restructuring	Average Aging (Year)	Number of Debtor	Amount of Debt Before Restructuring	Amount of Debt After Restructuring
Present value of future cash flows	4.50	21,462	3,153	3,170	4.25	13,993	5,441	5,471
Fair value of collateral	6.43	776	1,721	1,721	6.44	1,042	2,181	2,181

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS								
Method	2014				2013			
	Average Aging (Year)	Number of Debtor	Amount of Debt Before Restructuring	Amount of Debt After Restructuring	Average Aging (Year)	Number of Debtor	Amount of Debt Before Restructuring	Amount of Debt After Restructuring
Present value of future cash flows	4.77	16	371	371	5.44	37	2,795	2,795
Fair value of collateral	7.25	684	1,650	1,650	7.23	928	2,129	2,129

For the years ended December 31, 2014 and 2013, the Bank and its subsidiaries recognized losses on debt restructured and interest received from debt restructured in the statements of comprehensive income as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Losses on debt restructured (reversal)	1,368	1,579	(93)	654
Interest received from debt restructured	990	3,034	695	1,221

As at December 31, 2014 and 2013, the Bank and its subsidiaries recorded balances of total debt restructured and debt restructured during the years ended December 31, 2014 and 2013, in the statements of financial position as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Balances of total debt restructured	19,112	18,755	14,503	15,335
Balances of debt restructured during the years	5,914	11,063	2,749	8,168

(6) Lease receivables (Included hire-purchase receivables and finance lease)

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS			
	2014			
	Amount due per agreements			
	Within 1 Year	Greater than 1-5 Years	Greater than 5 Years	Total
Minimum lease payments	91,597	176,554	30,227	298,378
<u>Less</u> Unearned interest income				(44,836)
Present value of the minimum lease payments				253,542
<u>Less</u> Allowance for doubtful accounts				(12,115)
Total lease receivables, net				241,427

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS			
	2013			
	Amount due per agreements			
	Within 1 Year	Greater than 1-5 Years	Greater than 5 Years	Total
Minimum lease payments	93,290	187,604	11,396	292,290
<u>Less</u> Unearned interest income				(44,127)
Present value of the minimum lease payments				248,163
<u>Less</u> Allowance for doubtful accounts				(10,454)
Total lease receivables, net				237,709

Unit: THB million

	THE BANK'S FINANCIAL STATEMENTS			
	2014			
	Amount due per agreements			
	Within 1 Year	Greater than 1-5 Years	Greater than 5 Years	Total
Minimum lease payments	12,137	48,127	21,989	82,253
<u>Less</u> Unearned interest income				(14,249)
Present value of the minimum lease payments				68,004
<u>Less</u> Allowance for doubtful accounts				(1,267)
Total lease receivables, net				66,737

8.7 Allowance for doubtful accounts

Allowance for doubtful accounts as at December 31, 2014 and 2013 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS							
	2014						
	Normal	Special Mention	Substandard	Doubtful	Doubtful of Loss	Surplus Reserve	Total
Beginning balance	5,713	3,664	4,419	5,706	3,197	14,767	37,466
Doubtful accounts (reversal)	953	(425)	4,932	(697)	13,257	(1,264)	16,756
Bad debts written off	(1)	-	(4,381)	(1,153)	(9,229)	-	(14,764)
Bad debts written off from sales of NPLs	-	-	(1)	(515)	(784)	-	(1,300)
Other	-	-	-	-	-	1	1
Ending balance	6,665	3,239	4,969	3,341	6,441	13,504	38,159

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS							
	2013						
	Normal	Special Mention	Substandard	Doubtful	Doubtful of Loss	Surplus Reserve	Total
Beginning balance	7,205	1,651	3,337	2,142	3,685	12,286	30,306
Doubtful accounts (reversal)	(1,490)	(2,041)	4,033	5,053	5,191	2,478	17,306
Bad debts written off	-	(28)	(2,917)	(274)	(4,580)	-	(7,799)
Bad debts written off from sales of NPLs	(2)	-	(34)	(1,215)	(1,099)	-	(2,350)
Other	-	-	-	-	-	3	3
Ending balance	5,713	3,664	4,419	5,706	3,197	14,767	37,466

As at December 31, 2014 and 2013, the consolidated financial statements included the allowance for doubtful account of hire-purchase loans applying a collective approach basis in the amounts of THB 5,556 million and THB 4,499 million, respectively.

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS							
	2014						
	Normal	Special Mention	Substandard	Doubtful	Doubtful of Loss	Surplus Reserve	Total
Beginning balance	4,957	1,654	1,718	4,167	1,181	6,242	19,919
Doubtful accounts (reversal)	1,000	(19)	942	(192)	4,108	(679)	5,160
Bad debts written off	(1)	-	(127)	(1,153)	(2,702)	-	(3,983)
Bad debts written off from sales of NPLs	-	-	(1)	(515)	(784)	-	(1,300)
Other	-	-	-	-	-	1	1
Ending balance	5,956	1,635	2,532	2,307	1,803	5,564	19,797

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS							
2013							
	Normal	Special	Substandard	Doubtful	Doubtful	Surplus	Total
		Mention			of Loss	Reserve	
Beginning balance	6,829	601	1,945	1,491	2,914	5,629	19,409
Doubtful accounts (reversal)	(1,870)	1,054	(193)	4,092	(456)	610	3,237
Bad debts written off	-	(1)	-	(201)	(178)	-	(380)
Bad debts written off from							
sales of NPLs	(2)	-	(34)	(1,215)	(1,099)	-	(2,350)
Other	-	-	-	-	-	3	3
Ending balance	4,957	1,654	1,718	4,167	1,181	6,242	19,919

As at December 31, 2014 and 2013, the Bank estimated the minimum total allowance under the BOT Guidelines as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Allowance for doubtful accounts*	26,453	24,418	14,978	14,536

* Such allowance for doubtful accounts consists of allowance for doubtful accounts for loans to customers and accrued interest receivables, allowance for doubtful accounts for interbank and money market items and revaluation allowance for debt restructuring

The Bank and its subsidiaries recorded allowance for doubtful accounts in the financial statements as follows:

Unit: THB million

	2014	2013
Consolidated financial statements	39,958	39,185
The Bank and Krungsri Ayudhya AMC Limited	20,947	21,403
The Bank's financial statements	20,542	20,777

As at December 31, 2014 and 2013, the Bank and its subsidiaries had loans to customers and accrued interest receivables to companies which have certain problems in financial position and result of operations as defined in the Guideline of SET dated July 8, 1998 regarding the Quality of Assets and Transactions with Related Parties and the allowance for doubtful accounts for such loans as follows:

Unit: THB million

CONSOLIDATED AND THE BANK'S FINANCIAL STATEMENTS				
	2014			
	Number	Outstanding Balance	Collateral	Allowance for Doubtful Accounts
Companies subject to be delisted by SET	3	2,440	940	1,393
Total	3	2,440	940	1,393

Unit: THB million

CONSOLIDATED AND THE BANK'S FINANCIAL STATEMENTS 2013				
	Number	Outstanding Balance	Collateral	Allowance for Doubtful Accounts
Companies subject to be delisted by SET	3	2,612	991	1,417
Total	3	2,612	991	1,417

8.8 Revaluation allowance for debt restructuring

Revaluation allowance for debt restructuring as at December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Beginning balance	1,520	723	659	17
Increase (decrease) during the year	1,368	1,579	(93)	654
Amount written off	(1,271)	(782)	(3)	(12)
Ending balance	1,617	1,520	563	659

8.9 Properties for sale, net

Properties for sale, net as at December 31, 2014 and 2013 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
Type of Properties For Sale	Balance as at January 1, 2014	Acquisition	Disposition	Balance as at December 31, 2014
1. Assets acquired from debt repayment				
1.1 Immovable	8,074	141	(1,744)	6,471
1.2 Movable	821	7,650	(7,621)	850
Total	8,895	7,791	(9,365)	7,321
2. Others	99	20	(3)	116
Total properties for sale	8,994	7,811	(9,368)	7,437
Less Provision for impairment	(2,129)	(3,234)	3,382	(1,981)
Total properties for sale	6,865	4,577	(5,986)	5,456

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
Type of Properties For Sale	Balance as at January 1, 2013	Acquisition	Disposition	Balance as at December 31, 2013
1. Assets acquired from debt repayment				
1.1 Immovable	11,504	195	(3,625)	8,074
1.2 Movable	539	5,371	(5,089)	821
Total	12,043	5,566	(8,714)	8,895
2. Others	74	70	(45)	99
Total properties for sale	12,117	5,636	(8,759)	8,994
Less Provision for impairment	(2,665)	(2,167)	2,703	(2,129)
Total properties for sale	9,452	3,469	(6,056)	6,865

Unit: THB million

Type of Properties For Sale	THE BANK'S FINANCIAL STATEMENTS			
	Balance as at January 1, 2014	Acquisition	Disposition	Balance as at December 31, 2014
1. Assets acquired from debt repayment				
1.1 Immovable	4,369	131	(592)	3,908
1.2 Movable	-	429	(320)	109
Total	4,369	560	(912)	4,017
2. Others	96	20	-	116
Total properties for sale	4,465	580	(912)	4,133
Less Provision for impairment	(1,442)	(40)	192	(1,290)
Total properties for sale	3,023	540	(720)	2,843

Unit: THB million

Type of Properties For Sale	THE BANK'S FINANCIAL STATEMENTS			
	Balance as at January 1, 2013	Acquisition	Disposition	Balance as at December 31, 2013
1. Assets acquired from debt repayment				
1.1 Immovable	6,896	150	(2,677)	4,369
1.2 Movable	12	-	(12)	-
Total	6,908	150	(2,689)	4,369
2. Others	71	70	(45)	96
Total properties for sale	6,979	220	(2,734)	4,465
Less Provision for impairment	(2,274)	(109)	941	(1,442)
Total properties for sale	4,705	111	(1,793)	3,023

Immovable assets for sale classified by external and internal appraisers as at December 31, 2014 and 2013 consist of the following:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Immovable assets-Foreclosed assets				
Appraised by external appraisers	1,970	2,343	1,915	1,921
Appraised by internal appraisers	4,501	5,731	1,993	2,448
Total	6,471	8,074	3,908	4,369

8.10 Premises and equipment, net

Premises and equipment, net as at December 31, 2014 and 2013 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
	Balance as at January 1, 2014	Increase	Decrease	Balance as at December 31, 2014
Land				
Cost	3,631	15	(13)	3,633
Appraisal increase (Year 2013)	5,179	-	-	5,179
Appraisal decrease (Year 2013)	(79)	-	-	(79)
Premises				
Cost	6,826	248	(266)	6,808
Appraisal increase (Year 2013)	8,434	-	(686)	7,748
Appraisal decrease (Year 2013)	(134)	-	-	(134)
Equipment	13,467	1,300	(1,465)	13,302
Leasehold improvement	2,153	398	(84)	2,467
Total	39,477	1,961	(2,514)	38,924
Less Accumulated depreciation				
Premises				
- Cost	(3,347)	(397)	262	(3,482)
- Appraisal increase (Year 2013)	(5,272)	(348)	682	(4,938)
Equipment	(9,603)	(1,210)	1,379	(9,434)
Leasehold improvement	(1,339)	(225)	39	(1,525)
Total	(19,561)	(2,180)	2,362	(19,379)
Construction in progress	223	483	(299)	407
Premises and equipment, net	20,139			19,952

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
	Balance as at January 1, 2013	Increase	Decrease	Balance as at December 31, 2013
Land				
Cost	3,731	-	(100)	3,631
Appraisal increase (Year 2013)	3,740	1,481	(42)	5,179
Appraisal decrease (Year 2013)	(178)	(10)	109	(79)
Premises				
Cost	6,801	111	(86)	6,826
Appraisal increase (Year 2013)	6,074	3,043	(683)	8,434
Appraisal decrease (Year 2013)	(68)	(98)	32	(134)
Equipment	13,389	1,193	(1,115)	13,467
Leasehold improvement	2,085	318	(250)	2,153
Total	35,574	6,038	(2,135)	39,477
Less Accumulated depreciation				
Premises				
- Cost	(3,106)	(249)	8	(3,347)
- Appraisal increase (Year 2013)	(3,516)	(2,064)	308	(5,272)
Equipment	(9,430)	(1,218)	1,045	(9,603)
Leasehold improvement	(1,352)	(190)	203	(1,339)
Total	(17,404)	(3,721)	1,564	(19,561)
Construction in progress	130	215	(122)	223
Premises and equipment, net	18,300			20,139

Unit: THB million

	2014	2013
Depreciation for the years	2,180	1,838

As at December 31, 2014 and 2013, the Bank and its subsidiaries had premises and equipment which were fully depreciated but still in use, with the original costs amounting to THB 7,624 million and THB 7,971 million, respectively.

The equipments at cost of THB 62 million and THB 92 million, respectively, are under finance leases as at December 31, 2014 and 2013.

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS				
	Balance as at January 1, 2014	Increase	Decrease	Balance as at December 31, 2014
Land				
Cost	3,630	15	(13)	3,632
Appraisal increase (Year 2013)	5,175	-	-	5,175
Appraisal decrease (Year 2013)	(79)	-	-	(79)
Premises				
Cost	6,769	247	(266)	6,750
Appraisal increase (Year 2013)	8,298	-	(686)	7,612
Appraisal decrease (Year 2013)	(134)	-	-	(134)
Equipment	10,542	761	(1,125)	10,178
Leasehold improvement	1,160	205	(9)	1,356
Total	35,361	1,228	(2,099)	34,490
Less Accumulated depreciation				
Premises				
- Cost	(3,320)	(395)	263	(3,452)
- Appraisal increase (Year 2013)	(5,167)	(348)	682	(4,833)
Equipment	(7,997)	(841)	1,114	(7,724)
Leasehold improvement	(564)	(97)	7	(654)
Total	(17,048)	(1,681)	2,066	(16,663)
Construction in progress	220	429	(257)	392
Premises and equipment, net	18,533			18,219

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS				
	Balance as at January 1, 2013	Increase	Decrease	Balance as at December 31, 2013
Land				
Cost	3,724	-	(94)	3,630
Appraisal increase (Year 2013)	3,740	1,477	(42)	5,175
Appraisal decrease (Year 2013)	(178)	(10)	109	(79)
Premises				
Cost	6,752	103	(86)	6,769
Appraisal increase (Year 2013)	6,074	2,907	(683)	8,298
Appraisal decrease (Year 2013)	(68)	(98)	32	(134)
Equipment	10,474	613	(545)	10,542
Leasehold improvement	1,010	181	(31)	1,160
Total	31,528	5,173	(1,340)	35,361
Less Accumulated depreciation				
Premises				
- Cost	(3,080)	(248)	8	(3,320)
- Appraisal increase (Year 2013)	(3,516)	(1,959)	308	(5,167)
Equipment	(7,642)	(880)	525	(7,997)
Leasehold improvement	(513)	(75)	24	(564)
Total	(14,751)	(3,162)	865	(17,048)
Construction in progress	116	208	(104)	220
Premises and equipment, net	16,893			18,533

Unit: THB million

	2014	2013
Depreciation for the years	1,681	1,383

As at December 31, 2014 and 2013, the Bank had premises and equipment which were fully depreciated but still in use, with the original costs amounting to THB 6,080 million and THB 6,200 million, respectively.

8.11 Goodwill and other intangible assets, net

Goodwill and other intangible assets, net as at December 31, 2014 and 2013 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
	Balance as at January 1, 2014	Increase	Decrease	Balance as at December 31, 2014
Cost				
Goodwill	9,947	-	-	9,947
Software	5,293	871	(18)	6,146
Other intangible assets	5,605	11	-	5,616
Total	20,845	882	(18)	21,709
Accumulated amortization				
Software	(2,865)	(574)	2	(3,437)
Other intangible assets	(3,099)	(569)	-	(3,668)
Total	(5,964)	(1,143)	2	(7,105)
Allowance for impairment	(20)	-	-	(20)
Goodwill and other intangible assets, net	14,861			14,584

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
	Balance as at January 1, 2013	Increase	Decrease	Balance as at December 31, 2013
Cost				
Goodwill	9,947	-	-	9,947
Software	4,770	582	(59)	5,293
Other intangible assets	5,588	17	-	5,605
Total	20,305	599	(59)	20,845
Accumulated amortization				
Software	(2,428)	(491)	54	(2,865)
Other intangible assets	(2,442)	(657)	-	(3,099)
Total	(4,870)	(1,148)	54	(5,964)
Allowance for impairment	-	(20)	-	(20)
Goodwill and other intangible assets, net	15,435			14,861

Unit: THB Million

	2014	2013
Amortization for the years	1,143	1,148

As at December 31, 2014 and 2013, the Bank and its subsidiaries had intangible assets which were fully amortized but still in use, with the original costs amounting to THB 1,602 million and THB 1,419 million, respectively.

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS				
	Balance as at January 1, 2014	Increase	Decrease	Balance as at December 31, 2014
Cost				
Goodwill	1,054	-	-	1,054
Software	4,399	770	(4)	5,165
Other intangible assets	66	11	-	77
Total	5,519	781	(4)	6,296
Accumulated amortization				
Software	(2,377)	(487)	-	(2,864)
Other intangible assets	(13)	(25)	-	(38)
Total	(2,390)	(512)	-	(2,902)
Goodwill and other intangible assets, net	3,129			3,394

Unit: THB million

	THE BANK'S FINANCIAL STATEMENTS			
	Balance as at January 1, 2013	Increase	Decrease	Balance as at December 31, 2013
Cost				
Goodwill	1,054	-	-	1,054
Software	3,942	462	(5)	4,399
Other intangible assets	51	15	-	66
Total	5,047	477	(5)	5,519
Accumulated amortization				
Software	(1,973)	(404)	-	(2,377)
Other intangible assets	(6)	(7)	-	(13)
Total	(1,979)	(411)	-	(2,390)
Goodwill and other intangible assets, net	3,068			3,129

Unit: THB million

	2014	2013
Amortization for the years	512	411

As at December 31, 2014 and 2013, the Bank had intangible assets which were fully amortized but still in use, with the original costs amounting to THB 1,231 million and THB 1,089 million, respectively.

8.12 Deferred tax assets

Deferred tax assets as at December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Deferred tax assets	7,889	7,006	2,642	2,277

Movements of deferred tax assets during the years are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS			
	Balance at January 1, 2014	Items as recognized into Profit and Loss	Items as recognized into Other Comprehensive income	Balance at December 31, 2014
Temporary differences				
Impairment of assets	489	(19)	-	470
Loans and accrued interest receivables, net	4,816	746	-	5,562
Provisions	931	73	107	1,111
Others	770	(22)	(2)	746
Total	7,006	778	105	7,889

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
	Balance at January 1, 2013	Items as recognized into Profit and Loss	Items as recognized into Other Comprehensive income	Balance at December 31, 2013
Temporary differences				
Impairment of assets	663	(174)	-	489
Loans and accrued interest receivables, net	3,724	1,092	-	4,816
Provisions	1,181	(186)	(64)	931
Others	516	31	223	770
Total	6,084	763	159	7,006

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS				
	Balance at January 1, 2014	Items as recognized into Profit and Loss	Items as recognized into Other Comprehensive income	Balance at December 31, 2014
Temporary differences				
Impairment of assets	369	(35)	-	334
Loans and accrued interest receivables, net	723	446	-	1,169
Provisions	817	38	94	949
Others	368	(176)	(2)	190
Total	2,277	273	92	2,642

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS				
	Balance at January 1, 2013	Items as recognized into Profit and Loss	Items as recognized into Other Comprehensive income	Balance at December 31, 2013
Temporary differences				
Impairment of assets	551	(182)	-	369
Loans and accrued interest receivables, net	836	(113)	-	723
Provisions	1,047	(173)	(57)	817
Others	203	(58)	223	368
Total	2,637	(526)	166	2,277

8.13 Other assets, net

Other assets, net as at December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Accrued income	1,868	2,753	272	376
Prepayment	423	345	194	106
Other receivables	8,911	9,476	5,523	4,563
Others	960	936	1,757	1,414
Total	12,162	13,510	7,746	6,459

8.14 Deposits

Deposits as at December 31, 2014 and 2013 are as follows:

(1) Classified by product

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Current deposit	20,234	19,470	21,246	20,193
Savings deposit	404,466	383,471	409,638	387,083
Time deposit				
- Less than 6 months	75,815	133,061	75,816	133,065
- 6 months to 1 year	246,144	127,010	246,148	127,009
- Over 1 year	90,897	101,038	90,900	101,040
Total	837,556	764,050	843,748	768,390

(2) Classified by currency and residence of depositors

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS					
	2014			2013		
	Domestic	Foreign	Total	Domestic	Foreign	Total
Baht	832,016	657	832,673	758,777	327	759,104
US Dollar	1,912	972	2,884	2,090	824	2,914
Other currencies	1,358	641	1,999	1,355	677	2,032
Total	835,286	2,270	837,556	762,222	1,828	764,050

Unit: THB million

	THE BANK'S FINANCIAL STATEMENTS					
	2014			2013		
	Domestic	Foreign	Total	Domestic	Foreign	Total
Baht	838,208	657	838,865	763,117	327	763,444
US Dollar	1,912	972	2,884	2,090	824	2,914
Other currencies	1,358	641	1,999	1,355	677	2,032
Total	841,478	2,270	843,748	766,562	1,828	768,390

8.15 Interbank and money market items, net (Liability)

Interbank and money market items, net (liability) as at December 31, 2014 and 2013 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS						
	2014			2013		
	At Call	Time	Total	At Call	Time	Total
Domestic items						
Bank of Thailand and Financial Institution Development Fund	-	7,324	7,324	-	9,397	9,397
Commercial banks	817	10,060	10,877	576	23,610	24,186
Specialized financial institutions	2,013	6,200	8,213	31	4,564	4,595
Other financial institutions	8,352	5,745	14,097	5,289	5,419	10,708
Total domestic items	11,182	29,329	40,511	5,896	42,990	48,886
Foreign items						
US Dollar	45	5,933	5,978	22	6,563	6,585
Other currencies	123	-	123	26	-	26
Total foreign items	168	5,933	6,101	48	6,563	6,611
Total domestic and foreign items	11,350	35,262	46,612	5,944	49,553	55,497

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS						
	2014			2013		
	At Call	Time	Total	At Call	Time	Total
Domestic items						
Bank of Thailand and Financial Institution Development Fund	-	7,324	7,324	-	9,397	9,397
Commercial banks	817	10,060	10,877	576	23,610	24,186
Specialized financial institutions	2,013	6,200	8,213	31	4,564	4,595
Other financial institutions	9,966	5,776	15,742	6,495	5,420	11,915
Total domestic items	12,796	29,360	42,156	7,102	42,991	50,093
Foreign items						
US Dollar	45	5,933	5,978	22	6,563	6,585
Other currencies	123	-	123	26	-	26
Total foreign items	168	5,933	6,101	48	6,563	6,611
Total domestic and foreign items	12,964	35,293	48,257	7,150	49,554	56,704

Additional information on interbank and money market items, net (liability) is as follows:

- As at December 31, 2014 and 2013, the outstanding balance of borrowing from the Bank of Thailand is THB 7,324 million and THB 9,397 million, respectively bearing an interest rate at 0.01% per annum. The loan is restricted to a soft loan program for flood relief in year 2011 provided to small and medium enterprises (SME) and individuals at a rate not over 3% per annum. The soft loan program duration is 5 years and will end on December 31, 2018.
- On October 25, 2012, the Bank entered into a loan agreement facility of USD 200 million with International Finance Corporation, a member of the World Bank, which was composed of a 36-month term loan of USD 100 million, a 48-month term loan of USD 50 million and a 60-month term loan of USD 50 million at the interest rate of 3-month LIBOR plus applicable spreads. The repayment of principle will be gradually paid within term agreement. The purpose of this facility is to provide the Bank funding to finance small or medium enterprises directly and indirectly impacted by flooding in Thailand.

8.16 Debt issued and borrowings

Debt issued and borrowings as at December 31, 2014 and 2013 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS									
	Currency	Interest rate (%)	Maturity	2014			2013		
				Domestic	Foreign	Total	Domestic	Foreign	Total
Subordinated debentures	THB	4.70-5.50	2020-2022	34,844	-	34,844	34,844	-	34,844
Senior securities	THB	2.27-4.50	2015-2019	90,983	-	90,983	101,053	-	101,053
Bill of exchange	THB	2.50-2.83	2015	25,949	-	25,949	38,649	-	38,649
Other borrowings	THB	0.50	2015-2017	29	-	29	59	-	59
				151,805	-	151,805	174,605	-	174,605

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS									
	Currency	Interest rate (%)	Maturity	2014			2013		
				Domestic	Foreign	Total	Domestic	Foreign	Total
Subordinated debentures	THB	4.70-5.50	2020-2022	34,844	-	34,844	34,844	-	34,844
Senior securities	THB	2.27-4.50	2015-2017	62,387	-	62,387	62,230	-	62,230
Bill of exchange	THB	-	-	8	-	8	10,204	-	10,204
Other borrowings	THB	0.50	2015-2017	29	-	29	59	-	59
				97,268	-	97,268	107,337	-	107,337

Additional information on debts issued and borrowings is as follows:

1. On June 23, 2010, the Bank issued subordinated debentures No. 1/2010 in the amount of THB 20,000 million with maturity on June 23, 2020 at the fixed interest rates of 4.35% per annum for years 1-3, 4.75% per annum for years 4-6 and 5.50% per annum for years 7-10, payable quarterly on the 23rd of March, June, September and December of each year. The Bank has the right to redeem debentures No. 1/2010 before the maturity date subject to the approval of the BOT. The Bank may redeem the debentures prior to the fifth anniversary of the issued date if the Bank is notified by the BOT that the debentures shall not be treated as tier 2 capital or the debentures shall be treated as tier 2 capital less than 50% of tier 1 capital of the Bank.
2. On November 7, 2012, the Bank issued subordinated debentures No. 1/2012 in the amount of THB 14,844 million for a 10-year tenor at the fixed interest rate of 4.70% per annum, payable quarterly in February, May, August and November of each year. The Bank has the right to redeem debentures on the fifth anniversary of the issued date or on any interest payment date after the fifth anniversary subject to the approval of the BOT.

8.17 Provisions

Provisions for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
	Balance at January 1, 2013	Increase (Decrease)	Balance at December 31, 2013	Balance at December 31, 2014
Provision for post-employment benefits obligation	2,942	(50)	2,892	3,711
Provision for loss on impairment of assets transferred to the Thai Asset Management Corporation	2,131	(2,131)	-	-
Others	644	1,047	1,691	1,740
Total	5,717	(1,134)	4,583	5,451

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS				
	Balance at January 1, 2013	Increase (Decrease)	Balance at December 31, 2013	Balance at December 31, 2014
Provision for post-employment benefits obligation	2,433	(68)	2,365	3,210
Provision for loss on impairment of assets transferred to the Thai Asset Management Corporation	2,070	(2,070)	-	-
Others	644	1,044	1,688	1,721
Total	5,147	(1,094)	4,053	4,931

Post-employment benefits obligation

The Bank and its subsidiaries operate post-employment benefits plans under the Thai Labor Protection Act, which are considered as unfunded defined benefit plans. These plans are recognized as provision in the statement of financial position.

Movements in the present value of the defined benefits obligation for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Opening defined benefits obligation	2,892	2,942	2,365	2,433
Current service cost	259	261	195	193
Interest cost	130	115	108	95
Actuarial (gains) losses	528	(321)	470	(284)
Benefit paid	(99)	(107)	(91)	(73)
Transfer employee from subsidiaries	-	-	163	1
Curtailment/Settlement Loss	-	2	-	-
Closing defined benefit obligation	3,710	2,892	3,210	2,365

Actuarial (gains) losses are recognized in other comprehensive income for the years ended December 31, 2014 are as follows:

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Included in retained earnings:				
As at 1 January	(164)	157	(201)	83
Recognized during the year	528	(321)	470	(284)
As at 31 December	364	(164)	269	(201)

Amounts recognized in the statements of comprehensive income in respect of the defined benefit plans for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Current service cost	259	261	195	193
Interest on obligation	130	115	108	95
	389	376	303	288

The principal actuarial assumptions used to calculate the obligation under the defined benefit plans as at December 31, 2014 and 2013 are as follows:

	CONSOLIDATED AND THE BANK'S FINANCIAL STATEMENTS	
	2014	2013
Financial assumptions		
Discount rate	3.7%	4.5%
Salary increase rate	6.0%	6.0%
Turnover rate	8.9%	9.9%
Retirement age	55 and 60 years	55 and 60 years

Transfer of sub-quality assets to Thai Asset Management Corporation (TAMC)

On June 9, 2011, TAMC was liquidated and consequently the Bank and its subsidiary have confirmed the profit and loss calculation report received from TAMC on September 11, 2013. As a result, during the year ended December 31, 2013, the Bank and its subsidiary recorded reversal on provision for possible losses in the consolidated and the Bank's financial statements of THB 1,074 million and THB 1,056 million, respectively, which presented negative amount in other operating expenses. The completion of payment was conducted in October 2013.

8.18 Deferred tax liabilities

Deferred tax liabilities as at December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Deferred tax liabilities	2,931	2,603	2,157	1,824

Movements of deferred tax liabilities during the years are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS			
	Balance at January 1, 2014	Items as recognized into Profit and Loss	Items as recognized into Other Comprehensive income	Balance at December 31, 2014
Temporary differences				
Asset appraisal surplus	1,669	(70)	-	1,599
Investments	9	(78)	262	193
Others	925	214	-	1,139
Total	2,603	66	262	2,931

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS			
	Balance at January 1, 2013	Items as recognized into Profit and Loss	Items as recognized into Other Comprehensive income	Balance at December 31, 2013
Temporary differences				
Asset appraisal surplus	1,260	(48)	457	1,669
Investments	585	(538)	(38)	9
Others	660	265	-	925
Total	2,505	(321)	419	2,603

Unit: THB million

	THE BANK'S FINANCIAL STATEMENTS			
	Balance at January 1, 2014	Items as recognized into Profit and Loss	Items as recognized into Other Comprehensive income	Balance at December 31, 2014
Temporary differences				
Asset appraisal surplus	1,661	(70)	-	1,591
Investments	4	(75)	264	193
Others	159	214	-	373
Total	1,824	69	264	2,157

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS				
	Balance at January 1, 2013	Items as recognized into Profit and Loss	Items as recognized into Other Comprehensive income	Balance at December 31, 2013
Temporary differences				
Asset appraisal surplus	1,259	(48)	450	1,661
Investments	237	(191)	(42)	4
Others	121	38	-	159
Total	1,617	(201)	408	1,824

8.19 Finance lease liabilities

Finance lease liabilities as at December 31, 2014 and 2013 are as follows:

Unit: THB million

CONSOLIDATED AND THE BANK'S FINANCIAL STATEMENTS						
	2014			2013		
	Principal	Interest	Payment	Principal	Interest	Payment
Within one year	18	2	20	28	3	31
One year to five years	39	2	41	57	4	61
Total	57	4	61	85	7	92

8.20 Other liabilities

Other liabilities as at December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Accrued expenses	10,073	9,630	7,273	7,050
Tax payable	3,421	3,938	1,758	1,526
Deposit	6,632	7,376	459	101
Unearned income from customer loyalty program	2,315	1,958	71	56
Other payable	2,694	3,971	1,733	2,158
Others	8,504	8,146	4,730	3,137
Total	33,639	35,019	16,024	14,028

8.21 Share capital

8.21.1 Authorized share capital

The Extraordinary General Meeting of shareholders No. 1/2013 of the Bank, held on October 31, 2013, approved the reduction of the Bank's registered capital from THB 70,893,927,550 to THB 60,741,437,470 and approved the increase of the Bank's registered capital from THB 60,741,437,470 to THB 75,741,437,470, by issuing not more than 1,500,000,000 new ordinary shares at par value of THB 10. These new shares will be issued as a private placement to BTMU as follows:

Tranche 1: In case the aggregate amount of ordinary shares which BTMU acquires through Voluntary Tender Offer and from other kind of acquisition, combined with capital-increased shares that BTMU will receive as consideration for the business transfer of BTMU's Bangkok Branch is less than 50 percent of all issued shares of the Bank.

Tranche 2: In case there is no private placement of Tranche 1 or there are remaining shares from Tranche 1, the allotment shall be made as consideration and/or exchange for the transfer of the business of BTMU's Bangkok Branch.

The Bank registered the reduction and the increase of the Bank's registered capital with Ministry of Commerce on November 1, 2013.

8.21.2 Legal reserve

Pursuant to the Public Limited Companies Act, the Bank must allocate to a reserve fund from the annual net profit, not less than five percent of the annual net profit deducted by the total accumulated loss brought forward, if any, until the reserve fund reaches an amount not less than ten percent of the registered capital. The reserve fund is not available for dividend distribution.

8.21.3 Dividend payment

The Annual General Meeting of Shareholder No. 101 held on April 10, 2013, approved the dividend payment for the six-month period ended December 31, 2012 to the shareholders of 6,074,143,747 ordinary shares at THB 0.40 per share totaling THB 2,430 million with payment date on May 7, 2013.

The Board of Directors' Meeting No.8/2013 held on August 28, 2013, approved the interim dividend payment for the six-month period ended June 30, 2013 to the shareholders of 6,074,143,747 ordinary shares at THB 0.40 per share totaling THB 2,430 million with payment date on September 26, 2013.

The Annual General Meeting of Shareholder No. 102 held on April 9, 2014, approved the dividend payment for the six-month period ended December 31, 2013 to the shareholders of 6,074,143,747 ordinary shares at THB 0.40 per share totaling THB 2,430 million with payment date on May 7, 2014.

The Board of Directors' Meeting No.8/2014 held on August 27, 2014, approved the interim dividend payment for the six-month period ended June 30, 2014 to the shareholders of 6,074,143,747 ordinary shares at THB 0.40 per share totaling THB 2,430 million with payment date on September 25, 2014.

8.22 Assets with obligations and restrictions

As at December 31, 2014 and 2013, government and state enterprise securities with book value of THB 4,995 million and THB 5,857 million, respectively, are used as collateral for other commitments with government departments and state enterprises.

8.23 Contingencies

Contingencies as at December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Avals to bills	1,893	1,270	1,893	1,270
Guarantees of loans	54	45	54	45
Liability under unmatured import bills	7,688	1,559	7,688	1,559
Letters of credit	5,701	9,335	5,701	9,335
Other contingencies				
- Unused overdraft limit	61,583	57,884	61,713	58,014
- Other guarantees	46,397	44,200	46,397	44,200
- Others	139	253	139	253
Total	123,455	114,546	123,585	114,676

The Bank and its subsidiaries have entered into a long-term information technology service agreement, which will be expired in 2019 with a local company. As at December 31, 2014 and 2013, the Bank and its subsidiaries have a commitment to pay in the amounts of THB 3,445 million and THB 3,726 million, respectively.

As at December 31, 2014 and 2013, the Bank has commitments to pay regarding the information technology services the amounts of THB 762 million and THB 14 million, respectively.

8.24 Related party transactions

The Bank has business transactions with subsidiaries, associates and related companies. These transactions are with companies that have shareholding and/or major shareholders and/or joint directors with the Bank and with related persons. Such loans to related party have the allowance for doubtful accounts policy which comply with the same BOT regulations as those granted to other debtors.

According to the Bank of Thailand's Notification Sor.Nor.Sor. 19/2555 regarding the guideline on Consolidated Supervision (No.2) dated December 17, 2012, and Sor.Nor.Sor. 6/2553 regarding the Guideline on Consolidated Supervision dated June 28, 2010, the Bank is required to disclose the Inter-Group Transactions in the Financial Business Group Policy and the Risk Management for Inter-Group Transactions in the Financial Business Group Policy as follows:

1. The Inter-Group Transactions in the Financial Business Group Policy

The inter-group transactions shall be the same conditions or criteria, including interest rate or service fee charged, as applied when the Bank conducts the transactions with general customers with the same risk level and the Bank does not allow the companies in the financial business group borrow from or lend to each other.

2. The Risk Management for Inter-Group Transactions in the Financial Business Group Policy

The Bank manages risk for all inter-group transactions based on the Credit Risk Management for the Financial Business Policy which covers the key credit risk management process, namely credit risk control, credit risk measurement, and credit risk monitoring, in accordance with the Bank's policy and the Bank of Thailand's requirements.

Related party transactions are as follows:

8.24.1 Loans to, deposits, borrowing, investment, derivatives and contingencies with certain officers from the levels of Bank's Directors, Executive Vice Presidents and higher, and Vice Presidents/equivalent positions and higher in the Finance and Accounting Functions and the companies in which they and/or the Bank directors and/or their related parties and/or the Bank owned and the companies in which the directors and/or shareholders of the Bank have significant voting right either directly and indirectly, as at December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS							
	2014				2013			
	Loans	Deposits	Borrowings	Others*	Loans	Deposits	Borrowings	Others*
Parent company								
The Bank of Tokyo-Mitsubishi UFJ Ltd.	-	-	-	137	-	-	-	-
The Bank of Tokyo-Mitsubishi UFJ Ltd., Bangkok Branch	-	2	-	-	-	1	-	12,844
The Bank of Tokyo-Mitsubishi UFJ Ltd., Singapore Branch	-	-	-	1,398	-	-	-	1,559
Total	-	2	-	1,535	-	1	-	14,403
Associates								
Tesco Card Services Limited	10,864	395	-	-	11,520	398	-	-
Tesco Life Assurance Broker Limited	-	94	-	-	-	75	-	-
Tesco General Insurance Broker Limited	-	392	-	-	-	308	-	-
Less Allowance for doubtful accounts	(109)	-	-	-	(115)	-	-	-
Total	10,755	881	-	-	11,405	781	-	-
Related companies having joint major shareholders or directors								
Less Allowance for doubtful accounts	(27)	-	-	-	(31)	-	-	-
Total	2,945	3,705	-	5,716	3,605	3,559	-	2,742
Individual and related parties								
Less Allowance for doubtful accounts	(1)	-	-	-	(1)	-	-	-
Total	293	638	-	-	268	637	-	-
Total	13,993	5,226	-	7,251	15,246	4,978	-	17,145

* Others contain investment, derivatives (notional amount) and contingencies

Unit: THB million

	THE BANK'S FINANCIAL STATEMENTS							
	2014				2013			
	Loans	Deposits	Borrowings	Others*	Loans	Deposits	Borrowings	Others*
Parent company								
The Bank of Tokyo-Mitsubishi UFJ Ltd.	-	-	-	137	-	-	-	-
The Bank of Tokyo-Mitsubishi UFJ Ltd., Bangkok Branch	-	2	-	-	-	1	-	12,844
The Bank of Tokyo-Mitsubishi UFJ Ltd., Singapore Branch	-	-	-	1,398	-	-	-	1,559
Total	-	2	-	1,535	-	1	-	14,403
Subsidiaries								
Ayudhya Development Leasing Company Limited	6,819	9	-	1	10,371	20	-	44
Ayudhya Capital Auto Lease Public Company Limited	78,583	406	-	296	130,012	601	-	5
Ayudhya Total Solutions Public Company Limited	-	-	-	-	-	10	-	-
CFG Services Company Limited	6,430	72	-	2	8,391	29	-	2
Ayudhya Capital Services Company Limited	25,013	870	-	3	24,774	801	-	3
General Card Services Limited	12,472	261	-	-	11,492	335	-	-
Krungsriayudhya Card Company Limited	30,943	720	-	1	32,180	1,142	-	1
Siam Realty and Services Company Limited	577	30	-	-	580	43	-	-
Total Services Solutions Public Company Limited	-	899	-	-	-	193	700	-
Krungsri Asset Management Company Limited	-	150	-	659	-	218	150	656
Krungsri Ayudhya AMC Limited	-	1,450	-	38	554	17	-	38
Krungsri Securities Public Company Limited	-	1,496	-	-	-	991	-	-
Krungsri Factoring Company Limited	-	188	-	-	-	92	-	-
Krungsri Life Assurance Broker Company Limited	-	501	-	-	-	434	-	-
Krungsri General Insurance Broker Company Limited	-	784	-	-	-	621	-	-
Total	160,837	7,836	-	1,000	218,354	5,547	850	749
Less Allowance for doubtful accounts	(1,608)	-	-	-	(2,184)	-	-	-
Total	159,229	7,836	-	1,000	216,170	5,547	850	749

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS								
	2014				2013			
	Loans	Deposits	Borrowings	Others*	Loans	Deposits	Borrowings	Others*
Associates								
Tesco Card Services Limited	10,864	395	-	-	11,520	398	-	-
Tesco Life Assurance Broker Limited	-	94	-	-	-	75	-	-
Tesco General Insurance Broker Limited	-	392	-	-	-	308	-	-
<u>Less</u> Allowance for doubtful accounts	(109)	-	-	-	(115)	-	-	-
Total	10,755	881	-	-	11,405	781	-	-
Related companies having joint major shareholders or directors								
<u>Less</u> Allowance for doubtful accounts	(27)	-	-	-	(31)	-	-	-
Total	2,945	3,705	-	5,716	3,574	3,559	-	2,742
Individual and related parties								
Total	173,169	13,062	-	8,251	231,370	10,525	850	17,894

* Others contain investment, derivatives (notional amount) and contingencies

As at December 31, 2014 and 2013, the Bank charges interest rates to the officer or related parties at 1.00% - 15.99% p.a.

As at December 31, 2014 and 2013, the allowance for doubtful accounts of loans granted to subsidiaries of THB 1,608 million and THB 2,184 million, respectively, are not eliminated but treated as surplus reserve in the consolidated financial statements.

As at December 31, 2013, the Bank granted loans to Krungsri Ayudhya AMC Limited in the form of promissory notes of THB 554 million at the interest rates of 3.10% p.a.

8.24.2 The Bank has investments in subsidiaries and associates as disclosed in note 8.5 to the financial statements and has investments in related companies as follows:

Unit: THB million

CONSOLIDATED AND THE BANK'S FINANCIAL STATEMENTS								
			2014			2013		
			Business Type	Registered Share Capital	Ownership (%)	Investment Cost	Dividend Amount	Ownership (%)
Related company								
Sri Ayudhya Capital Public Company Limited	Investment holding company	250			8.50	326	51	9.72
<u>Less</u> Allowance for impairment						(5)	-	(6)
Investment in related company, net						321	51	367

8.24.3 Income and expenses between the Bank and its subsidiaries, associates and related companies for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS							
	2014				2013			
	Income		Expenses		Income		Expenses	
	Interest income	Non-interest income	Interest expenses	Non-Interest expenses	Interest income	Non-Interest income	Interest expenses	Non-Interest expenses
Parent company								
The Bank of Tokyo-Mitsubishi UFJ Ltd.	-	-	-	185	-	-	-	-
The Bank of Tokyo-Mitsubishi UFJ Ltd., Singapore Branch	1	-	-	-	-	-	-	-
Total	1	-	-	185	-	-	-	-
Associates								
Tesco Card Services Limited	381	459	1	3	407	375	2	-
Tesco General Insurance Broker Limited	-	19	2	-	-	20	3	-
Total	381	478	3	3	407	395	5	-
Related companies having joint major shareholders or directors								
	118	44	54	125	96	35	76	296
Total	118	44	54	125	96	35	76	296
Individual and related parties								
	10	1	12	-	7	8	12	-
Total	510	523	69	313	510	438	93	296

Unit: THB million

	THE BANK'S FINANCIAL STATEMENTS							
	2014				2013			
	Income		Expenses		Income		Expenses	
	Interest income	Non-interest income	Interest expenses	Non-Interest expenses	Interest income	Non-Interest income	Interest expenses	Non-Interest expenses
Parent company								
The Bank of Tokyo-Mitsubishi UFJ Ltd.	-	-	-	185	-	-	-	-
The Bank of Tokyo-Mitsubishi UFJ Ltd., Singapore Branch	1	-	-	-	-	-	-	-
Total	1	-	-	185	-	-	-	-
Subsidiaries								
Ayudhya Development Leasing Company Limited	302	8	-	-	378	3	-	-
Ayudhya Capital Auto Lease Public Company Limited	4,305	254	3	488	5,107	114	5	2
Ayudhya Total Solutions Public Company Limited	-	-	-	-	-	-	31	-
CFG Services Company Limited	362	7	-	1	324	27	-	-
Ayudhya Card Services Company Limited	-	-	-	-	72	59	-	-
Ayudhya Capital Services Company Limited	909	215	1	22	886	221	2	14
General Card Services Limited	388	15	1	6	424	9	2	-
Krungsriayudhya Card Company Limited	899	137	2	102	976	88	3	1
Siam Realty and Services Company Limited	17	2	-	471	17	2	-	443
Total Services Solutions Public Company Limited	-	1	15	66	-	2	15	62
Krungsri Asset Management Company Limited	-	329	7	12	-	266	6	8
Krungsri Ayudhya AMC Limited	5	14	1	-	53	18	-	-
Krungsri Securities Public Company Limited	-	16	16	14	-	23	24	6
Krungsri Factoring Company Limited	-	7	1	-	22	6	-	-
Krungsri Life Assurance Broker Limited	-	1	1	-	-	1	1	-
Krungsri General Insurance Broker Limited	-	1	2	-	-	1	2	-
Total	7,187	1,007	50	1,182	8,259	840	91	536
Associates								
Tesco Card Services Limited	381	24	1	3	407	21	2	-
Tesco General Insurance Broker Limited	-	8	2	-	-	11	3	-
Total	381	32	3	3	407	32	5	-
Related companies having joint major shareholders or directors								
	118	44	54	125	96	35	76	296
Total	118	44	54	125	96	35	76	296
Individual and related parties								
	10	1	12	-	7	8	12	-
Total	7,697	1,084	119	1,495	8,769	915	184	832

- 8.24.4 For the years ended December 31, 2014 and 2013, related party transactions among subsidiaries included collection services and other services of THB 876 million and THB 887 million, respectively, and office and vehicle rental and facilities service of THB 65 million and THB 61 million, respectively.
- 8.24.5 For the years ended December 31, 2014 and 2013, subsidiaries had related party transactions from the licenses relevant to technology and software for THB 73 million and THB 72 million, respectively.
- 8.24.6 For the years ended December 31, 2014 and 2013, related party transactions among subsidiaries from other services were THB 1,298 million and THB 1,273 million, respectively.
- 8.24.7 The Extraordinary General Meeting of Shareholders No. 1/2013, held on October 31, 2013, approved the integration of the Bank and the Bank of Tokyo-Mitsubishi UFJ, Ltd., Bangkok Branch (BTMU's Bangkok Branch) by acquisition of the business of BTMU's Bangkok Branch and the entering into a Conditional Branch Purchase Agreement between the Bank as transferee and the Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU) as transferor and other related agreements which are asset acquisition and connected transactions.

From the date of the business transfer of BTMU's Bangkok Branch under the Conditional Branch Purchase Agreement, BTMU shall provide various services to the Bank as agreed between the Bank and BTMU prior to the transfer. Such services shall include existing services provided by BTMU to BTMU's Bangkok Branch and other services as necessary and appropriate to ensure continued service of BTMU's Bangkok Branch's customers after the transfer of the assets. The Bank and BTMU will also enter into a Master Service Agreement to provide various services to the Bank which will include but not be limited to (a) General Services Agreement (b) Trademark License Agreement (c) Software License Agreement (d) Other ancillary agreements as may be agreed between the parties under the Master Service Agreement.

From the date of the business transfer of BTMU's Bangkok Branch under the Conditional Branch Purchase Agreement until (1) the lapse of 10 years from the date of the transfer or (2) the date BTMU holds shares in the Bank less than 50 percent of all issued shares (whichever occurs later). The Bank may request for BTMU to provide funding assistance to the Bank and BTMU shall use its best efforts to provide such funding assistance after confirming that: (a) the price and condition for the Funding assistance is on an Arm's Length Basis and is beneficial to both parties; (b) such funding assistance is aligned with the Bank's Asset and Liability Policy and Funding Policy; (c) such funding assistance complies with the legal requirements (including tax concerning transfer pricing). If BTMU agrees to provide funding assistance as requested by the Bank, the parties shall further agree on the type, amount, tenor and interest rate of such assistance.

- 8.24.8 On July 24, 2013, Ayudhya Card Services Company Limited (AYCS) has already completed the transfer of its entire business to Krungsriayudhya Card Company Limited (KCC) at fair value of THB 270 million for an exchange of new ordinary share of KCC totaling 10,552,000 shares as payment in lieu for AYCS entire business with total assets and total liabilities of THB 4,256 million and THB 4,054 million, respectively. The entire business transfer under share swap scheme was approved by AYCS's 2013 Annual General Meeting of Shareholders, held on April 26, 2013 and KCC's Extraordinary General Meeting of Shareholders No. 1/2013, held on July 24, 2013.

8.25 Management compensation

The Bank has no special benefits given to the directors and executive officers beyond the general benefits made as usual, including contingency benefits from employment compensation agreements and other benefits for those persons.

The Bank did not sell, give or lease any properties to directors, executive officers, or their related parties. The Bank has not purchased or leased any assets from those persons.

For the years ended December 31, 2014 and 2013, compensations paid to key management personnel under TAS 24 (Revised 2012) "Related Party Disclosures" are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Short-term employee benefits	1,343	1,321	895	856
Post-employment benefits	37	37	21	21
Total	1,380	1,358	916	877

8.26 Long-term leases

The Bank and its subsidiaries have entered into land and/or buildings and equipment lease agreements for branch offices and operation. The Bank and its subsidiaries are committed to pay future rental and service as at December 31, 2014 and 2013 which are summarized as follows:

Unit: THB million

TYPE OF LEASE	PERIOD	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
		2014	2013	2014	2013
Land and/or premises and equipment	Within 1 year	942	741	896	703
	Greater than 1-5 years	944	782	756	831
	Greater than 5 years	65	81	55	81
		1,951	1,604	1,707	1,615

8.27 Operating segments

The business segment results are prepared based on the Bank and its subsidiaries' internal management reporting which reflects the organizational management structure. The operating results by business segment provided to Chief Operating Decision Maker to make decision about resources allocations, and assess the performance of, operating segments. The operating segment results are measured in accordance with Thai Financial Reporting Standards, which are also adjusted in accordance with internal management accounting rules and practices. Amounts for each business segment are shown after the allocation of certain centralized costs, income from investment, and the application of transfer pricing, where appropriate. Transactions between segments are recorded on the same basis as the transaction conducted with the third party transactions. Transactions between segments are eliminated on consolidation.

The business segments are described below:

Retail: provides individual customers with a diverse range of banking and related financial services. The products and services available to customers include current and savings accounts, fixed deposits, bill of exchange, housing loan, credit cards, personal loans and sale finance loans, hire-purchase and leasing, wealth management and bancassurance products.

Commercial: provides financial services and products to institutional clients including corporate, small and medium-sized businesses and financial institutions. Products and services comprise the full range of credit facilities from short term working capital, cash management, trade finance, transactional banking and advisory services, and treasury and money markets products.

Others: encompasses other income and expenses generating activities that are not attributed to the business segments described above and eliminated transactions for preparation of consolidated financial statements.

During the years ended December 31, 2014 and 2013, no revenue from transactions with a single external customer or counter party amounted to 10% or more of the total revenue.

Operating segment by businesses for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS			
	2014			
	Retail	Commercial	Others	Total
Interest income, net	31,448	16,495	-	47,943
Other operating income	17,802	6,178	(1,163)	22,817
Total operating income	49,250	22,673	(1,163)	70,760
Operating expenses	26,574	8,053	(327)	34,300
Impairment loss of loans and debt securities	16,095	2,691	(680)	18,106
Profit (loss) before tax	6,581	11,929	(156)	18,354
Taxation	1,444	2,578	9	4,031
Net Profit (loss)	5,137	9,351	(165)	14,323
Total assets	544,234	886,752	(216,718)	1,214,268

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS			
	2013			
	Retail	Commercial	Others	Total
Interest income, net	29,394	15,540	5	44,939
Other operating income	17,074	7,106	(843)	23,337
Total operating income	46,468	22,646	(838)	68,276
Operating expenses	24,843	7,966	583	33,392
Impairment loss of loans and debt securities	13,057	5,809	93	18,959
Profit (loss) before tax	8,568	8,871	(1,514)	15,925
Taxation	1,789	2,463	(310)	3,942
Net Profit (loss)	6,779	6,408	(1,204)	11,983
Total assets	505,088	928,009	(253,491)	1,179,606

8.28 Position and results of operations classified by domestic and foreign business

(1) Position classified by type of business

Position classified by domestic and foreign business as at December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS			
	2014			
	Domestic	Foreign	Elimination	Total
Total assets	1,212,872	17,985	(16,589)	1,214,268
Interbank and money market items, net (Assets)	78,277	2,087	-	80,364
Investments, net*	61,641	149	-	61,790
Loans to customers and accrued interest receivable, net	968,439	7,182	-	975,621
Deposits	836,546	1,010	-	837,556
Interbank and money market items, net (Liabilities)	46,571	41	-	46,612
Debt issued and borrowings	151,805	-	-	151,805

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS**2013**

	Domestic	Foreign	Elimination	Total
Total assets	1,181,098	11,336	(12,828)	1,179,606
Interbank and money market items, net (Assets)	85,811	1,216	-	87,027
Investments, net*	74,067	266	-	74,333
Loans to customers and accrued interest receivable, net	902,778	4,386	-	907,164
Deposits	763,342	708	-	764,050
Interbank and money market items, net (Liabilities)	55,496	1	-	55,497
Debt issued and borrowings	174,605	-	-	174,605

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS**2014**

	Domestic	Foreign	Elimination	Total
Total assets	1,127,600	17,887	(16,589)	1,128,898
Interbank and money market items, net (Assets)	75,186	2,024	-	77,210
Investments, net*	108,934	149	-	109,083
Loans to customers and accrued interest receivable, net	864,206	7,181	-	871,387
Deposits	842,738	1,010	-	843,748
Interbank and money market items, net (Liabilities)	48,216	41	-	48,257
Debt issued and borrowings	97,268	-	-	97,268

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS**2013**

	Domestic	Foreign	Elimination	Total
Total assets	1,074,911	11,336	(12,828)	1,073,419
Interbank and money market items, net (Assets)	83,765	1,216	-	84,981
Investments, net*	102,806	266	-	103,072
Loans to customers and accrued interest receivable, net	798,907	4,386	-	803,293
Deposits	767,682	708	-	768,390
Interbank and money market items, net (Liabilities)	56,703	1	-	56,704
Debt issued and borrowings	107,337	-	-	107,337

*Includes investments in subsidiaries and associates, net

(2) Results of operations classified by business

Results of operations classified by domestic and foreign business for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS			
	2014			
	Domestic	Foreign	Elimination	Total
Interest income	74,388	221	-	74,609
Interest expenses	26,660	5	-	26,665
Net interest income	47,728	216	-	47,944
Fees and service income, net	14,743	27	-	14,770
Other operating income	11,464	(69)	(3,349)	8,046
Other operating expenses	55,548	207	(3,349)	52,406
Profit (loss) from operating before tax	18,387	(33)	-	18,354

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS			
	2013			
	Domestic	Foreign	Elimination	Total
Interest income	71,255	126	-	71,381
Interest expenses	26,438	4	-	26,442
Net interest income	44,817	122	-	44,939
Fees and service income, net	14,301	26	-	14,327
Other operating income	12,990	(32)	(3,948)	9,010
Other operating expenses	56,181	118	(3,948)	52,351
Profit (loss) from operating before tax	15,927	(2)	-	15,925

Unit: THB million

	THE BANK'S FINANCIAL STATEMENTS			
	2014			
	Domestic	Foreign	Elimination	Total
Interest income	48,896	221	-	49,117
Interest expenses	24,693	5	-	24,698
Net interest income	24,203	216	-	24,419
Fees and service income, net	6,958	28	-	6,986
Other operating income	16,992	(69)	(3,349)	13,574
Other operating expenses	29,742	188	(3,349)	26,581
Profit (loss) from operating before tax	18,411	(13)	-	18,398

Unit: THB million

	THE BANK'S FINANCIAL STATEMENTS			
	2013			
	Domestic	Foreign	Elimination	Total
Interest income	46,425	126	-	46,551
Interest expenses	24,263	4	-	24,267
Net interest income	22,162	122	-	22,284
Fees and service income, net	5,978	26	-	6,004
Other operating income	9,167	(32)	(3,948)	5,187
Other operating expenses	27,267	118	(3,948)	23,437
Profit (loss) from operating before tax	10,040	(2)	-	10,038

Income and expenses between the head office and branches or inter-branches are determined by the head office at the rate which approximates actual cost.

8.29 Interest income

Interest income for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Interbank and money market items	2,598	2,709	2,573	2,689
Investment and trading transactions	174	157	175	159
Investment in debt securities	1,956	2,203	1,952	2,193
Loans to customers	49,688	46,751	42,523	41,510
Hire purchase and financial lease	20,193	19,561	1,894	-
Total interest income	74,609	71,381	49,117	46,551

8.30 Interest expenses

Interest expenses for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Deposits	15,583	15,701	15,596	15,751
Interbank and money market items	1,484	1,469	1,504	1,448
Contributions to Financial Institution Development Fund and Deposit Protection Agency	4,076	3,665	4,076	3,665
Debt issued and borrowing				
- Subordinated debenture	1,600	1,602	1,600	1,602
- Other	3,904	3,981	1,916	1,793
Borrowing fee expense	4	5	4	5
Other	14	19	2	3
Total interest expenses	26,665	26,442	24,698	24,267

8.31 Fees and service income, net

Fees and service income, net for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Fees and service income				
- Acceptances, aval and guarantees	512	505	512	505
- Other	18,679	18,036	8,619	7,350
Total fees and service income	19,191	18,541	9,131	7,855
Fees and service expenses	4,421	4,214	2,145	1,851
Fees and service income, net	14,770	14,327	6,986	6,004

8.32 Gains on trading and foreign exchange transactions, net

Gains on trading and foreign exchange transactions, net for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Gains (losses) from trading and foreign exchange transactions				
- Foreign currency and derivative of currency	1,496	1,507	1,508	1,506
- Derivative of interest rates	39	(5)	39	(5)
- Debt securities	21	23	21	23
- Equity securities	19	42	13	(10)
- Other	(1)	(3)	-	-
Total	1,574	1,564	1,581	1,514

8.33 Gains on investments, net

Gains on investments, net for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Gains on sales of investments				
- Available-for-sale	1,239	644	1,194	644
- General investments	8	10	9	10
- Subsidiaries and associates	-	-	5	1,707
	1,247	654	1,208	2,361
Loss on impairment				
- Available-for-sale	(10)	(18)	(10)	(18)
- General investments	-	(3)	-	(3)
- Subsidiaries and associates	-	-	-	(2,284)
Total	1,237	633	1,198	56

8.34 Impairment loss of loans and debt securities

Impairment loss of loans and debt securities for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Interbank and money market items	(17)	101	(17)	101
Securities held-to-maturity	-	(27)	-	(27)
Loans to customers	16,756	17,306	5,160	3,237
Loss on troubled debt restructuring (reversal)	1,368	1,579	(93)	654
Total	18,107	18,959	5,050	3,965

8.35 Income tax expenses

Income tax expenses for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2014	2013	2014	2013
Current tax for the year	4,743	5,026	1,904	1,690
Deferred tax	(712)	(1,084)	(203)	325
Total income tax expenses	4,031	3,942	1,701	2,015

Reconciliation of effective tax rate

	CONSOLIDATED FINANCIAL STATEMENTS				THE BANK'S FINANCIAL STATEMENTS			
	2014		2013		2014		2013	
	(in THB million)	Rate (%)	(in THB million)	Rate (%)	(in THB million)	Rate (%)	(in THB million)	Rate (%)
Profit before tax	18,354		15,925		18,398		10,038	
Income tax at the domestic tax rate	3,671	20.00	3,186	20.00	3,680	20.00	2,008	20.00
<u>Add</u> Tax effect of income and expense that are not exempt for tax purposes	2,735	14.90	1,394	8.75	210	1.14	617	6.15
<u>Less</u> Tax effect of income and expense that are exempt for tax purposes	(2,375)	(12.94)	(638)	(4.00)	(2,189)	(11.89)	(610)	(6.08)
Income tax as per statements of comprehensive income	4,031	21.96	3,942	24.75	1,701	9.25	2,015	20.07

According to the Royal Decree No. 555 B.E. 2555 issued under the Revenue Code regarding the corporate income tax rate reduction effective on December 27, 2012, the corporate income tax rates were reduced from 30% to 23% for an accounting period beginning on or after January 1, 2012 and 20% for accounting periods beginning on or after January 1, 2013 but not later than December 31, 2014.

In addition, According to the Royal Decree No. 577 B.E. 2557 issued under the Revenue Code regarding the corporate income tax rate reduction effective on November 11, 2014, the corporate income tax rates were reduced from 30% to 20% for accounting periods beginning on or after January 1, 2015 but not later than December 31, 2015.

Therefore, the Bank and its subsidiaries used a tax rate of 20% for the corporate income tax and deferred tax calculation for the years ended December 31, 2014 and 2013.

8.36 Income tax relating to components of other comprehensive income

Income tax relating to components of other comprehensive income for the years ended December 31, 2014 and 2013 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS					
	2014			2013		
	Amount before tax	Tax income (expenses)	Net amount after tax	Amount before tax	Tax income (expenses)	Net amount after tax
Changes in assets revaluation surplus	-	-	-	2,285	(457)	1,828
Gains (losses) on remeasuring available-for-sale investment	1,310	(262)	1,048	(1,306)	261	(1,045)
Actuarial gains (losses) on defined benefit plans	(528)	106	(422)	321	(64)	257
Other comprehensive income	782	(156)	626	1,300	(260)	1,040

Unit: THB million

	THE BANK'S FINANCIAL STATEMENTS					
	2014			2013		
	Amount before tax	Tax income (expenses)	Net amount after tax	Amount before tax	Tax income (expenses)	Net amount after tax
Changes in assets revaluation surplus	-	-	-	2,249	(449)	1,800
Gains (losses) on remeasuring available-for-sale investment	1,326	(265)	1,061	(1,326)	265	(1,061)
Actuarial gains (losses) on defined benefit plans	(470)	94	(376)	285	(57)	228
Other comprehensive income	856	(171)	685	1,208	(241)	967

8.37 Events after the reporting period

1. Increase of issued and paid-up capital

The Board of Directors Meeting No. 12/2014 held on December 17, 2014 resolved to approve the allotment of 1,281,618,026 newly issued ordinary shares as a private placement to Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU) with the par value of THB 10 per share and the offering price of THB 40.49 per share as consideration and/or exchange for the transfer of business of the Bank of Tokyo-Mitsubishi UFJ, Ltd. Bangkok Branch (BTMU Bangkok Branch) in accordance with the resolution of the Extraordinary General Meeting of Shareholders No. 1/2013 held on October 31, 2013.

On January 5, 2015, the Bank has completed the business transfer of BTMU's Bangkok Branch, then allotted 1,281,618,026 newly issued ordinary shares as a private placement to BTMU with the par value of THB 10 per share. In this regards, the Bank has received payment for these shares in kind by asset of BTMU's Bangkok Branch and has completed the registration of paid-up share capital to the Ministry of Commerce. As a result, the issued and paid-up share capital and premium on ordinary shares will be increased as follows:

Unit: THB million		
	December 31, 2014 (Before allotment)	January 5, 2015 (After allotment)
Issued and paid-up share capital	60,741	73,558
Premium on ordinary shares	13,802	52,879

2. Borrowing from BTMU

On January 5, 2015, the Bank has entered into the borrowing agreement with BTMU under (1) Uncommitted Revolving Facility or (2) Interbank and Money Market Facility. Total facility amount is JPY 900,000 million or USD equivalent which equals to THB 292,500 million using the exchange rate of THB 32.50:JPY 100. The facility can be divided to be USD 7,000 million equivalent to THB 227,500 million and JPY 200,000 million equivalent to THB 65,000 million.

8.38 Approval of financial statements

These financial statements have been approved for issue by the Board of Directors on February 25, 2015.

AUDITOR'S FEE

Audit fees*

The Bank and its affiliates paid audit fees as the following:

- To the Bank and its affiliates' auditors: THB 24,894,000.
- To auditing firms, individuals or businesses whom the Bank's auditors employed, HKD 386,000.

Non-audit fees

The Bank and its affiliates paid non-audit fees for services consisting of preparation of special reporting as required by Bank of Thailand, special audit etc., to:

The Bank and its affiliates' auditors

- In the future, an additional sum of THB 1,163,000 will be paid for services previously agreed upon but not yet fully provided.

Auditing firms, individuals, or businesses whom the Bank's auditors employed

- In the future, an additional sum of HKD 44,500 will be paid for services agreed upon in the previous year but not yet fully provided.

* Audit fees do not include other actual expenses, such as transportation and per diem payments.

GENERAL INFORMATION

COMPANY INFORMATION

Name of company:	Bank of Ayudhya Public Company Limited
Registration number:	0107536001079
Business type:	Commercial bank
Head office address:	1222 Rama III Road, Bang Phongphang, Yan Nawa, Bangkok 10120
Telephone:	0-2296-2000
Facsimile:	0-2683-1304
Krungsri Call Center:	1572
Website:	www.krungsri.com

Investors can study more about Krungsri from Annual Registration Statement (Form 56-1), disclosed in www.sec.or.th or company website www.krungsri.com

Nature of Business

The Bank engages in business as defined by the Commercial Banking Act, the Securities Act, the Securities and Exchange Commission's regulations, the Stock Exchange of Thailand, and related notices. The Bank's services are classified into three core categories:

- 1. Deposit services** – The Bank accepts deposits from ordinary persons and business organizations, which are divided into four types:
 - Current accounts
 - Savings accounts
 - Time deposits
 - Foreign currency deposits
- 2. Loan services** – The Bank provides different loan services as follows:
 - Overdrafts (O/D)
 - Loans, including promissory notes and term loans to business customers
 - Housing loans and personal loans to retail customers
 - Foreign currency loans
 - Trade finance credit
 - Other loan services, such as aval/acceptance, letter of guarantee/ Bank guarantee, letter of credit and financial status certification issue, etc.
- 3. Other services**
 - Banking services through e-channels
 - Domestic money transfer services
 - International money transfer services
 - Electronic banking services to facilitate international trade via Krungsri Trade Link
 - Automatic account debit and credit (auto payments), life insurance and non-life insurance brokerage services
 - Investment banking services
 - Securities business services
 - Cash management services
 - Transaction banking services
 - Foreign currency purchase/sale in advance and financial tools for risk management, exchange rates and interest rates
 - Trade finance services
 - Government bonds, treasury bills and state enterprise bonds

SHAREHOLDING STRUCTURE

As of the latest closing date on September 11, 2014

The list of Ordinary Shareholders with over 0.5% of total shares (6,074,143,747 issued and paid-up ordinary shares at a par value of THB 10 per share) is as follows:

Item	Shareholder Name	Number of Shares	% of Total Shares
1.	The Bank of Tokyo-Mitsubishi UFJ, Ltd. BAY Account	4,373,714,120	72.01
2.	Stronghold Assets Company Limited	166,536,980	2.74
3.	The Great Luck Equity Company Limited	166,478,940	2.74
4.	GL Asset Company Limited	166,414,640	2.74
5.	BBTV Satelvision Company Limited	166,151,114	2.74
6.	BBTV Asset Management Company Limited	163,112,900	2.69
7.	Bangkok Broadcasting & T.V. Company Limited	160,789,220	2.65
8.	Mahakij Holdings Company Limited	158,726,810	2.61
9.	Tun Rung Rueng Company Limited	157,889,440	2.60
10.	Super Assets Company Limited	51,421,714	0.85
11.	C.K.R Company Limited	48,528,834	0.80
12.	Thailand Securities Depository Company Limited for Depositor	37,904,458	0.62
13.	Ratanarak Company Limited	33,321,590	0.55
14.	Thai NVDR Company Limited	30,834,555	0.51
	Other Shareholders	192,318,432	3.17
TOTAL		6,074,143,747	100.00

Remark: 1. On December 17, 2014, the Board of Directors Meeting No.12/2557 (2014) passed the resolution approving the allotment of 1,281,618,026 newly issued ordinary shares to Bank of Tokyo-Mitsubishi UFJ, Limited ("BTMU") as consideration and/or exchange for the transfer of the business of BTMU, Bangkok Branch according to the resolution of the Extraordinary General Meeting of Shareholders No.1/2556 (2013). Additionally, on January 5, 2015, the Bank completed the registration of the change of paid-up capital with the Public Company Limited Registrar, Department of Business Development, the Ministry of Commerce. As a result, BTMU is currently holding 5,655,332,146 shares or 76.883% of all issued shares of the Bank (7,355,761,773 shares).

2. During the year, the investors can access the up-to-date information at www.krungsri.com under the heading - Investor Relations > Capital Structure > Shareholder Structure

THE BANK'S SECURITIES

Number of Registered and Paid-up Capital as of December 31, 2014

Registered capital	THB 75,741,437,470.00 Number of shares: 7,574,143,747 Par value: THB 10.00
Paid-up capital	THB 60,741,437,470.00 Number of shares: 6,074,143,747 Par value: THB 10.00

Debt Instruments or Convertible Securities

(Unit: THB million)

Type of Debentures	Interest Rates (p.a.)	Maturity Date	Conditions	Unredeemed amount and value as of December 31, 2014
Long Term Bonds (Non – Collaterals)				
1. Subordinated Debenture No.1/2010 (BAY206A) Amount: 20,000.00 Issue date: June 23, 2010 Debenture Rating (Fitch / TRIS): A+ / A+ Agent: TMB Bank PCL	Years 1-3 : 4.35% Years 4-6 : 4.75% Years 7-10 : 5.50%	June 23, 2020 (10 years)	The Bank has the right to call option on 5 th year maturity counting from the issue date or from the date of interest payment after the 5 th year maturity, with prior approval from the Bank of Thailand	20,000.00
2. Debenture No.1/2012 Series 2 (BAY152A) Amount: 4,340.00 Issue date: February 24, 2012 Debenture Rating (Fitch): AA- Agent: Thanachart Bank PCL	Year 1 : 3.30% Years 2 : 3.65% Years 3: 4.50%	February 24, 2015 (3 years)	-	4,340.00
3. Debenture No.1/2012 Series 4 (BAY152B) Amount: 1,900.00 Issue date: February 24, 2012 Debenture Rating (Fitch): AA- Agent: Thanachart Bank PCL	3.80%	February 24, 2015 (3 years)	-	1,900.00
4. Subordinated Debenture No.1/2012 (BAY22NA) Amount: 14,843.60 Issue date: November 7, 2012 Debenture Rating (Fitch): A+ Agent: TMB Bank PCL	4.70%	November 7, 2022 (10 years)	-	14,843.60
5. Debenture No.1/2013 Series 1 (BAY156A) Amount: 6,000.00 Issue date: June 28, 2013 Debenture Rating (Fitch): AA- Agent: None	3.48%	June 28, 2015 (2 years)	-	6,000.00
6. Debenture No.1/2013 Series 2 (BAY166A) Amount: 1,000.00 Issue date: June 28, 2013 Debenture Rating (Fitch): AA- Agent: None	3.59%	June 28, 2016 (3 years)	-	1,000.00

(Unit: THB million)

Type of Debentures	Interest Rates (p.a.)	Maturity Date	Conditions	Unredeemed amount and value as of December 31, 2014
7. Debenture No.1/2014 Series 1 (BAY164A) Amount: 6,500.00 Issue date: April 4, 2014 Debenture Rating (Fitch): AAA Agent: None	3.00%	April 4, 2016 (2 years)	-	6,500.00
8. Debenture No.1/2014 Series 2 (BAY174A) Amount: 5,500.00 Issue date: April 4, 2014 Debenture Rating (Fitch): AAA Agent: None	3.34%	April 4, 2017 (3 years)	-	5,500.00

**Other Debt Instruments (Non – Collaterals)
(Issued in 2014)**

1. Short Term Debenture Public Offering and Institution Investor Amount: 130,808.80 Issue date: January 2 - December 31, 2014 Debenture Rating (Fitch): None Agent: None	2.03% - 2.80%	Depending on the date of purchase (not over 270 days)	-	37,147.00
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Remarks: - Thailand Securities Depository Co., Ltd. is the Registrar for the Bank's ordinary share.
- Securities Services Operations Department is the Registrar for the Bank's Debenture.
- Treasury and Capital Market Operations Department is the Registrar for the Bank's Bill of Exchange.

Debentures redeemed during 2014

(Unit: THB million)

Type of Debentures	Amount	Issue Date	Maturity Date
Long Term Bonds (Non – Collaterals)			
1. Debenture No.1/2012 Series 1 (BAY142A)	3,000.00	February 24, 2012	February 24, 2014
2. Debenture No.1/2012 Series 3 (BAY142B)	8,600.00	February 24, 2012	February 24, 2014
Other Debt Instruments (Non – Collaterals) (Issued in 2014)			
1. Bill of Exchange, Major Investment	55,006.00	January 2 - December 31, 2014	Depending on the date of purchase (7 – 270 days)
2. Bill of Exchange, Institution Investor	900.00	January 2 - December 31, 2014	Depending on the date of purchase (7 days – 3 months)

The Bank obligations on share issuance in the future

The Extraordinary General Meeting of Shareholders No.1/2556 (2013) held on October 31, 2013 resolved to approve issuing and allocating the private placement of not more than 1,500,000,000 newly issued ordinary shares with the par value of THB 10 per share to Bank of Tokyo-Mitsubishi UFJ, Limited (BTMU) as consideration and/or exchange for the transfer of the business of BTMU, Bangkok Branch. Later on, the Board of Directors Meeting No.12/2557 (2014) held on December 17, 2014 resolved to approve the allotment of 1,281,618,026 newly issued ordinary shares as a Private Placement to BTMU.

DIVIDEND PAYOUT POLICY

1. OUR DIVIDEND PAYOUT POLICY

The Bank shall consider the dividends payment to the shareholders at a rate not less than 30% of consolidated net profit, except in cases where the Board of Directors determines that highly unusual circumstances warrant an adjusted dividend payment.

The dividend payment shall be in compliance with Article 41 of the Bank's Articles of Association, that states "Dividends shall not be paid from other sources than profits. The company shall allocate as reserves a portion of its net annual profit not less than the proportion specified by the Laws. The profits remaining thereafter may be allocated as reserves of various kinds, as the Board of Directors may deem proper, and after approval by the shareholders' at the AGM.

The Bank may from time to time pay shareholders interim dividends if the Board of Directors considers it appropriate given the Bank's consolidated profitability levels. The payment of interim dividends shall be reported to the shareholders at the next general meeting of shareholders.

Dividends shall be paid within the period prescribed by the Law, beginning from the date that the dividend resolution is passed by the general meeting of the shareholders or by the Board of Directors. A written notice shall also be sent to shareholders and dividend payment announcements shall be published in a newspaper."

The Bank's dividend payments are subject to regulatory requirements and the notification of the Bank of Thailand no. SorNorSor. 21/2555 Re: Guidelines on Accounting of Financial Institutions section 8 on Dividend Policy dated December 17, 2012 which stipulate that financial institutions should not pay dividends from unrealized gains, no real cash inflow, and profit from non-true sales transactions.

2. OUR SUBSIDIARIES' DIVIDEND PAYOUT POLICY

All dividend payments by the Bank's subsidiaries must be approved by a resolution of the shareholders at a general shareholder meeting and must be in compliance with relevant rules and regulations.

The subsidiaries may from time to time pay shareholders interim dividends if their Board of Directors considers it appropriate given profitability levels.

In each case, the company must allocate not less than one-twentieth of its net profits as reserves until the total amount allocated is equal to or more than one-tenth of the company's capital.

REFERRAL PARTIES

Name, office, telephone and facsimile of referral parties:

Registrar

- Ordinary shares : Thailand Securities Depository Co., Ltd.
62 The Stock Exchange of Thailand Building,
Rachadapisek Road, Klongtoey, Bangkok 10110
Tel : 0-2229-2800
Fax : 0-2359-1259
- Subordinated Debenture No. 1/2010 : Bank of Ayudhya PCL
- Subordinated Debenture No. 1/2012 1222 Rama III Road, Bang Phongphang,
- Long Term Debenture No. 1/2012 (4 tranches) Yan Nawa, Bangkok 10120
- Long Term Debenture No. 1/2013 (2 tranches) Tel : 0-2296-2030, 0-2296-2796 and 0-2296-5692
- Long Term Debenture No. 1/2014 (2 tranches) Fax : 0-2683-1581 and 0-2683-1293

Agent

- Subordinated Debenture No. 1/2010 TMB Bank PCL
- Subordinated Debenture No. 1/2012 393 Silom Road, Soi 7,
Silom, Bangrak, Bangkok 10500
Tel : 0-2230-6320 and 0-2230-5706
Fax : 0-2266-9779
- Long Term Debenture No. 1/2012 (2 tranches) : Thanachart Bank PCL
1101 Petchburi Building, 2nd Floor,
Phetchaburi Tat Mai Road, Makkasan,
Ratchathewi, Bangkok 10400
Tel : 0-2208-5000 ext. 4503 and 0-2208-5016
Fax : 0-2651-7899 and 0-2651-7915
- Long Term Debenture No. 1/2013 (2 tranches) : None
- Long Term Debenture No. 1/2014 (2 tranches) : None

Auditors

- : Mr. Permsak Wongphatcharapakorn Certified Public Accountant Registered No. 3427
- Mr. Niti Jungnitnirund Certified Public Accountant Registered No. 3809
- Mr. Chawala Tienprasertkit Certified Public Accountant Registered No. 4301

Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.
183 Rajanakarn Building, 25th floor,
South Sathon Road, Yan Nawa,
Sathon, Bangkok 10120
Tel : 0-2676-5700
Fax : 0-2676-5757

Legal Advisors

- : Mr. Kanok Indrambarya
- Mr. Chotechuong Thapvongse
- Pol. Gen. Ajiravid Subarnbhesaj
- Bank of Ayudhya PCL
- 1222 Rama III Road, Bang Phongphang,
- Yan Nawa, Bangkok 10120
- Tel : 0-2296-3872 and 0-2296-3882
- Fax : 0-2683-1436

GROUP OF COMPANIES

SUBSIDIARIES AND ASSOCIATED COMPANIES

Krungsri AMC

Krungsri Ayudhya AMC Ltd.

Bank of Ayudhya PCL Head Office, Floor 11
1222 Rama III Road, Bang Phongphang,
Yan Nawa, Bangkok 10120
Telephone : 0-2296-4100
Facsimile : 0-2683-1400

Krungsri Factoring

Krungsri Factoring Co., Ltd.

Bank of Ayudhya PCL Head Office, Floor 19
1222 Rama III Road, Bang Phongphang,
Yan Nawa, Bangkok 10120
Telephone : 0-2208-2849
Facsimile : 0-2208-2858

Krungsri Leasing

Ayudhya Development Leasing Co., Ltd.

65/182-185 Chamnan-Phenjati Business Center,
Floor 22, Rama IX Road, Huay Kwang,
Bangkok 10320
Telephone : 0-2643-1980
Facsimile : 0-2643-1059-60

Krungsri Auto

Ayudhya Capital Auto Lease PCL

87/2 CRC Tower, Floor 26, 30, 48
All Seasons Place, Wireless Road, Lumpini,
Pathumwan, Bangkok 10330
Telephone : 0-2627-6010
Facsimile : 0-2627-8211

Krungsri Microfinance

CFG Services Co., Ltd.

Juthamard Building, Floor 4, 5, 9 and 10
89/170 Moo 3, Vibhavadi Rangsit Road,
Talad Bangkhen, Laksi, Bangkok 10210
Telephone : 0-2792-1888
Facsimile : 0-2792-1949

Krungsri Consumer

Ayudhya Capital Services Co., Ltd.

87/1 Capital Tower, All Seasons Place,
Floor 1-6, 8-11, Wireless Road, Lumpini,
Pathumwan, Bangkok 10330
Telephone : 0-2627-8000

Krungsri Leasing Services Co., Ltd.

No. 039, Unit 22, 13 South Road,
Jommany Tay Village, Xaysettha District,
Vientiane Capital, Lao PDR.

General Card Services Limited

87/1 Capital Tower, All Seasons Place,
Floor 1-6 & 8, Wireless Road, Lumpini,
Pathumwan, Bangkok 10330
Telephone : 0-2627-8111
Facsimile : 0-2627-8381

Krungsriayudhya Card Co., Ltd.

87/1 Capital Tower, All Seasons Place,
Floor 1-6, 8-11, Wireless Road, Lumpini,
Bangkok 10330
Telephone : 0-2646-3000
Facsimile : 0-2646-3001

Krungsri Life Assurance Broker Limited

87/1 Capital Tower, All Seasons Place,
Wireless Road, Lumpini, Pathumwan,
Bangkok 10330
Telephone : 0-2627-8028
Facsimile : 0-2627-4117

Krungsri General Insurance Broker Limited

87/1 Capital Tower, All Seasons Place,
Wireless Road, Lumpini, Pathumwan,
Bangkok 10330
Telephone : 0-2627-8029
Facsimile : 0-2627-4117

Tesco Card Services Limited

87/1 Capital Tower, All Seasons Place,
Floor 1-6, Wireless Road, Lumpini,
Pathumwan, Bangkok 10330
Telephone : 0-2627-4130
Facsimile : 0-2627-4774

Tesco Life Assurance Broker Limited

87/1 Capital Tower, All Seasons Place,
Floor 10, Wireless Road, Lumpini,
Pathumwan, Bangkok 10330
Telephone : 0-2627-8156
Facsimile : 0-2627-8611

Tesco General Insurance Broker Limited

87/1 Capital Tower, All Seasons Place,
Floor 10, Wireless Road, Lumpini,
Pathumwan, Bangkok 10330
Telephone : 0-2627-8156
Facsimile : 0-2627-8611

Krungsri Securities

Krungsri Securities PCL

898 Ploenchit Tower Floor 3
Ploenchit Road, Pathumwan,
Bangkok 10330
Telephone : 0-2659-7000
Facsimile : 0-2646-1100

Krungsri Asset Management

Krungsri Asset Management Co., Ltd.

898 Ploenchit Tower Floor 1-2 Zone A, and Floor 12
Ploenchit Road, Pathumwan, Bangkok 10330
Telephone : 0-2657-5757
Facsimile : 0-2657-5777

Krungsri Services**Siam Realty and Services Co., Ltd.**

Bank of Ayudhya PCL Head Office
(Tower C Floor 5A) 1222 Rama III Road,
Bang Phongphang, Yan Nawa, Bangkok 10120
Telephone : 0-2296-3435, 0-2296-2364
Facsimile : 0-2296-2369

Total Services Solutions PCL

2/3 Moo 14, Bangna Tower B
Bangna-Trad Road, K.M.6.5, Bangplee,
Samutprakarn
Telephone : 0-2714-5199
Facsimile : 0-2777-0009

Metro Designee Co., Ltd.

189 Rama IX Road, Huaykwang, Bangkok 10320

**COMPANIES UNDER
DISSOLUTION AND
LIQUIDATION****Ayudhya Card Services Co., Ltd.**

Bank of Ayudhya PCL Head Office
(Tower C Floor 5A) 1222 Rama III Road,
Bang Phongphang, Yan Nawa, Bangkok 10120
Telephone : 0-2296-3435, 0-2296-2364
Facsimile : 0-2296-2369

Siam Bangkok Port Limited

51/1 Moo 3 Poochao Samingphrai Road,
Bang Ya Phraek, Phra Pradaeng,
Samutprakarn 10130

**COMPANIES THAT THE BANK
HOLD SHARES OF 10% BUT
LESS THAN 20% OF ITS
PAID-UP CAPITAL****P.P. Parawood Co., Ltd.**

111/1 Moo 1 Tambonbanchang, Phanatnikom,
Chonburi 20140
Telephone : (038) 461-858, (038) 464-263

Asian Trade and Leasing Co., Ltd.

Goldenland Building, Floor 5
153/3 Soi Mahardlekluang 1, Rajdamri Road,
Lumpini, Pathumwan, Bangkok 10330
Telephone : 0-2652-1199
Facsimile : 0-2652-1577-8

**COMPANIES WITH SHARES
ACQUIRED THROUGH DEBT
RESTRUCTURING****Lenso Phonecard Co., Ltd.**

292 Srinakarin Road, Huamark, Bangkok,
Bangkok 10240
Telephone : 0-2351-8116
Facsimile : 0-2351-8009

UMC Metals Limited

32/40 Sino-Thai Tower, Floor 16,
Sukhumvit 21 Road (Asok) North Klongteoy,
Wattana, Bangkok 10110
Telephone : 0-2259-2942-5
Facsimile : 0-2259-2946

DISTRIBUTION NETWORK

BANK OF AYUDHYA PUBLIC COMPANY LIMITED

(as of December 31, 2014)

HEAD OFFICE

1222 Rama III Road, Bang Phongphang,
Yan Nawa, Bangkok 10120

Telephone:

0-2296-2000

Krungsri Call Center:

1572

Fax:

0-2683-1304

Website:

www.krungsri.com

BRANCH AND FINANCIAL SERVICES CENTERS

Number of branches in Thailand	644
Greater Bangkok and vicinity	282
Upcountry	362
Number of overseas branches outside Thailand	3
Foreign Currency Exchange Booths	91
Exclusive Banking Zones	12

No	Branch	Telephone
1	RAMA III OFFICE	0 22962000
2	PLOENCHIT OFFICE BRANCH	02-2082170, 02-2082111, 02-2082172, 02-2082196, 02-2082197
3	RAJWONGSE BRANCH	02-2245510, 02-2245624-6
4	PHAHURAD BRANCH	02-2211604, 02-2217740
5	PRATUNAM BRANCH	02-2513277, 02-2538963, 02-2515388
6	VORACHAK BRANCH	02-2217678, 02-2217422, 02-2219738
7	BANGRAK BRANCH OFFICE	02-2377177, 02-2377158
8	BANGKRABUE BRANCH	02-2433256, 02-2433262
9	PAKKLONG-TALAD BRANCH	02-2230530, 02-2229637
10	WONGWIEN 22 KARAKADA BRANCH	02-2227585, 02-2230760
11	BANGLAMPOO BRANCH	02-2828253-4
12	KLONGTEOI BRANCH	02-2498012-4
13	SAPAN-KWAI BRANCH	02-2722993-4
14	EKAMAI BRANCH	02-7140082-5
15	WONGWIEN-YAI BRANCH	02-4370173-4, 02-4378029
16	BANGKHAE BRANCH	02-4542947-50
17	CHOL BURI BRANCH	038-792318-20, 038-282087, 038-282463
18	SUPHAN BURI BRANCH	035-523961-3
19	NAKORN RAJSIMA BRANCH	044-251340-2, 044-242388, 044-242099
20	BANPHAI BRANCH	043-272108, 043-272680, 043-272162, 043-272655

No	Branch	Telephone
21	UDORNDHANI BRANCH	042-246511, 042-221497, 042-244737
22	UBOLRAJDHANI BRANCH	045-244885, 045-254065
23	CHAIYAPHOOM BRANCH	044-821339-41
24	LAMPANG BRANCH	054-323269-72, 054-227077
25	CHIENGMAI BRANCH	053-252441, 053-251130-1, 053-277261
26	PETCHABOON BRANCH	056-722572-3, 056-711110
27	CHANTABURI BRANCH	039-346386, 039-311023, 039-311562
28	HAADYAI BRANCH	074-239065-6, 074-243051
29	TUNGSONG BRANCH	075-412684-5, 075-411475 , 075-411575
30	TRANG BRANCH	075-218338 , 075-218038
31	PATTANI BRANCH	073-332772-3
32	NARADHIWAAS BRANCH	073-511202-3
33	PAKCHONG BRANCH	044-313908-9
34	PETCHBURI NEW EXT. RD. BRANCH	02-3080041-5
35	BANGKAPI BRANCH	02-3771724, 02-3775352, 02-3771212
36	SAO-CHINGCHA BRANCH	02-2225206, 02-2248805
37	PHRA-PRADAENG BRANCH	02-4630115, 02-4631012, 02-4634208
38	DAO-KHANONG BRANCH	02-4760036, 02-4765369
39	SUAN-PHLU BRANCH	02-2873011-3
40	KHON-KAEN BRANCH	043-220856-7, 043-221293
41	PRANBURI BRANCH	032-622345, 032-622038, 032-621997
42	NONG-PHAI BRANCH	056-781411-5

No	Branch	Telephone
43	RATCHATHEVI BRANCH	02-6536720-1, 02-2511251, 02-2516992, 02-2523033
44	FUTURE MART RAMA III BRANCH	02-2920673-4, 02-2891141
45	SAMYAEK BRANCH OFFICE	02-2211520-9
46	BANG-KHEN BRANCH	02-5613017-8, 02-5791619
47	TRAD BRANCH	039-521151-3
48	HIN-KONG BRANCH	036-379013-4, 036-390572-3
49	PHRABUDHABATH BRANCH	036-268022-4
50	KLONGSARN BRANCH	02-4371377, 02-4372646, 02-4371351
51	DIN-DAENG BRANCH	02-6428838-40
52	KLONG PRAPA BRANCH	02-2700829, 02-2713171
53	CHAKRAPHAT PHONG BRANCH	02-2801757-8
54	MUAKLEK BRANCH	036-341076-7, 036-341048-9
55	WANG NOI BRANCH	035-271882-3
56	TIWANON (KHAERAI) BRANCH	02-5883671, 02-9514292-3
57	SONGPHINONG BRANCH	035-531491-2, 035-531015, 035-531097
58	AYUDHYA BRANCH	035-245718-20, 035-241783
59	PHITSANULOK BRANCH	055-302599, 055-302600-3
60	CHACHOENGSAO BRANCH	038-514272-3, 038-511220
61	RANGSIT BRANCH	02-958 0245-9
62	SAMRONG BRANCH	02-3843623-4
63	THANON NANG LINCHIBRANCH	02-6783016-8 02-2868842, 02- 2865892
64	TAPHAN-HIN BRANCH	056-622313-4, 056-622680
65	PHUNPHIN BRANCH	077-311523, 077-311967, 077-311423, 077-311127
66	DONMUANG (NEW BRIDGE) BRANCH	02-9725644-7
67	UTTARADIT BRANCH	055-411357, 055-411457
68	OCEAN CHUMPHON BRANCH	077-511491, 077-511493, 077-503043
69	SRI CHIENGMAI BRANCH	042-451336-8
70	SIYAEK WISUTKASAT BRANCH	02-2824688-9
71	SIYAEK SAPAN KRUNGTHON BRANCH	02-4240125, 02-4245023
72	YALA BRANCH	073-211688-9
73	HUA-HIN BRANCH	032-511120, 032-511665
74	THA MUANG BRANCH	034-612412-3, 034-611139
75	PRAISANEKLANG BRANCH	02-2334372-3
76	U THONG BRANCH	035-551081, 035-551933, 035-551944
77	DET-UDOM BRANCH	045-361001-2

No	Branch	Telephone
78	BAN PONG BRANCH	032-201949-50, 032-221869, 032-211416, 032-211872
79	PHIBUN MANGSAHAN BRANCH	045-441400-1, 045-441160, 045-441180
80	CHAINAT BRANCH	056-412696-9
81	PHON THONG BRANCH	043-571035-7
82	KRATHUMBAEN BRANCH	034-472580-1, 034-471476-7
83	BANG PAKONG BRANCH	038-531250-1, 038-532026-7
84	SI RACHA BRANCH	038-311375, 038-311857, 038-311852, 038-325606, 038-321201, 038-312901, 038-312900, 038-321201
85	BAN BUNG BRANCH	038-444019-20, 038-443623
86	CHUM PHAE BRANCH	043-311309-10, 043-311076
87	PHAN BRANCH	053-721251-2
88	SAM PHRAN BRANCH	034-322795-9
89	LUK KAE BRANCH	034-566423-4, 034-566140, 034-566072
90	TAKHLI BRANCH	056-261249, 056-261530,
91	RAJAVAT BRANCH	02-2413978, 02-2414143
92	SUAN MALI BRANCH	02-2235413, 02-2237305
93	THA RUA BRANCH	035-341969-70, 035-341119
94	SONGKHLA BRANCH	074-321077-9
95	CHARU MUANG BRANCH	02-2142352-3
96	TAK BRANCH	055-513511-3
97	SAMUT PRAKAN BRANCH	02-3871814-5
98	MAHA SARAKHAM BRANCH	043-722227-8, 043-711130
99	ROI ET BRANCH	043-511615-6, 043-511910, 043-519757
100	SING BURI BRANCH	036-520697-8, 036-510000, 036-520697-9, 036-511356, 036-511778, 036-511766
101	KALASIN BRANCH	043-811556-7
102	UNION MALL LAT PHRAO BRANCH	02-5113149, 02-5111698
103	TALAT PHLU BRANCH	02-4669766, 02-4669672
104	NAKHON NAYOK BRANCH	037-312644-5
105	SIYAEK ASOK BRANCH	02-2618119-21
106	CHIANG RAI BRANCH	053-744641-3
107	LOP BURI BRANCH	036-411599-600, 036-4206589
108	THA DIN DAENG BRANCH	02-4372509, 02-4373359
109	SAMRAY BRANCH	02-4386811-2, 02-4372590, 02-4374725
110	TAO PUN BRANCH	02-5854217, 02-5856799
111	BANGKOK NOI BRANCH	02-4240599-600
112	SUKHUMWIT 35 BRANCH	02-2590020-3
113	YAOWARAT BRANCH	02-2231555, 02-2235336-7
114	PHRAE BRANCH	054-511595-6
115	RATCHABURI BRANCH	032-325650, 032-337991-2, 032-325651-2
116	SIYAEK SUAPA BRANCH	02-2235334-5, 02-2235310

No	Branch	Telephone
117	SAMUT SAKHON BRANCH	034-411986-7
118	NAKHON SAWAN BRANCH	056-228017-8
119	SIAM SQUARE BRANCH	02-2551116-7
120	PHETCHABURI BRANCH	032-425888, 032-425999, 032-428612
121	SURAWONG BRANCH	02-6314050-9
122	SURAT THANI BRANCH	077-283116-9, 077-273007-8
123	BANG SU BRANCH	02-5870635-6
124	SAM YOD BRANCH	02-2230785-7, 02-2239637-8
125	BURI RAM BRANCH	044-614128-30
126	URUPHONG BRANCH	02-2157000-1
127	SAPHANLUANG BRANCH	02-2154593-4, 02-6117929, 02-2161340, 02-2161341
128	SURIN BRANCH	044-515061-2
129	THANON CHAN BRANCH	02-2874384-8
130	PHANAT NIKHOM BRANCH	038-461378-9, 038-788011-3, 038-462378-9
131	SIKHIU BRANCH	044-412465-6
132	KLAENG BRANCH	038-674427-8
133	PAK KRET BRANCH	02-9607961-2, 02-5837073, 02-5837726, 02-5838593
134	NAM PHONG BRANCH	043-431341-2
135	PHUKET BRANCH	076-211110, 076-211592, 076-221512, 076-211811
136	PRATU CHANG PHUAK BRANCH	053-211700-1, 053-217576-8
137	NAKHON SI THAMMARAT BRANCH	075-342789, 075-346125
138	THA PHRA BRANCH	02-4570067, 02-4570534
139	HUAMARK BRANCH	02-3146746-7, 02-3145841, 02-3181136
140	THANON MITTRAPHAP (NAKHON RATCHASIMA) BRANCH	044-256866, 044-256900
141	CHAKKRAWAT BRANCH	02-2221677, 02-2221848
142	SANAM POA BRANCH	02-6150198-9
143	NONTHABURI BRANCH	02-9672000-1
144	NAKHON PATHOM BRANCH	034-251155-7
145	SARABURI BRANCH	036-222277-9, FAX 036-315696-9
146	RAYONG BRANCH	038-6115340, 038-612648, 038-612846
147	RATCHADAPHISEK (HUAIKHWANG) BRANCH	02-2754906-10
148	KANCHANABURI BRANCH	034-515058-9, 034-512396-7
149	SAPHAN PHRACHAO TAKSIN BRANCH	02-4370230, 02-4387726
150	SUTTHISAN BRANCH	02-2700164-5
151	SAPHAN PRA PINKLAO BRANCH	02-4330085-8
152	SI SAKET BRANCH	045-612293-4

No	Branch	Telephone
153	ARUN-AMARIN BRANCH	02-4126186-8
154	THANON PHET KASEMHAT YAI BRANCH	074-230557-8
155	PHUTTHAISONG BRANCH	044-689114-5
156	BANG PLA MA BRANCH	035-587623-4, 035-587088, 035-587358
157	RANONG BRANCH	077-811777, 077-821205, 077-821622, 077-821206, 077-812841, 077-812941
158	PHU WIANG BRANCH	043-291290-2
159	NON SUNG BRANCH	044-379111-3
160	WIANG SA BRANCH	077-361958-60
161	SAMUT SONGKHRAM BRANCH	034-713039-40, 034-715496-8
162	YASOTHON BRANCH	045-711844-5, 045-712956
163	SUKHOTHAI BRANCH	055-612671-2
164	THANON PHATTHANAKAN BRANCH	02-3183289, 02-3147700
165	LAT PHRAO 102 BRANCH	02-5394508-11
166	KAMPHAENG PHET BRANCH	055-713013-4
167	SAKON NAKHON BRANCH	042-713001-2, 042-713790-2
168	NAN BRANCH	054-772584-6
169	THANON MALIWAN BRANCH	043-333941-3, 043-243821
170	PATTAYA BRANCH	038-426907-8, 038-424440, 038-373420-1, 038-424151
171	NA KLANG BRANCH	042-359023-4
172	PHANOM PHRAI BRANCH	043-591141-2
173	SIYAEK KHAO RAI YA BRANCH	039-335398-9
174	BANG SAI BRANCH	035-741111-5
175	RAT BURANA BRANCH	02-4641445-6, 02-4635772-4
176	WANON-NIWAT BRANCH	042-791165-6
177	HUAI KRA BOK BRANCH	032-291091-3, 032-291184-5, 032-291237, FAX 032-291238
178	BANG-O BRANCH	02-4240948, 02-4352257, 02-4357328, 02-4357329
179	BAN TAK BRANCH	055-591249-50
180	SUKHUMVIT 101/1 (PIYAROM PLACE) BRANCH	02-7305549-51
181	KHAO YOI BRANCH	032-562057-8, 032-439811-3, 032-561682-3
182	KHAI BANG RACHAN BRANCH	036-597050-2, 036-535427-8
183	SRINAKARIND-ON NUT BRANCH	02-3211584, 02-3218838
184	CHAENG WATTHANA 14 BRANCH	02-5746174-6
185	THANON PHRRAM THI 4 (KLONGTEOI) BRANCH	02-2609506-10

No	Branch	Telephone
186	BO PHLOI BRANCH	034-581055-6, 034-581051, 034-581096
187	BAN RONG PO BRANCH	038-241031-4
188	THUNG YAI BRANCH	075-489004-5
189	BIG C WONGSAWANG BRANCH	02- 9139708-13
190	PRACHIN BURI BRANCH	037-213217-8
191	NONG KHAI BRANCH	042-420743-4
192	MUANG SAMSIP BRANCH	045-489004-5
193	SUKHUMWIT 23 BRANCH	02-2611914-7
194	PHATTHALUNG BRANCH	074-612998-9
195	RATCHADAPHISEK (THAPHRA-TAKSIN) BRANCH	02-4779692-4
196	KO SAMUI BRANCH	077-420176-8, 077-420179
197	KANCHANADIT BRANCH	077-379028-30
198	PATONG BRANCH	076-340809-10
199	THANON CHAYANGKUN UBONRATCHATHANI BRANCH	045-244594-5
200	THA RUA PHRA THAEN BRANCH	034-562005-6, 034-562013, 034-562119, 034-561454, 034-561682
201	KAMPHAENG SAEN BRANCH	034-351705-6
202	SIYAEK WANG HIN BRANCH	02-5705584-5
203	NONGBUA UDONTHANI BRANCH	042-243434 , 042- 243436
204	THAP PUT BRANCH	076-442228-30, 076-599290-91
205	BANGBON BRANCH	02-4168366, 02-4168367
206	PHAYAO BRANCH	054-481863-4
207	THANON CHANG KHLAN CHIANG MAI BRANCH	053-270431-4, 053-273069, 053-275397, FAX 053-270434
208	NONG PRATHIP CHIANG MAI BRANCH	053-240240-4, FAX 053-249215
209	LOM SAK BRANCH	056-702009-11
210	BANG MUN NAK BRANCH	056-631844-7
211	BIG C SRINAKARIND BRANCH	02-3834763 - 7
212	THANON SI PHUWANAT HAT YAI BRANCH	074-221003-5
213	UTHAI THANI BRANCH	056-512561-4
214	MAP TA PHUT BRANCH	038-608991-4
215	PATHUM THANI BRANCH	02-5813908-10
216	SATTAHIP BRANCH	038-437780-3, 038-438522
217	PURE PLACE RAMKHAMHANG 110 BRANCH	02-3734740 - 2
218	WONG WIEN SA KAELOP BURI BRANCH	036-422601-2
219	THANON SAWANWITHI NAKHON SAWAN BRANCH	056-227866-7, 056-227493-4
220	SUNGAIR KOLOK BRANCH	073-615741-3
221	MIN BURI BRANCH	02-5179897-9

No	Branch	Telephone
222	LAT BUA LUANG BRANCH	035-379350-2
223	THANON TIWANON (KHLONG BANG TALAT) BRANCH	02-5806611, 02-5806622
224	KRABI BRANCH	075-664002-5
225	PRACHUAP KHIRI KHAN BRANCH	032-611980-1, 032-601521
226	THA YANG BRANCH	032-771067-9
227	THANON SUKHUMWIT CHOLBURI BRANCH	038-274520-1, 038-272653-5, 038-289097
228	MAE HONG SON BRANCH	053-612334-5
229	PHANGNGA BRANCH	076-411989, 076-412444, 076-412333, 076-412003, 076-412399, 076-412499
230	BANG MOT BRANCH	02-4284389-90
231	LOEI BRANCH	042-812619-20
232	ROJANA INDUSTRIAL PARK BRANCH	035-330515, 035-330525
233	THANON RAT BURANA (BANGPAKOK) BRANCH	02-4284534-5, 02-4284537
234	THANON CHAROEN NAKHON SOI 4 BRANCH	02-4389424, 02-4379978-9
235	FORTUNE TOWN BRANCH	02-2483380-3
236	AO UDOM BRANCH	038-352466-9, 038-351970, 038-352904-6 ,038-352791
237	SOI THONG LO BRANCH	02-3922838-9
238	LUMPINI BRANCH	02-2856696-9
239	PHOTHARAM BRANCH	032-354317-8, 032-233291-4
240	NAVANAKORN BRANCH	02-5292076-8
241	SAM LIAM DIN DAENG BRANCH	02-6424020-1
242	KACHET BRANCH	038-648295-6
243	NONG DON BRANCH	036-397225-8
244	THANON RAMKHAMHAENG 19 BRANCH	02-7189302-3
245	BANG BUA THONG BRANCH	02-5713530-4
246	LAT KRABANG BRANCH	02-3268815-8
247	THANON SUKHAPHIBAN 1 BRANCH	02-3755801-2, 02-7346967
248	BANG YAI BRANCH	02-5940608-9, 02-5940605
249	SATUN BRANCH	074-722500-2
250	ON NUJ 23 BRANCH	02-3322737, 02-3322837
251	PHICHIT BRANCH	056-612510-4
252	CHA-AM BRANCH	032-472047-51
253	NAKHON PHANOM BRANCH	042-513082-5
254	THANON RAM INDRA KM.8 BRANCH	02-5095880-3
255	PHANOM SARAKHAM BRANCH	038-551840-3
256	THANON SURASAK1 SIRACHA BRANCH	038-324272-6

No	Branch	Telephone
257	THANON ROT FAI RATCHABURI BRANCH	032-322388-92
258	PRACHA NIWET 1 BRANCH	02-9543880-2
259	SA KAE0 BRANCH	037-241810-3
260	MAKHAMTIA BRANCH	077-288750-3
261	TALAT SI MUM MUANG BRANCH	02-5368154-6
262	THANON AADAPHISEK (OLYMPIA THAI TOWER)	02-5138731-5
263	PLOENCHIT TOWER BRANCH	02-2630667-9
264	NAKHON CHAIS1 BRANCH	034-333640-4
265	HANG DONG BRANCH	053-44 1986-7
266	SEACON BANGKAE BRANCH	02-4548701-5
267	CENTRAL PLAZA LAMPANG BRANCH	054-811690-4
268	THANON RANGSIT-NAKHON NAYOK (KHLONG 2) BRANCH	02-9660916-8
269	ANG THONG BRANCH	035-625150-1, 035-611048, 035-611984
270	MUKDAHAN BRANCH	042-613035-6
271	THANON SUKHAPHIBAN 2 BRANCH	02-3741935-8
272	THANON POON PHOL PHUKET BRANCH	076-221885-6, 076-221009
273	SENA BRANCH	035-202009, 035-202279
274	THANON BANG NA-TRAT(CENTRAL CITY) BRANCH	02-3610625-6, 02-3610562-4
275	THANON PHET KASEM 55 BRANCH	02-4546969, 02-4549966
276	THANON THIAM RUAM MIT BRANCH	02-2744008-10
277	MAE SOT BRANCH	055-533781-3
278	HA YAEK PHOKHUN MENGRAI BRANCH	053-711793, 053-711292
279	THANON CHOM THONG BRANCH	02-4685740, 02-4688096
280	TESCO LOTUS CHARAN SANITWONG 15 BRANCH	02-4114264, 02-4114268, 02-4111396-8
281	THANON SRINAKARIND-KRUNG THEP KRITHA BRANCH	02-3751249, 02-3753917, 02-3755503
282	NONGKHAEM BRANCH	02-4442958-9
283	CHUMPHON BRANCH	077-505032, 077-505034, 077-505069
284	PARADISE PARK BRANCH	02-7460194-9
285	THANON NGAM WONG WAN BRANCH	02-5916676, 02-9518403-4

No	Branch	Telephone
286	THANON SRINAKARIND-SUKHUMWIT BRANCH	02-3891443, 02-3891465, 02-7030334-5
287	LANG SUAN BRANCH	077-582513-5
288	SAPHAN PRA NANGKLAO BRANCH	02-5270241-5
289	THANON HAISOKE ROI ET BRANCH	043-511830, 043-513307, 043-515002
290	LAMPHUN BRANCH	053-510246-50
291	THE HABOUR (HUAI KAE0) CHIANG MAI BRANCH	053-219804-6
292	THANON SUKHUMWIT 71 BRANCH	02-3901936, 02-3812171
293	LAM NARAI BRANCH	036-461994-5
294	THANON RAM INDRA KM.2 BRANCH	02-9716678-82
295	SAPHAN CHOM KLAO PHETCHABURI BRANCH	032-413185-7, 032-413195-6, 032-402844
296	THANON WAT KINGKAE0 BRANCH	02-3169495-6, 02- 7501718-9
297	THANON SATHU PRADIT BRANCH	02-2951104-5
298	THANON CHAENG WATTHANA (SOFTWARE PARK) BRANCH	02-9623104-8
299	THANON PRACHA UTHIT BRANCH	02-4271041, 02-4271415
300	MAE SAI BRANCH	053-640769-74
301	THANON SONG PRAPHA BRANCH	02-5664291-3
302	THANON BANG NA TRAT (TCIF TOWER) BRANCH	02-7514036-40
303	THANON PATTAYA TAI BRANCH	038-425524-5, 038-411993, 038-411992
304	OM NOI BRANCH	02-4310131-6
305	THANON SUEKSA CHAROEN PHETCHABOON BRANCH	056-722247-8
306	THA PHRA KHON KAEN BRANCH	043-261661-5
307	THANON RAMA II BRANCH	02-4514094-8
308	BANG PA-IN BRANCH	035-221071-4
309	PHRAN NOK BRANCH	02-4114543, 02-4182515, 02-4125615-6
310	THANON BANG KHUN THIAN BRANCH	02-4163481-2
311	NARESUAN UNIVERSITY BRANCH	055-261125-6
312	PROMENADA RESORT MALL CHIANG MAI BRANCH	053-142746-50
313	THANON VIBHAVADIRANGSIT (SUNTOWERS) BRANCH	02-6176486-90
314	KAENG KHOI BRANCH	036-245320-3

No	Branch	Telephone
315	NONG KHAЕ BRANCH	036-326400-3
316	SUKHUMWIT 103 (UDOM SUK) BRANCH	02-3838793-7
317	PHRA PRATHON BRANCH	034-242826-7
318	BANG SAPHAN BRANCH	032-548404-7, 032-691891-2
319	RAMA IX-SRINAKARIND BRANCH	02-3001642, 02-3001645
320	KABIN BURI BRANCH	037-203015-9
321	THANON THEP KRASATTRI PHUKET BRANCH	076-236337-8, 076-222892, 076-222183
322	THANON MITTRAPHAP-YAER PAKTHONGCHAI BRANCH	044-277324-5
323	SAN KAMPHAENS BRANCH	053-392592-6
324	THANON SUKHUMWIT 63 BRANCH	02-7114600-6
325	BANG PU BRANCH	02-3243581-5
326	WARIN CHAMRAP BRANCH	045-269470-4
327	NONG BUA LAM PHU BRANCH	042-312536-40
328	THANON KANCHANAWANIT SONGKHLA BRANCH	074-325806-10
329	MAE RIM BRANCH	053-299916-9
330	THANON SUKHUMWIT TRAD BRANCH	039-520993, 039-520997
331	THANON PHRAEKSA SAMUTPRAKAN BRANCH	02-3870081-2
332	HUA THALE NAKHON RATCHASIMA BRANCH	044-266042-6
333	AMNAT CHAROEN BRANCH	045-511731-4
334	THANON WAT KINGKAEО (RACHA TEWA) BRANCH	02-3124795-7, 02-3124898-9
335	KASETSART UNIVERSITY BRANCH	02-5610643, 02-5613490-1, 02-5610638
336	PHON SAWAN BRANCH	042-595119, 042-595091
337	PRATUNAM PHRA-IN BRANCH	035-219851-4
338	BANG BO BRANCH	02-7085393, 02-7085419
339	DON PHUT BRANCH	036-385112-4
340	THANON RAM INDRA-VACHARAPHOL BRANCH	02-5094993, 02-5095095
341	THANON CHAROEN NAKHON SOI 35 BRANCH	02-4391104, 02-4396448, 02-4390615, 25
342	SI BANPHOT BRANCH	074-68 9164-6
343	THANON MARAJAJONANI (TALING CHAN) BRANCH	02-4336910, 02-4333417
344	THANON THEPHARAK BRANCH	02-3850975-9
345	THANON SUKSAWAT 53 BRANCH	02-4632510, 02-4632920, 02-4632560

No	Branch	Telephone
346	THANON PHATTHANAKAN KHUKHWANG BRANCH	075-317841-5
347	THANON MITTRAPHAP KHONKAEN BRANCH	043-325411-5
348	THANON CHOTANA CHIANGMAI BRANCH	053-409420-4
349	BIG C SUPHANBURI BRANCH	035-494956-9, 035-494960
350	THANON BOROMARAJAJONANI (PINKLAO) BRANCH	02-4331468, 02-4334985, 02-4333273, 02-4348962
351	THANON PHAHONYOTHIN 26 (ELEPHANT TOWER) BRANCH	02-937 4984-90
352	THANON SATHON NUA (A.I.-CENTER) BRANCH	02-6377276-85
353	THANON AKATOSAROT PHITSANULOK BRANCH	055-225173-7
354	CHOKCHAI 4 BRANCH	02-5301696, 02-5303790
355	THANON PRACHARAT SAI 1 BRANCH	02-5852610, 02-5868897
356	NANG RONG BRANCH	044-624318-22
357	ON NUJ 69 BRANCH	02-7260475-8
358	THANON ADAPHISEK (CENTRAL RAMA III) BRANCH	02-6736309-14
359	BETONG BRANCH	073-245861-4
360	THANON PHAHON YOTHIN SARABURI BRANCH	036-318401-4
361	FANG BRANCH	053-382813-7
362	NOENTENG CHOLBURI BRANCH	038-261101-3
363	THANON KANCHANAWANIT HAT YAI BRANCH	074-298724-6
364	SIYAEK SANAMBIN CHIANGMAI BRANCH	053-280525-7
365	ONG KHARAK BRANCH	037-322268-9
366	THANON RAT BANCHOP SAMUT SAKHON BRANCH	034-428126-7
367	THANON PHOSI UDONTHANI BRANCH	042-249736-7
368	THANON LAMLUKKA (KHLONG 2) BRANCH	02-5233933-5
369	ASSUMPTION UNIVERSITY (THANON BANGNA-TRAD KM.26) BRANCH	02-7070350-4
370	NAKHON RATCHASIMA RAJABHAT UNIVERSITY BRANCH	044-248405-6
371	SUAN DUSIT RAJABHAT UNIVERSITY BRANCH	02-2418325-7
372	SAKON NAKNON RAJABHAT UNIVERSITY BRANCH	042-970101-3

No	Branch	Telephone
373	CHIANGRAI RAJABHAT UNIVERSITY BRANCH	053-776038, 053-77 6066
374	CHAWENG BEACH BRANCH	077-413736-8, 077-413709
375	CENTRAL LAT PHRAO BRANCH	02-5411176-7
376	ASSUMPTION UNIVERSITY (HUA MARK) BRANCH	02-3004452-4
377	BURI RAM' RAJABHAT UNIVERSITY BRANCH	044-601519, 044-614159
378	MAE NAM BRANCH	077-427787-9, 077-230821
379	AO NANG KRABI BRANCH	075-695429-31
380	IRPC RAYONG BRANCH	038-623939-41,
381	STAR IT CENTER RAYONG BRANCH	038-623842-4
382	CENTRAL RAMA II BRANCH	02-8721478-80
383	KHAO LAK PHANG-NGA BRANCH	076-485425-7
384	KHONKAEN UNIVERSITY BRANCH	043-202260-1, 043-342388
385	LAMPANG RAJABHAT UNIVERSITY BRANCH	054-317950-2
386	CHULALONGKORN 42 BRANCH	02-2191624-6
387	UBON RATCHATHANI RAJABHAT UNIVERSITY BRANCH	045-255416, 045-255537
388	NIKHOM PHATTHANA RAYONG BRANCH	038-637585-6, 038-897504
389	EASTERN SEABOARD INDUSTRIAL ESTATE BRANCH	038-656256-7, 038-954704
390	BIG C UDON THANI BRANCH	042-212733-4, 042-204920
391	LAMAI BEACH BRANCH	077-419017-8, 077-230821
392	TESCO LOTUS AMATA NAKORN CHONBURI BRANCH	038-457462-5
393	HA YAEK CHALONG PHUKET BRANCH	076-384034-6
394	THE MALL BANG KAPI BRANCH	02-3746177-8, 02-3746294
395	THE MALL BANG KHAE BRANCH	02-4553930-1, 02-4553921
396	QUEEN SIRIKIT NATIONAL CONVENTION CENTER BRANCH	02-2295592-4
397	304 INDUSTRIAL PARK PRACHIN BURI BRANCH	037-274300-1, 037-20 8314
398	RAJAMANGALA UNIVERSITY OF TECHNOLOGY THANYABURI BRANCH	02-5774504-5, 02-9274744

No	Branch	Telephone
399	IMPACT MUANG THONG THANI BRANCH	02-5045162-4, 02-5034694
400	KAMALA BEACH PHUKET BRANCH	076-278113-4, 076-385473, FAX 076-385474
401	THANON SAI ASIA NAKHONSAN BRANCH	056-228188-90
402	HI-TECH INDUSTRIAL ESTATE BRANCH	035-314337-9
403	SOCIAL SECURITY OFFICE BRANCH	02-5269610-2
404	WELLGROW INDUSTRIAL ESTATE BRANCH	038- 517820-1, 038-842253
405	THANON PHET KASEM HUA HIN BRANCH	032-513927, 032-513932
406	THE MALL NGAM WONG WAN BRANCH	02-550 0630-1
407	TESCO LOTUS PATTAYA (NORTH) BRANCH	038-423399, 038-423044, 038-370641
408	CENTRAL FESTIVAL PHUKET BRANCH	076-367005-7
409	THANON RATCHAWITHI NAKHON PATHOM BRANCH	034-275020-1, 034-280282
410	FASHION ISLAND BRANCH	02-947 5140-1, 02-9475483-6
411	THANON BANG KHUN THIAN - CHAI THALE BRANCH	02-8946537-9
412	PHI PHI ISLAND BRANCH	075-601010-2
413	KASEMRAD PRACHACHUEN HOSPITAL BRANCH	02- 587 4240-1
414	SOI NOEN PLUB WAN PATTAYA BRANCH	038-406272, 038-732085, 038-406273
415	TESCO LOTUS PHUKET BRANCH	076-524235-8
416	J-AVENUE THONG LO BRANCH	02-1853113-4
417	CHOENG THALE PHUKET BRANCH	076-325062, 076-325139
418	THANON CHALOEM PHRA KIAT PHUKET BRANCH	076-376 001-2, 076-376005
419	BEACH ROAD (CHAWENG) BRANCH	077-413464-8, 077-413463
420	TALAT THANOMMIT VACHARAPHOL BRANCH	02-3470292-5
421	TESCO LOTUS MAHACHAI 2 BRANCH	034-866334-8
422	SIYAEK PAK RUAM BRANCH	038-337245 - 6
423	KO CHANG BRANCH	039-551431 -2
424	EMPIRE TOWER BRANCH	02-6701648 - 50
425	GRAND CANAL BRANCH	02-575 2163 - 4

No	Branch	Telephone
426	KASEMRAD RATTANATIBETH HOSPITAL BRANCH	02-594 0937-9
427	TALAT WONGSAKORN BRANCH	02-5635341-2, 02-5635350, 02-5635343-4
428	THANON CHOMSIN HUA HIN BRANCH	032- 515370-1, 032-513084-5, 032-515406
429	ROBINSON BANGRAK BRANCH	02-2355812-4 FAX 02-2355815
430	LAEM CHABANG BRANCH	038-493542-3, 038-493556
431	TALAT MIN BURI BRANCH	02-5171022-3, 02-5171025, 02-5172278-9,
432	THAI SUMMIT TOWER BRANCH	02-2513114-6
433	CENTRAL PINKLAO BRANCH	02- 4334830-1, 02-4334833, 02-4334923 FAX 02-4334836
434	THANON KHEHA ROMKLAO BRANCH	02-5571033-5
435	TESCO LOTUS PHATTHANAKAN BRANCH	02-3221278-80, 02- 3222416, 02-3212537
436	TESCO LOTUS BANGYAI BRANCH	02-4592190, 02-4592195-8
437	THANON NA NAI PATONG BRANCH	076- 345161, 076-345163-4
438	CHOENG MON BEACH BRANCH	077-448223, 077-417139, 077-417419
439	TALAAD THAI BRANCH	02-5291121, 02-5291960, 02-5292508
440	TESCO LOTUS BOWIN BRANCH	038-117120-3
441	ZUELLIG HOUSE BRANCH	02-2335134-6
442	THANON SUKHUMWIT PATTAYA BRANCH	038-424376, 038-424722-3
443	KHLONG KHRU SAMUT SAKHON BRANCH	034-426917, 034-426897, 034-426895
444	THANON MUEANGMAI BANGPHLI 2 BRANCH	02-3151112 - 4
445	KING MONGKUT'S INSTITUTE OF TECHNOLOGY LADKRABANG BRANCH	02-3264715-7
446	KABINBURI INDUSTRIAL ZONE BRANCH	037-455334, 037-455502-3
447	CENTRAL WORLD BRANCH	02-2517055-9
448	Q. HOUSE CONVENT BRANCH	02-2345475 - 7
449	NAVA NAKORN INDUSTRIAL PROMOTION ZONE BRANCH	02-5291295, 02-5293266, 02-5293974
450	NORTHERN REGION INDUSTRIAL ESTATE (LAMPHUN) BRANCH	053-582112-4

No	Branch	Telephone
451	SAHA GROUP INDUSTRIAL PARK SIRACHA BRANCH	038-482325, 038-482 334, 038-482 366
452	HOME PRO RATCHAPHRUEK BRANCH	02-4233645-8
453	HOME PRO BANG NA BRANCH	02-3251167-9
454	EASTERN SEABOARD INDUSTRIAL ESTATE 2 BRANCH	038-656446-7
455	TOPS RAMA III BRANCH	02-2130796-7, 02-2130713
456	BIG C CHAENG WATTHANA 2 BRANCH	02-5841411, 02-5841432, 02-5841664
457	CENTURY PLAZA BRANCH	02-2459517-9
458	CENTRAL RATTANATHIBET BRANCH	02-525 4546-7
459	CENTRAL AIRPORT CHIANG MAI BRANCH	053- 281660-2
460	SIAM PARAGON BRANCH	02-1294560-5
461	BIG C KANLAPAPHRUEK BRANCH	02-4170630-4
462	PTT THANON RATCHAPHRUEK BRANCH	02-4322223-5
463	KO PHA-NGAN BRANCH	077-377276, 077-377627, 077-377651
464	BOPHUT BRANCH	077-427540-2, 077-427542
465	BANG PHUN BRANCH	02-5818545-7, 02-5818564-6
466	PTT THANON PHUTTHAMONTHON SAI 4 BRANCH	02-4292051, 02-4292104, 02-4292130
467	QHOUSE LUMPINI BTRANCH	02-3438791-3
468	PTT THANON CHALONG KRUNG BRANCH	02-3605213-5
469	BANGKOK PATTAYA HOSPITAL BRANCH	038-422514, 038-422526, 038-422534
470	PINTHONG INDUSTRIAL ESTATE BRANCH	038- 348184-6
471	RAJAMANGALA UNIVERSITY OF TECHNOLOGY KRUNGTHEP BRANCH	02-2860324, 02-2860341
472	TESCO LOTUS RANGSIT KLONG 7 BRANCH	02-5774636-8, 02-5775833-4
473	THANON PATAK (KARON) BRANCH	076-398249-51
474	PTT THANON LAT PLAKHAO BRANCH	02-5702169, 02-5702172
475	SOI BOONSAMPAN PATTAYA BRANCH	038-406683-5, 038-406684
476	SOI BUAKHAO PATTAYA BRANCH	038-415873-5
477	SOI NAKLUEA 16 PATTAYA BRANCH	038-416617-9

No	Branch	Telephone
478	DON HUALO (AMATA NAKHON CHON BURI) BRANCH	038-453049-51
479	KO PHO CHON BURI BRANCH	038-209787-9
480	PTT THANON EKKACHAI BRANCH	034- 418190-2, 034-867708-10
481	PTT THANON SURANARAI NAKHON RATCHASIMA BRANCH	044 257061-3
482	THANON CHALOEM PHRA KIAT (PATTAYA SAI 3) BRANCH	038-424376, 038-424722-3, 038-410972
483	TESCO LOTUS WARIN CHAMRAP BRANCH	045-323770-3
484	THANON BANKOK KHON KAEN BRANCH	043-270455-7
485	SILPAKORN UNIVERSITY (SANAM CHANDRA PALACE CAMPUS) BRANCH	034- 271133, 034-271484, 034-271598
486	THANON PHRAYASATCHA CHON BURI BRANCH	038-272319-20, 038-272400, 038-287744
487	BAN SAI YUAN (RAWAI) BRANCH	076-388804-6, 076-388004
488	PTT THANON TIWANON BRANCH	02-5845501-3
489	HOMEPRO KHON KAEN BRANCH	043 271624-6
490	HOMEPRO UDON THANI BRANCH	042-246000, 042-246733-4
491	HUA HIN MARKET VILLAGE BRANCH	032-526463-7
492	PAI BRANCH	053-699062, 053-699097
493	ESPLANADE RATCHADA BRANCH	02-6609120-22
494	PETCHKASEM AVENUE BRANCH	02-8092961-2, 02-8092403
495	J.J. MALL BRANCH	02-2659544-6
496	PHATTHANANIKHOM SOI 12 (LOPBURI) BRANCH	036-436 066, 0369-436114, 036-436574-5
497	ALL SEASONS PLACE BRANCH	02-2501240-1, 02-2501244, 02-6853032-3
498	HUACHIEW CHALERM PRAKIET UNIVERSITY BRANCH	02-3126625, 02-3126719, 02-3126765
499	IMPERIAL WORLD SAMRONG BRANCH	02-3806214-6
500	ROBINSON SRIRACHA BRANCH	038-322067, 038-322086, 038-322107
501	TALAT SAVE ONE NAKHON RATCHASIMA BRANCH	044-222131, 044-222141, 044-222158

No	Branch	Telephone
502	THANON PHUTTHANONTHON SAI 5 BRANCH	02-4207715, 02-4207720, 02-4207723
503	JUNGCEYLON PHUKET BRANCH	076-366029-30, 076-366141 FAX 076-366031
504	THE AVENUE CHAENGWATTHANA BRANCH	02-5738106, 02-5738107, 02-5738108
505	THE AVENEUE PATTAYA BRANCH	038-052003-5
506	THANON PHRABARAMI PHUKET BRANCH	076-322179-80, 076-3222183
507	THANON THEPHARAK KM.22.5 (YES BANGPHLI) BRANCH	02-3152984-6
508	PA KHLOK PHUKET BRANCH	076-379851-3 ,076-379850
509	THANON CHAO FA (EAST) PHUKET BRANCH	076-525071-2 FAX 076-525073
510	SAM KONG PHUKET BRANCH	076-523200-2
511	TESCO LOTUS SALAYA BRANCH	02-4822100-1
512	PTT THANON SERI THAI BRANCH	02-3798910, 02-3798914, 02-3798916
513	SOI KHAO TA LO PATTAYA BRANCH	038-333255-7
514	PTT RATCHAPHRUEK - RATTANATHIBET BRANCH	02-1919864-6
515	PTT THANON PRADIT MANUTHAM BRANCH	02-5383772, 02-5383511, 02-5383540
516	LAEMTHONG BANGSAEN BRANCH	038-385353-7
517	CENTRAL FESTIVAL SAMUI BRANCH	077-410497-500, 077-410501
518	BIG C AYUTTHAYA BRANCH	035-747152-4
519	THANON ASSUMPTION SRIRACHA BRANCH	038-338461-4, 038-338446
520	THE GOVERNMENT COMPLEX COMMEMORATING (BUILDING B) BRANCH	02-1439636-8
521	CENRAL CHAENG WATTHANA BRANCH	02-1938081-3
522	CENTRAL FESTIVAL PATTAYA BEACH BRANCH	038-043250-3
523	HARBOR MALL LAEM CHABANG BRANCH	038-493673-5
524	CENTRAL CHON BURI BRANCH	038-053601-3
525	NICHADA THANI BRANCH	02-5822669, 02-5823015-6

No	Branch	Telephone
526	SUNEE TOWER UBONRATCHATHANI BRANCH	045-316804-5, 045-316015
527	TALAT SURANAKHON NAKHONRATCHASIMA BRANCH	044-342828-30
528	THANON KANCHANAVITHI SURATTHANI BRANCH	077-910133-5, FAX 077-910136
529	THANON VIBHAVADIRANGSIT (DONMUEANG) BRANCH	02-5334590-2
530	BAN CHANG BRANCH	038-603349-50
531	LAT PHRAO 101 BRANCH	0-2375-5553, 0-2375-5196, 0-2375-5317
532	PTT THANON KANCHANAPHISEK 2 BRANCH	02-4479050-1
533	SOI MANGKORN SAMUT PRAKAN BRANCH	02-3343334-6
534	CENTRAL PLAZA KHONKAEN BRANCH	043-288100-2
535	ENERGY COMPLEX BRANCH	02-5370130-1
536	JOMTIEN BEACH (KONGDONGTAN) BRANCH	038-059572-4
537	ODEAN FASHION MALL HATYAI BRANCH	074-223861-3
538	SAHATHAI PLAZA THUNGSONG BRANCH	075-411666, 075-411900
539	THANON BANGNA- TRAT BANGNA TOWER BRANCH	02-3120370-2
540	BIG C RAMA IV BRANCH	02-259 3704-8
541	THE MALL NAKORN RATCHASIMA BRANCH	044-393457-9
542	THANON EAKKACHAI PHOJAE BRANCH	034-451636-8
543	TESCO LOTUS KAMTHIENG CHIENG MAI BRANCH	053-222873-5
544	BO BAE BRANCH	02-2820524-5, 02-2820538
545	TESCO LOTUS ARANYAPRATHET BRANCH	037-541718-20
546	ROBINSON TRANG BRANCH	075-820301-3
547	CHAMCHURI SQUARE BRANCH	02-1605240-2
548	THANON ROJANA (AYUDHYA) BRANCH	035-323597-9

No	Branch	Telephone
549	TESCO LOTUS CHUMPHON BRANCH	077-659917-8 , 077-659927
550	SEACON SQUARE BRANCH	02-1385711-3
551	CENTRAL PLAZA CHIANGRAI BRANCH	053-179712-4
552	BIG C HATYAI BRANCH	074-214570-2
553	SILOM BRANCH	02-2353950-2
554	PA PAYOM PHATTHALUNG BRANCH	074-841144-6
555	THANON MAHARAT KRABI BRANCH	075-624580-2
556	TESCO LOTUS HATYAI-NAI BRANCH	074-255098, 074-255754-5
557	TESCO LOTUS THALANG PHUKET BRANCH	076-311522-4
558	SUKHUMVIT 15 BRANCH	02-2551763-5
559	CENTRAL PLAZA PHITSANULOK BRANCH	055-338490-2
560	CENTRAL PLAZA GRAND RAMA 9 BRANCH	02-1602912-4
561	BIC C CHANTABURI BRANCH	039-436467-9
562	WANG WISET TRANG BRANCH	096-296189-91
563	THE CRYSTAL BRANCH	02-5150980-2
564	TESCO LOTUS KHLONG THOM KRABI BRANCH	075-699530-2
565	BUENG KAN BRANCH	042-491692, 042-491961, 042-491965
566	KANTHARALAK BRANCH	045-661282, 045-661812, 045-662594
567	TALAT-RANGSIT BRANCH	02-5672453-5
568	EXCHANGE TOWER BRANCH	02-2611686-8
569	TESCO LOTUS LAMTHAP KRABI BRANCH	075-702184-6
570	SATHORN SQUARE BRANCH	02-1632811-3
571	ROBINSON SUPHANBURI BRANCH	035-454366-8
572	BIG C NAKHONPATHOM BRANCH	034-272086-9
573	THAKHONYANG MAHASARAKHAM BRANCH	043-970304-6
574	CENTRAL PLAZA UDONTHANI BRANCH	042-921433-5
575	THAI LIFE INSURANCE BUILDING (RATCHADAPISEK ROAD) BRANCH	02-2460091-3
576	TESCO LOTUS KLONG NGAE BRANCH	074-241325-7
577	BIG C CHACHOENGSAO BRANCH	038-512364, 038-512365, 038-512406

No	Branch	Telephone
578	THONGLOR (VASU BUILDING) BRANCH	02-7138453, 02-7147941, 02-7149908, 02-7138617
579	MEGA BANGNA BRANCH	02-1051530-2
580	PATPONG BRANCH	02-2336681-3
581	TESCO LOTUS CHAIYA BRANCH	077-431502-3, 077-431753, FAX 077-431754
582	PURE PLACE RATCHAPHRUEK BRANCH	02-1948476-8
583	ZEER RANGSIT BRANCH	02-9927271-3
584	AYUTTHAYA PARK SHOPPING COMPLEX BRANCH	035-801221-4
585	ASAWANN SHOPPING COMPLEX NONG KHAI BRANCH	042-414131 ,042-414137, 042-414142
586	CENTRAL STATION TOWER BRANCH	02-2366037-40
587	BIG C BANG PHLI BRANCH	02-3122252-3, 02-3122433-4
588	CENTRAL PLAZA SURATTHANI BRANCH	077-489802, 077-489803, 077-489804, 077-489805
589	TALAT NAKLUEA SOI 11 BRANCH	038-413723-4, 038-413741-3
590	BIG C NAKHONSAWAN 2 BRANCH	056-370746-50
591	PHANTHAINORASING BRANCH	034-872052-6
592	THANON KASIKORN THUNGSANG KHON KAEN BRANCH	043-242641-43, 043-242820-21
593	ROBINSON KANCHANABURI BRANCH	034-603410-14
594	TESCO LOTUS BANG PU BRANCH	02-3239254 -8
595	CENTRAL PLAZA UBON RATCHATHANI BRANCH	045-422451-5
596	SERMTHAI COMPLEX MAHASARAKHAM BRANCH	043-970626-8, 043-970512, 043-970516
597	CENTRAL PLAZA BANG NA BRANCH	02-3995307-11
598	ROBINSON SAKON NAKHON BRANCH	042-971744-8
599	TESCO LOTUS CHIANG KHONG BRANCH	053-791185-6, 053-791203-5
600	SUEN HENG PLAZA SISAKET BRANCH	045-644171-5
601	TESCO LOTUS WIANG SA BRANCH	077-310745-8, FAX 077-310750
602	TESCO LOTUS BUAYAI BRANCH	044-913733-8

No	Branch	Telephone
603	CENTRAL FESTIVAL CHIANGMAI BRANCH	053-288755-9
604	ROBINSON SARABURI BRANCH	036-351480-4
605	CENTRAL FESTIVAL HAT YAI BRANCH	074-339913-7
606	ROBINSON SURIN BRANCH	044-042766-70
607	TESCO LOTUS NAKHON SI THAMMARAT BRANCH	075-357214-7
608	TESCO LOTUS ROJANA BRANCH	035-330479-83
609	MAHBOONKRONG CENTER BRANCH	02-6114546, 02-6114549, 02-6114663, 02-6114678
610	CENTRAL PLAZA SALAYA BRANCH	02-4296506-10
611	THANON NUANCHAN BRANCH	02-3638976-9
612	ROBINSON CHACHOENGSAO BRANCH	038-564260-4
613	ROBINSON ROI ET BRANCH	043-540779-83
614	KRUNGSRI AUTO BANGKHAE BRANCH	02-8038000
615	KRUNGSRI AUTO BANGNA BRANCH	02-7773555
616	KRUNGSRI AUTO BIG C BANGNA BRANCH	02-7440515, 02-7440305
617	KRUNGSRI AUTO BANGYAI BRANCH	02-7624223
618	KRUNGSRI AUTO RAMINDRA BRANCH	02-9180198
619	KRUNGSRI AUTO NONTHABURI BRANCH	02-7624224
620	KRUNGSRI AUTO LAKSI BRANCH	02-7624225
621	KRUNGSRI AUTO YAOVARAT BRANCH	02-2322999
622	KRUNGSRI AUTO NAKHON RATCHASIMA BRANCH	044-708555
623	KRUNGSRI AUTO UBON RATCHATHANI BRANCH	045-208777
624	KRUNGSRI AUTO SISAKET BRANCH	045-633444
625	KRUNGSRI AUTO HATYAI BRANCH	074-491555
626	KRUNGSRI AUTO SURAT THANI BRANCH	077-243555

No	Branch	Telephone
627	KRUNGSRI AUTO NAKORN SI THAMMARAT BRANCH	075-365555
628	KRUNGSRI AUTO TRANG BRANCH	075-265555
629	KRUNGSRI AUTO PHUKET BRANCH	076-298555
630	KRUNGSRI AUTO CHONBURI BRANCH	038-295555
631	KRUNGSRI AUTO RAYONG BRANCH	038-953555
632	KRUNGSRI AUTO CHIANG MAI BRANCH	053-307555
633	KRUNGSRI AUTO NAKHON SAWAN BRANCH	056-321555
634	KRUNGSRI AUTO PHITSANULOK BRANCH	055-229555
635	KRUNGSRI AUTO CHIANG RAI BRANCH	053-700555
636	KRUNGSRI AUTO ROI ET BRANCH	043-521555

No	Branch	Telephone
637	KRUNGSRI AUTO UDON THANI BRANCH	042-308555
638	KRUNGSRI AUTO SAKON NAKHORN BRANCH	042-744300
639	KRUNGSRI AUTO NAKHON PATHOM BRANCH	034-362555
640	KRUNGSRI AUTO AYUTTHAYA BRANCH	035-714555
641	KRUNGSRI AUTO PRANBURI BRANCH	032-542520
642	iPLACE LIFEESCAPE GARDEN - LAEM CHABANG BRANCH	038-190119, 038-190120-4
643	ROBINSON PRACHINBURI BRANCH	037-454745-9
644	ROBINSON MUKDAHAN BRANCH	042-672419-23

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