



krungsri
กรุงศรี

A member of  **MUFG**
a global financial group



ADVANCING ASEAN STRENGTH INSPIRING BUSINESS GROWTH

EMERGING ASEAN FINANCIAL POWERHOUSE

ANNUAL REPORT 2015

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krungsri



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.

MESSAGE FROM THE CHAIRMAN AND VICE-CHAIRMAN

The integration of Bank of Tokyo-Mitsubishi UFJ, Limited (BTMU)'s Bangkok Branch into Krungsri's network was smoothly and successfully completed in early 2015. This joining together clearly reflects the constructive and cooperative spirit of the merged organizations. This success is a testament to the substantial benefits received by Krungsri and is borne out by Krungsri's successful resultant operating performance at the end of 2015.

While the financial industry as a whole exhibited a lack of impetus, the newly created Krungsri institution, managed by a highly competent team, and in the face of fragile economic conditions, recorded inspiring results and gained the respect of the business and financial communities.

It must be noted that this is just the beginning. Krungsri's professional team has an unyielding ambition to propel our institution to the position of a 'Major ASEAN Financial Powerhouse', a dream that is certainly neither farfetched nor will remain unfulfilled. To live up to being a 'Major ASEAN Financial Powerhouse', a financial institution is required to possess at least five quality strengths, namely (a) Vision, (b) Strategy, (c) a Global connection, (d) Local business acumen, and (e) a Deeply talented professional team. Krungsri's financial performance in 2015 demonstrates that Krungsri has all these attributes. In the coming years we hope to build on these successes. Two programs, innovative/constructive, are being actively pursued.

First, it was not simply coincidental that in the middle of 2015, our able former Vice-Chairman, Khun Kanetsugu Mike was promoted to lead BTMU's second pillar of oversea strength (alongside Krungsri), that is, the MUFG Union Bank, N.A., in the United States. From this second pillar of BTMU's strength, Krungsri will receive intelligence updates on Financial Technology (FinTech). The folks in Silicon Valley are busily engaged in developing new technological regimes for the benefits of the global financial industry. While our regional peers are gearing up to follow the progress on FinTech, Krungsri by way of the BTMU team will be well-positioned to understand at an early stage and at a reasonable cost the practical benefits of FinTech.

Secondly, with many more globalized businesses, Krungsri will encourage our team to embrace diversity. We hope to cultivate and develop our businesses by drawing on the wisdom; long experiences, perspectives and deep respect for ethics which we hope will lead us to



a competitive advantage. At the same time, we shall lead and encourage our people to pursue excellence in their assigned missions which we are certain will add to their myriad experiences in their career paths. In this context, we shall nurture and develop our staff by equipping them with world class financial and business knowledge and professionalism. We also are committed to embed in our people the highest standard of integrity, governance and business ethics as the cornerstone of trust which is key to our winning customers' loyalty and staying ahead of the competition.

Looking ahead we see a brighter future and alongside it, there is a place for Krungsri's people to shine as well as to contribute meaningfully and sustainably, not only to Thailand's socio-economic development, but also to ASEAN's as a whole.

On this occasion, and on behalf of the Board of Directors, we wish to express our gratitude to all our valued customers, shareholders, management, employees and all stakeholders for their continued trust in Krungsri as well as their unyielding support throughout 2016 and beyond.

A stylized, cursive handwritten signature in black ink.

Veraphan Teepsuwan
Chairman

A stylized, cursive handwritten signature in black ink.

Go Watanabe
Vice-Chairman

MESSAGE FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

Throughout 2015, Krungsri continued to be vigilant as we conducted our business, focusing on prudent risk management practice amidst the fragile economic backdrop that continued to challenge banks' operating environment as the export contraction deepened and domestic demand remained soft. Overall, we were able to achieve a satisfactory loan growth of 4.7 percent (excluding the effect of loan transfer from Bank of Tokyo-Mitsubishi UFJ, Limited (BTMU) Bangkok Branch) against the industry-wide performance of 4.3 percent. Net profit rose from THB 14.32 billion to THB 18.85 billion while our net interest margin was maintained at a healthy level of 4.15 percent. Moreover, despite the weak operating environment, Krungsri succeeded in maintaining our asset quality with non-performing loans decreasing to 2.24 percent of total loans.

Meanwhile, the successful integration of Krungsri and BTMU Bangkok Branch also brought potential new business into sight, as BTMU's global product capabilities and connections complemented Krungsri's domestic network and local market expertise. We have already begun to see a number of initiatives to achieve greater synergy bearing fruit, for example, supply chain financing, payroll account acquisition, business matching, cross-border financing, promotion of local currency and cross currency settlements, and physical network expansion, namely the opening of Krungsri Representative Office alongside the BTMU Branch in Yangon.

Nonetheless, as the outlook remained weak, Krungsri took the time to carefully strategize a plan for our future along with further strengthening our operating platform to support new business opportunities. In this regard, Krungsri's first Mid Term Business Plan (MTBP) was launched to serve as a strategic framework to guide our business undertakings over 3 years (2015 – 2017). With 'customer-centricity' and our brand promise to 'Make Life Simple' as the MTBP's key cornerstones, it is Krungsri's ultimate goal to become a 'Major ASEAN Financial Powerhouse', winning customers' trust and loyalty across all segments, at home and abroad.

A robust management platform is pivotal for these ambitious future business aspirations. Starting in 2015, Krungsri has implemented a number of initiatives and adjustments to strengthen and enhance both our business and business enabling functions. Notably, we have been working to introduce a new customer-centric operating model for branches. The new model will enable staff in front, middle and back offices, to work collectively and effectively to ensure that we can successfully establish and maintain long-term relationship with customers. Furthermore, a number of major infrastructure investments are being undertaken to upgrade our IT platform to offer best-in-class services while construction of the Krungsri Ploenchit Tower, Krungsri's new commercial banking centre, has commenced.

Krungsri's greatest assets are our people and our HR mission is to embrace and leverage workforce diversity and inclusiveness. Particularly, in an increasingly connected global financial system, the President & CEO's key mission is to advance the local workforce for global challenges and opportunities – an HR strategy dubbed 'Glocalization', a combination of Globalization and Localization. In this connection, we will continue to make all Krungsri employees feel valued by engaging and developing them to be the best they can professionally and personally. Winning the Gallup Great Workplace Award for three consecutive years is a testament to our efforts. Committed to fostering a culture of learning, we became the first Thai bank to adopt a cloud-based training and development tool known as



'Krungsri Learning Companion' to help employees design their training courses and complete them anytime and anywhere at their own leisure. As a member of the Mitsubishi UFJ Financial Group (MUFG), Krungsri ensures our talent has a chance to broaden their training horizons and be equipped with knowledge and skills on global best practices, allowing them to succeed in serving global customers in the times ahead.

The commitment and brand promise we keep to customers are reflected by a number of awards and achievements. Asia's ICON on Corporate Governance honoring Krungsri's excellence in corporate governance, Financial Insights Innovation Award (FIIA) in Financial Inclusion by IDC Financial Insights, recognition for Krungsri Auto as a Superbrands for four consecutive years, plus awards for our excellence in digital banking and technology are among the many awards garnered by Krungsri in 2015.

Looking ahead, 2016 presents us with many new possibilities, especially with the materializing ASEAN Economic Community (AEC) and the domestic economic recovery. The senior management team and I will make it our mission to support Krungsri colleagues to leverage our partnership with MUFG and increasingly utilize our regional and global networks to the fullest extent to serve customers, whoever and wherever they are.

In closing, I wish to sincerely thank our valued customers, shareholders, employees, management and all stakeholders in our community for your continuous trust and support. It is our pleasure and pride to serve you as Krungsri journeys towards borderless future success in ASEAN.

Noriaki Goto

President and Chief Executive Officer

ADVANCING ASEAN STRENGTH

TO GREATER ACHIEVEMENT
THROUGH BUSINESS EXPANSION,
CULTURAL AWARENESS AND
A CLEAR, CUSTOMER-CENTRIC VISION







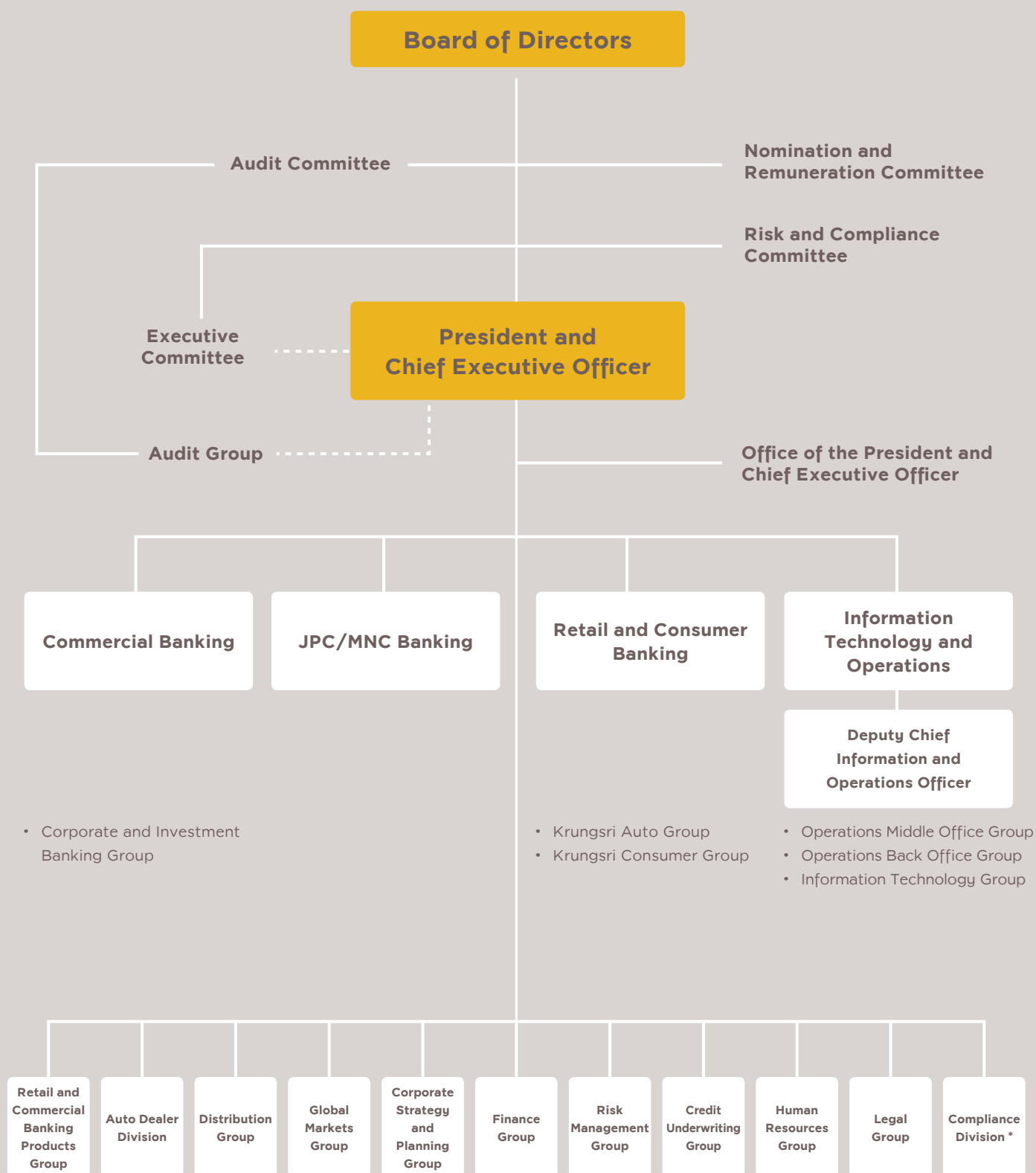
A woman with long, dark, wavy hair is smiling and looking down at a desk. She is wearing a black blazer over a white and blue striped shirt. On the desk, there is a spiral notebook and some papers. The background is a soft, out-of-focus office setting.

INSPIRING BUSINESS GROWTH

BY OPTIMIZING
ECONOMIES OF SCALE,
HARNESSING
A WEALTH OF
RESOURCES, AND
CONNECTING
CORPORATE CULTURES,
MULTINATIONALS AND
EVEN NATIONS

ORGANIZATION STRUCTURE

(as of January 1, 2016)



* Compliance Division shall be reported directly to the Risk and Compliance Committee.

BOARD OF DIRECTORS



Mr. Veraphan Teepsuwan
Chairman



Mr. Go Watanabe
Vice-Chairman
Nomination and
Remuneration Committee
Member



Mr. Noriaki Goto
Executive Director
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 Thanavaranit
Independent Director
Chairman of the Audit
Committee



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



Mr. Takeshi Ogasawara
Director
Risk and Compliance
Committee Member



Mr. Atsushi Murakami
Director



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



Mr. Pornsanong Tuchinda
Executive Director
Executive Committee
Member



Mrs. Janice Van Ekeren
Executive Director
(Until December 31, 2015)
Deputy Chairman of the
Executive Committee
(Until September 30, 2015)

SENIOR MANAGEMENT



Mr. Noriaki Goto
President and
Chief Executive Officer



Mr. Pornsanong Tuchinda
Head of Commercial
Banking
Acting Head of Human
Resources Group



Mr. Masaaki Suzuki
Head of JPC/MNC Banking



Mr. Sudargo Harsono
Head of Retail and
Consumer Banking



Miss Phawana Niemloy
General Counsel



**Miss Duangdao
Wongpanitkrit**
Chief Financial Officer



Mr. Tak Bunnag
Head of Global Markets
Group



Mr. Rohit Khanna
Head of Corporate Strategy
and Planning Group



Mr. Phonganant Thanattrai
Head of Distribution Group



Mrs. Janice Van Ekeren
Senior Executive Vice President
(Until December 31, 2015)



Mrs. Wanna Thamsirisup
Chief Information and
Operations Officer



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



Mr. Sayam Prasitsirigul
Head of Retail and
Commercial Banking
Products Group



Mrs. Voranuch Dejakaisaya
Deputy Chief Information
and Operations Officer



**Miss Puntipa
Hannoraseth**
Head of Audit Group



Mr. Pairote Cheunkrut
Head of Krungsri Auto
Group



Mr. Thakorn Piyapan
Head of Krungsri
Consumer Group

ABOUT OUR CORPORATE GOVERNANCE

The Board of Directors recognizes that good corporate governance principles are a vital foundation for sustainable organizational growth in the international arena. Compliance with these principles is one of the significant elements facilitating the Bank's effective business operations. The Bank's operations, in this regard, must be based on correctness, transparency, equality and auditability. Above all, its excellence in accountability must be maintained in accordance with the international good corporate governance principles. Doing so 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 the 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 stipulated the Bank's **'Good Corporate Governance Principles'** (the principles) in writing which cover the shareholders' rights and

their equitable treatment, information disclosure and transparency, composition, qualifications, responsibilities and duties of the Bank's Board of Directors and the Committees reporting directly to the Board, as well as internal control and audit systems, and the Bank's business philosophy and roles towards stakeholders. The Principles also state the Bank's Mission, Vision and Core Values, Employee's Code of Conduct and their compliance, sustainable growth, and social responsibility. In addition, the Bank stipulates that the Principles be reviewed on an annual basis, or without delay in case of any significant change. This is to ensure the appropriateness of the Principles to situations which may change at any time.

Additionally, the Bank has drawn up **'The Spirit & The Letter' (S&L)**, outlining key principles of the code of conduct under applicable laws and good governance. Its 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 practice, as well as matters that they should be aware of, are stated in writing. Punitive measures are also specified in cases of violations. The Bank makes this document available on its website. As well, activities including an annual S&L Week to enhance knowledge and understanding of the performance of work under the 'The Spirit & The Letter' are arranged.

In 2015, the Bank has reviewed its **Good Corporate Governance Principles** to ensure their alignment with the current operational direction and management structure. The review is intended to ensure optimum appropriateness based on the good corporate governance principles of listed companies prescribed by the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission and compliance with the ASEAN CG Scorecard principles. The sections revised this year include those dealing with topics and definitions of significant terms, aside from the composition, qualifications, duties and responsibilities of the Bank's Board of Directors, as well as





the Committees reporting directly to the Board, shareholders' rights and equal treatment, disclosure of information and transparency, the internal control system and internal audit system, Krungsri's commitments, sustainable growth and social responsibility.

The Bank conveys and publicizes the Principles via several channels such as its website under the good corporate governance section, and through activities intended to promote better understanding to the employees. In addition, training courses are made available via the

Krungsri Learning Companion (KLC) to ensure that the Principles have been communicated, upheld and practiced. Moreover, the Bank stipulates that each department appoint a Compliance Champion to serve as the department's center for communication and knowledge enhancement, understanding of the Bank's corporate governance, including rules and regulations of the Bank's regulators, as well as policies, operational policies or requirements stipulated by the Bank for its employees.

The good governance awards that the Bank received in 2015 include:

- Asia's ICON on Corporate Governance from the 11th Corporate Governance Asia Recognition Awards 2015. The award presented to outstanding organizations that have continuously committed to the highest corporate governance standard and practices.

- Asian Corporate Director of the Year 2015 from the 6th Asian Excellence Recognition Awards 2015.
- Asia's Best CEO (Investor Relations) and Asia's Best CFO (Investor Relations) from the 5th Asian Excellence Recognition Awards 2015. These awards reflect the Bank's determination and dedication to create standardized excellence in communications with investors and corporate governance.
- Best Investor Relations Company (Thailand) and Asia's Best CSR from Corporate Governance Asia Magazine, reflecting the Bank's management that emphasizes not only business success, but also a dedication to excellence in corporate governance and a role model as an outstanding organizational citizen.

Krungsri is committed to operate our business with correctness, transparency and equality while maintaining excellence in integrity and being commensurate with world-class good corporate governance principles.

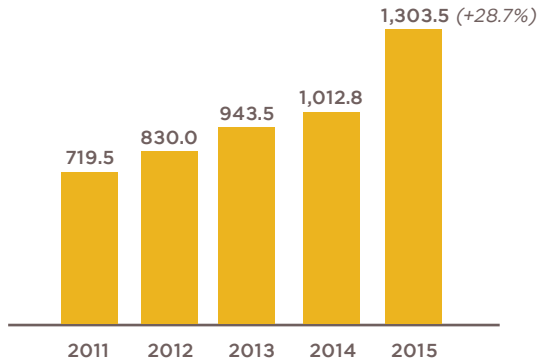


FINANCIAL HIGHLIGHTS

(Consolidated)

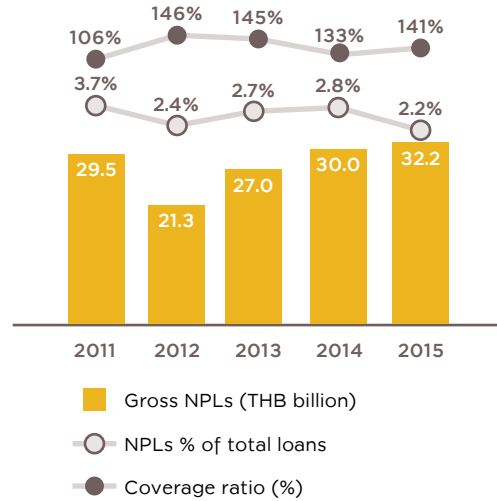
LOANS

(THB billion)



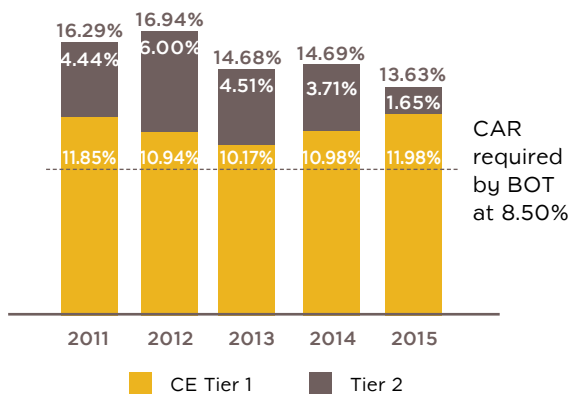
NPLs & COVERAGE RATIO

(THB billion, %)



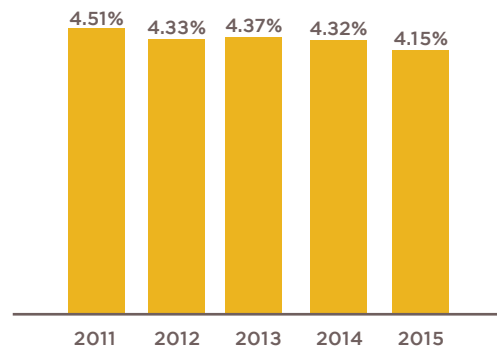
STRONG CAPITAL BASE ^{1/}

(Percent)



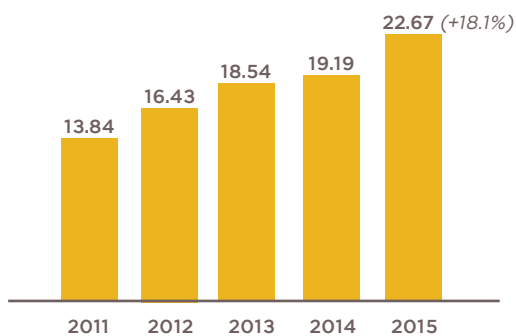
NET INTEREST MARGIN (NIM)

(Percent)



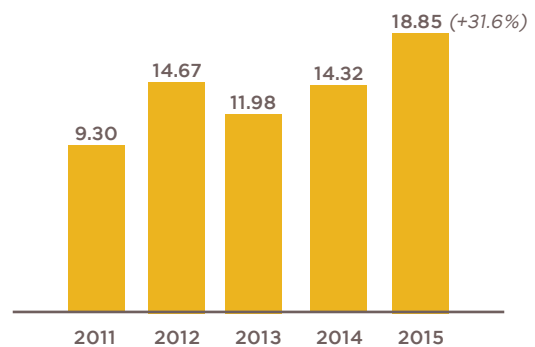
FEES & SERVICE INCOME

(THB billion)



NET PROFIT

(THB billion)



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

Consolidated Financial Statements

	2015	2014	2013 (Restated)	2012	2011
Financial position information (THB million)					
Total assets ^{1/}	1,705,517	1,211,362	1,179,606	1,071,965	947,797
Loans to customers ^{2/}	1,303,454	1,012,761	943,502	830,008	719,507
Allowance for doubtful accounts	44,944	39,776	38,986	31,029	31,279
Net NPLs	14,919	14,818	13,308	11,835	18,763
Gross NPLs	32,239	29,988	27,014	21,292	29,536
Total liabilities ^{1/}	1,514,769	1,079,692	1,058,052	958,479	845,102
Deposits	1,046,290	837,556	764,050	687,159	560,540
Total shareholders' equity	190,748	131,670	121,553	113,486	102,696
Operating performance (THB million)					
Interest income	81,947	74,609	71,381	64,640	56,428
Interest expense	25,596	26,665	26,442	24,687	18,963
Interest income, net	56,350	47,943	44,939	39,953	37,465
Fees and service income, net	17,230	14,770	14,327	12,735	10,787
Non-interest and non-fee income	9,193	8,046	9,010	8,501	7,052
Other operating expenses	38,947	34,300	33,392	30,798	27,477
Impairment loss of loans and debt securities	20,186	18,107	18,959	11,385	12,214
Net profit ^{3/}	18,634	14,170	11,864	14,625	9,264
Financial ratios					
Return on average assets ^{1/}	(%)	1.28	1.19	1.05	1.45
Return on average equity	(%)	11.59	11.22	10.12	13.53
Net profit per share	(THB)	2.54	2.33	1.95	2.41
Cost / income ratio	(%)	47.05	48.47	48.91	50.33
Capital adequacy ratio ^{4/}	(%)	13.63	14.69	14.68	16.94
CE Tier 1 capital to risk weighted assets ratio ^{4/}	(%)	11.98	10.98	10.17	10.94
Book value per share	(THB)	25.93	21.68	20.01	18.68
Loans to deposit ratio	(%)	124.58	120.92	123.49	120.79
Loans to deposit plus debentures and bills of exchange ratio	(%)	114.38	106.10	104.40	102.87
Net NPLs / loan ^{5/}	(%)	1.05	1.40	1.33	1.34
Gross NPLs / loan ^{6/}	(%)	2.24	2.79	2.67	2.39
Coverage ratio	(%)	140.55	133.24	145.05	146.19

^{1/} Reclassified deferred tax 2014, presented for comparison

^{2/} Loans to customers less deferred revenue

^{3/} Attributable to equity holders of the Bank

^{4/} Bank only (BASEL III) for 2013-2015 and Bank only (BASEL II) for 2011-2012

^{5/} Represents percentage of net NPLs divided by loans including money market loans less NPLs reserves

^{6/} Represents percentage of gross NPLs divided by loans including money market loans

AWARDS AND RECOGNITION

Krungsri is committed to providing financial products and solutions of the highest standard to our customers. Our professionalism and expertise have been recognized and applauded, reflected in our winning of a wide range of industry accolades and awards across categories ranging from Corporate governance, initiative, innovative solutions, business practices and people.



- **Asia's Best CEO (Investor Relations) for Mr. Noriaki Goto at the 5th Asian Excellence Award 2015**

- **Asia's Best CFO (Investor Relations) for Ms. Duangdao Wongpanitkrit at the 5th Asian Excellence Award 2015**

- **Asia's Best CSR at the 5th Asian Excellence Award 2015**

- **Best Investor Relations Company (Thailand) at the 5th Asian Excellence Award 2015**

- **Corporate Social Responsibility Excellence Recognition for 2015**

Krungsri Consumer

- **TMA-SASIN Management Excellence Awards 2015 at the Thailand Corporate Excellence Awards and SMEs Excellence Awards 2015**

DIGITAL BANKING & TECHNOLOGY

Krungsri is recognized for its commitment to digital banking and excellence in the use of IT in financial services both domestically and internationally. We have an active social media presence and utilize it as a strategic vehicle for excellent customer interaction, engagement, service support, marketing and sales promotion, providing a seamless end-to-end, multi-channel customer experience. These efforts reconfirm our commitment to deliver simplicity of use and convenience to all customers by leveraging digital technology to create efficiency.

For 2015, Krungsri won the following 12 awards for digital banking and technology:

KRUNGSRI PRIDE

CORPORATE GOVERNANCE

Good corporate governance is an important aspect of any business. At Krungsri, the practice of good corporate governance permeates our organization. We base our principles on integrity, transparency, fairness and accountability. Additionally, Krungsri's 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' – reflects our commitment to corporate governance as well as social responsibility which prompts us to further improve our corporate governance standards.

The following six awards for Corporate Governance by Corporate Governance Asia Magazine and one award for Corporate Social Responsibility by the American Chamber of Commerce in Thailand (AMCHAM) have given recognition to Krungsri as a leading organization in enhancing and raising the standards of corporate governance and business ethics to the highest level. Additionally, Krungsri Consumer was recognized an award for management excellence.

Krungsri

- **Asia's ICON on Corporate Governance for the fourth consecutive year in 2015 (2012-2015) at the 11th Corporate Governance Asia Recognition Awards 2015**
- **Asian Corporate Director of the Year 2015 for Mr. Noriaki Goto, for the second consecutive year in 2015 at the 6th Asian Corporate Director Recognition Awards 2015**





Krungsri

- **Best Mobile Banking App Thailand 2015 at Global Banking and Finance Review Awards 2015**
- **Mobile Banking Initiative of the Year – Thailand at Asia Banking & Finance Retail Banking Awards 2015, organized by Asian Banking and Finance Magazine**
- **Website of the Year – Thailand at Asia Banking & Finance Retail Banking Awards 2015, organized by Asian Banking and Finance Magazine**
- **Thailand Domestic Technology & Operation Bank of the Year at Asia Banking & Finance Wholesale Banking Awards 2015, organized by Asian Banking and Finance Magazine**
- **Best Social Media Strategy at Customer Experience Management Asia Excellence Awards 2015**

Krungsri Consumer

- **Best Technology Implementation & Initiative Front Office (Winner) at Cards & Electronic Payments International (CEPI) Asia Summit & Awards 2015**
- **Best Digital Wallet Initiative (Highly Commended) at Cards & Electronic Payments International (CEPI) Asia Summit & Awards 2015**
- **Best Payment Initiative Central & South Asia at Smart Card & Payment Awards 2015**
- **Recognition Award in Business Enabler Projects for 'Simple Application' at Thailand ICT Excellence Awards 2015, organized by Thailand Management Association**

Krungsri Auto

- **Three Thailand ICT Excellence Awards 2015 for 'KrungsriMarket.com', 'Inspection' and 'iSmart Form' projects, organized by Thailand Management Association**

PEOPLE

'Engagement' is a force that drives real business outcomes and a key to improving performance. Krungsri has designed our work processes to ensure that employees are committed to our goals and values, and motivated to contribute to success. We realize that this significant step is not only key to improving business performance, but also vital to achieving sustainable growth for our organization.

The Gallup Great Workplace Award is created to recognize outstanding companies for their excellence in creating an engaged workplace culture across teams, departments and locations. Krungsri is one of leading organizations worldwide that are recipients of the award.



- **Gallup Great Workplace Awards, our third consecutive win so far**

FINANCIAL INCLUSION INITIATIVE

Krungsri realizes that financial inclusion and financial literacy are the pre-requisites for financial systems and economic development. As a leading provider of micro-finance and secured cash loans for the 'underbanked', 'Ngern Tid Lor' is dedicated to promote financial inclusion by employing best practices to bring people into the formal financial system. The organization's effort was internationally recognized by The Banker, a subsidiary of the London-based Financial Times newspaper in 2012. For 2015, Ngern Tid Lor's 'Integrated Financial Solutions for the under-banked Thais' project won another international award.



- **Financial Insights Innovation Award (FIIA) in Financial Inclusion by IDC Financial Insights**

BRANDING & STRATEGIC MARKETING

'Make Life Simple' is our brand promise. Krungsri has committed to deliver simplicity to our customers. This promise impacts every decision Krungsri makes. We take time and effort to develop marketing campaigns that resonate with target customers in every segment. We actively work to create a marketing plan to better reach and satisfy customers while increasing profitability and productivity. At the same time, we understand that an effective brand strategy can earn us an edge in increasingly competitive markets as well as reinforce our positioning in the market. Therefore, Krungsri leverages customer and managerial insights to ensure highly individualized customer experiences.



Krungsri's branding and advertising campaigns were recognized as follows:

Krungsri

- **Advertising Campaign of the Year – Thailand Asia Banking & Finance Retail Banking Awards 2015**
- **Three Bronze Awards in the category of advertising campaign and TV commercials for 'Flirts' and 'Wedding' TV advertisements in the banking, investment and insurance segment at Adman Awards & Symposium 2015' by the Advertising Association of Thailand (AAT)**

Krungsri Consumer

- **Best Marketing Campaign (Winner), Cards & Electronic Payments International (CEPI) Asia Summit & Awards 2015**
- **Best CRM & CRM Program (Winner), Cards & Electronic Payments International (CEPI) Asia Summit & Awards 2015**
- **Best CRM (Winner), Cards & Electronic Payments International (CEPI) Asia Summit & Awards 2015**
- **Best Brand Engagement (Winner), Customer Experience in Financial Services Asia Awards 2015**
- **Dynamic Third Party Partnership (Winner), Retail Banker International (RBI) Asia Trailblazer Awards 2015**
- **Excellence in Customer Experience (Highly Commended), Retail Banker International (RBI) Asia Trailblazer Awards 2015**
- **Best Use of Personalization (Highly Commended), Customer Experience in Financial Services Asia Awards 2015**
- **Best Customer Experience (Highly Commended) Customer Experience in Financial Services Asia Awards 2015**
- **Innovative Digital Marketing Award (3rd winner) for Krungsri Samurai Efma-Accenture Innovation Award 2015**

Krungsri Auto

- **Superbrands Thailand for four consecutive years, Thailand Superbrand Council**



- **Thailand's Most Admired Brand Award for three consecutive years, BrandAge Magazine**

INNOVATIVE PRODUCTS & SERVICE SOLUTIONS

Innovation is important as one of the primary ways to differentiate our products from others in the market. Krungsri is a leader in delivering innovative financial products and tailored solutions to its retail customers and large corporate clients. We put customer expectations at the heart of our business, simplifying customers' experiences and maximizing their benefits. Krungsri's innovative products and services have played an important role in enhancing customer experience by applying innovation and technology to make their lives simpler. Additionally, business networks and partnerships are one of the most powerful marketing tactics to accelerate and sustain success within our organization as well as maximize customer benefits.

We take pride in the recognition for these innovative products and service solutions in 2015:

Krungsri Consumer

- **Best Consumer Finance Product in Thailand, The Asian Banker Excellence in Retail Financial Services Awards 2015, organized by The Asia Banker**
- **Best Credit Card Product in Thailand, The Asian Banker Excellence in Retail Financial Services Awards 2015, organized by The Asia Banker**
- **Best Affluent Program for Central The Black from MasterCard International**

- **Best Affinity Co-branded Card Program, Cards & Electronic Payments International (CEPI) Asia Summit & Awards 2015**
- **Best Credit Card Offering-Thailand (Winner), Cards & Electronic Payments International (CEPI) Asia Summit & Awards 2015**

Krungsri Auto

- **Best Car Leasing 2015, for the second consecutive year in 2015, at Car & Bike of the Year 2015**

FUND MANAGEMENT PERFORMANCE

Krungsri Asset Management (KSAM) focuses on generating new products that aim to seize all opportunities. KSAM launched five new Foreign Investment Funds in 2015, ranging from health care to global income, enabling the firm to successfully increase its AUM by 15 percent vis-a-vis Thailand's overall industry growth of 8 percent. This achievement of KSAM has been proved above benchmark and reflects its commitment to provide the best asset management services to our customers.



In 2015, KSAM was awarded:

- **Outstanding Asset Management Company Awards 2015, SET Awards 2015**
- **Fund Management Company of the Year, Thailand 2015, The Asset Magazine**

OPERATING ENVIRONMENT





THE THAI ECONOMY IN 2015 AND OUTLOOK FOR 2016

2015 Stronger economic growth despite lackluster private demand

Thailand's economic growth rate picked up from 0.9 percent in 2014 to 2.8 percent in 2015 amidst greater political stability, though growth was lower than consensus forecasts. Major factors driving economic growth were an acceleration of government spending, particularly in small-scale investment projects, and favorable growth in the tourism sector. Despite the bombing incident at Ratchaprasong intersection in mid-August, the number of foreign tourist arrivals surged by 20.4 percent in 2015.

Meanwhile, the key engines of economic growth, including exports of goods, household consumption and business investment, were in doldrums. A deeper-than-expected slowdown in demand from Thailand's trading partners, especially China and the rest of Asia, and a plunge in global commodity prices adversely affected the country's exports in terms of both volume and price. Exports of goods in U.S. Dollar terms shrank for the third consecutive year by 5.6 percent in 2015.

At the same time, income and purchasing power in the rural area declined as a result of falling agricultural prices and lower farm outputs due to drought. The aforementioned factors aggravated weak private consumption growth already impeded by high household debt.

In addition, a delay in large-scale infrastructure projects, combined with sluggish domestic and external demand, caused businesses to postpone investments. In the absence of private sector's driving force, the economic recovery has been much weaker than projected. Therefore, the Monetary Policy Committee (MPC)

decided to lower its benchmark interest rate twice from 2.00 percent to 1.50 percent to avert further faltering in economic recovery.

Nevertheless, economic stability remained robust. The unemployment rate continued to be low. While inflation was at minus 0.9 percent due mainly to a plunge in oil prices, the Thai economy did not experience any deflation. Regarding currency exchange rates for the year, the baht moved in line with other regional currencies in a gradual depreciation against the U.S. dollar, helping to ease some concerns for the export sector.

Furthermore, the relatively high international reserves level and a surplus in current accounts provided the Thai economy with some resilience against external shocks - such as anxieties over U.S. interest rate increases (which periodically brought about volatile capital flows), a steeper-than-expected slowdown in emerging markets' economies, especially China, the devaluation of the yuan and a rout in global financial markets.





2016 Moderate growth of the domestic economy helps compensate for weak exports

The Thai economy will expand by 3.2 percent in 2016, improving from the preceding year. Prominent supporting factors include the effects of government's stimulus measures (gradually launched since the last quarter of 2015), such as programs to provide liquidity to Small and Medium Enterprises (SME) to boost the property sector, privileges for firms under Board of Investment (BOI) and non-BOI projects, and fast-tracking of large-scale infrastructure investments. These factors are expected to restore confidence, create incentives for investment and induce the private sector to heighten its role in driving the economy.

In addition, there are other factors in place since the prior year which will continue to support economic growth, including an acceleration of government spending, a recovery in the tourism sector, benefits from the economic expansion of neighboring countries and the ongoing economic dynamism of the ASEAN Economic Community (AEC), in effect since the end of 2015, as well as the strengthening of regional economic corridors through such developments as transportation connectivity improved.

However, Thailand still faces protracted problems impeding economic growth. The first problem is a continued sluggishness in the rural economy amid depressed farm prices, the drought crisis and high household debt. The second problem is the fragile recovery of the global economy, particularly with a slowdown in the Chinese economy, which will bring downward pressure on Thai exports and related investment. These two factors are additional to structural problems that may continue to limit potential growth of the Thai economy. Meanwhile, the main risk factors for 2016 are 1) uncertainties surrounding the global economic recovery, especially emerging market economies that are sensitive to weak external demand and depressed commodity prices; 2) the spillover effects of China's deeper-than-anticipated economic slowdown; and 3) uncertainties over the timing and pace of U.S. interest rate hikes which could lead to high volatility in financial markets worldwide via capital flow movements. All these key risk factors may significantly impact Thailand's economic policy, monetary policy and economic growth in 2016.



COMMERCIAL BANKING IN 2015 AND OUTLOOK FOR 2016

2015 Market Overview

The Thai economy expanded at a slower pace in 2015 as the economic momentum remained weak across all sectors, particularly exports, industrial manufacturing and farm products. With this economic backdrop, the banking system loan growth slowed down during the first nine months of the year, recording at 2.4 percent. The slower economic growth also impaired loan growth and asset quality, prompting Thai banks to become cautious in their underwriting of loans.

The operating environment improved in the fourth quarter of the year, as private sector began to show a positive sign of recovery following the government's announced economic stimulus measures in September and October. The recovery of economic activity together with an acceleration of government spending led to rising loan demand for corporate and construction-linked SME sectors. The loan demand related to ongoing major public infrastructure projects and fast implementation of stimulus packages resulted in a strong pick up of loan

growth toward the end of 2015. Furthermore, commercial banks supported government policy to provide THB 100 billion in soft loans to SMEs, as this sector was most affected from the slow economic environment, at a maximum interest rate of 4 percent, which is lower than the average yield of large banks on SME loans.

In addition, consumer loans recorded a strong growth in the fourth quarter supported by the seasonality effect of high year-end spending and the government's stimulus measures (spending stimulus for personal income tax deduction from spending no more than THB 15,000 during 25-31 December 2015). In addition, there was acceleration in auto hire purchase loans before the vehicle excise tax increase comes into effect in 2016.

Mirroring the slowing economy and challenging environment, Thai banks continued to exercise prudence in business undertakings. Loan growth of 4.3 percent was achieved in 2015. Commercial loans expanded by 3.1 percent, driven mainly by the public utilities, services and real estate sectors. Lending to SMEs increased by 5.6 percent. Consumer loans increased 7.1 percent, decelerating across the board, except for auto loan which turned to positive growth at 1.0 percent after contracting at 3.4 percent in 2014 which was compounded by high household debt that also limited retail loan growth.

Deposits grew by 2.8 percent in line with the slowdown in loan growth. Commercial banks launched promotional deposit products to mobilize funding in anticipation of a revival of loan demand. Meanwhile, bills of exchange increased by 45.5 percent over the year. Banking sector liquidity tightened this year with a loan-to-deposit (including bills of exchange) ratio of 97.0 percent, up from 95.7 percent last year.



The weak economy also affected banking sector asset quality. The banking sector experienced a deteriorated asset quality during the year, evident by an increase in the amount of NPL, with the gross NPL to total loans ratio of 2.55 percent, up from 2.15 percent last year. Most banks tried to preserve asset quality via faster troubled debt restructuring and NPL sales.

In 2015, commercial banks continued to maintain loan loss provision above the regulatory minimum. However, the NPL increased resulted in a declined of loan loss coverage ratio to 156.3 percent from 169.4 percent in 2014.

Overall, Thai banks reported net profits of THB 192 billion, decreasing by THB 22 billion from the previous year, mainly caused by heavier loan loss provision setting in 2015 during the challenging environment.

Net interest margins decreased to 2.5 percent from 2.6 percent due to lower interest rate. The return on assets (ROA) for the industry dipped to 1.1 percent compared with 1.3 percent in 2014.

Thailand's banking sector remained well capitalized with capital level recorded at THB 2,229 billion, an increase of THB 186 billion from 2014 mainly from annual profit allocations in 2015, capital increase and issuance of subordinated debentures

to strengthen their Tier-2 capital and comply with the requirements of Basel III. As a result, the capital adequacy ratio (BIS Ratio), the Tier-1 capital ratio, and the Tier-2 capital ratio increased to 17.4, 14.5 and 2.9 percent, respectively.

Moreover, Thai banks had the opportunity to expand their business scope and coverage across the region from the inauguration of the ASEAN Economic Community. Bangkok Bank is among nine international banks that received branch licenses in Myanmar. In addition, Krungsri also inaugurated a representative office in Yangon, Myanmar with the aim to support the corporate and SME clients in capturing business opportunities in the country.

2016 Market Outlook

Business prospects for the banking sector are set to improve in 2016, with loan demand expected to recover on the back of a growing economy, revival in investment stimulated by infrastructure projects and tourism, expedited implementation of stimulus packages and a recovery in domestic consumption owing to tax incentives from government. On the other hand, the main risks continue to stem from the uncertain global environment affecting Thai exports, the effect of prolonged drought and elevated household debt on consumption, and political uncertainty in the second half of 2016.

Deposits are expected to grow in line with an expected pick up in loan demand. Banks are likely to face competition for deposits due to the lowering of the deposit guarantee ceiling from THB 25 million to THB 1 million per depositor per commercial bank from August 11, 2016 onward.

Overall credit quality is likely to improve in 2016. The gross NPL to total loan ratio is expected to decline from 2015, mainly from improvement of asset quality of commercial loans in terms of working capital which will benefit from government policy.

The Thai Banking Sector is Likely to remain sound and stable in 2016 with improved economic sentiment and recovery in economic activities.

The inauguration of ASEAN Economic Community at the end of 2015 presents opportunities for the banking sector to create value and expand alongside customers in supporting their growth. With Thai businesses, both corporate and SMEs, expanding into the region, there will be greater demand for financial services in connecting and mobilizing financial trade and investment flows into the region as well as beyond. In addition, banks have an opportunity to expand the scope of business from providing existing financial services to business expansion advisory services and networking services. Banks will no longer serve as just a financial service provider but a partner and true solution provider for customers.

The Thai banking sector is likely to remain sound and stable in 2016 with improved economic sentiment and recovery in economic activities. The pick-up in the economy should boost Thai banks' loan growth in 2016 compared to 2015, with the average industry loan growth expected to be 4-5 percent.



COMPETITIVE CAPABILITY





OUR STORY

Bank of Ayudhya Public Company Limited (Krungsri) 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. As of December 31, 2015, Krungsri Group had a total registered capital of THB 75,741 million and THB 73,558 million in paid-up capital.

Krungsri Group is Thailand's fifth largest universal bank in terms of assets, loans and deposits. It 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.

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 corporations 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.

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.

During 2015 we achieved a number of considerable developments in delivering our strategic priorities to drive Krungsri forward as the next financial powerhouse in the region.

MID TERM BUSINESS PLAN

Krungsri developed our Mid Term Business Plan which is a strategic framework formulated as a guide for Krungsri's business operations over the period of 2015 - 2017.

Our Mid Term Business Plan lays the foundation for Krungsri Group to further grow our business and successfully achieve our mission to be a leading regional financial institution with global reach, committed responsibly to meeting the needs of customers and serving society through sustainable growth.

Our Mid Term Business Plan is formulated with a forward-looking approach, incorporating assessment of external developments, domestic developments, regulatory trends, and growth opportunity trends for the next 3 years, accounting for their possible impact on Krungsri.



Aspiration and Key Strategic Themes

Our aspiration is 'To Be a Top Tier Financial Group in Thailand.' To achieve this aspiration, we identified Key Strategic Themes namely:

- **Grow assets**
- **Increase non-interest income**
- **Reduce cost of funds**

We are aware that as a financial institution, we have to maintain safety and soundness for the Krungsri Group. Therefore, in addition to the 3 business related Key Strategic Themes above, Krungsri has also identified themes to strengthen governance in support of our business endeavors. These are:

1. Strengthen internal controls
2. Align robust processes
3. Operate productively and efficiently
4. Ensure talent management and a great working environment.

These Key Strategic Themes will be the center of our business strategy, going forward.

9 Business Core Strategies & 5 Management Platform Core Strategies

Under these Key Strategic Themes, we have identified 9 Business Core Strategies and 5 Management Platform Core Strategies as follows:

Business Core Strategies

1. Maintain Leading Position in Consumer/Auto Hire Purchase
2. Become a Tier 1 Mortgage Player
3. Core Banking Strategy
4. Enhance Transaction Banking
5. Strengthen FX Business
6. Enhance Funding Capabilities
7. Expand Customer Base through Customer-centric Approach
8. MUFG/BTMU Synergy Strategy
9. Corporate and Retail Collaboration

Management Platform Core Strategies

1. Enhance Financial Management
2. Enhance Risk Management
3. Best in Class Legal and Compliance and Fraud Management
4. Enhance Operational Excellence/ Best in Class IT Platform
5. OneKrungsri HR Platform

To carry out these Core Strategies, each business unit established relevant targets and plans to help transform their efforts into tangible results.

'Customer-centricity', 'OneKrungsri', 'Make Life Simple'

Mid Term Business Plan contains some transformative initiatives, but what remains the same is that customers will always be at the heart and center of our business strategy – 'Customer-centricity'. We also strive to combine the

Krungsri has been empowered to better respond to the financial needs of our clients, by synergizing MUFG/BTMU's global platform, networks and capabilities with Krungsri's local expertise and strengths.

'OneKrungsri' and 'Make Life Simple' philosophies together to deliver integrated financial solutions that best match the needs of our customers.

We periodically run our PDCA (plan, do, check, and action) cycle against these initiatives under the Mid Term Business Plan to assess whether we are in line with plan or if we need to make any adjustments, and that we can deliver our promises to stakeholders.

Leveraging Synergies with MUFG/BTMU

Our focus on leveraging both Krungsri and MUFG/BTMU's complementary strength is bearing fruit. Throughout 2015, there were various successful cases that embody the power of synergy between Krungsri and MUFG/BTMU which greatly enhanced our competitive advantage as well as our product and service offering capability.

- 1. Cross-sell of retail products:** Acquired Japanese payroll accounts and promoted cross-sell retail banking services to employees at Japanese corporate clients.
- 2. Supply chain financing:** Promoted end-to-end solutions from supplier financing to dealer financing leveraging on Japanese manufacturers and their supply chain. We also began to provide dealer finance for dealers of cars manufactured in Thailand.
- 3. Business matching:** In November 2015, Krungsri and BTMU jointly organized the Business Matching Fair for the second time in Thailand. This created opportunities for Thai companies to expand into the Japanese market, while providing a platform for BTMU customers to connect with Thai entrepreneurs.
- 4. Cross-sell of investment banking products:** Enhanced cross-sell investment banking products with a focus on debt capital market, project financing and securitization where we can leverage MUFG/BTMU's global product capabilities and Krungsri's domestic investment banking products.
- 5. Transaction banking:** Leveraged products and process know-how from BTMU to close the product gap against the market and successfully promoted products such as regional cash pooling and structured trade finance.
- 6. Cross-border business:** Utilized MUFG/BTMU's global network to support local corporations and other

customers in Thailand, who are becoming increasingly globalized and in need of effective global banking services as they venture abroad, whether within ASEAN or further afield. A successful case of cross-border business in 2015 included Krungsri and BTMU providing financing support to one of the largest retail groups in Thailand to expand their business in Europe, and leading auto parts manufacturer in Thailand to expand its business in India.

Through synergies with MUFG/BTMU, Krungsri in 2015 was empowered to better respond to the financial needs of our clients. Looking forward, in 2016 Krungsri will continue enhancing our service capability to customers by synergizing BTMU's global platform, networks and capabilities with Krungsri's local expertise and strengths.

Expanding Our Business in the Region - Representative Office Opened in Myanmar

In 2015, Krungsri achieved another important milestone in expanding our business throughout the ASEAN region. On April 22, 2015, Krungsri inaugurated a representative office in Yangon, Myanmar, with the aim to support the Bank's corporate and SME clients in capturing business opportunities in the country. Our representative office will provide information on trade and investment opportunities to both Thai and Myanmar business operators along with 'business matching' services.

BTMU, a banking entity under MUFG, also officially commenced its full branch operations in Yangon. Krungsri's employees have also been seconded to BTMU's Yangon Branch.

The opening of a Krungsri representative office in Myanmar affirms our commitment to support our clients to grow their businesses outside Thailand, particularly in Thailand's neighboring countries. Going forward, the Krungsri Representative Office together with BTMU Yangon Branch will work closely to provide total financial solutions to Thai, Myanmar and foreign customers.

As of now, we are the only bank with access to global capabilities and networks to help expand our business horizons abroad and firmly establish our footprint in ASEAN.

We consider good governance to be an essential ingredient in the recipe for sustainable growth. Adhering to the very best in good governance practices is part of the core philosophy of Krungsri Group.



OUR PHILOSOPHY

Our mission is to become a leading regional financial institution with sustainable growth achieved through confidence in the organization from all stakeholders.

We consider good governance to be an essential ingredient in the recipe for sustainable growth. Adhering to the very best in good governance practices is part of the core philosophy of Krungsri Group. Thus, we have devoted great care and effort in developing a strong culture of solid corporate governance in a comprehensive manner. In addition, our focus on corporate governance puts us in line with Krungsri Group becoming part of MUFG, whose corporate vision is 'Be the world's most trusted financial group'.

When it comes to putting our vision into practice, customers will always be at the heart of all our undertakings. A customer-centric strategy is applied in the development of all our financial products and services. In addition, the Bank's 'Make Life Simple' philosophy is combined with this customer-centric approach to deliver integrated financial solutions that best match the needs of Krungsri Group's clientele.

In combination, these approaches enable us to deepen our engagement and relationships with customers, evident by the numerous recognitions and awards conferred on Krungsri by various national, regional, international organizations, as well as professional associations, throughout 2015.



CORPORATE GOVERNANCE EXCELLENCE

Our strong commitment to corporate governance was recognized with the ICON on Corporate Governance Award (2012-2015) from Corporate Governance Asia, highlighting our commitment to the highest standards of good corporate governance in various aspects, including

policies for 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. We were one of the first financial organization to



be recognized for our commitment to fair business practices, group-wide responsibility and a zero tolerance for any direct or indirect corruption. Krungsri Group is strongly committed to conducting our business with honesty, integrity, transparency and auditability in strict adherence to anti-corruption policies and procedures, thus giving all stakeholders confidence in our business operations.

This year, the Thaipat Institute has conducted a Sustainable Development Assessment on all listed Thai companies in terms of anti-corruption practices. The Bank achieved a rating of 4 (Certified Level), on a scale of 1-5 with 5 being the highest rating.

OUR PEOPLE

Krungsri Group is recognized for having world-class employee engagement from our extraordinary ability to create an engaged workplace culture across teams, departments and locations. Krungsri Group is among leading organizations worldwide that are recipients of Gallup Great Workplace Awards for three consecutive years.

OUR PRODUCTS

Developing and delivering integrated financial solutions that best match the needs of our customers along with simple yet innovative market-leading products led to our customer-centric strategy and consistent delivery of our brand promise to 'Make Life Simple'. Innovations launched in 2015 included:

- Product Innovation: Product designs that respond to customer insights
- Innovation in Procedure: Simple and efficient procedures across all channels
- Marketing Innovation: Consistent focus on intelligence and segmentation
- Service Innovation: Enhancing customer experience across every segment.



COMMERCIAL BANKING

Krungsri reorganized its internal structure to align with our strategy of Customer-Centricity by creating a Commercial Banking Group which encompasses both corporate banking and SME banking. This is to serve and focus on business customers and acquire and develop a deeper understanding of their behavior, needs, perceptions and attitudes toward the products and services of Krungsri. This should allow us to continue developing and improving our products and services that truly meet the needs of business customers.

Furthermore, Krungsri believes that a strong business network would help business in related sectors grow together. It's our task to support SMEs to grow sustainably by easing access to financial support and business opportunities through various events and knowledge-sharing initiatives. With the power of synergy, we can access the knowledge and networks of MUFG in nearly 50 countries around the world to support our customers' business in growing their local and international markets via business matching events and business advisory services.

CORPORATE BANKING

Krungsri, as a strategic member of MUFG, has tremendous competitive advantages that differentiate us from other Thai banks. With a larger customer base, global network in neatly 50 countries, and new capability to help create innovative products and procedures, Krungsri is ready to offer superior commercial products and services to corporate clients.

The collaboration between Krungsri and MUFG strengthens Krungsri's business connections and makes global financial services more readily available to clients in such areas as international investment, joint ventures, business matching, new markets and channel expansion. Under our Mid Term Business Plan, the Bank has the mission to become clients' main operating bank by shifting our commercial products

and services focus to offering 'Total Financial Solution' for Thai Corporate and Multi-National Corporate clients.

The Bank's principal strategy for corporate clients is to build a stronger relationship between clients and the Bank through relationship management, total financial solution products and services, competitive price offerings and risk appetites. Corporate banking clients are served by insightful and best-in-class Relationship Managers who are ready to provide the finest and most effective financial solutions and advisory services for each client. Our advisory service is customized for each business' needs; our service covers various financial areas from loan to other related financial products and services, including Investment Banking service that helps serve clients' business requirements. The service also extends to new international business opportunities through MUFG connections and partnerships.

Targeted asset growth will be achieved primarily from a new acquisition and segmentation strategy under our 'Total Financial Solution' concept. This concept links with other products and services such as Cash Management, Trade Finance, Foreign Exchange and Derivatives, Investment Banking and Project Finance for offshore opportunities, especially in the AEC, Japan and China. With the aforementioned strategy, the Bank aims to increase the number of quality loans and revenue from transactional fees as well as lower financial capital.

As regards corporate social responsibilities, Krungsri is well aware of the importance of environmental and energy issues that drive communities and industries. So, the Bank supports and finances several environmentally sustainable projects; for instance, offering financing of THB 1.35 billion to Klongluang Utilities Company Limited, Electricity Generating Public Company Limited or EGCO group for a Natural Gas Electric Plant Development Project, financing another THB 4 billion to issue Glow SPP Debentures for Glow Energy



Company Limited., and providing USD 60 million to PTT MCC Biochem Company Limited for a joint venture project between PTT Public Company Limited and Mitsubishi Chemical Corporation to build the world's first Plastic Bio-Production Plant Project, pushing Thailand forward as Asia's Bio-Hub.

Cooperation between Krungsri and MUFG will open stronger business channels with more business openings for Krungsri clients, both locally and internationally and our financial consultancy service under Investment Banking also could serve all industries requirements.

SME BANKING

Under the 'Make Life Simple' concept, Krungsri SME Banking has been continuously improving all elements to support Thai SMEs to achieve holistic growth by developing not only financial products, but also value-added services, including seminar or business matching activities to expand their business opportunities.

Through our understanding and awareness of SME issues in terms of collateral, we introduced financial products that do not require collateral, such as SME loans under the 'Three Times' family (Ju-Jai loan, Tan-Jai loan, and Prom-Ka-Yai loan). Given our expertise and experience in risk management, we also offer a SME dealer loan named

'Prom-Hai', which does not require collateral. Distinguishing itself from other SME loans due to the absence of collateral requirement, this loan offers a high credit limit to help businesses meet their needs and increase the liquidity of SMEs in our overall network as well as benefit all parties in the value chain system. This was launched first in the sectors of automobile and motorcycle production, tires, appliances & electronic equipment, paper, fertilizer, and chemical industries, and will be extended to other business sectors. Moreover, a 'Partial Secure Loan' is also being launched in supporting small SMEs' financial needs to empower their business expansion with a high credit limit of up to 130 percent of collateral value and long-term repayment of up to 10 years.

Even though economic conditions are unfavorable, it is our commitment to support SMEs to conduct their businesses and grow sustainably. In 2015, we provided debt relief to our SME customers affected by the sluggish economic activity. Not only did the Bank extend repayment terms, but it also reduced and offered relief from payments. Relationship Managers were also assigned to take care and personally advise and promptly assist SME customers. Meanwhile, the government has prioritized SME supporting measures to improve their liquidity and ability to access capital resources under the 'Low interest loans for working capital to SME

It is our commitment to support SMEs to conduct their businesses and grow sustainably, particularly during challenging economic conditions.

entrepreneurs' project as well as the Soft-loan programme with 4 percent annual interest rate for 7 years, and the credit line is limited to THB 50 million.

Apart from offering products and financial services, Krungsri emphasizes on building lasting relationships with customers and creating value-added services via a variety of activities including:

- **Customer Loyalty Program:** 'SME Reward' is a program that helps strengthen SME customer loyalty. With more eligible spending via overdraft (O/D) accounts, more 'Yellow Points' can be earned and more special rewards can be redeemed.
- **Customer Advisory Board:** This institution, formed by region and target industry, is meant to encourage more in-depth customer feedback and mutual understanding on opportunities, risk and financial needs of customers with regard to 'Customer-Centricity'.
- **Knowledge Seminar:** This activity features professional speakers who are expert in various areas, including academic and government experts, successful and experienced businessmen, etc. to share their knowledge, information as well as opinions, economic analysis and forecasts, business opportunities and advice related to the trade liberalization of the ASEAN Economic Community. From this activity, SMEs are better able to adopt and prepare their business readiness amidst intense competition.
- **Krungsri Business Dinner:** Offering a warm, welcoming atmosphere, we initiate this activity to engage our highly valuable customers and encourage close business relationships. This event not only enables entrepreneurs to build networks among themselves via an exchange of information and opinions, but also helps Krungsri improve and develop products and services based on customer feedbacks.
- **Business Matching:** This annual activity is held exclusively for Krungsri's customers and create opportunities for SMEs to present their products and expand their businesses to international markets, especially Japan, where there is high consumption and high demand of quality products. Moreover, we also launched Online Business Matching, allowing SME customers to connect with a number of top retailers and trading companies such as Loxley Public Company Limited, a leader in local and international trading, and CP ALL Public Company Limited, a retail business leader, via Krungsri's online channel, anywhere and anytime.
- **Leisure Activities:** To thank Krungsri's valued customers and strengthen our relationships via special events such as exclusive movie screenings, special concerts by famous artists, musical performances, etc.

Additionally, Krungsri intends to improve SME capabilities through our strategic partnerships with leading organizations, including The Office of Small and Medium Enterprises Promotion (OSMEP): to promote and support the potential of small and medium-sized enterprises in 2015 and to empower SME entrepreneurs through various activities and knowledge-sharing initiatives. Nakhonratchasima Chamber of Commerce: to be a major sponsor of 'The 5th Young Generation Entrepreneurs Development Project' in tandem with Krungsri's support for SME entrepreneurs with unlimited growth.

JAPANESE CORPORATE AND MULTI-NATIONAL CORPORATE (JPC/MNC) BANKING

Krungsri's JPC/MNC Banking has been established since January 2015 as a result of the integration of the Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU) Bangkok Branch with Krungsri.



The JPC/MNC Banking has made a strong start in serving the financial needs of Japanese corporations and multi-national corporations in Thailand. BTMU's global network and sophisticated financial services have created a close relationship between the parent companies and BTMU, and this 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.

In addition, with Krungsri's expanding local networks of over 650 branches and strong Thai corporate customer base, JPC/MNC Banking can offer better services and opportunities.

Throughout 2015, JPC/MNC Banking has comprehensively served the customers in this group in the following areas:

Cross-sell of Retail Products

The expansion into Japanese and multi-national corporations operating in Thailand brought about other business opportunities for Krungsri in terms of providing these companies' payroll accounts as well as the ability to provide retail banking products and services (auto hire purchase, mortgage, and unsecured loans) to employees of these companies. We were successful in providing over 10,000 payroll account services with major JPC/MNC customers in 2015.

Supply Chain Financing:

In 2015, we succeeded in providing one-stop service solutions for our customers' value chain, for example, the automobile industry in Thailand. With

Krungsri's extensive customer base and network, this enables us to extend financial support not only to automobile manufacturers but also to component suppliers and auto dealers.

Business Matching

Following the great success of Krungsri's first business matching event in 2014, Krungsri and BTMU jointly organized the Business Matching Fair in Bangkok in November, 2015. We invited both Thai customers and Japanese customers to the Fair, and successfully arranged joint meetings. With business matching activities, we can deliver business networks to our customers and continue to support our customers to expand their business opportunities.

Investment Banking

As the Lead Arranger, Krungsri closed several long-term debenture transactions with a leading Japanese and multi-national automobile company in 2015. The debentures were distributed to institutional and private investors. Krungsri also successfully set up a credit line totaling up to USD 35 million with The Japan Bank for International Cooperation (JBIC) in March 2015 for supporting overseas business deployment of Japanese SMEs and closed remarkable first deal with Japanese corporation.

Looking forward to 2016, we will continue to enhance our organization and provide more comprehensive portfolios of financial products and services for the customers.

GLOBAL MARKETS GROUP

Our Global Markets group has taken initiatives to strengthen our international presence through business expansion schemes, particularly with our neighboring countries in response to the challenges of ASEAN integration. Our core strategies for 2015 were to expand our customer base and capture greater trade flow and non-trade flow with Japan, China and ASEAN countries. These strategies were carried forward through expansion of our branch networks, as well as by facilitating our customers' need for

Our Global Markets group has taken initiatives to strengthen our international presence through business expansion schemes, particularly with our neighboring countries in response to the challenges of ASEAN integration.

greater business opportunities by enhancing our product capabilities and the ASEAN emerging currencies' flow through MUFG's global network.

With full support from Parent Company and our two branches in Lao PDR, our Foreign Exchange business in Lao PDR has been increasing substantially and we have started to focus more on customer's foreign exchange business in emerging currencies, for example, Indian Rupee, Indonesian Rupiah, Philippine Peso, etc. We also began a collaboration with BTMU's global network on business flow within Myanmar through a BTMU branch which is the first foreign branch to be set up in Myanmar. Additionally, we have been promoting transactions in On-Shore Chinese Yuan (CNY) and Off-Shore Chinese Yuan (CNH) through our global network.

With a larger customer base resulting from the integration with BTMU Bangkok Branch, our trading capability was enhanced from flows of both sides of the bid/offer, thereby allowing us to offer competitive bid/offer pricing to customers across product range. In addition, coverage of major currencies (or G7) was also greatly widened as the strong support from BTMU's network had enhanced our pricing ability in all G7 currency transactions. The synergy with MUFG/BTMU has enabled Krungsri to offer wider product coverage such as Non-Deliverable Forward, Forward with Delivery Options, wider range of FX option and Interest Rate Derivatives as the new know-how is transferred from Head Office.

Global Markets group is earnestly enhancing our service quality in order to keep up with the upcoming ASEAN integration by growing the FX market in ASEAN currencies. We also support International Head Quarters (IHQ) through MUFG global network and contribute to the Thai economy. We intend not only to facilitate our customers with our service, but also remain determined to provide customers with a sharper perspective on new business opportunities as well as market risk factors, thus assisting our customers to achieve their goals.

MORTGAGE LOANS

In 2015, Krungsri was in the midst of important changes following the Mid Term Business Plan, with the key strategy being to grow assets. Krungsri mortgage loans are important among retail segment loans. In 2015, there were positive factors in supporting mortgage loans growth both internally and externally. Externally, the downward adjustment of interest rates by the Bank of Thailand, resulted in a continuous low interest rate environment. In addition, increased government investment in basic infrastructure has also helped to support the growth in the property sector.

Regarding internal factors in 2015, Krungsri made adjustments and changes to various important strategies in order to increase the ability to compete on the same level with competitors. According to the Mid Term Business Plan, the goal is for Krungsri mortgage loans to become a Tier 1 mortgage player. The improvements include:

Improving Product Strategy: Changing the product feature, adjusting prices for the group of customers with the capacity to have more variety and compete according to customer needs. In addition, mortgage loan products also adopt the 'Customer-centricity' approach; so this year, the Mortgage Loans Department consolidated account balances for mortgage loans and Krungsri Home for Cash for customers with the same payment cycle into one statement. In the past, the system would send multiple statements separately. Consolidation makes it easier for the customer as well as helps to reduce operation costs for the Bank.

Improvement of the Loan Approval Process by using the 'One Scan' System:

Not only can the One Scan system help enhance processing efficiency, but it also allows the Bank to reduce the turnaround time of mortgage loan approval for customers. The Bank plans to continue improving the One Scan system to support the mortgage loan approval process from approval to completion of the mortgage.

Combined with the strength of MUFG/BTMU, Krungsri has a comprehensive mortgage loan portfolio starting from the headwaters downstream to large real estate companies in the market.

Establishing a New Sales Team: New sales teams are using a direct sales agent to oversee real estate companies partnering with the Bank (Push Strategy). This is in order to support the amount transferred by leading real estate projects which are our partners and provide a channel for over 650 branches nationwide focusing on sales and services for Krungsri mortgage loan products, refinance and Krungsri Home for Cash (Pull Strategy). Support will be provided to customers for complex transactions in order to increase the chances of cross selling to customers. A Relationship Management Team will coordinate and maintain good relations with the real estate projects and manage sales by the sales team and teams at branches for the most effective results.

These adjustments in strategy have resulted in a strong growth of mortgage loan at 20.4 percent which new booking recorded at THB 50 billion in 2015. New mortgage loans for next year are estimated to be at THB 52.5 billion.

Looking forward to 2016, Krungsri will continue to focus on simultaneous growth in terms of increasing new quality loans as well as maintaining the existing loan base. In addition, Krungsri also plan for increasing business with medium-sized real estate companies as well as local developers in key provinces. Direct sale agents and the branches themselves will be used as channels in reaching this group.

In addition, the Bank plans to stimulate the market for Krungsri Home for Cash, as this is a large market with great business opportunities. The Bank will communicate with customers in order to increase understanding of this product, in which customers are able to possess homes and use their home equity to serve their purposes at an interest rate lower than other types of personal loans.

2015 was considered to be a year of increased cooperation between the Corporate Finance team and Post Finance team. Combined with the strength of MUFG/BTMU from the beginning of the year, Krungsri had a comprehensive mortgage loan portfolio starting from the headwaters

downstream to large real estate companies in the market. Krungsri mortgage loans continued to expand the market to mid-size developers and local developers in key provincial cities.

Many important changes took place in 2015 in terms of mortgage loans, allowing Krungsri to move toward becoming a leader in the mortgage loan business, according to the Mid Term Business Plan. Krungsri will continue to emphasize on the development of new products, processes and price options in order to stay competitive. Salespersons will be developed and the pull vs. push strategy will be used with the types of products in demand of customers in order to meet future growth in a sustainable manner.

KRUNGSRI AUTO

Market and Competition

2015 was truly a challenging year for the auto finance industry in Thailand due to the slow economic recovery, high household debt, falling consumer confidence, weak domestic spending and the aftermath of the government's first-car scheme. Nevertheless, Krungsri Auto maintained its leading position in the industry and developed innovative products and services to create the highest level of customer experience across all customer touch points.

In 2015, Krungsri Auto continued to move forward with its new Customer Experience strategy by focusing on customer segmentation and in-depth analysis to develop products, services and marketing campaigns to meet the needs of customers in each segment. In doing so, Krungsri Auto could market itself to individual customers through its expertise in providing total automotive financial solutions. Krungsri Auto was also able to leverage its strong corporate customer base from MUFG/BTMU by offering automotive financial solutions to Original Equipment Manufacturers (OEM) and major dealers under MUFG/BTMU network. Moreover, Krungsri Auto supported marketing campaigns and offered hire-purchase financing for new cars (Captive Finance) for car manufacturers.

In addition, Krungsri Auto focused on developing relationships with car manufacturers around the country by bringing in innovations to support the growth of automobile and motorcycle dealers, together with an expanded portfolio of Krungsri big bike dealers across the country. For its marketing strategy, Krungsri Auto went ahead with a digital marketing strategy, integrating social media and online channel, to provide more convenient access to our products and services.

Preparing for the launch of the ASEAN Economic Community, Krungsri Auto implemented a business strategy geared towards the Greater Mekong Subregion (Cambodia, Lao PDR, Myanmar and Vietnam) market. Krungsri Auto already begun operations in Lao PDR via a joint venture, owned by affiliated companies under Krungsri Group and a local company, to provide automotive finance and personal finance to customers in Lao PDR. Krungsri Auto is looking for expansion possibilities in other ASEAN markets.

Awards and Recognition

Thanks to effective strategies, Krungsri Auto retained its competitive advantage and kept its market-leading position as a total automotive financial solutions provider and maintained its leadership in used-car financing, auto-secured loans (Car for Cash) and motorcycle financing markets. At the end of 2015, Krungsri Auto achieved THB 126 billion in new loans, a 23.3 percent increase from the previous year and total assets of THB 254 billion, a 9.0 percent increase from 2014.

TRIS Rating Company Limited affirmed the company rating and current senior unsecured debenture ratings of Ayudhya Capital Auto Lease Public Company Limited (AYCAL) at 'AA-'. The rating reflected the fact that AYCAL, a strategic subsidiary of Bank of Ayudhya Public Company Limited, had a proven track record in management with a strong performance in managing its motorcycle finance portfolio, strengthening the Bank as an integrated automotive financing provider.

In 2015, Krungsri Auto remained a top-of-the-mind brand, receiving several awards from various organizations including:

- **The 'Superbrands Award'** from The Superbrands Thailand Council for four consecutive times (2011-2012, 2013, 2014 and 2015), highlighting 'Krungsri Auto' as a top-of-the-mind brand. Krungsri Auto was the only automotive finance provider in Thailand receiving this award.
- **The 'Thailand ICT Excellence Awards'** from the Thailand Management Association for four years (2011-2013 and 2015). Krungsri Auto received three awards from the following innovative projects:
 - 'Krungsrimarket.com' project, the one-stop service website with convenient features that allow dealers and consumers to complete used-car trading and financing applications anywhere, anytime;
 - 'Inspection' project, a real-time inventory system for dealers nationwide; and
 - 'Smart Form' project, an e-tool that comes with OCR (Optical Character Recognition) technology that helps shorten the process of filling out loan applications.
- **The 'Best Car Leasing Award'** from Grand Prix International for two consecutive years (2014 and 2015), in recognition of our top auto loan service in all customer segments.
- **The 'Thailand's Most Admired Brand Award'** from BrandAge magazine for three consecutive years (2013, 2014 and 2015), with both 'Krungsri Auto' and 'Car for Cash' being selected as the best brands in automotive finance and auto loan categories, respectively.

Innovative Products

In the last quarter of 2015, Krungsri Auto began offering a new product for used big bike financing, namely 'Krungsri Used Big Bike'. In the first phase, Krungsri Auto collaborated with authorized dealers at Honda and Kawasaki, with plans to expand and cover more leading brands in 2016.

Krungsri Auto was able to leverage its strong corporate customer base from MUFG/BTMU by offering automotive financial solutions to Original Equipment Manufacturers (OEM) and major dealers under MUFG/BTMU network.

Innovative Services

Krungsri Auto developed innovative services via digital channels in order to deliver the best customer experience across all customer touch points. In 2015, Krungsri Auto introduced 'Krungsri Auto Online' via www.krungsriauto.com in response to the existing customer demand for access to information and other services anywhere, anytime. This new service allows customers to access their auto finance information, insurance information, change addresses, print invoices, copy of vehicle registration certificates, renew motor-vehicle taxes and much more.

In addition, Krungsri Auto developed a website - www.car4cash.com - which allows those interested in applying for the 'Car for Cash' program to design their own financing application plans. This website was developed with a responsive design supporting all devices, including smartphones, PCs, and tablets. Other features include the preliminary car price assessment service that allows customers to check the prices of each car model, up to 4 units; installment assessments that can project installment requirement costs for a period up to 72 months; a document verification service to help evaluate approval chances; and an online application service that allows customers to apply for 'Car for Cash' anywhere, anytime.

Preferred Brand

In 2015, Krungsri Auto introduced several new corporate advertising campaigns, including 'Destiny' and 'Recharge', under the concept 'Unlock Possibilities' with the key message: "A car can be more than you think". These commercials were launched on 'KrungsriAutoTV' via YouTube and were widely engaged by consumers with a great number of shares, likes and comments on YouTube.

Corporate Social responsibility

Krungsri Auto aims to operate its business with a strong emphasis on social responsibility following our 'Responsible Lending' direction. Krungsri Auto continued undertaking social activities as follows:

- The 'Krungsri Auto Smart Finance' project, one of our corporate social responsibility projects, was established

in 2009 aiming to educate entrepreneurs, small community enterprises and the general public on financial literacy and financial management. Highly effective tailor-made courses were designed for target audiences and current conditions. In the first phase (2009-2012), these seminars focused on personal finance for individuals and small community enterprises. During 2014-2015, knowledge of planning and analytical skills as well as business and financial management were shared with small local entrepreneurs in border areas such as Udon Thani, Prachin Buri and Chiang Rai province, to prepare them for business opportunities in special economic zones and the commencement of the ASEAN Economic Community in 2015.

- The 'Krungsri Auto Library' project was launched in 2010, aiming to improve the education standards and achievements for children in remote areas. In 2015, Krungsri Auto built two libraries for Ban Nong Kha Klang Hoong school, Khon Kaen Province and Huai Yai school, Chon Buri Province. To date, Krungsri Auto has built a total of 12 Krungsri Auto Libraries nationwide.

KRUNGSRI CONSUMER

CREDIT CARDS AND PERSONAL LOANS

Krungsri Consumer operates credit cards, sales financing (merchandise installment financing), personal loan businesses, and 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, First Choice Credit Card (3-in-1) and PowerBuy Card. Krungsri Consumer also leads the sales financing and personal loans sector, with a market share of 27 percent as of the end of 2015. The business' flagship brands are the First Choice Card (2-in-1) and the Power Buy Card. At the end of 2015, our combined customer portfolio numbered 7.5 million accounts.



2015 Business Overview

During the first half of 2015, softened global economic conditions and sluggish domestic demand affected consumer confidence. However, a recovery started to gain traction in the second half of the year due to the improving consumer confidence and the government stimulus measures (spending stimulus for personal income tax deduction), which saw continuous rise of consumer spending through 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 7.5 million accounts with total customer spending of THB 313 billion. The value of our assets rose by 3 percent, while our non-performing loans (NPL) were lower than the industry average.

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

- **Central Department Store**, Thailand's first and largest department store chain. In 2015, Krungsri Consumer was entrusted by Central Department Store to continue its service as the main financial service provider under its Central brand for another 8 years, a testament to Krungsri Consumer's leadership and its expertise in the consumer finance industry.
- **Home Product Center**, a leader in retail DIY home improvement store with 76 branches.
- **AIA Thailand**, the biggest life insurer in Thailand with more than 57,000 active agents.

- **Tesco Lotus**, a leading hypermarket chain with 1,831 branches nationwide.
- **Power Buy**, a leading distributor of electrical appliances with 90 branches nationwide.
- **Krungsri First Choice and Krungsri Installment loans**, with a network of over 16,000 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 mind of customers.

Delivering Simplicity Through Market-leading Innovations

Krungsri e-Pay Cards

To better accommodate the changing behavior of today's customers, who tend to purchase products and services online, Krungsri Consumer introduced Krungsri e-Pay Cards — a safe and secured virtual credit card designed exclusively for online purchases. With the use of international standard security technology, cardholders can make online purchases securely with greater peace of mind. For greater convenience, cardholders can set their credit limit per each billing month by themselves, as long as the credit limit of virtual e-Pay card does not exceed the credit limit of the main credit card approved by the Company. The application process is also quick and easy. The current cardholders of any Krungsri Consumer's credit cards can apply online through the website without need of additional document submissions. The approval process is very quick, normally taking only one minute.

Krungsri First Choice Visa, Home Pro Visa and Central MasterCard Temporary Cards

To better serve our cardholders, the company introduced Visa and MasterCard Temporary Cards, which offer greater benefits compared to the original Temporary Cards. Within just one hour after submitting an application, customers can instantly receive a temporary credit card ready for immediate use when activated. While an ordinary temporary card can only be used at our business

partners department stores and related stores, our Visa and MasterCard Temporary Cards offer enhanced benefits. They can be used not only for in-store spending, but also for spending at any other retailers with Visa and MasterCard signs in Thailand. Additionally, the MasterCard Temporary Card can also be used for installment plans, EPR installments and point redemption.

Simple Application

To cater for our customers' fast-paced lifestyles, Krungsri First Choice introduced 'Simple Application' to reduce our approval process from one day to only 30 minutes, without the need to fill out an application form. Customers can access the service at any of First Choice's 400 service counters located at business partners premises nationwide.

Point Redemption through 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 marketing campaigns via SMS. To use this service, cardholders simply type in a redemption code and send the message.

Product Innovations

Krungsri First Choice Visa Platinum

This card targets customers who have monthly income of at least THB 15,000 per month. The core feature of the card is the ability to transform credit card spending transactions to three-month installment payment with zero percent interest rate upon request with only one phone call. Additionally, the card partners with a number of leading stores and shops such as McDonalds, True Coffee, Major Cineplex, Blu O Rhythm & Bowl, and Major Bowl, offering 'Buy 1 get 1 free' promotions for its cardholders.

Krungsri Consumer's Full Service at Branches

To make accessing services more convenient for customers, the company now offers full services at Central Credit Card branches, Home Pro branches and Krungsri First Choice branches. Without the need to call customer service hotlines, customers now have access to

full services, ranging from card activation, billing statements and points inquiries, applications for card upgrade or direct debit, changes of billing address or e-mail address, requests to set a new ATM PIN number, etc.

New Distribution Channels for Micro Insurance Products

To provide greater access to quality insurance products, Tesco General Insurance Broker has expanded its distribution channels for selling Accidental & Health (A&H) insurance in the form of micro-insurance to Tesco Lotus Express and Tesco Lotus Talad with over 1,000 branches nationwide in support of the Office of Insurance Commission's policy to provide financial protection for those who are unable to afford insurance products with standard premiums.

Cross-border Promotion Between Thailand and Japan

To offer greater privileges for our cardholders, Krungsri Consumer leverages BTMU's global network to offer cross-border promotions between Thailand and Japan, with special discount campaigns and exclusive privileges at leading department stores in Japan such as Matsuya, Odakyu, Daimaru, Matsuzakaya, Marui, Tokyu, Tobu, Kintetsu and Takeya when shopping with Krungsri Consumer's Credit Cards.

Introducing New World-class Service Standards

As a customer-centric organization, Krungsri Consumer is committed to improving product quality and service standards to benefit customers. Our capability has been enhanced through BTMU global network and leveraging BTMU's strength in best practices, business knowhow, international standard products and service innovations. We are able to provide a new, more global customer experience.

Our business strategies include:

- **360 Service Enhancement:**
Enhancing service standards across all customer touch points to ensure more timely, convenient and customer-centric service.

As a customer-centric organization, Krungsri Consumer is committed to improving product quality and service standards to benefit customers.

- **Sustainable Sales Model:**
Leveraging synergy between Krungsri Consumer, the Bank and BTMU, as well as our business partners, to create a sustainable sales model that offers products and services tailored to the lifestyle needs of each customer segment to further strengthen relationships with customers of all ages.
- **Digital Marketing and Future Touch:**
Introducing new technologies and service innovations that cater to changing lifestyles and customer needs.
- **Talent Development:**
Continuing to develop talent to ensure our employees deliver world-class services to customers on par with that provided by BTMU, and to position Krungsri Consumer as the employer of choice in the industry.
- **Cards & Electronic Payments International Asia Summit & Awards 2015, Singapore**
 - Best Technology Implementation & Initiative – Front Office (Winner)
 - Best Credit Card Offering – Thailand (Winner)
 - Best Marketing Campaign (Winner)
 - Best CRM & CRM Program (Winner)
 - Best CRM (Winner)
 - Best Digital Wallet Initiative (Highly Commended)
- **RBI Asia Trailblazer Awards 2015-Singapore**
 - Dynamic Third Party Partnership (Winner)
 - Excellence in Customer Experience (Highly Commended)
- **Smart Card & Payment Awards 2015, Dubai**
 - Best Payment Initiative Central & South Asia (Winner)
- **Customer Experience in Financial Services Asia Awards 2015, Singapore**
 - Best Brand Engagement (Winner)
 - Best Use of Personalization (Highly commended)
 - Best Customer Experience (Highly commended)
- **Efma-Accenture Innovation Awards 2015**
 - Krungsri Samurai innovations in the category 'Digital Marketing' (ranked 3rd among the six nominees)

Awards & Recognition

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

- **Best Consumer Finance Product in Thailand and Best Credit Card Product in Thailand** from The Asian Banker Excellence in Retail Financial Services Awards 2015, for Krungsri Consumer
- **Thailand ICT Excellence Award 2015 (Honorable Mention)** in the Business Enabler Project Category from Thailand Management Association for Krungsri First Choice 'Simple Application'
- **Best Affluent Program from MasterCard International and Best Affinity Co-Branded Card Programme from Cards & Electronic Payments International Asia Summit & Awards 2015 (CEPI)** for Central The Black

Krungsriyudhya Card Co., Ltd. has also won a number of prestigious industry awards including:

- **TMA-SASIN Management Excellence Awards 2015**

Corporate Social Responsibility

Krungsri Consumer is committed to being a responsible lender. We uphold this commitment across our business undertakings. In addition to adopting credit assessment and prudent credit risk management policies in processing customer loan and credit card applications, we aim to inspire people to be more financially responsible. We have organized a number of free seminars and



workshops on personal finance management to promote a better understanding of financial literacy among our employees, university students and the general public. Additionally, employees are encouraged to become volunteers in the company's corporate social responsibility initiatives that 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 Ngern Tid Lor Company Limited (previously registered under the name of CFG Services Company Limited) continues to take the market lead in providing secured loans to under-served customer segments across the country. The company operates the top-of-mind 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, implementing innovative processing, and introducing products tailored to the needs of the under-banked segment.

By the end of 2015, Ngern Tid Lor had 382 branches in 74 provinces to carry on its mission to mitigate Thailand's informal debt problem and to further enable everyone in Thailand to access formal financial services. With these ends in mind, Ngern Tid Lor competes in the market using efficient and yet flexible operations, nationwide network, strong

risk management practice, state-of-the-art IT systems and quality financial services provided at affordable prices with convenience, respect, and dignity. As a member of National Credit Bureau Company Limited, borrowing from Ngern Tid Lor helps clients establish financial profiles and bring them into the financial mainstream.

The company's strategy is to transform itself from the market leader in the vehicle-for-cash category into becoming the No.1 microfinance segment leader by offering a full range of products designed to reduce the financial vulnerability of customers. In pursuing this mission, the Company, launched Ngern Tid Lor non-life insurance broker services in 2014 and became the largest branch-based non-life insurance broker in Thailand. Ngern Tid Lor continues to offer to the market affordable, suitable and easy-to-claim insurance products, helping nearly 85,000 Thais to reduce accident risk.

2015 marked another year of achievement and remarkable profits for Ngern Tid Lor as its customer base grew by 26 percent, reaching out to over 210,000 clients — contributing THB 16,876 million outstanding receivables or 24 percent growth from the previous year. The key drivers of growth included the successful launch of an innovative secured loan product and opening of 60 new branches while adhering to fair and responsible lending practices. This growth was accompanied by ongoing prudent risk management practices which led to a healthy loan portfolio despite high household debts. The company was able to maintain NPL levels at below 1.5 percent of its portfolio - well below the industry average.

Innovations and Product Launches

As the market leader, Krungsri Microfinance continues to serve the under-banked segment with innovative products and unmatched speed. Ngern Tid Lor launched innovative product delivery; 10 minutes to cash for motorcycle clients and non-transfer secured truck loan which saves clients' time and expense on the title ownership transfer process. These are done with a true understanding in customers' different needs at the heart of product development process.

Ngern Tid Lor competes in the market using efficient and yet flexible operations, nationwide network, strong risk management practice, state-of-the-art IT systems and quality financial services provided at affordable prices with convenience, respect, and dignity.

Ngern Tid Lor is committed to improving lives of its clients. It has demonstrated genuine care for clients' lives by successfully modifying its motorcycle title loan to include personal accident insurance as a permanent product feature at free-of-charge, starting from August 2015.

In addition, Krungsri Microfinance has expanded its service through a two-dimensional strategy. To further elaborate, the Company introduced nano-finance lending programs to existing wet market traders to provide liquidity for their businesses and free them from dependency on informal money lenders. In another initiative, Ngern Tid Lor provided loans totaling THB 470 million to the households of more than 4,800 wet market traders in 70 wet markets across the country.

With its fair and transparent practices, Ngern Tid Lor helps 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 in Bangkok and upcountry. The program's objective is to help clients improve their financial decision-making and improve their financial management skills. Its comprehensive initiatives were recognized by IDC Financial Insights based in Singapore, who presented the Financial Insights Innovation Awards to Ngern Tid Lor as Asia's leader in financial inclusion.

RETAIL AND COMMERCIAL BANKING PRODUCTS

Deposits

In 2015, Krungsri successfully expanded its retail customer base via high yield savings (Mee Tae Dai), transactional savings products (Jad Hai) and time deposit campaigns. These will continue being our flagship products for the retail customer segment in 2016.

With the successful integration with BTMU Bangkok Branch, Krungsri deposits reached THB 1 trillion in December 2015. This integration resulted in a deposit transfer from BTMU Bangkok Branch of THB 147 billion. This deposit transfer has led to new opportunities for Krungsri to access Japanese and multi-national corporate customer segments in offering payroll services to their employees. Increased operating accounts from new customer segments coupled with effective cost of funds management brought down our cost of fund in 2015.

The Bank plans to expand its customer base through a customer-centric approach. We will continue to focus on offering new products that respond to customers' requirements, i.e. time deposit accounts for senior citizen, e-deposit products and Krungsri Online for foreign currency deposit accounts.

In addition, we have enhanced our Japanese customer service capabilities; for example, Japanese speaking staff at branches and Japanese language call center, ATMs and websites.

We plan to develop 'one application – multiple accounts', under the concept of 'Make Life Simple'. This new application will provide more convenience for corporate customers. Customers can open multiple deposit accounts using just one application and one set of supporting documents. We plan to implement this new application in 2016.

Krungsri is now capable of being the main bank for our customers by offering holistic financial services to our customers. With BTMU as our major shareholder, Krungsri is able to reach global customers and markets, while maintaining our local strength through our retail products, services and channels, providing opportunities to our corporate customers to extend their banking relationships for the benefit of their employees and their supply chain.



INVESTMENT

Foreign investment was our key focus in 2015. In collaboration with Krungsri Asset Management Company Limited, we completed our product suite with the launch of three more funds, including Krungsri Japan Hedged Dividend Fund, Krungsri China Equity Fund, and Krungsri Asian Income Hedged Fund. These new funds matched preferences of customers, seeking more diversification and opportunity to enhance their returns.

PLAN YOUR MONEY

In 2015, we continued improving our website tools to guide and assist customers in their financial planning. The redesign of our website, more user-friendly functions as well as simple investment advice and tips in a Plan your money monthly magazine are examples of our on-going efforts to make investment easy for everyone. Interested customers can visit our website for the latest updates.

KRUNGSRI EXCLUSIVE

With the focus on a customer-centric strategic approach, Wealth Management system was developed and successfully launched in October 2015, to facilitating the Bank service staffs to provide a full range of services to meet diversified customers' needs. With one of the key features consolidating data of customers' holding a variety of products, providing single view of consolidated statements by simply accessing to wealth management system, Bank can quickly access the data and provide advisory service on asset allocation, manage

portfolio based on customers' needs more efficiently.

In 2015, to ensure our customers can enjoy our lifestyle benefits for their healthier life, Krungsri Exclusive expanded the privileges of Fitness Access to coverage more areas, e.g. Pattaya, Chiang Mai, Nakhon Ratchasima, Khon Kaen and Hat Yai.

In addition, The new service 'Krungsri Exclusive Lane' was introduced and implemented to allow Krungsri Exclusive customers to experience the fast track service to speed the way to get transactions of deposit, withdrawal, bill payment at branches more convenience and quickly. This service was implemented at over 200 branches in 2015 and plan to roll-out nationwide by 2016.

ATM CHANNEL SERVICE

Throughout 2015, Krungsri continued to expand our ATM network to provide transaction banking for local and international customers. Furthermore, Krungsri collaborated with partners to introduce new services and promotional campaigns to serve customers' needs and lifestyles. Key new services and promotion campaigns launched in 2015 included:

- Top-Up Easy Pass Card**
 Krungsri collaborated with the Expressway Authority of Thailand to increase convenience for Easy Pass users, who can now top-up money in the card via Krungsri electronic channels.
- No Bill Service**
 Krungsri collaborated with subsidiaries such as Krungsriayudhya Card Company Limited, General Card Services Company Limited, Ayudhya Capital Services Company Limited, and Tesco Card Services Limited, to increase customer convenience through offering credit card bill payment without invoice, utilizing credit card numbers at Krungsri branches nationwide.

- **Special Privileges for Foreign Tourists**

Krungsri collaborated with Central FamilyMart Company Limited to offer special privileges to foreign tourists, who withdraw cash at Krungsri ATMs, by presenting ATM slips at any FamilyMart nationwide to redeem free products.

- **Special Privileges for Revolving Cardholders**

Krungsri collaborated with partners, including Easy Buy Public Company Limited, Aeon Thana Sinsap (Thailand) Public Company Limited, and Ayudhya Capital Services Company Limited, to offer special privileges to customers who transact at Krungsri ATMs.

- **Special Privileges for Money Transfer, Bill Payment and Top-Up Transactors**

Krungsri offered special privileges to customers who transfer money, make bill payments, and use top-up services via Krungsri electronic channels, including redemption for free Rilakkuma cushions.

- **Japanese Language at Krungsri ATM**

Krungsri launched a Japanese language function on its ATMs to better serve Japanese, together with ATM decoration in Japanese style at key ATMs in with concentration of Japanese residence and businesses areas.

Furthermore, Krungsri set a goal to enhance levels of ATM safety up to international standards by investing in the EMV chip card acceptance technology. This system will protect customers from card skimming frauds and increase the trustworthiness of payment services.

ATM AND DEBIT CARD SERVICES

Krungsri developed various debit cards to serve each customer segment's needs and lifestyle. We offered debit cards that provide far more than basic transactions at ATMs and point of sale. Our new debit cards were launched as follows:

- **Krungsri Debit OPD**

Krungsri launched Debit OPD that offers medical expense coverage to outpatients (OPD) due to illness, together with medical expense coverage from accident.

- **Krungsri Debit Rilakkuma**

Krungsri launched the Krungsri Debit Rilakkuma with a famous Japanese cartoon character "Rilakkuma" on the card, offering special privileges from partners.

Furthermore, Krungsri developed EMV Chip cards that prevent card skimming fraud for customers. This new card service will be introduced to customers by the 2nd quarter of 2016.

BANCASSURANCE

Customer-centricity was our key focus for Bancassurance in 2015. We strove to provide the right products and services to our clients in order to foster life time relationships.

Our retail product line provided a wide range of products for all customer segments. The key products for 2015 were 'Krungsri Moradok Aunjai 99/5' and 'Krungsri Sukhaparp Maojai'. The first product catered to high net worth customers with wealth protection and inheritance tax exemption while the latter was designed for the mass segment to cope with rising demands of medical service coverage. Our medical coverage provided a worry-free solution for customers since it offers a lump sum reimbursement that does not place limits on individual medical costs.

In the commercial line, we are currently utilizing a broker business model to provide the best coverage for our Thai and Japanese customers.

SECURITIES BUSINESS

Krungsri Securities Public Company Limited offers a comprehensive range of services, including securities and derivatives broking, investment banking, private fund management, agency services for mutual funds, and investment management.

Current Market and Competition

In 2015, the market capitalization of the Stock Exchange of Thailand (SET), including the Market for Alternative Investment (MAI), recorded THB 12.61 trillion, 11.47 percent lower than in 2014. The average daily trading value was THB 41.14 billion, 1.11 percent below 2014 level. The top contributor was retail investors who accounted for 56.33 percent of trading value in the SET compared to 59.1 percent in the previous year, while local institutional investors accounted for 10.05 percent compared to 9.54 percent last year. Proprietary trading contribution rose to 9.89 percent from 9.45 percent in 2014, while contribution from foreign investors increased to 23.72 percent from 21.91 percent. Local institutional investors bought net THB 79.05 billion worth of shares and retail investors bought net THB 81.71 billion worth. Proprietary traders and foreign investors sold net THB 6.42 billion and THB 154.35 billion worth, respectively. The SET moved downward during the year mainly due to funds outflows on slower-than-expected GDP growth and expectations of a Federal Reserve rate hike since mid-2015 that eventually materialized in December with a 25 bps increase. During the year, energy share prices plunged along with the Dubai crude price to an 11-year low. Telecommunications share prices have been under pressure from the high cost of 4th Generation mobile communication licenses (4G) and the entry of new operators in the market, which could make the competition more intense. This will affect the profitability of the telecommunications companies. The SET Index therefore closed 2015 at 1,288.02, falling 14 percent from 2014 at 1,497.67.

The average brokerage commission rate has been on a downward trend since the Thai Stock Exchange Commission started to liberalize rates in 2010 - it dropped to 13 bps in 2015 from 18 bps in 2010. According to Fitch Ratings, earnings of Thai brokerage houses had been vulnerable to volatile stock market conditions and a weaker operating environment in Thailand in 2015. Narrower margins could trigger mergers between small and mid-size securities companies or they might ultimately be

acquired by larger companies as the latter try to enhance market franchise and scale. However, securities companies with strong partnerships with banks or those owned by banks should see their market shares supported by client referrals and cross-selling.

In 2016, we expect the SET Index to move between 1,100 and 1,300 with a downward bias in the absence of positive news flow. The Federal Reserve rate hike will pressure domestic interest rates and continue to spur funds outflows. Concerns over the Chinese economy and yuan devaluation will impact emerging markets as well. As the market outlook remains dull, competition in the brokerage industry will remain intense. Brokers would need to differentiate themselves by creating and capturing a niche market by offering value-added services, such as equity research and IT trading platforms e.g. Algorithmic Trading.

Significant Developments during 2015

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

- The Company participated in TFEX Derivative Star Team 2015 which is a competition seeking Derivatives experts. That was the 3rd year in which the Company has joined to show support for such project by assigning KSS Derivatives Strategists to be mentors in order to help students enhancing their competitive readiness. The main objective of this project is to develop new potential Derivatives Consultants or Investors for the Derivatives market according to TFEX's policy. Moreover, KSS also participated in the TFEX Click2Win 2015, which was a TFEX Investment Simulation Competition program in order to offer investment knowledge and experience in derivatives virtual investment. This project attracted a lot of investors as well.

Krungsri Securities proactively helped develop the Thai capital market through a combination of training programs and marketing promotions.

- 'KSS Knowledge Sharing' is a development program for investors with the objective of improving their knowledge on investment principles, new products and new investment instruments in the domestic capital market. This program is conducted weekly.
 - 'Optimizing Your Investment by Krungsri Securities' Project is an investment training program which aims at building a quality investor base in Thailand for young business leaders, who are Krungsri's clients and have interest to invest in the capital market. This program has been established for first time in 2015 with cooperation from the SET and Krungsri. Cooperation by these three organizations has received positive feedback from the participants. Therefore, it seems that this kind of project will be continued in the future and with greater frequency.
 - The Company joined the SET and TFEX's Banker to Broker project, which aimed at increasing the number of people investing in the capital market by rewarding bankers who introduce new customers to brokers. Contests were held and prizes awarded every two months for half the year, with larger prizes at the end of 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 650 Krungsri branches nationwide.
 - The Company also launched promotions for the customers in 2015 - a KSS Equity Promotion and KSS Derivatives Promotion - that provided gift vouchers, the value of which was based on redeemed value points from commission fees paid. This promotion lasted until the end of November 2015.
- ### Corporate Social Responsibility
- Krungsri Securities emphasizes on corporate social responsibility in many areas such as education, religion, natural preservation, etc. In 2015, the company conducted several CSR activities, including:
- 'KSS Student Internship Program', an activity that provides capital market education to university students. This activity received well cooperation from the Stock Exchange of Thailand throughout the past eight programs. Moreover, Krungsri allowed participants to visit the bank and attend a briefing on financial sector business.
 - 'Krungsri Securities volunteer visit temple', a religious activity at Wat Apaitayaram in Bangkok. This activity involved sermon hall and toilets cleaning, meditation, listening to sermons, and offering dedications to Buddhist monks.
 - 'Krungsri Securities medicine bag sewing', an activity for underprivileged children at Suan Mok PTT, Bangkok. This activity involved sewing of large bags that will be filled with medicines for children treated at Queen Sirikit National Institute of Child Health (Children Hospital)
 - 'Krungsri Securities volunteer forest plantation and releases of blue crab breeders and other aquatic animals', an activity aiming at natural preservation and promotion. It was held at the Sirindhorn International Environmental Park (SIEP) in Petchburi under the Green SIEP with Royal Gracious Kindness Project.
- ### Strategies for 2016
- In 2016, Krungsri Securities PCL plans to strengthen fundamentals and promote businesses under the following key structure:
- Technology Development to accommodate customers' transactions such as Central Customer Management System (CCM) project.

We are currently developing an online account opening system, which will facilitate faster and more convenient account opening transactions. We are also implementing Online Bill Payment – through Krungsri Online (KOL) and Krungsri Mobile Application (KMA) systems, allowing customers to conveniently transfer money/make payments through the said systems and instantly enhance their purchasing power in stock trading, which will link to the Bank's system and provide more benefit and investment opportunities to customers.

- Institutional business restructuring in 2015, Krungsri Securities has laid infrastructure to serve institutional clients with new trading system and addition of staffs to accommodate transactions of foreign institutions along with business negotiation. Through the support of Krungsri and MUFG, Krungsri Securities has gained business opportunities from new international clients. In 2016, the company is ready to move forward to create benefits for clients, shareholders, and employees through business support from the strength of MUFG network, which will extend further business cooperation. Among them is the planning of business structure to capture opportunity in international fund flows, which will effectively serve demand of clients under existing rules and regulations set by the authorities. It will also help boosting the company's image and pave the ground for it to become the future industry leader and demonstrate an achievement of Krungsri Group's Core Values in Global Awareness.
- Internal Development
In 2015, we made improvement on several fronts in accordance with feedback from all levels of employees through Voice of Krungsri (VOK) that led to systematic human resource development planning. Krungsri Securities has conducted training and run tests on employees to gauge their readiness to serve clients while grouping them to identify strengths and areas that need further

development. It has also prepared systematic knowledge development plans that fit the need of staff and allow them to serve clients more effectively.

Lastly, Krungsri Securities Public Company Limited will become a stronger brokerage company in 2016 that is ready to provide integrated and even better services via a number of financial products and services offered by the Krungsri Group.

ASSET MANAGEMENT

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

Key Initiatives and Achievements

- **Outstanding Growth in Foreign Investment Funds (FIFs)**
2015 was a record year for our FIF products with an increase in Assets Under Management (AUM) from THB 12 billion at the end of 2014 to THB 38 billion in 2015, or approximately 220 percent compared to the industry average of 49 percent. This is a result of solid investment performance and strong net inflows across a broad range of Foreign Investment Fund (FIFs) products, particularly the Global Income Fund (KF-INCOME) and Global Healthcare Fund (KF-HEALTHD). During the year, we continued to expand FIFs product capabilities to capture opportunities in all market circumstances and to cover all client demands.
- **Strong Distribution Channels**
 - **Unit Linked Insurance:** In addition to our strong selling arms like branches of Krungsri and foreign banks as selling agents, we added one more vehicles called the 'Unit-Linked Insurance Plan' where our FIFs, namely KF-HEALTHD, KF-CINCOME



In 2015, Krungsri Asset Management 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.

and KF-HJAPAND are offered as one of investment options for investors by our allied insurers-Prudential Life Assurance (Thailand) Public Company Limited and Muang Thai Life Assurance Public Company Limited.

- **New Selling Agent:** This year we had 'Wealthmagik', Thailand's leading developer in financial and risk management software and funds' knowledge center, joining us as our new selling agent through their online platform at www.wealthmagik.com.
- **Fund Management of the Year, Thailand 2015 Award** from The Asset, a leading finance journal in Asia, who judged the award based on our strong record in the past year, including AUM growth, outstanding performance, expansion of products and launch of new products, expertise in fund management, strong distribution channels and investor education initiatives.

Synergies Achieved during the Year

Our cooperation with Mitsubishi UFJ Trust and Banking Corporation (MUTB) proved to be an excellent opportunity for our expansion to juristic persons and major private clients of BTMU. Currently, we have been referred to and chosen by some Japanese companies to become their Provident Fund Manager. With this great opportunity, we believe that we can offer products and services that suit the needs of these clients, increasing our growth and competitive advantage.

Progress on the Key Strategic Themes under Mid Term Business Plan

• Growth in Assets Under Management

We achieved a 15 percent increase in AUM with a record of THB 321 billion as of December 30, 2015. The total clients' number reached 292,188 persons with new clients acquired at 38,904 persons accounting for 15 percent increased from 2014.

• High Net Flows of Distinguished Funds

We received a consistent return and reputation in the management of Equity Funds, FIFs, and Long Term Equity Funds, bringing us strong net flows with outstanding growth rate of AUM compared to industry averages as shown below:

Funds	Net Flows in 2015 (THB million)	Industry Ranking
Equity Funds	3,795.63	No. 1
FIFs	22,617.70	No. 1
LTF	8,721.52	No. 2

New Products, Services, and Processes

In 2015, we continued to seek opportunities and offer new mutual funds (40 funds in total) 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 long-term returns.

New Foreign Investment Funds (FIFs)

This year, we launched 5 new FIFs to expand foreign products and capture opportunities under all market circumstances. The new funds are as follows:

• Krungsri Japan Hedge Dividend Fund (KF-HJAPAND) and Krungsri Japan RMF (KFJAPANRMF)

Both funds are distinguished by their investment in the fund Eastspring

Our cooperation with Mitsubishi UFJ Trust and Banking Corporation (MUTB) proved to be an excellent opportunity for our expansion to juristic persons and major private clients of BTMU.

Investments - Japan Dynamic Fund (the master fund) that has been chosen by the world's largest pension fund, Japan's GPIF (www.gpif.go.jp as of April 4, 2014), to manage its domestic equity investments. Moreover, there are compelling opportunities for attractive valuation and growth potential among Japanese companies. Therefore, both KF-HJAPAND and KFJAPANRMF are suitable for investors who would like to diversify an investment portfolio to the Japanese equity market. Specifically, KFJAPANRMF provides investors an opportunity to retain their return for retirement.

Investment Policy: Allocate at least 80 percent of NAV in each accounting year in a foreign fund titled Eastspring Investments - Japan Dynamic Fund (Master Fund)
Risk Level 5: Medium to high risk

- **Krungsri Greater China Equity Hedge Dividend Fund (KF-HCHINAD)**
The opportunity to tap into the China, Taiwan, Macau and Hong Kong markets through the First State Greater China Growth Fund (the master fund) that offers a growing universe of quality companies continuing to raise their level of competency to compete in the global market place. In addition, supportive government policies and reforms in 2014 laid a solid foundation for the sustainable growth of China in the long run. Lastly, relatively attractive valuations combined with the potential inclusion of China-A Shares in the MSCI Index will significantly improve the representation of the China equity universe in investors' portfolio.

Investment Policy: Allocate at least 80 percent of NAV in each accounting year in a foreign fund titled First State Greater China Growth Fund (Master Fund).
Risk Level 6: High risk

- **Krungsri Asian Income Hedge Fund (KF-AINCOME)**
The fund is designed to capture the investment opportunities in assets in Asia by investing primarily in the Schroder Asian Income Fund (the

master fund), which is structured to perform in all market conditions with an active asset allocation approach, capturing a variety of high yielding equities and bonds for the opportunity to gain consistent and regular returns.

Investment Policy: Allocate at least 80 percent of NAV in each accounting year in a foreign fund titled Schroder Asian Income (Master Fund)
Risk Level 5: Medium to high risk

- **Krungsri Collective Global Income Fund (KF-CINCOME)**
This fund was designed to collect and accumulate return from various assets worldwide through an investment in a master fund titled JPMorgan Investment Funds - Global Income Fund, which truly provides investors an access to invest in different asset classes: equities, REITS, investment grade bonds, high yield bonds, EM debt, convertible bonds and mortgages around the globe. The fund is therefore suitable for investors who seek higher-but-more-stable yields, attractive risk-adjusted return.

Investment Policy: Allocate at least 80 percent of NAV in each accounting year in a foreign fund titled JPMorgan Investment Funds - Global Income Fund (Master Fund)
Risk Level 5: Medium to high risk

Consistent Focus on the Healthcare Sector

The healthcare sector has been growing significantly in most regions around the world, especially in the United States, Europe, Japan as well as in Asia from an increasingly aging population, spurring increased spending on healthcare services. In addition, the ongoing dramatic changes in the overall healthcare industry propelled by advancements in medical technology have greatly reduced time and cost in the development of new medicines along with the provision of medical treatments and services. Thus, we continue to focus on providing investors with opportunities for investment in healthcare companies around the world through a variety of our funds, namely **KF-HEALTHD** and **KFHCARERMF** that primarily invest in JPMorgan Global Healthcare Fund (the master fund).

Customer-centric Initiatives 2016 Plan

Investment Seminars

With recognition of the importance of portfolio diversification for Thai investors by seeking investment opportunities through FIFs to increase revenues and returns on investment (ROI), we organized the seminar '**Krungsri Asset Management Global Fund Forum 2015 – Connecting a World of Investment Opportunities**' at Siam Kempinski Hotel, Bangkok, in July 2015, featuring expert fund managers from reputable global fund houses such as J.P. Morgan Asset Management, Eastspring Investments and Schroder Investment Management, to provide updates on global economic trends and criteria on how each fund evaluates assets for investment prospects. The seminar aimed at providing guidelines for investors on how to make the right investment decisions. The three fund management firms are all master funds we have carefully selected so that Thai investors can wisely choose the fund that best corresponds to specific investment objectives and according to current global economic trends.

CRM Activities

We organized special activities and events exclusively for our potential customers not only to boost customers' interest in further investments, but also to maintain our customer base and create opportunity to sell products and strengthen relationship with customers. Launched workshops this year include Cultural Tours (Temples around Klong Sarn and Queen Sirikit Museum of Textiles), Art & Craft, Healthy Living, Flower Arrangement, Investment Talks, Movie Premieres at Embassy Diplomat, and Royal Khon performances.

@CCESS Online Service

@CCESS Online Service has become increasingly popular with 115,000 members conducting 1,728,957 transactions as of December 30, 2015. Moreover, we participated in the 'Single sign-on' Project led by Krungsri so that our customers can use one username and password to log in to all Krungsri online transactions, including @CCESS Online Service in the near future.

With the power of synergy with Krungsri, we have an opportunity to extend our reach to clients of BTMU and leverage the synergy to assure our current customers of credible products and services. We believe that this power will fuel our growth and increase our competitive advantage, going forward.

• New Product Development

We continue to provide investors with a variety of funds, especially FIFs so that they have an opportunity to diversify their portfolio and invest in the assets outside Thailand, allowing them to generate sustainable and long-term returns.

• Investment Knowledge Sharing

We will continue to focus on providing customers and interested investors with financial knowledge through seminars and private advisory sessions, particularly asset allocations that will help them construct their investment portfolio across various asset classes. For investors mainly holding Fixed Income Funds, we assist them in allocating or shifting their portfolio to other types of fund in order to achieve a better return and achieve their investment goals.

• Full Launch of New look of Corporate Website

KSAM's intention is to introduce a new look of its website that better serves customers and interested investors at large with responsive designs that accommodate all devices. Moreover, we expect that our new website's launch will align with Krungsri's plan to achieve a genuine online business platform for the entire Krungsri group under one corporate identity.

MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT

MARKETING AND BRANDING

As a strategic member of MUFG, Krungsri is in a unique brand positioning as a bank with global strength and local expertise. Krungsri is a long-standing bank in Thailand that has deep understanding of local Thai customers while MUFG provides a global network and the financial strength of a leading financial group in Japan. Together, Krungsri is now able to simplify our customers' experience in both retail and commercial banking sectors. Our brand philosophy of making life simple remains the same. While focusing on delivering simple products and services for retail consumers, branding for commercial clients will be focusing on integrating relationships, businesses and processes that eventually help solve our clients' business issues. During 2015, the following key marketing milestones were accomplished.

- The 'Strongest start campaign' reflecting synergy between Krungsri and MUFG was launched among key target consumers to show how Krungsri can expand new opportunities for their businesses in line with a global marketing campaign positioning Krungsri as the top bank for treasury and other derivative products.
- We re-emphasize our corporate positioning — to 'Make Life Simple' among retail customers with 360-degree communication — in both traditional and new media (online), followed by examples of 'Anytime, anywhere access' through Krungsri Online Application; and high interest rates offered by Krungsri's 'Mee Tae Dai' savings. This campaign not only reached mass consumers and helped elevate brand performance, but also received more than 3 million media online hits, reflecting Krungsri success in capturing the preference of young generations.

- Krungsri's 'Value Chain Solutions' campaign represented the benefits that customers in the value chain will receive from the strong network provided by Krungsri and key major partners in various industries such as automobile, retail, food & beverage, etc. Apart from achieving key business indicators, the aim of this campaign is also to help boost economic activities.
- Krungsri continued to deliver breakthrough marketing communication that is easy to understand and differentiates us from other players in the market, as reflected by both stronger brand performance and best advertising awards from Asian Banking & Finance for 3 consecutive years (2013-2015).

CUSTOMER RELATIONSHIP MANAGEMENT

During 2015, new cross-sell mechanisms were introduced through the new Branch Application, with enhanced visual for branch staffs to obtain clearer suggested sales messages and details and to better manage sales conversations with customers. With our Event-Based Marketing tools, we managed to shorten response times so that required interactions with customers could proceed more efficiently. In addition, acquisition and referral processing across channels from inbound customer touch points to outbound channels, both through call centers and our website were automated to create effective cross-channel customer handling. Our sales team can now contact customers with interest in our products and services and provide support on product application or service registration in a unified manner.

To support Krungsri customer-centric approach, we extended our customer experience focus to include knowledge sharing in the form of seminars, financial planning service, and direct communication via email. With our CRM capabilities providing detailed customer insights, including their financial status and preferences, we are able to tailor information delivery to better serve customers' needs through their stages of



In 2015, we introduced the new 'Krungsri Online' - the most advance internet banking platform in asia, that comes with responsive design and lots of new features.

life and key life events. Moreover, we enriched our customer analytic platform through the adoption of new data visualization tools to uncover more insights on complex customer behavior. These initiatives have helped Krungsri deliver a seamless customer experience and maximize our customer satisfaction, which can lead to further business growth.

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.

According to Mid Term Business Plan, network channels are the key enabler to drive the Bank's strategy 'Customer-Centricity' by 1) expanding branch, ATM, and FX Booth network for customer convenience; 2) building and developing long-term relationship with customers in all segments; 3) adapting our consultative selling approach in order to help customers to discover their financial needs; and 4) continually developing our staff team to upgrade their knowledge and skills and increase our capacity to deliver the best service possible to customers. In 2015, despite the challenging operating environment, we satisfactorily achieved all of our performance targets, delivering 12 percent increase in deposits, 19 percent rise in mutual funds, 20 percent rise in Bancassurance and 25 percent increase in mortgage loans.

In 2015, we opened 20 new branches, and as of year-end, there were 673 branches, 636 of which were banking branches and 37 were auto business branches. In addition, we installed 553 new ATMs and 2 new currency exchange centers. As of year-end, there were 5,633 ATMs and 93 currency exchange centers.

In addition, we are now providing Japanese Service Desk at 6 branches (Siam Paragon, Thonglor (Vasu), J-Avenue Thonglor, Emquartier, Asoke, and Aeon Siracha Shopping Center) to attract more Japanese customers. The service will be rolled out to other branches, especially in industrial areas and residential zones with a high concentration of Japanese businesses and expatriates.

According to the Mid Term Business Plan, we are initiating a new branch operating model in order to develop and maintain long-term relationships with our customers. For Krungsri Exclusive Customers' convenience, we are providing a Krungsri Exclusive's lane at certain designated branches in order to provide the best service to this group of customers. Since July 2015, the Bank has implemented the new Branch Front-End system in order to improve customer service at all branches. The roll-out plan will be in effect by August 2016.

E-BUSINESS DIVISION

'Make Life Simple', for our e-Business Group, means more than just using technology to 'bring the bank to the customer'. This year, we took it to a whole new level with a customer-centric approach and segment-based strategy with a human design center by leveraging the idea of placing our customers at the center of everything that we do. Our award-winning digital banking platform was designed based on these concepts to make certain that everything is developed with the end-user in mind to ensure that the experience of both customers and staff will be enhanced with every new development.

This year, we introduced the new 'Krungsri Online', the most advanced internet banking platform in Asia, that comes with responsive design and lots of new features. Our 'Krungsri Online App'

achieved record growth in usage rates in 2015. To date, more than 2 million customers are using our mobile & internet banking platform, almost a double increase from last year. These online customers conducted more than 120 million transactions, an increase of 40 percent from last year, with an annual transaction volume of THB 350 billion.

In 2015, we received two awards in the Digital Banking category on a regional level i.e. Asian Bankers Awards and Global Bankers Award.

- **Krungsri Online:** introduced a new platform with the most advanced technology and design approach. A human-centric design approach has been adopted in this new platform to provide the best user interface and a unified experience across multiple devices. A faster, more scalable and higher security standard from a new back end system will lead us to enjoy further growth in the digital space.
- **Krungsri Online App:** This was another big year for our mobile platform with 2 awards recognition in Asia Pacific. This year, we focused on delivering single customer experience across all channels by enhancing our back end infrastructure with more capability to seamlessly connect and display the same content across channels. Now, customers can access their accounts via web browser, mobile web, or mobile applications both on smartphones and tablets.
- **Krungsri Online Privileges:** Now, every customer transaction on mobile phone, tablet or computer will turn into free or discounted dinners, drinks, movies, and many more privileges with partners carefully selected across 4 categories (dining, entertainment, auto, health & beauty).

Serving our vision for Krungsri to become the leading bank in digital services, we never stop designing and developing new digital banking products to serve the needs of various types of clients, such as SME customers under the business strategy of 'Krungsri E-Biz Tu Ra kit Tho Wai – Tu Ra Kam Tam Ngai'. This new business strategy aims at providing



excellence and convenience of digital banking services, with improving customer experience as our key business principle. Therefore, our digital banking services will not only help customers in terms of simple banking, but also shorten times for banking services. In 2015, Krungsri delivered the following new digital banking products for business customers.

- **Krungsri Biz Online:** An online banking product inspired by the combination of 'Business Needs and Living Lifestyle' which integrates various business purposes and financial functions into one online product such as payroll for employees, bulk payment for suppliers, stop cheque, or even for personal purposes e.g. credit card payment, or stock trading. Therefore, all banking services are made simple and easy to complete through the one-stop service of Krungsri Biz Online.
- **Krungsri Biz Alert:** An SMS Banking Service with financial transactions alert for business purposes. Krungsri launched this new service of 'Transaction Alerts' for juristic customers, enabling them to track every account movement. Our 'Cheque Alert' service is also built upon the concept of 'Smart Alert' and offers privileges to alert customers on the whole amount of customers' daily cheque payments and early warnings when available balances are insufficient. Krungsri SMS Biz Alert assists customers to maintain both creditability and reliability of business.
- **Krungsri QuickPay:** The mobility of POS Payment channel is now ready for credit card payments and debit



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card payments by smart phone. In recent years, Krungsri partnered with JCB to enable POS Providers to support VISA, MasterCard and JCB cards. This is a significant tool for customers to accept payments at point of sale anywhere, anytime.

In 2015, one of the main focuses of our digital banking development cluster was our large corporate clientele. Krungsri developed unique digital services to meet business needs on various platforms and services such as Krungsri Payment Gateway and Krungsri Host-to-Host in order to increase our ability to support large enterprises in diverse industries such as construction materials, energy & chemical, beverages, financial institutions, and securities services.

The following new digital services were introduced:

- **Krungsri Biz Mobile:** An innovation in financial services that serves the needs of business owners and senior management of large corporate entities. Krungsri Biz Mobile allows senior management to manage their financial transactions from anywhere, anytime with quick and easy tools on this mobile application. Authorizers get special privileges to make financial authorization under the concept of 'On-the-Go Approval'. With this product launch, Krungsri became the first domestic bank to develop such a mobile application to support commercial customers.
- **Krungsri Biz Payment Gateway:** Krungsri has implemented the payment gateway in various industries, including construction materials, power energy, chemical, beverage and financial institutions.
- **Krungsri Host-to-Host:** The data transfer via host connectivity with secure platform. This year, we have enhanced the new file format to support large enterprise.

The full range of Krungsri Digital Banking products we created with the enthusiasm that was recognized by awards such as 'Best Technology & Operation of the Year 2015 – Asian Banking & Finance Wholesale Banking Award'. Krungsri intends to encourage the growth of

business customers in Thailand. In the past year, we cooperated with several organizations in both public and private sector such as the Department of Business Development under the Ministry of Commerce, the Federation of Thai Industries, the Institute of Information and Communication Technology for Industries, R You Noi 100 Lan TV Program, Wongnai.com, and Ookbee E-Magazine for joint activities e.g. Krungsri E-Biz Day at E-Biz Expo 2015. In cooperation with other organizations, Krungsri's main objective is to educate and inspire business entrepreneurs with seminars and workshops throughout the year.

Krungsri e-Payment: We continue to be one of the key players for online shopping payment. We provide e-payment gateway solutions to both local and global accounts with highly secure technology in cooperation with CyberSource, one of the largest payment management subsidiaries of VISA International.

Krungsri Contactless Payment: We are the first bank in Thailand to accept the Contactless Card Payment, including VISA payWave and Mastercard Contactless. This simple 'Tap & Go' concept can save time, especially a long queue for payment at merchants. The Contactless Payment System will also be enabled to accept mobile NFC payments in the future.

Given the rapid changes in the digital landscape, we continue to grow significantly in terms of engagement and online users based for both websites and social media channels, especially LINE official account. In addition, we received two awards, 'Website of the Year – Thailand' from the Asian Bankers Awards and 'Best Social Media Strategy' for Asia from the Customer Experience Asia Excellence Awards in 2015.

- **Social media** – the growth rate on our social media channels (Facebook, LINE, Instagram, Twitter, Youtube, LinkedIn and Google+) ranged from 50 percent to 190 percent through 2015, especially our LINE official account, where we achieved almost 20 million friends by the end of 2015 with more than 200 million Krungsri LINE stickers being used. We also expanded the

Customer-centricity continues to be information technology's core mission in providing excellent platform solutions. We have launched and enhanced many services to support our business to build and maintain long-lasting relationships with customers across all segments.

guidelines for these platforms to handle customers' inquiries and complaints more effectively.

- **Banking web portal** – after the launch of the new krungsri.com, the number of new visitors to our corporate nearly doubled. We are continuously implementing A/B testing on our website to ensure that we can deliver the best user experience to our web visitors as simple as our philosophy. Key deliverables included:
 - Designed the customer journey for Japanese users on Krungsri.com, created to fit their browsing behavior and information accessing that is totally different from Thai online users.
 - Rolled out the 2015 enhancement series, including new 'Plan your money' tools, online survey, web chat for individual and group discussion, and a new membership system offering a loyalty platform on the website that links to Yellow Points (the Bank's reward program)
 - Rolled out the launch of the same technology and capabilities to our subsidiaries which will be completed for all entities in 2016.
- **Digital content marketing** – 'Krungsri GURU' continued to build its fan base among online communities. We brought GURU to offline interaction as well. We also expanded our digital content marketing strategy outside Thailand, starting with Lao PDR, using Facebook as a communications vehicle. This year, Krungsri invested in creating a greater variety of online content to build more engagement and bring the brand closer to consumers with different techniques for different segments of online audiences.
- **Tapping new online segment** – This year, Krungsri Group expanded its interest in the university segment, by launching a new section under our corporate website dedicated to university students – with the intention to groom them for the corporate world. We also launched the 'Krungsri Uni Startup' project to support students to deliver mobile application projects of their dreams, in partnership



with leading Thai companies in Tech-startup, receiving more than 200 applications. Our objective to meet higher goals will continue in 2016.

INFORMATION TECHNOLOGY

Krungsri Information Technology (IT) entered a new era as the Bank became a strategic subsidiary of MUFG in 2013 with a strong global presence and a wide array of network collaboration. The seamless integration of our core banking with BTMU platforms has enhanced our capability, allowing us to play a part in global platforms. Our IT department is stronger than ever with the merger of high caliber BTMU Bangkok Branch staff and the close partnership of BTMU Japan and regional teams, lending to new expertise in Corporate Banking and Global Markets solutions. The dedication and new synergy shown in 2014 led to full project integration accomplished on January 5, 2015. At the same time, as a result of the launch of the Bank's Auto business on January 2, 2014, we continued to strengthen operational procedures by fully integrating strategic functions and applications in October 2015.

Aiming to deliver the best services to our customers, we invested more than THB 1.6 billion to upgrade our branch teller system with Project Simple Click. The upgrade provides a user friendly screen (GUI), easier steps to operate, faster service turnaround time, and stronger

procedure controls to ensure higher security and reduce operational risks at branches nationwide.

The Project was successfully launched at six branches in Suan Plu, Thanon Rama IV, Thanon Rama III, MBK Center, Noen Teng and Chonburi with plans to roll out further metropolitan branches in the last quarter of 2015 and nationwide in 2016.

Customer-centricity continues to be our core mission in providing excellent platform solutions. We have launched and enhanced many services to support our business to build and maintain long-lasting relationships with customers across all segments.

Commercial Banking and JPC/MNC Banking

Striving to become a top financial institution, we launched the Supply Chain — Buyer Financing service system in April 2015 for our customers in the cement building material industry and the automotive industry. This platform enables us to support customers with solutions that comply with worldwide security standards such as OWASP and ISO27001. Our solutions development is now in phase 2 to provide Supplier Financing and enhance our capability to handle more varieties of business industry models and is scheduled to be launched in early 2016.

In the third quarter of 2015, we upgraded the Cash Management System of our Cheque Collection Module. Aside from an upgrade in technology, the scope covered User-Friendly Functionality Improvement and Straight Through Processing to improve our operational efficiency, resulting in fewer manual operations for users.

We plan to migrate all customers to this new system by the end of 2016. To accentuate our slogan 'Make Life Simple' for corporate customers, we are enhancing Cash Management Authorization features to connect with improved Krungsri Mobile application. This will empower customers to authorize transactions (payment and collection) via mobile channels.

One of our most successful initiatives in 2015 was implementation of electronic payment (E-Cess) for Rubber Exporters and the Office Rubber Replanting Aid Fund (ORRAF) that allows direct payment via bank accounts through Thailand National Single Window system handled by Interbank Transaction Management and Exchange (ITMX). This streamlined procedure facilitates and expedites current payment procedures to more efficiently reduce exporters' costs, as well as increase the Bank's fee income.

Other new services and solutions launched in 2015 include a 'Security Registrar of Foreign Currency' for Investment Banking, new 'Cheque Payment Modules' supporting Security Service Operation, both launched in June 2015, 'e-Government Procurement' (e-GP) for Corporate and SME customers, and 'LC / DLC Discount without Recourse' to support one-time limits and credit limit allocation for issuing banker confirming bank.

For Global Markets, we enhanced an application to support the trading of euro commercial paper bond, issued by the Ministry of Finance. This allows us to gain higher return on investment and better manage liquidity. The substantial growth in Krungsri's global markets business, resulting from our integration with BTMU Bangkok Branch, has driven one of our key 2015 projects to seek a new Global Markets platform to support foreign exchange and money market products. The project kicked off in the third quarter 2015 and is scheduled for completion in early 2017.

Digital Banking

We enhanced our Digital Banking platforms and services through the re-launch of Krungsri Online (KOL) and Krungsri Business Online in September 2015. Retail and corporate customers are now able to experience more comprehensive cash management functionalities. For example, new functions to transfer money from foreign accounts such as US Dollar and Chinese Yuan into Thai Baht accounts, a single financial portfolio screen, and an easier navigation menu with a more responsive



design. We expanded SMS Banking capabilities for notification functions to support the set-up of Cheque Status Alert, Auto Loan Debit Alert, and Auto Payment Debit Alert aside from existing deposits, withdrawal and transfer money alerts. Customers were enabled to self-register for SMS services via Krungsri Online or Krungsri Mobile Banking. In addition, we re-designed the Krungsri Trade Link (KTL) web page for importer and exporter customers to improve its look and feel.

In March 2015, we launched an internet trading channel for asset management customers called 'E-Fund Registrar'. This service provides convenience for fund transactions of unit holders and improved efficiency for asset issuers to manage their information and transactions online. We continued with the launch of 'e-Export' in April, a host-to-host document preparation service for exporter customers. This opens a new channel for customers to submit and track information online and allows validating documents prior to submission.

Krungsri Auto Online is the first application in the auto business to provide online inquiry services for loans and insurance information, pay-in slip printing, requests for change of billing address, renewing road tax, bluebook copies, etc. This self-service provides convenience for customers through its responsive design, increases connectivity to Krungsri Online, and multi-device support. In 2015, we also launched Car4Cash.com, providing promotion information, a calculator, electronic forms, and 'contact us' features to our customers.

Retail and Consumer Banking

Focusing on our high net worth customers, we invested in upgrading wealth management solutions to respond to our customer's needs. The new solutions will provide powerful comprehensive portfolio management functionalities, enabling our relationship managers team to provide best-in-class consultancy services and build long-term relationships with our most prestigious Krungsri Exclusive clients. In response to our customers demand for more flexible time deposits, we introduced Odd Tenors. We enhanced our core banking Time Deposit system, allowing customers to choose Odd Tenors starting from 1 to 365 days from previous 7 days to 90 days.

For credit card customers, we successfully upgraded our credit card call center by revamping call flows, utilizing new technologies to support customer needs. Additionally, with this new call center infrastructure in place, we are now able to fully support the Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP), with backups system to support customers in unexpected cases.

To comply with Bank of Thailand regulations and improve customers' confidence in our products and services, we are upgrading our ATM machines, modifying systems to support issuing Debit and ATM Chip Cards and connecting with the National ATM Pool scheduled to launch in 2016. This enhanced system will improve operating efficiency through newly designed, user-friendly screens that combined multiple screens into one. The new Debit Chip Card will also support 'Contactless' and 'payWave' functions.

Innovative New Technology

To improve productivity in the past year, we completed our core banking mainframe upgrade and implemented CA-ESP Control-M job scheduling to automate night batch processing.

We began utilizing cutting-edge technology to help drive a corporate learning culture with the introduction of the first cloud-based platform for our employee e-learning in 2015. Krungsri staff can now learn from anywhere,

anyplace, accessing from smartphone, tablet or PCs. These tools support a social learning community and provide powerful analytics to help automate reports for learning management and planning. We will replace 4,500 personal computers in the Head Office and branches, install Microsoft Cloud O365 to 2,500 accounts and rollout a Virtual Desktop Infrastructure (VDI) to 1,500 terminals, increasing efficiency and providing a more secure environment.

Moving forward with our best-in-class infrastructure, we kicked-off a New Data Center project in 2015. The new center will be setup in alignment with the global standard, meeting Bank of Thailand's regulatory requirement and supporting future growth for Krungsri Group. Simultaneously, we are in the process of implementing new Network Modernization to provide active redundancy architecture.

In 2016, we plan to invest further in multiple IT backbone infrastructures and applications to support business growth and productivity. During the past year, we focused on Financial ERP consolidation and are now moving toward the next step to refresh and upgrade the technology to foster network connectivity. After the implementation and migration of content into Enterprise Content Management (ECM), we are broadening the coverage to our subsidiaries and taking further steps to elevate to the next level by enhancing functionalities for front offices and middle offices. We aim to move toward a new 'Universal Content Search' that provides a single customer view.

The Enterprise Architecture unit was formally established in March 2015 with a goal to improve IT architecture design, reduce cost, avoid redundancy, shorten time-to-market and improve productivity. The team started setting firm foundations and building a sustainable operating model based on the Open Group Architecture Framework (TOGAF) and Banking Industry Architecture Network Services and Landscape (BIAN). In the first quarter of 2016, we will establish the Enterprise Architecture Services Catalog and Capabilities and conduct pilot tests on selected customer segmentation.

International and Overseas Branches

With our focus on the ASEAN Economic Community in mid-2014, we partnered with Banque Pour le Commerce Extérieur Lao Public (BCEL), the largest state-owned commercial bank in Lao PDR, to link the two banks' ATM networks. The initiative enables all Krungsri proprietary ATM cardholders to conduct transactions in Lao PDR and vice versa. We now provide more value-added services to our customers by setting up ATM machines at our Vientiane and Savannakhet branches and our customers in Lao PDR can now have their ATM cards linked to savings and current accounts, regardless of the account currency (in local Kip currency, US dollar or Thai Baht). To give our customers greater access to ATM machines, we entered the Laos ATM pool via BCEL in the third quarter of 2015. This not only strengthens the bond with our customers, but also promotes our regional presence by extending our customer base further into the local market. We are proud to be the first Thai bank in Lao PDR not only to provide ATM services to our local customers, but also to join the Laos ATM pool.

We focus on improving our infrastructure at Vientiane branch by introducing our Simple Q system – a feature available at branches in Thailand, to enhance customers' experience. We also recently launched bill payment services at our Laos branch counters.

For next year, we will explore opportunities in other AEC countries, and further improve our current technology platform and service offerings in an ever-changing market.

Good Corporate Governance and Compliance

In 2015 we successfully managed to seamlessly consolidate the risk and financial data from the BTMU Bangkok Branch into the Krungsri data repository. Through efficient and reconcilable procedures, these data are used by various business functions to serve our needs, such as Financial Planning & Analysis and Credit Risk areas, especially regulatory and internal management reporting.



To meet regulatory requirements, a Risk Authority Application was developed to support Basel III (Basel Committee on Banking Supervision III) compliance as required by both the Bank of Thailand and Japan Financial Services Agency (JFSA). As a result of BTMU Bangkok Branch Integration and since then, we have complied with the Sarbanes-Oxley Act and IT SOX requirements. Our FATCA (Foreign Accounting Tax Compliance Act) application was completed last year, designed and developed to assist all branch operations in new account opening procedures, as well as capture and maintain the FATCA-related information of every customer for further regulatory reporting. We embarked on a three-year roadmap to deliver a single Anti-Money Laundering (AML) platform coverage to monitor all transactions, including those of our subsidiaries. In the first quarter of 2016, we will introduce the new module for 'KYC (Know Your Customer) Scoring' which will interface in real time with all customer transactions.

A Risk Profitability Management System was developed to analyze profits and loss for each customer segment and industry with risk adjusted KPIs. This platform will further integrate with future loan approval procedures and product offerings, thereby equipping relationship managers with the advantage of offering better products to targeted customers.

We started reviewing the 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 continued to make progress with our Teradata Data Warehouse Implementation project aimed at building a centralized data infrastructure for the Bank. In 2015, we initiated Big Data analytics started with our credit card business. Recognizing the critical importance of Data Governance, a newly set-up unit has started researching and establishing a framework and various other data improvement initiatives. The results will greatly benefit the Master Data Management program and our Data Quality framework. Lastly, we also initiated the Enterprise Business Intelligence to set up a framework and services, including mobile channels on a group-wide basis.

To insure bank data confidentiality, we have completed a Data Leakage Prevention (DLP) Project, replaced the High Privileged User Management with PAR Hardware, and enhanced a security-related activities log for all servers as well

as expanded this log achieving tool to our subsidiaries.

With greater digitization, there is a significant increase in the magnitude of external threats to our banking operations. We recognize the importance of providing a safe and secure application environment and infrastructure. We continue to focus on and increase investment in many IT security protection tools such as Security Penetration Testing and Third Party Connection Security Reviews. After the launch of Enterprise Integrated Fraud Detection for our regular channel in the second quarter of 2015, we are in the process of embedding the technology in our internet channels, namely Krungsri Online and Krungsri Mobile App. Recently, we kicked off a project to implement an information security tool for malicious software detection and to enhance our Distributed Denial of Service Prevention.

OPERATIONS

In order to drive Krungsri forward as the next ASEAN financial powerhouse, the Operations Group has greatly improved and enhanced our operational procedures and workflow to be more effective, efficient and digitalized. Our enhancement of operational excellence has been steadily continued since the successful integration with BTMU Bangkok Branch.

We continued to expand and improve our service level to larger global customer base. The Operations Group considered and developed procedures to facilitate international trade transactions for service the widest of our customer group possible. For example, we now offer an 'Export Bill Discount without Recourse' and 'Trade Service Utility' in order to support and meet customers' expectations.

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

- STP Award for Outstanding Excellence in the Quality of USD Payment Transactions from Citibank (USA) for the seventh consecutive year
- STP Performance Excellence Award for USD Payment from Standard Chartered Bank (NY, USA)
- STP Award for Outstanding Payment Formatting and Straight Through Processing Rate from The Bank of New York Mellon

This year marked the third consecutive year that Krungsri was a recipient of the GALLUP Great Workplace Award, among 40 other leading organizations around the world.

- STP Award for consistently providing high quality commercial payment transactions from Bank of America Merrill Lynch

In the previous year, the Operations Group emphasized our core mission — Customer-centricity, aimed at improving customer satisfaction and supporting our international customer base, especially Japanese customers. We now provide customer services in Japanese for both IVR (Interactive Voice Response) and Customer Service Staff. Furthermore, our IVR was improved with a new designed IVR service menu, catering to customers' needs through simple operation and flexible access.

Additionally, to provide excellent service support, a service partner team was set up to pay a visit to customers. This kind of service not only supports business promotion, but also helps us reach and meet customers' expectations.

Our Cash Management System was upgraded to support and provide seamless service for existing and potential customers in utilizing our collection and payment service. The workflow was designed to meet customer requirements, including the implementation of new direct credit system and an inter-bank pooling service. In addition, to expand the scope of our cash management services to Japanese companies nationwide, a customized supply chain finance system and service were implemented in 2015.

To improve efficiency in our appraisal process in order to serve customers in a more timely manner, a new Krungsri Collateral Valuation System (CVS) via e-channel is under development with implementation planned for 2016. Moreover, we enhanced our end-to-end process to support block appraisal for home mortgage which has been implemented mainly in Bangkok and will be continuously rolled out to provincial areas nationwide.

A Middle Office Role in the Operations Group was established to strengthen operational control functions together with improving our 2nd line of defense framework to enhance the quality of operations serviced to customers, as well as internal and external counter-parties.

Additionally, full establishment of the new Global Markets Client Service group to serve as a single contact point for all matters is currently under personnel training phase and will be ready in 2016.

For staff development, we developed our employees through various in-house and public training programs. We arranged training, programs not only through on-the-job training, but also job rotation programs to raise staff know-how in various areas so as to give them a better understanding of the Bank's products and services and become truly professional in providing the best services to both internal and external customers.

HUMAN RESOURCES GROUP

Human Resources continues to play a vital role in the sustainable success of Krungsri. In 2015, the Human Resources Group focused on promoting employee engagement and long-term commitment to the success of the organization. This year also marked the third consecutive year that Krungsri was a recipient of the Gallup Great Workplace Award, among 40 other leading organizations around the world. This truly reflects the active collaboration and strong determination of Krungsri executives and staff to create an engaged workplace culture that drives Krungsri towards the goal of becoming an 'Employer of Choice'.

The HR Committee was established earlier this year to review and assess strategies, policies and programs related to human resources to ensure that they are competitive and comparable to the external market, and are designed to attract, motivate and retain employees as well as comply with all relevant legal and regulatory requirements. The Incentives Sub-committee was also set up with the aim of reviewing and approving principles and guidelines related to incentives and special rewards for all companies under the Krungsri Group so that payments are made in with equal weight across Krungsri Group and in conformity with the Bank's strategies.

Moreover, the Human Resources Group carefully reviewed employee compensation and benefits to ensure the Bank's competitiveness in the banking industry, as well as coordinated welfare and benefits policies throughout Krungsri Group.

The 'New Krungsri' vision forms the basis for the Human Resources Group to set directions and formulate actionable strategies that support the MTBP. Job calibration was introduced by applying internationally-accepted principles to determine appropriate job value for all

positions so that positions with similar levels of responsibility receive comparable job compensation to ensure parity in internal organization management. The results of the study will be an invaluable tool for even more efficient human resources management. Furthermore, the Human Resources Group plans to conduct a job calibration study across the Krungsri Group in 2016 to facilitate fair comparisons among all companies.

Talent development was another key policy under consideration of the Human Resources Group this year. Talent management and development plans were formulated to enhance efficiency and give these talent ample opportunities for career advancement in the organization.

Our core missions also include continuous human resources development to prepare our people who are the key driving force of Krungsri towards becoming a leading regional financial institution. With this aim in mind, a number of learning and development initiatives were introduced to enhance professionalism of Krungsri people, to foster Krungsri Core Values, and to strengthen staff leadership qualities and technical skills. In 2015, Krungsri Customer Centricity Training Program was developed to deepen employees' understanding and strongly encourage them to exhibit 'Customer Centricity' value, which is one of the six Krungsri Core Values, through ongoing delivery of excellent products and services to customers.

In addition, we are committed to ensuring constant improvement of learning quality and fostering of learning culture. Krungsri Learning Center underwent renovation and improvement to enhance efficiency and cater for rapid business growth. The cloud-based Krungsri Learning Companion (KLC), a modern and efficient learning system, was launched this year to support employee learning. With KLC, employees are now able to search for training courses of their interest, enroll for desired courses, take online classes, track learning status, retrieve learning history or even conduct knowledge sharing with colleagues anywhere and anytime via personal computers, mobile phones or tablets with Internet connection.

Service capability improvement is part of our determination to achieve the next level of internal HR service delivery. All Human Resources Information System (HRIS) of companies under Krungsri Group have been consolidated into a single One Krungsri HRIS Platform to further

enhance information service capability and efficiently support a growing number of Krungsri staff each year.

The Human Resources Group continues its commitment to lay a solid foundation for employees of Krungsri and its subsidiaries who are members of MUFG, a global financial institution, through employee development and career advancement opportunities to ensure that they efficiently perform their duties and form a significant part of the powerful driving force towards achievement of the organization's vision and mission.

RISK MANAGEMENT

Krungsri has displayed judiciousness in risk management through the use of various risk management techniques. High quality risk management is one of Krungsri's active priorities. Our core risk management responsibilities are to identify, measure, control, monitor and manage risk. We manage this via policies, measurements and monitoring procedures and our internal governance principles. All initiatives of our Risk Management Group are in line with Krungsri's strategies and business model.

Due to the economic situation in Thailand, the past year was challenging, especially for our risk management procedures in terms of identification, measurement, control and monitoring. Nevertheless, our Risk Management Group continued to improve procedures. After the integration of BTMU Bangkok Branch, the Group leveraged BTMU's risk management functions to ensure that stronger procedures were implemented to enhance the risk management framework.

Enterprise-wide Risk

In 2015, to support sustainable growth and align with global standards, Krungsri has enhanced the 'Enterprise-wide Risk Management Framework (ERM)' to oversee and proactively manage all types of risks associated with Krungsri. ERM tools such as new risk appetite management and key risk identification procedures have been developed in order to dynamically identify, assess, and monitor the risks under the integrated approach. Under ERM, appropriate action can be taken to ensure that the Group's risk profile is in line with our business plan and a risk management strategy within our risk capacity.

Krungsri recognizes that compliance is a significant factor in promoting and enhancing the Bank's business undertakings for the benefits of shareholders and other stakeholders, contributing to the Bank's sustainability and growth.

At the same time, the Bank's Capital Management Committee actively manages long-term capital planning based on Krungsri's growth strategy together with capital forecasting based on stress tests. Stress tests are regularly conducted based on potential macroeconomic stresses in Thailand and neighboring countries to estimate adequate capital levels in different conditions. This is a key input from the Committee in estimating the future capital requirement for the Bank.

The Group takes an integrated approach to manage the four principal areas of risk: credit risk, market risk, liquidity risk and operational risk.

Credit Risk

The Risk Management Department is primarily accountable for identifying, assessing, mitigating and monitoring risks within the acceptable level of risk appetite. Furthermore, risk management functions also include risks analysis and preparation of risk policies, procedures and governance principles as approved by the Board of Directors.

Market Risk

Our Market Risk Management Division assesses, monitors, and reports on Krungsri's risk exposures in both trading and banking. Our market risk management policies, regular reviews, and stress tests are also designed to ensure that rapid changes in economic conditions and volatile changes in market factors that could contribute to rapid and volatile change in the value of financial instruments and other financial derivatives will not have significantly adverse impact on the Bank's income and capital.

Liquidity Risk

The Market Risk Management Division analyzes and monitors economic conditions in Thailand and other countries that may adversely impact the bank's liquidity in THB and other major foreign currencies. The Market Risk Management Division also determines different type of liquidity limits and prepares a report on monitoring liquidity to ensure the Bank will possess sufficient liquidity to meet customers demand for withdrawal of funds and also support expansion of the Bank under normal and stressed conditions.

Operational Risk

The Operational Risk Department ensures there will be minimal impact to Krungsri and our subsidiaries in the event of any internal failures, external factors and outages. The entire Krungsri Group has completed a Risk Control Self-Assessment, while Key Risk Indicators developed for all departments are closely monitored. A Business Continuity Plan has also been devised and is regularly tested and updated.

COMPLIANCE

Krungsri recognizes that compliance is a significant factor in promoting and enhancing the Bank's business undertakings for the benefits of shareholders and other stakeholders, contributing to the Bank's sustainability and growth. As a result, the Bank established a Compliance Policy and Spirit & the Letter (S&L) as practical guidelines for executives and staff, reflecting the Bank's determination to ensure the highest standard of compliance in accordance with principles of good corporate governance.

In 2015, the Bank encountered various challenges from new and amended domestic and international laws and regulations, requiring the Bank to realign its internal process and procedures to be in line with these changes, for example, the U.S. Foreign Account Tax Compliance Act (FATCA). In addition, since the Bank became a member of MUFG, a global financial group, the Bank had to comply with further international principles such as Volker Rule of the U.S. Dodd-Frank Wall Street Reform and Consumer Protection Act, Japanese Regulations on Anti-Money Laundering, etc.

Krungsri Compliance Division is designated to be a responsible function for compliance duties. The Compliance Division ensures that the Bank always keeps pace with the changes in both domestic and international governmental regulations as well as the Bank's Compliance Policy itself. Preventive measures still remain crucial and must be emphasized for the purpose of mitigating regulatory risks resulting from non-compliant activities such as giving consultations, communicating, enhancing knowledge and understandings pertaining to rules and regulations, providing training, etc. The Compliance Division also has a duty to perform compliance monitoring as a second line of defense to ensure that the Bank's business undertakings are in accordance with specified policies and regulations by formulating and requiring

various business units to conduct self assessment as well as performing on-site monitoring, etc.

CORPORATE STRATEGY AND PLANNING GROUP

According to the Mid Term Business Plan, our corporate goals encompass all functions of Krungsri and its subsidiaries. As a result, the Corporate Strategy and Planning Group is the department that works most closely with all business divisions to drive changes by strengthening competitiveness and equipping them with better tools to process and deliver business performance in fulfillment of their plans.

To achieve strategic goals in our Mid Term Business Plan, a number of key changes were introduced in 2015 as follows:

Customer-centricity

- 1. Understanding customers and reviewing customer segmentation** through intensive analysis of Krungsri customer base and target customer group during 2014 and 2015 to identify customer segmentation and better understand their interests, behaviors, their lifestyles and life cycle. Krungsri now has a clearer understanding of our customers and is able to better plan and execute customer service. Krungsri also assigned senior management to be segment leaders with full responsibility to take care of customers in each segment and monitor the Bank's performance against each segment's KPI.
- 2. Introducing customer-centric target operating models** to create a platform to integrate all Krungsri internal capabilities to serve customers' needs more effectively through all channels across the Bank and subsidiaries and deliver value products and services to our customers. This new branch service model is being tested in pilot branches in key business areas starting in the third quarter of 2015.
- 3. Improving procedures** to shorten turnaround time to deliver products and services to customers. Key procedures to serve customers such as the end-to-end credit approval process were analyzed and continuously improved to ensure faster customer response from the Bank with no compromise in risk management or business control.

- 4. Delivering synergy for customers and successfully** ensuring a seamless integration of the BTMU platform and the Krungsri platform. Krungsri is committed to strengthen synergy in both business and technical areas with BTMU in order to enable our customers to utilize the BTMU global network as well as the Krungsri local network. After successfully integrating our business with BTMU in January 2015, some areas still require further enhancement to provide better customer service.

Krungsri is now in the process of enabling an automatic sweep function to transfer money between two core banking systems in more effective ways and improving the MTS system to minimize operational risks and improve customer experience of integrated platforms, which will be launched in July 2016.

Platform for growth

During 2015, the Corporate Strategy and Planning Group managed many key projects to help enhance Krungsri's platform for growth.

- 1. Simple Click**
A new branch teller system that enables a new sell and service platform. The Krungsri branch teller system was successfully launched at three pilot batches in September 2015, followed by 196-branch rollout in December 2015. Krungsri will continue to roll out Simple Click to all branches nationwide by August 2016.
- 2. Wealth Management platform**
The New Wealth Management system has been developed since 2014 with the first release in September 2015 and will expand in functionality to include subsidiaries in early 2016.
- 3. Krungsri Securities (KSS) platform improvement**
As the MTBP expects strong expansion of business in KSS over the next two years, KSS has been improving the company's competitiveness by improving core areas in both research and system platforms to be able to provide better customer service.
- 4. New Krungsri Online platform**
The new Krungsri Online platform with improved technology to enable new online services to both retail and corporate/SME customers was successfully launched in September 2015.

5. Supply chain financing platform

From the MTBP, Krungsri plans to deliver end-to-end solutions on supplier financing and dealer financing leverage for Thai corporates and Japanese manufacturers along with supply chain. In April 2015, the full supply chain financing platform was successfully launched for key customers who are the largest construction suppliers in Thailand. To serve a strong demand in supply chain financing, Krungsri has been implementing the solution for key Japanese automobile companies, which is expected to be completed in 2016.

6. Krungsri retail loan origination system

The Krungsri retail loan origination system brought a new edge of technological advancement to provide better risk management and faster turnaround time for credit approval to increase customer satisfaction. This improvement features advance credit risk management integration, and embedded workflow document imaging. The system was launched to serve the personal loan business in February 2015.

7. Debit/ATM EMV (European Master and VISA) platform

To improve the ATM system in alignment with the new security standards for EMV, Krungsri invested more than THB 1 billion to update our card management system and upgrade ATM machines nationwide. A new card management system will be launched in March 2016 and more than 6,000 ATM machines will be compliant with the new standards by 2017. In 2015, more than 500 ATMs were replaced.

8. Big Data

Big data implementation was introduced in the Krungsri Group, starting with AYCAPP, to address the challenges of how to better utilize data, sift the most relevant information out of daily data streams, analyze the information and use it as a tool for profitability. Big Data and Analytics are among the big changes in business competitiveness that will enable us to know more about customers and tackle their demands on a realtime basis.

9. Expansion of the collection hub to Chonburi Province

The expansion of the collection hub to Chonburi province was accomplished successfully in the third quarter of 2015. This expansion increased our collection capacity to serve Krungsri's business growth, reflecting that

expansion to provincial areas is a practical strategy from both technical and manpower perspectives.

10. Network Modernization

Krungsri is implementing a new enterprise network infrastructure to modernize network technology and prepare for the expected growth in Krungsri business and customers. Completion is expected in the first quarter of 2016.

Corporate Performance, Governance and Control

In parallel with key projects to strengthen our platforms for growth, we also managed projects to enhance our management platform.

1. Update the KPIs across Krungsri Group to align with the MTBP

By aligning the KPIs of the Bank and subsidiaries with the MTBP, our strategic roadmap, this change brought about a strong joint commitment to deliver the MTBP.

2. Execute strong PDCA (Plan-Do-Check-Act) in each monthly cycle to monitor performance against the MTBP

The PDCA management concept was introduced to all functions in March 2015, with all teams having to monitor their KPIs and targets against the MTBP and report to management on a monthly basis. Hence, the Bank achieved closer monitoring of all teams, including the ability to adjust their plans and actions to be able to deliver the MTBP.

3. Segment-based performance monitoring

As the Bank gives greater focus to customer centricity, it has to understand each customer segment's needs and be able to respond to those needs in a timely and effective manner. Segment leaders have been assigned to be responsible for each segment since January 2015. They now have full responsibility to drive performance of the entire segment end-to-end and present the performance of their segments to the PDCA forum monthly.

4. Data Government – Framework repository KDE data definition

This Department was set up at the beginning of 2015 to ensure the accuracy and completeness of key data associated with client transactions. The accuracy and completeness of data are essential for appropriate record-keeping, accurate transaction processing and an accurate reporting of Krungsri's activities.

BUSINESS MANAGEMENT OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

KRUNGSRI AMC

Krungsri Ayudhya AMC Ltd.

Type of service: Purchases and accepts the transfer of impaired assets (NPL and NPA) for management through debt restructuring and/or purchasing their collateral for disposal. The Company also undertakes NPA maintenance to ensure they are 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.

Krungsri Factoring 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 resources 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 a 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: The Bank

KRUNGSRI AUTO

Type of service: Krungsri Auto, a leader of automotive finance business under Krungsri, continues to introduce new experiences to consumers through its total solutions packages. Customers will receive consultation services and enjoy a range of products covering hire-purchase financing for new cars, used cars, motorcycles and trucks as well as refinancing packages and related auto finance for corporate clients - namely 'Car for Cash', 'Cash to Car', 'Krungsri New Car', 'Krungsri Used Car', 'Krungsri Truck' and 'Krungsri Fleet and Leasing', 'Krungsri Motorcycle', 'Krungsri Big Bike', 'Krungsri Used Big Bike' and 'Krungsri Inventory Finance'.

At Krungsri Auto, innovation is the core of their operations as the 'Market Shaper'. In 2015, they continued to push forward with the Customer Experience strategy by focusing on customer segmentation and in-depth analysis to meet the needs of customers in each segment. Moreover, Krungsri Auto was also able to leverage its strength in corporate customer base with help from MUFG/BTMU. Automotive financial solutions were offered to corporate partners under MUFG/BTMU network.

Preparing for the ASEAN Economic Community, Krungsri Auto has implemented a business strategy geared towards CLMV market. Krungsri Auto is looking for new opportunities in these markets.

Source of funds: Primarily the Bank and AYCAL debentures

KRUNGSRI CONSUMER

Krungsriayudhya Card Co., Ltd.

Type of service: Krungsri Exclusive Signature Credit Card, Krungsri Signature Credit Card, Krungsri Credit Cards including Krungsri Visa Platinum, HomePro Visa Platinum Card, Krungsri Lady Titanium MasterCard, Krungsri Business MasterCard, Krungsri Manchester United Champion Card and AIA Visa Card. In 2015, Krungsri Credit Card's portfolio totaled 1.9 million cards.

In 2015, the company's marketing strategies focused on Generation Y. Several initiatives were launched to tap this new generation's market. To illustrate, the company in August redesigned core features of the Platinum Card and Lady Titanium Card under the 'Practical Privileges' concept, offering practical privileges and redemption programs in line with the lifestyle of targeted customers such as special discounts for BTS skytrain fares and free popcorn when redeeming points for two movie tickets at SF Cinemas or Major Cineplex. Additionally, the company initiated a program entitled 'Krungsri University Start-up', inviting university

students to design mobile applications under the concept 'Designed by Y generation for Y generation'. Moreover, the company also introduced the 'Krungsri University Secured Card', a new product tailored for university students and first jobbers with the aim to become the 'top-of-mind' credit cards for a new generation with Krungsri bank accounts.

In addition, the company focused on digital marketing initiatives. In mid-2015, e-Pay Card, a safe and secured virtual credit card designed exclusively for online purchases, was launched. With the use of international standard security technology, cardholders can make online purchases securely with greater peace of mind. For greater convenience, cardholders can set their credit limit per each billing month by themselves, as long as the credit limit of the virtual e-Pay card does not exceed the credit limit of the main credit card as approved by the company. The application process is also quick and easy. The cardholders also enjoy additional discount at a maximum rate of 25 percent from leading online merchants.

Apart from promoting customers' spending via online channels, the company also made considerable efforts to encourage card spending through the enhancement of its point redemption program. As a result, a new point redemption channel via 'USSD' (Unstructured Supplementary Service Data) technology was introduced to allow cardholders to be able to check and redeem points anywhere, anytime, with a wide range of products and services on offer in the company's redemption program, to better serve our cardholders.

In terms of partnership, the company leveraged its relationship with BTMU to promote international spending volumes through a promotion called 'Cross Border' campaign. Under this campaign, the company partners with leading department stores in Japan such as Matsuya, Odakyo, Daimaru, Matsuzakaya, Marui, Tokyu, TOBU, Kintetsu and Takeya (15 merchants, 32 locations in Hokkaido, Tokyo, Chubu and Kansai Prefectures) to offer special discount and privileges for our cardholders.

Source of funds: The Bank

General Card Services Ltd.

Type of service:

Central Credit Card — The No.1 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. The company 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 up to 10 percent discount off normal-priced items throughout the year. In addition, the card also offers special privileges at leading outlets in Central Retail Group such as Tops supermarkets, Power Buy, etc. Cardholders can also enjoy ongoing promotions throughout the year in various categories, including dining, travel, healthcare and many more. Long-term privileges and promotions contributed to the continuity of card usage, customer loyalty and product attractiveness.

Central The Black and Central Black —

In the 4th quarter of 2014, the company introduced two new products targeting the 'Super Affluent' segment: Central The Black and Central Black Credit Cards with positioning as 'The Best and the Most Prestigious Retailer Credit Card.' Central The Black was the first ever 'World Elite' MasterCard in Thailand and the first-ever 'World Elite' retail co-branded card in Asia. Central The Black targeted only 300 top-of-the-food-chain cardholders for its portfolio while Central Black targeted 4,000 accounts from the top existing Platinum Cardholders and is run on the MasterCard World product platform.

Apart from special privileges at Central Department Store and CRG (Central Retail Group), the two products offer attractive cross-border privileges such as a cash back program and special reward points. Additionally, the cardholders can enjoy exclusive privileges including flight upgrades from economy class to business class; priority passes to access more than 700 airport lounges worldwide, a 50 percent discount at Central Embassy Diplomat Screens as well as Wine & Dine Program which offers a complimentary chef's selected bottle of wine at the Centara Grand Hotel at Central World and the InterContinental Bangkok and The Black Dish, an exclusive complimentary dish reward program all year round.

Market-leading Innovation:

Central MasterCard Temporary Card —

General Card Services Limited is the first credit card provider in Thailand to offer the MasterCard Temporary Card which offers greater benefits compared to the original Temporary Card. Within only one hour after submitting an application, customers can instantly receive a temporary credit card which is ready for immediate use when activated. While the ordinary Temporary Card can be used only at Central Department Stores and related stores including B2S, SuperSports, PowerBuy, HomeWork, Thai Wasadu and Food Loft, the Central MasterCard Temporary Card offers enhanced benefits as it can be used not only for Central Department Stores' in-store spending, but also for spending at other retailers with a MasterCard sign. Additionally, the MasterCard Temporary Card can also be used for installment plans, EPR installments and point redemption.

Full Service at Branches — To make accessing services more convenient for customers, the company now offers full services at Central Credit Card branches. Without the need to call customer service hotlines, customers can now access a full range of services from card activation, billing statement and point enquiry, applications for card upgrades or direct debit, change of billing address or e-mail address, requests to set a new ATM PIN number, etc.

Central Exclusive Cash — Central Exclusive Cash is a personal loan product managed by the Company. To provide our cardholders with greater flexibility and convenience, the card's existing customers can now withdraw cash from any Krungsri ATM nationwide, under the approved cash loan credit limit without the need to submit additional documents to apply for the loan. Central Exclusive Cash also offers ongoing special campaigns such as low APR, zero-percent interest for three months and many more.

Simple Visa Card — Previously called the Robinson Visa Card. The 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, and consequently is positioned as 'The Best Shopping Card in Thailand'. Additionally, it offers a number of other benefits, including cash back for everyday spending at outlets such as gas stations and supermarkets.

Power Buy Card — This sales finance card is a joint venture between Krungsri Group and Power Buy, a major electrical appliance distributor with 90 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 financing features, cardholders enjoy in-store promotions with special interest rates, including a zero-percent interest with longer payment terms. The minimum income requirement for the Power Buy Card is lower than that required by normal credit cards. The 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. continues to maintain a high market share of 20 percent in the areas of sales financing (Merchandise Installment Financing) and personal loans. GE Capital launched its sales financing 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 the 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.

The 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 with more than 400 service counters located in key partner areas nationwide.

The card's key strength comes from its extensive partnerships. To date, more than 16,000 major merchandise distributors across the country accept the card and participate in special promotional programs. In addition, Krungsri First Choice enjoys 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 in an array of product categories.

As of December 2015, there are a total of 530,000 facebook fan pages with high engagement (likes, shares, comments per week) on more than 180,000 fan pages.

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 Platinum —

Launched in 2015, the card targets customers who have monthly income of at least THB 15,000 per month. The core feature of the card is the ability to change credit card spending transactions to 0 percent 3 months installment payment with one phone call. Customers also enjoy buy1-get1-free promotions from partners such as McDonald's, True Coffee, Major Cineplex, Blu O Rhythm & Bowl, and Major Bowl. Krungsri First Choice expects the new Platinum Card to reach 150,000 accounts at the end of 2015, and plans to encourage more than 300,000 existing card holders to upgrade to enjoy better benefits with the Platinum Card.

Krungsri First Choice Visa Card —

Launched in 2008 to meet demand for credit card features to be combined with sales financing and personal loan installment programs with longer payment 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 16,000 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 financing 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 financing, the card is accepted by more than 16,000 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 as a 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: Simple Application is an innovative system which helps improve the application process and allows Krungsri First Choice to issue First Choice Cards to customers at application points within 30 minutes and without filling information in a paper application form.

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 financing. 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.

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 as well as practices in compliance with the Debt Collection Act. 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 eliminate unnecessary costs. In 2015, the company set up a pilot branch in Sriracha, Chonburi to better penetrate upcountry customers. This is in line with the business strategies of our affiliates that tend to expand into the upcountry market. Additionally, it also 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 initiated a program to help customers with debt and repayment problems to better manage their finances.

The company is 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 in 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 provides personal accident insurance and auto insurance to General Card Services Ltd., Krungsriayudhya 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.

In addition, to be able to serve our customers 24/7, the company now has a new online distribution channel - www.krungsri-insurancebroker.com - which offers selected quality insurance products online. It also partners with a number of Krungsri Consumer credit cards to offer insurance products which match the needs and lifestyle of each customer segment.

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 ensure alignment with 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., Krungsriayudhya Card Co., Ltd., and Ayudhya Capital Services Co., Ltd.

In 2015, the life insurance market continued to grow, driven by a broader product range, new insurance partners and a customer segmentation strategy. The company introduced customers to a range of endowments, term life products, retirement plans, as well as IPD and OPD health insurance plans from selected life insurance partners. It also focused 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 continued to expand and improve its distribution through Tesco Lotus stores, with the number of in-store financial services and insurance counters increasing to 170 stores in 2015. An ongoing renovation program is underway with enhanced branches offering additional services.

New product distribution

channel: Tesco Cards Services expanded its customer acquisition channels to online platform to capture new generation of customers and staff alliance programs whereby the company engaged the potential cardholders through the Tesco Lotus network partners such as Lazada, mall tenants and vendors.

Key initiatives and achievements in 2015 and plan for 2016:

The company introduced the Tesco Lotus e-pay credit card to provide customer's peace of mind for online shopping. In addition, the company successfully integrated all Tesco Lotus credit cardholders with Tesco Lotus Clubcard loyalty scheme. This synergy will allow customers to collect Clubcard points anywhere they spend and receive the Clubcard cash coupons to enjoy their spending at Tesco Lotus. In the future, the company is planning to enrich customer experience with an enhanced reward program.

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 general customers of Tesco Lotus stores. The company is known as a price and value leader for general insurance due to its variety of product offerings, multiple selections of leading insurers and convenient locations at every Tesco Lotus large-format store. 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. Apart from compulsory insurance products, the company has introduced two key auto insurance offers to the market: Auto Class 1 for both 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 and mobile phones sold at Tesco Lotus.

New product distribution

channel: Tesco General Insurance Broker expanded its distribution channels for selling Accidental & Health (A&H) insurance in the form of micro-insurance to Tesco Lotus Express and Talad together with more than 1,000 branches nationwide to support the Office of Insurance Commission's policy by aiming at providing financial protection for those who are unable to afford standard premiums.

New business partners: The company recently partnered with Muang Thai Insurance Public Company Limited to offer auto insurance for both voluntary and compulsory products.

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 partners with AIA to offer the products to the shoppers of Tesco Lotus stores.

New product distribution

channel: Tesco Life Assurance Broker expanded its distribution channels for selling life insurance at Tesco Lotus large format stores.

New business partners: The company recently partnered with AIA, the number one life assurance provider in the market, to offer variety of life insurance products, including saving and whole-life type.

Customer-centric initiatives and synergy achieved:

Tesco Lotus Clubcard members received a special offer for Tesco Lotus insurance products from both Tesco General Insurance Broker and Tesco Life Assurance Broker. Both entities focus on the customers' requirements and cover all of their insurance needs through a well-planned product design and transparent communications.

Key initiatives and achievements in 2015 and plan for 2016:

To be the leading insurance broker company in providing financial inclusion to the Thai population, the company will focus on supporting underserved communities with personal risk protection programs through raising public awareness and expanding micro-insurance product distribution to all Tesco 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 ASEAN Economic Community 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, entered into a joint-venture agreement in 2013 to establish Krungsri Leasing Services Co., Ltd. (KLS), with a registered capital of USD 3 million (with shares held at 35 percent, 35 percent and 30 percent, respectively). In February 2014, Krungsri Group successfully established the company and officially started business on December 9, 2014 with 'Sales Finance' as the 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: The Laos market is relatively small with high growth potential. The company will focus on establishing and building strong relationships with dealers as well as sharpening our competitive edge in Lao PDR.

Source of funds: The Bank

KRUNGSRI MICROFINANCE

Ngern Tid Lor 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, Ngern Tid Lor launched non-life insurance brokerages service and another new product line. The company entered the consumer financing segment in 2007 by acquiring a stake in a local Thai company that had been in operation since 1980. Krungsri Group subsequently acquired a controlling stake (99.99 percent) in the company in September 2009.

Source of funds: The Bank and Ngern Tid Lor debentures

KRUNGSRI SECURITIES

Krungsri Securities Pcl.

Type of service: 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 fund-raising (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 an agent for a majority 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. 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, 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 can be confident that our funds will generate stable returns at a level suitable to specified risk. Our products and services 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 Services Co., Ltd.

Types of service: Provides human resource services and rental automobiles to the Bank and its affiliates within the scope specified by the Bank of Thailand. SRS operates in these two business areas:

- 1) Provides drivers, maids, messengers, security personnel and other essential staff to the Bank and its affiliates.
- 2) 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 it provides support only to the Bank which is its single shareholder. This year, the Company expanded its car rental service to include the Bank's affiliates.

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 to Bangkok Expressway and Metro Pcl.* The company exercises all rights pursuant to the concession agreement between the Mass Rapid Transit Authority of Thailand and Bangkok Expressway and 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

* The company is the result of the amalgamation between Bangkok Expressway Pcl. and Bangkok Metro Pcl.

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 process of liquidation.

INVESTMENTS OF BANK OF AYUDHYA PCL IN OTHER COMPANIES

The Bank owned 10% or more of the issued shares of the following companies.

Name and Address	Business Type	Issued Shares		Ownership (%)
		Share Type	No. of Shares	
1. Krungsri Ayudhya AMC Ltd.	Asset management	Ordinary	270,000,003	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	370,500,000	99.99
4. Ayudhya Capital Auto Lease PCL.	Finance (Auto Financing)	Ordinary	2,554,500,000	99.99
5. Ngern Tid Lor Co., Ltd.	Finance (Auto Financing)	Ordinary Preferred	61,675,819 222,000	99.99
6. Ayudhya Capital Services Co., Ltd.	Finance (Credit Card & Personal Loan)	Ordinary	59,250,000	99.99
7. General Card Services Ltd.	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 Ltd.	Finance (Life Insurance Broker)	Ordinary	920,000	99.99
10. Krungsri General Insurance Broker Ltd.	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 Ltd.	Finance (Credit Card & Personal Loan)	Ordinary	20,800,000	50.00
17. Tesco Life Assurance Broker Ltd.	Finance (Life Insurance Broker)	Ordinary	120,000	50.00
18. Tesco General Insurance Broker Ltd.	Finance (Non-life Insurance Broker)	Ordinary	1,070,000	50.00
19. Metro Designee Co., Ltd.	Service ^{1/}	Ordinary	1,000	22.00

Remark: ^{1/} It was established by the agreement between BAY and others banks' syndication lenders of Bangkok Expressway and Metro Pcl. (BEM). (The company is the result of the amalgamation between Bangkok Expressway Pcl. (BECL) and Bangkok Metro Pcl. (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 BEM in case BEM is in breach of such agreement or BEM is in breach of its obligations under the loan agreement with its creditors.

Company under Dissolution and Liquidation Process

Name and Address	Business Type	Issued Shares		
		Share Type	No. of Shares	Ownership (%)
1. Ayudhya Card Services Co., Ltd.	Finance (Credit Card & Personal Loan)	Ordinary	7,200,000	99.99

Companies that the Bank Holds Shares of 10% but Less than 20% of Its Paid-up Capital

Name and Address	Business Type	Issued Shares		
		Share Type	No. of Shares	Ownership (%)
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 and Address	Business Type	Issued Shares		
		Share Type	No. of Shares	Ownership (%)
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, ASSOCIATES AND JOINT VENTURES

For 2015 operating performance, the Bank, subsidiaries, associates and joint ventures had interest income and non-interest income at a ratio of 72.00% and 28.00%, respectively. Interest on loans constituted the largest proportion representing 48.57% of total income. Details are as follows:

Income structure	2015		2014		2013 Restated	
	THB mn.	%	THB mn.	%	THB mn.	%
Interest Income						
Interest on loans	55,279	48.57	49,688	48.79	46,751	47.25
Interest on interbank and money market items	2,806	2.46	2,598	2.55	2,709	2.74
Hire purchase and financial lease income	21,313	18.73	20,193	19.83	19,561	19.77
Investments and trading transactions	87	0.08	174	0.17	157	0.16
Investments in debts securities	2,462	2.16	1,956	1.92	2,203	2.23
Total Interest Income	81,947	72.00	74,609	73.26	71,381	72.15
Non Interest Income						
Fees and service income	22,670	19.92	19,192	18.84	18,541	18.74
Gain on tradings and FX transactions	3,216	2.83	1,574	1.55	1,564	1.58
Gain on investments	409	0.36	1,237	1.21	633	0.64
Share of profit from investment for using equity method	358	0.31	159	0.16	112	0.11
Dividend income	171	0.15	240	0.23	551	0.56
Bad debts recoveries	3,042	2.67	3,054	3.00	3,879	3.92
Other income	1,997	1.76	1,782	1.75	2,271	2.30
Total Non Interest Income	31,863	28.00	27,238	26.74	27,551	27.85
Total Income	113,810	100.00	101,847	100.00	98,932	100.00

Income structure	2015		2014		2013 Restated	
	THB mn.	%	THB mn.	%	THB mn.	%
1. Bank of Ayudhya Plc. ^{1/}						
Total interest income	57,427	72.37	49,117	68.39	46,551	78.11
Total non interest income	21,923	27.63	22,705	31.61	13,043	21.89
Total	79,350	100.00	71,822	100.00	59,594	100.00
2. Krungsri Ayudhya AMC Ltd.						
Total interest income	98	22.07	124	12.04	162	17.72
Total non interest income	346	77.93	906	87.96	752	82.28
Total	444	100.00	1,030	100.00	914	100.00
3. Ayudhya Development Leasing Co., Ltd.						
Total interest income	345	73.25	496	91.68	792	78.88
Total non interest income	126	26.75	45	8.32	212	21.12
Total	471	100.00	541	100.00	1,004	100.00
4. Krungsri Factoring Co., Ltd.						
Total interest income	2	33.33	2	66.67	76	83.52
Total non interest income	4	66.67	1	33.33	15	16.48
Total	6	100.00	3	100.00	91	100.00
5. Ayudhya Capital Auto Lease Plc.						
Total interest income	11,664	75.78	15,499	79.19	17,181	80.78
Total non interest income	3,728	24.22	4,072	20.81	4,089	19.22
Total	15,392	100.00	19,571	100.00	21,270	100.00
6. Ayudhya Capital Services Co., Ltd.						
Total interest income	8,191	65.38	7,557	62.27	6,736	64.58
Total non interest income	4,337	34.62	4,578	37.73	3,694	35.42
Total	12,528	100.00	12,135	100.00	10,430	100.00
7. General Card Services Ltd.						
Total interest income	2,193	60.87	2,101	62.62	2,032	60.10
Total non interest income	1,410	39.13	1,254	37.38	1,349	39.90
Total	3,603	100.00	3,355	100.00	3,381	100.00
8. Krungsriayudhya Card Co., Ltd.						
Total interest income	4,486	56.39	4,346	59.67	3,887	56.90
Total non interest income	3,469	43.61	2,937	40.33	2,944	43.10
Total	7,955	100.00	7,283	100.00	6,831	100.00

Income structure	2015		2014		2013 Restated	
	THB mn.	%	THB mn.	%	THB mn.	%
9. Krungsri Securities Plc.						
Total interest income	56	10.83	55	9.82	54	7.92
Total non interest income	461	89.17	505	90.18	628	92.08
Total	517	100.00	560	100.00	682	100.00
10. Siam Realty and Services Co., Ltd.						
Total interest income	-	-	-	-	-	-
Total non interest income	579	100.00	563	100.00	539	100.00
Total	579	100.00	563	100.00	539	100.00
11. Krungsri Asset Management Co., Ltd.						
Total interest income	31	1.07	31	1.54	19	1.20
Total non interest income	2,874	98.93	1,985	98.46	1,565	98.80
Total	2,905	100.00	2,016	100.00	1,584	100.00
12. Total Services Solutions Plc.						
Total interest income	10	0.82	15	1.28	15	1.34
Total non interest income	1,213	99.18	1,161	98.72	1,104	98.66
Total	1,223	100.00	1,176	100.00	1,119	100.00
13. Ngern Tid Lor Co., Ltd. (Formerly CFG Services Co., Ltd.)						
Total interest income	3,025	78.19	2,499	78.86	1,888	78.90
Total non interest income	844	21.81	670	21.14	505	21.10
Total	3,869	100.00	3,169	100.00	2,393	100.00
14. Krungsri General Insurance Broker Ltd.						
Total interest income	7	1.38	2	0.42	2	0.46
Total non interest income	500	98.62	479	99.58	437	99.54
Total	507	100.00	481	100.00	439	100.00
15. Krungsri Life Assurance Broker Ltd.						
Total interest income	6	1.65	1	0.26	1	0.26
Total non interest income	358	98.35	381	99.74	377	99.74
Total	364	100.00	382	100.00	378	100.00
16. Tesco Card Services Ltd.						
Total interest income	2,226	55.18	2,347	60.01	2,139	60.82
Total non interest income	1,808	44.82	1,564	39.99	1,378	39.18
Total	4,034	100.00	3,911	100.00	3,517	100.00

INCOME STRUCTURE OF THE BANK, SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Income structure	2015		2014		2013 Restated	
	THB mn.	%	THB mn.	%	THB mn.	%
17. Tesco General Insurance Broker Ltd. ^{2/}						
Total interest income	3	0.70	2	0.52	3	0.92
Total non interest income	428	99.30	382	99.48	324	99.08
Total	431	100.00	384	100.00	327	100.00
18. Tesco Life Assurance Broker Ltd. ^{2/}						
Total interest income	1	4.35	-	-	-	-
Total non interest income	22	95.65	57	100.00	47	100.00
Total	23	100.00	57	100.00	47	100.00
19. Krungsri Leasing Services Co., Ltd. ^{3/}						
Total interest income	27	77.14	-	-	-	-
Total Non interest income	8	22.86	-	-	-	-
Total	35	100.00	-	-	-	-
20. Metro Designee Co., Ltd. ^{4/}						
Total interest income	-	-	-	-	-	-
Total Non interest income	-	-	-	-	-	-
Total	-	-	-	-	-	-

Company Under Dissolution and Liquidation Process

Income structure	2015		2014		2013 Restated	
	THB mn.	%	THB mn.	%	THB mn.	%
1. Ayudhya Card Services Co., Ltd.						
Total interest income	-	-	-	-	299	55.37
Total Non interest income	-	-	-	-	241	44.63
Total	-	-	-	-	540	100.00

Remarks: Year 2015 data are unaudited financial statement

^{1/} The Bank's statement of profit or loss and other comprehensive income of Bank of Ayudhya Public Company Limited

^{2/} Subsidiary of Tesco Card Services 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





After integration with BTMU Bangkok Branch, Krungsri has a stronger business platform and capabilities. We can leverage BTMU's global strength with Krungsri's local expertise to further achieve the Bank's aspiration to be a top tier financial institution in Thailand.

Concerning our risk management controls, we adopt the procedures and policies of BTMU to improve our capabilities in identifying, assessing, mitigating, and monitoring risks within acceptable levels of risk appetite.

We organize the Bank's risk management and controls into three lines of defense, separating roles, responsibilities, and accountabilities for decision-making in order to achieve better governance and assurance of risk management.

- First line of defense: A front-line team responsible for day-to-day operations to ensure that the risk and control environments have been safeguarded.
- Second line of defense: The Risk Management Group with oversight, monitoring, and control over risk management procedures.
- Third line of defense: An Internal Audit function which provides new levels of independent assurance. The Internal Audit Division assesses policies, procedures, and methods to ensure effective implementation. The Risk Management Group takes an integrated approach to managing four main types of risk: credit, markets, liquidity, and operations.

RISK MANAGEMENT STRUCTURE

The Risk Management Group has the authority to formulate risk management policies and procedures appropriate to each type of risk. These policies and procedures are developed in accordance with our defined risk appetite, endorsed by the Risk Management Committee, and approved by the Board of Directors. The group is also responsible for monitoring and reporting our portfolio quality, highlighting key risks as well as strategies to manage 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 loan applications with some certain amount and some credit risk rating to the Credit Committee, through the Executive Committee, while above amount 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 as advisors and related functions.

The 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's compliance with respect to risk management.





The Credit Portfolio Subcommittee

Primary responsibilities:

To ensure solid portfolio management in accordance with Krungsri's policies and procedures by:

- monitoring credit concentration of the Bank's portfolio, risk trends, and policies to deal with respective industries.
- considering credit policies for specific companies to reduce credit concentration.
- considering the management and operation of country risks.

NPL/NPA/TDR Monitoring Subcommittee

Primary responsibilities:

- Establishing and reviewing policies/regulations/guidelines/methods to improve NPL/NPA/TDR.
- Supervising and following up progress of NPL/NPA/TDR consistently to speed up debt restructuring and to prevent the depreciation of debt quality.
- Approving principles of pricing and participating in bidding for purchase of collateral from auctions for legal execution purposes or selling of assets.

The 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 work with integrity and accuracy in compliance with Krungsri's and Bank of Thailand's procedures.
- Reviewing and approving the results of asset valuations undertaken by internal or independent property appraisers.

The Capital Management Subcommittee

Primary responsibilities:

- Supervising capital management and ensuring alignment with related regulations as well as correspondence with the Bank's risk appetite and capital demand.
- Supervising the reviews and recommendations regarding stress testing used as tools for risk management.
- Reviewing and approving capital allocation and assessing capital demand in consideration of the business plan and risk levels in both normal and crisis situations, and considering capital contingency plans whenever the Bank's capital has changed significantly.

KEY RISK FACTORS AND OUR MANAGEMENT

Capital Management

To support sustainable growth and manage risks with an integrated perspective, we enhanced the 'Enterprise-wide Risk Management Framework

To support sustainable growth and manage risks with an integrated perspective, we enhanced the 'Enterprise-wide Risk Management Framework (ERM)' to oversee and manage all types of risks that may arise from changes in both external and internal environments.

(ERM)' to oversee and manage all types of risks that may arise from changes in both external and internal environments.

The Risk Appetite Framework is an overall risk governance framework including policies, procedures, controls, and systems through which risk appetite is established, communicated, and monitored. Our risk appetite framework is meant to ensure that the group has clear guidelines for the appropriate level of risk that the group can assume based on our risk capacity and group business strategies.

Risk Map was developed to identify potential risk events that might occur and have material impact on the group's business or risk profiles.

Heat Map was implemented to measure and monitor the current risk status of key risk areas in an integrated manner using Key Risk Indicators.

Top Risks are the significant risks identified through the Heat Map and Risk Map considered as material risks. Top risks require action plans within the appropriate timeframe in order to prevent or mitigate such risks.

Under the Enterprise-wide Risk Management Framework above, we identify and detail key risk areas that can affect the Bank's operations: credit risk, market risk, liquidity risk, and operational risk. These risk factors are specified in order to control risks in line with the group's acceptable levels and targets.

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

CREDIT RISK MANAGEMENT

Credit risk is simply defined as the borrower or counterparty failing to meet the obligations of financial transactions in accordance with agreements, which can impact the adequacy of both the Bank's capital and loan loss reserves.

To deal with this 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 approach is based on a commitment to maintain a balance between the business and its credit underwriting to ensure transparency and in order to create a mechanism of checks and balances between the loan officers and relationship managers of the Bank. These two stakeholders have a common purpose to promote new growth with quality and maintain original loans effectively.

Under the above-mentioned credit risk management approach, the Bank improves its automation support systems. In addition to supporting our credit operation's standards in terms of personnel, the Bank develops operational guidelines, roles, and responsibilities for all levels of loan officers involved. Moreover, it provides staff with an understanding of credit principles and practices so all parties can communicate correctly and on a shared basis. The Bank, therefore, provides training courses on credit knowledge for relevant employees. In addition, the Bank improves staff's understanding and develop their skills to an appropriate level in accordance with Krungsri's business development.

Krungsri's strategy for managing credit risk is continuously determined according to levels of risk appetite. To identify clear goals for practitioners, the Bank establishes policies and operational plans for reference, in accordance with the strategy e.g. credit policies, credit risk management policies, and credit rating policies. Our comprehensive policies and operational plans contribute to all the Bank's customers and all of its credit products. Our customers' risks are managed under the Bank's strategy which is based on international standards and conforms to the Bank of Thailand's laws and regulations.

Credit Risk Control

The objective of credit risk control is to avoid granting unsound loans from the outset and subsequent to disbursement. Krungsri recognizes the importance of controlling credit risk, so credit risk

management responsibilities are divided into two teams: commercial and consumer. Both units have the following functions:

Commercial Risk Control

Since our integration with BTMU, the Bank's internal credit risk rating has been enhanced to meet the high level of standards presently applied by BTMU. Currently, we classify business customers into 2 main groups, depending on their characteristics and size of customer (Thai Global and JPC/MNC as one group and Thai Corporate and SME as the other). Through such classifications, we can measure the probability of default (PD), loss given default (LGD) and exposure at default (EAD) even more accurately and more appropriately for each environment of Krungsri's customers. For large size companies, a global standard risk model based on that of BTMU is applied. This model inspects many characteristics of the customer included in their statement of financial position, the parent company's information, and other vital external factors. For smaller companies, the adjusted existing model is employed. Instead of merely relying on financial information from the customer, the qualitative factors of the customer such as industry-wide outlook and support from related companies are incorporated together with risk adjustment procedures embedded in the modeling process to improve sensitivity to customer risk. However, special types of customers are handled with special forms of risk models. By applying the same key procedures to general types of customers, the criteria to make decisions can be changed. These special customers include, but are not necessarily limited to, governmental organizations, religious institutions, Academic institutions, Special Purpose Company (SPC), and project finance.

To be more precise, there are numerous modifications made in our credit risk rating system this year to make it more trustworthy and more reflective of the actual credit risks of the Bank.

Finally, since we are aiming to be an IRB Bank in the near future under the main principles and protocols of regulators



(e.g. Japanese Financial Service Agency, Bank of Thailand), our development in risk measurement and operational implementation shall be established at the level of the finest practices in the world in accordance with our goal to become a truly globalized bank. We are certain that our innovative risk control systems will generate superior firm value for the stakeholders of Krungsri.

Consumer Credit Risk Control

The Consumer Credit Risk Management Division establishes product program credit underwriting criteria, which are approved by delegated authorities such as the Risk Management Committee. 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 criteria and is managed by our consumer credit underwriting function. Past-due management is centralized and is managed by a separate unit. Procedures are automated. The development of PD, LGD, and EAD models was completed in 2014 and will be incorporated in the automated system in 2015 and 2016, respectively. Once online, these models will help the Bank further strengthen its portfolio management capabilities as well as take a major step towards compliance with the Advanced Internal Rating – Based Approach (A-IRB) and International Financial Reporting Standards (IFRS) compliance in the future.

Country Risk Management

To assess the impact and loss that may occur and establish proper prevention,



Krungsri directly and indirectly monitors national risk exposure for situations that can potentially adversely affect business in any country.

For country risk management, Krungsri determines the proper country-wide limits for granting credit, making investment, creating contingent liabilities, and making credit-like transactions to counter-parties in each country in accordance with the sovereign rating and credit ratings from External Credit Rating Agencies (ECAIs). This guideline enables us to manage country and cross-border risks as well as concentration risks.

Krungsri also carries out a process of in-depth analysis for each client, including trend analysis, industry concentration and customer analysis, financial analysis, and cash flow-to-debt ratio analysis.

Concentrated Credit Risk

Krungsri manages concentrated credit risk by determining proper ratios for granting credit, making investment, creating contingent liabilities, and making credit-like transactions with each large customer group, (including related parties whose outstanding debt exceeds ten percent of Krungsri's total capital) to not exceeding three times Krungsri's total capital. Additionally, Krungsri manages concentrated credit risk that may arise from industry concentration by controlling and monitoring the outstanding balance in each industry, which 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 their risk exposure. To mitigate the risk arising from customers' transactions, Krungsri may partially or fully hedge Krungsri's risk exposure by entering into off-setting agreements with other counterparties, mostly other banks.

To specify the counterparty credit risk's limit for each counterparty, Krungsri has the same approval and criteria as for other credit risks.

In monitoring risk, Krungsri closely monitors the credit status of counterparties in terms of aggregate exposure, credit equivalent amounts, and credit valuation adjustments. This information is promptly and regularly reported to senior management.

To mitigate counterparty credit exposure, Krungsri enters into the ISDA Credit Support Annex (CSA) with a majority of counterparties. This requires cash collateral or highly liquid securities in the event that the fair market value of any contract deviates beyond the risk threshold.

Credit Risk Management 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 by our Risk Management Group. The adequacy of reserves is reviewed and approved by our Chief Risk Officer and Chief Financial Officer. Specific reserves are allocated to portfolios as required. Reserve adequacy is stress-tested on a regular basis to ensure reserve coverage is sufficient at all points in time.

Credit Risk Audit

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

Credit Monitoring and Management Information System

We regularly monitor credit outstanding along with portfolio performance and report this information to the Board of Directors, relevant committees and senior management. Our monthly credit portfolio report includes information on portfolio quality, including segmentation by facility, ratings, geography, industry, aging, etc.

Stress Testing

The Risk Management Group conducts stress tests based on our stress test policy on both commercial and consumer portfolios. Stress tests use past historical trends as well as future macroeconomic 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. In addition, Krungsri's stress test complies with regulatory requirements both local (Bank of Thailand) and Japanese (Japanese Financial Service Agency) as well as BTMU global requirements.

Subsidiary Management

The following subsidiaries operate under consolidated supervision: Krungsri Ayudhya AMC Ltd. (KAMC), Krungsri Factoring Co., Ltd. (KSF), Ayudhya Capital Auto Lease Pcl. (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), Krungsri Leasing Services Co., Ltd. (KLS), Tesco Card Services Ltd. (TCS) and Tesco Life Assurance Broker Ltd. (TLAB), Ngern Tid Lor Co. Ltd. (NTL), Tesco General Insurance Broker Ltd. (TGIB), Ngern Tid Lor Co., Ltd. (NTL), Tesco General Insurance Broker Ltd. (TGIB).

All subsidiaries maintain independent risk organizations headed by senior risk executives. The Bank's Chief Risk Officer has oversight over 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 products, policies, and procedures 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 Trouble Debt Restructure Division also undertakes the selling of NPLs based on guidance and approval from the Board of Directors. In 2015, the Bank completed two transactions of NPLs sales in June and November, reducing the outstanding NPLs by THB 2.87 billion.

MARKET RISK MANAGEMENT

Objective

Market risk means the risk that the Bank may incur loss from changes in the value of positions both on and off balance sheets due to movements in market rates or prices. Market risk comprises interest rate risk, equity price risk, foreign exchange risk, and commodity price risk.

The Bank places greater importance on effective market risk management and closely monitors market risk exposure as well as timely responses to the changing business environment. We reviewed our market risk management policy and framework in accordance with the complexities of our financial activities after the integration with BTMU for the Bank and Full Consolidation, complying with Bank of Thailand's consolidated supervision principle. The Bank monitors and controls market risks at the risk tolerance levels by formulating risk limits and guidelines for over risk limits and maintains adequate capital relative to our risk exposure. Furthermore, the Bank has self-assessment and internal control procedures for evaluating the risk management system at least once a year. These procedures are conducted by internal audit units in order to ensure that market risks are well managed in accordance with international practices.

Principles

The Bank places great importance on effective market risk management and controls by establishing market risk management policies. We keep market risk within the risk appetite approved by the Board of Directors. The Bank also reviews risk limits to ensure it is commensurate with the scope, volume and complexity of its transactions and changing business and market conditions. In addition, the Bank has established 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 in order to achieve sustainable growth and returns for shareholders.

Organization and Structure

The Board of Directors delegates to the Risk Management Committee (RMC) and the Asset and Liability Management Committee (ALCO) the authority to manage and control market risk in a manner consistent with the Bank's policies. The ALCO establishes guidelines for appropriate management of assets, liabilities, and off-balance sheet items. The Bank's 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

The Market Risk Management Division provides strategic options for risk management and reports risk exposures to the RMC for managing and controlling market risk in a manner consistent with policies. The Global Markets Group executes transactions and manages positions under risk limits approved by the Board of Directors. The Strategic Assets and Liabilities Management Department is responsible for providing ALCO with sufficient analysis of the Bank's and its competitors' balance sheet management as well as strategic risk options so that the Bank achieves higher efficiency in market 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, details of which are as follows:

Risks from Transactions in the Trading Book

Interest Rate Risk Management

Interest rate risk management refers to loss affecting income and/or shareholders' equity due to interest rate changes that can be on or off balance sheets in the trading book. The Bank manages 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 the Bank of Thailand's regulations.

Foreign Exchange Risk Management

Foreign exchange risk refers to 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 loss affecting income and/or shareholders' equity from equity price movements. The Bank has a policy of investing in equity securities 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 stress testing to assess risk under crisis situations.

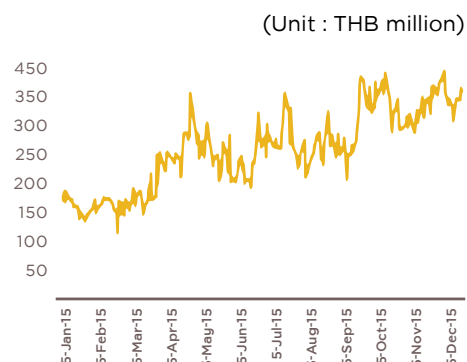


Risk Factors Affecting the Bank's Trading Exposures in 2015

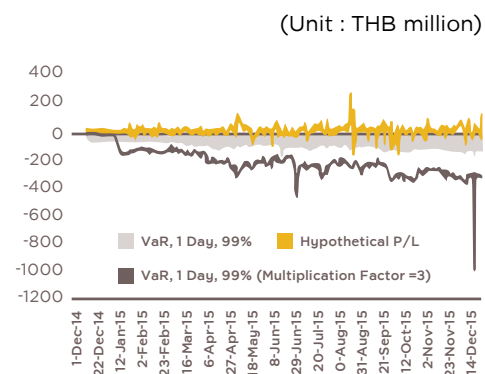
The key external factors monitored in 2015 were a potential rise in U.S. interest rates and the execution of monetary easing measures announced in both Japan and the Euro zone as well as the economic slowdown in China. Meanwhile, shifts in the policy stances of major central banks could add more volatility to capital movements and foreign exchange rates. The Bank of Thailand still has room to retain their accommodative monetary policy stance until signs of recovery become more pronounced and sustainable. Krungsri maintained our focus on proper market risk management in response to changing economic circumstances both domestic and abroad. The RMC decided to place greater importance on monitoring the market risk exposure closely and established a reporting procedure to cope with any negative signals of the movement of market risk factors to ensure the effectiveness and timely implementation of our risk management.

In 2015, the Bank's aggregate market risk was well within acceptable levels. The VaR for a 10-day holding period at a 99-percent confidence level of trading book was THB 255 million on average.

The Bank's Total Daily Value-at-Risk (VaR) Movement 2015



The Bank's Total Daily Value-at-Risk (VaR) Back Testing 2015 (December) – 2014 (December)



Market Risk Capital Requirement

The Bank assesses and maintains a capital charge for market risk following the Basel Approach at the Bank and consolidated levels based on the

Standardized Approach (SA) that complies with the Bank of Thailand's Notification Re: Market Risk Supervision Policy of Financial Institutions.

Market Risk Capital Requirement of the Bank

as of December 31, 2015 and December 31, 2014

(Unit: THB million)

Standardized Approach	2015	2014
Total Capital Charge for Market Risk	1,983	419
Total Risk Weighted Assets for Market Risk	24,793	5,241

Risks from Transactions in the Banking Book

Interest Rate Risk Management in the Banking Book

Interest rate risk refers to 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 (earning 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).

Risk Factors Affecting the Bank's Banking Book Exposures in 2015

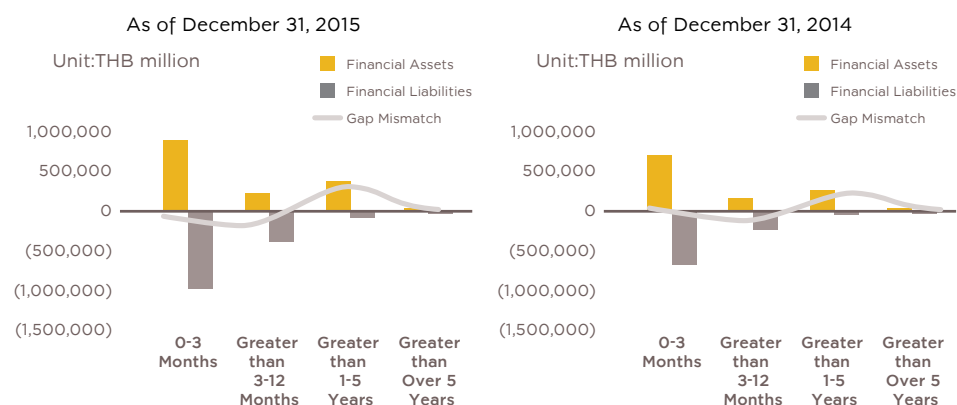
The Bank adjusted balance sheet structures in line with forecasted interest rate trends, within a specified risk appetite. In addition, the Bank prepared a report on interest rate risk gaps and assessed net interest income sensitivity over the next twelve months based on an assumption of a 1.00-percent change in interest rates of all types of assets, liabilities, and off-balance sheet items at their different re-pricing periods. The results of interest rate risk assessment are as follows:

Financial Group's Net Interest Income Sensitivity

(Unit : THB million)

	As of December 31, 2015		As of December 31, 2014	
	- 100 bps.	+ 100 bps.	- 100 bps.	+ 100 bps.
Net Interest Income Impact	964.05	-981.11	844.01	-857.01
% of Total Net Interest Income	1.549%	-1.576%	1.451%	-1.474%

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



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

As of December 31, 2015

(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	155,882	7,067	200	-	-	30,945	194,094
Investment, Net	30,497	11,741	59,817	3,551	-	4,421	110,027
Loans to customer	698,200	193,963	296,548	21,273	32,239	61,231	1,303,454
Financial Liabilities							
Deposits	782,118	229,983	4,552	22	-	29,615	1,046,290
Interbank and money market items, Net	135,516	129,655	4,788	868	-	4,233	275,060
Debt issued and Borrowings	37,421	13,368	42,488	14,844	-	-	108,121

As of 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	5,680	-	4,751	60,573
Loans to customer	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

LIQUIDITY RISK MANAGEMENT

Objective

Liquidity risk means risk resulting from the Bank's failure to pay its debts and obligations when due because of inability to convert assets into cash, or its failure to procure enough funds, or the fund comes with an exceptionally high cost that may affect the Bank's income and capital funds. The Bank continuously analyzes and assesses liquidity risks in order to ensure that liquidity positions are adequate for normal business operations and stressed conditions within an acceptable risk appetite and appropriate management costs.

The Bank has reviewed its liquidity risk management policy and procedures in order to effectively control and manage risk in the Bank and Full Consolidation. We apply standard liquidity risk indicators such as the Liquidity Coverage Ratio (LCR) to assess and analyze liquidity risk that meets international standards and the Bank of Thailand's guidelines on maintenance of liquid assets by requiring maintenance of an LCR ratio of at least 60 percent by January 2016. In addition, The Bank monitors and manages foreign currency liquidity risk, determines a suitable level of foreign currency denominated liquid assets, and analyzes balance sheets in major currencies, in alignment with funding sources from BTMU and growth in foreign currency borrowing. The Bank also reviews its Liquidity Contingency Plan and Guideline (LCP), prepares liquidity cushions (Contingency Funding Plans), and tests LCP on a regular basis.

Principles

The Bank controls liquidity risk under risk appetites approved by the Board of Directors. We place great importance on effective liquidity risk management and controls by establishing liquidity risk management policies and emergency contingency plans. We maintain liquid assets in compliance with the Bank of Thailand's regulations and emphasize management of excess liquidity at an

acceptable level and controlling liquidity risk consistent with the Bank's risk appetite with appropriate operating costs. The Bank maintains an excess liquidity cushion at a level commensurate with the economic situation. We seek to ensure that there is adequate cash and other liquid assets 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 delegates to the Risk Management Committee (RMC) and the Asset and Liability Management Committee (ALCO) the authority to manage and control liquidity risk in a manner consistent with policies. The ALCO closely monitors liquidity positions and liquidity risk. Our 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 Market Risk Management Division provides risk management strategic options and reports the Bank's liquidity risk exposures to the RMC. Strategic Assets and Liabilities Management Department provides the ALCO with sufficient analyses of the Bank's and competitors' balance sheet management as well as the Bank's liquidity risk and funding strategic options. The Global Markets Group is responsible for monitoring and managing daily liquidity.

Guidelines on Maintenance of Liquid Assets Under Stressed Scenario (LCR)

In May 2015, the Bank of Thailand announced guidelines on liquid assets for expected net cash outflows over 30 days under acute stressed scenarios of at least 60 percent by January 2016. Thereafter, the requirement will rise by 10 percent each year to reach 100 percent from January 2020 onwards.

The Bank assesses the impacts of compliance and calculates and reports the daily LCR ratios to relevant committees in order to ensure that compliance will not have any impact on the liquidity risk management of the Bank and Krungsri Group.

LCR-BOT Phased-in implementation (Solo basis)	In 2015 Observation Period	Jan 2016	Jan 2017	Jan 2018	Jan 2019	Jan 2020
		60%	70%	80%	90%	100%

Measurement System

Liquidity Risk Factors

The Bank's sources of funds are from short-term deposits which are mostly less than one year including non-matured deposits, while the use of funds for lending have maturity dates longer than the deposits. The Bank's liquidity risk factors are from the structure of sources and the use of funds. The Bank realizes the importance of adequate liquidity risk measurement tools and methodologies appropriate to the size and complexity of transactions both on-and off-balance sheets. The Bank plans to enhance the liquidity risk management system over the next 3 years. With this enhanced system, the Bank can simulate and formulate more active liquidity risk management strategies and support the new reporting requirements of the Bank of Thailand.

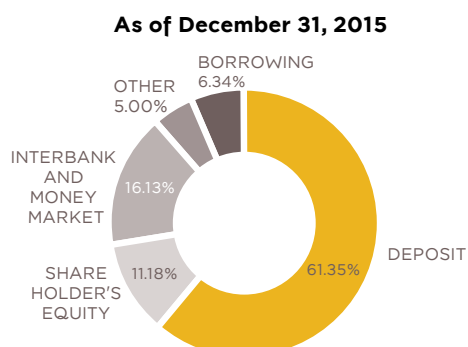
We employ a variety of liquidity risk management tools such as cash flow/liquidity projection and liquidity gap

analysis by assets, liabilities, and contingent liabilities according to the remaining contractual maturity. In this regard, consideration is given to both normal and crisis situations and the results are adjusted in accordance with behavioral maturity to align with the actual behavior to ensure that liquidity risk reporting and monitoring systems are efficient.

In 2015, the Bank's aggregate liquidity risk was quite low. Movement of liquidity ratios and early warning signs for monitoring liquidity risk were, nonetheless, within risk appetite.

The major funding source of the Bank is customer deposits which are well diversified in terms of customer type, deposit type, and maturity by deposit campaigns to maintain our customer base. The Bank continues to focus on expanding its retail deposit customer base by offering savings products that earn appropriate yield along with improved services to facilitate customer needs.

Financial Group's Sources of Funds



Financial Group Assets and Liabilities Based on Remaining Contractual Maturity

As of December 31, 2015

(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	No Maturity	Total
Financial Assets								
Interbank and money								
market items, Net	52,475	92,208	32,417	16,729	-	-	265	194,094
Investment, Net	-	24,815	11,849	65,993	3,760	-	3,610	110,027
Loans to customers	40,896	246,764	271,708	473,129	238,718	32,239	-	1,303,454
Financial Liabilities								
Deposits	539,043	274,392	228,255	4,578	22	-	-	1,046,290
Interbank and money								
market items, Net	8,618	260,443	347	4,784	868	-	-	275,060
Debt issued and								
Borrowings	-	37,421	13,368	42,488	14,844	-	-	108,121

As of 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	No 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	-	5,063	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

OPERATIONAL RISK

Objectives and Key Risk Factors

Operational risk is defined as risk of loss resulting from inadequate or failed internal procedures, technology problems, human factors, or external events. The definition includes legal risk but excludes strategic risk.

Key risk factors can arise from the misconduct of internal and external persons, inadequate procedural 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. Risk factors from external events such as political crises, pandemics, flooding, and other environmental impacts are uncontrollable.

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 commits to effectively manage and mitigate major operational risks with a proactive approach as well as continue to embed a culture of operational risk awareness throughout the Bank and its subsidiaries.

Principles

Recognizing that operational risk is a significant concern, the Bank ensures that it has 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 Bank's policies stipulate the minimum requirements for a framework that is implemented throughout the organizational structure. There are 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 day-to-day identifying and managing of operational risk inherent in their products, activities, procedures, and systems according to Bank policies.

The Risk Management Committee, assigned by the Board of Directors, is responsible for formulating strategies and overseeing the adequacy of risk and control procedures. The RMC has monthly meetings to review and make recommendations regarding operational risk profiles. The Operational Risk Management Department, an independent function reporting to the Chief Risk Officer, is responsible for designing, maintaining, and continuously 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 the Japanese Financial Service Agency's (JFSA) requirements and with strong support from MUFG/BTMU, the Bank is adopting more sophisticated operational risk measurements called the Advanced Measurement Approach (AMA).

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

The four data elements measured are: (1) internal loss data; (2) external loss data; (3) scenario analysis; and (4) the business environment and internal control factors, all of which are key elements in developing the AMA capital model.

Collecting adequate and sufficient Operational Risk Loss Data to build a comprehensive internal loss database is a key component of the AMA operational risk management framework. Losses beyond a certain threshold (both direct loss and indirect loss), including near-misses and non-financial impact events, are systematically collected by the business units and reported to the Operational Risk Management Department.

We have an external loss database as a key element for scenario analysis and enrichment of the identification and assessment of the Bank and its subsidiaries' key operational risks by benchmarking internal loss data records against the industry.

We establish procedures and methodologies of scenario analysis following the MUFG/BTMU AMA capital model. Risk scenarios are identified and prepared to suit Krungsri's business environment and ensure the exhaustive coverage of potential severe loss events.

Review Measurement System Achievements in 2015

While the AMA is 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, a tool that provides a forward-looking view of key risks, is reviewed regularly based on historical loss data and changes in the business environment.

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

An on-going process of managing and monitoring potential operational risks that might stem from outsourcing and insourcing arrangements is in place. The continuity of business operations, service provision to customers, as well as a suitable customer protection system are also our main benchmarks of accountability when considering outsourcing and insourcing.

We implement the operational risk system 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 conduct risk assessments of new products, processes, and systems to ensure that all new products—or significant changes to existing processes/systems—pass comprehensive risk evaluation and are approved by specialists prior to launch.

The Group recognizes the importance of Business Continuity Management to ensure that throughout the Group, when disruption occurs, the key products and services for customers can be carried out or recovered within a reasonable period. 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.

A risk reporting process is in place within the Group. All units and subsidiaries are accountable for reporting 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 the Board of Directors regularly to detect early changes of key operational risks within the Group and to drive appropriate decision making.

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's minimum capital requirement for operational risk
as of December 31, 2015 and December 31, 2014

(Unit: THB million)

Standardized Approach	2015	2014
Total Capital Charge for Operational Risk	6,211	5,185
Equivalent Risk Weighted Assets for Operational Risk	77,643	64,815

CORPORATE GOVERNANCE





The Bank's compliance with good governance principles according to the guidelines of SET and regulators can be summarized as follows:

Section 1 Shareholders' Rights

1.1 Policy on and protection of shareholders' rights

The Bank places importance on the shareholder rights applied equally and does not commit any acts that will violate or deprive of the shareholder rights, or restrict their opportunities to learn information about the Bank. Concurrently, the Bank encourages its shareholders to exercise their rights including their basic legal rights 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). The shareholders are entitled to take part in decision-making processes of significant issues such as directors' remuneration, amendment to the Articles of Association, allocation of capital-increased shares, and business acquisition where the price appraisal is done by an independent party.

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

1.2 Meetings of shareholders

The Bank organized the Annual General Meeting of Shareholders (AGM) No. 103 on April 23, 2015 in compliance with the Bank's Articles of Association, applicable laws and relevant regulations in line with the quality assessment principles of the AGM Checklist; good corporate governance standard designated by the regulators; as well as the criteria for survey and assessment of good corporate governance of Thai listed companies based on the ASEAN

Scorecard as follows:

- The minority shareholders were entitled to propose agendas and nominate qualified persons to be elected as the Bank's directors three months prior to the end of the fiscal year (September-November 2015). The criteria and procedures for exercising such rights were posted on the Bank's website. The shareholders were informed at the AGM that no shareholder had proposed any agenda or nominated any person for director election.
- The notification of the AGM was issued in Thai and English and dispatched together with the annual report in CD-ROM format 28 days prior to the AGM date. It was also disseminated on the Bank's website more than 30 days prior to the AGM date to give the shareholders adequate time to study the information.
- A printable form was enclosed with the notification of the AGM for shareholders to submit their questions concerning the Bank or AGM agendas requiring replies at the AGM, including a request for a published annual report attached to the notification of the AGM.
- The notification of the AGM 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 agendas which was clearly divided into topics. 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 committees to support the consideration. Also, attached 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 procedure and method, and a map of the venue.

authorizing a proxy to participate in the meeting and vote on their behalf. In addition, the Bank did not make any attempt to obstruct any opportunities for the shareholders to communicate with each other.

- The Bank neither added any agenda 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 provided duty stamp service. In this respect, the Bank clearly indicated a list of required documents and procedures and set uncomplicated conditions for proxy appointment. Additionally, the Bank nominated the Chairman of the Board and 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 did not make any attempt to obstruct any opportunities for the shareholders to communicate with each other.
- The Bank assigned the Investor Relations Department to coordinate, provide information and answer questions from the investors and shareholders.
- For the election of directors agenda, the shareholders are able to vote on individual directors. The Bank also provided summarized backgrounds of those who were nominated for election or re-election as stipulated by the regulators, such as name-surname, age, educational background and working experience which information on those from listed and non-listed companies was separated. This includes the selection criteria and procedures, types of directors nominated, and each director's shareholding of the Bank's securities. For those being nominated for re-election, the Bank detailed the number of Board meetings that the director attended in the previous year, appointment date and other relevant information deemed useful for the shareholders' consideration. Before consideration of this agenda, the directors who retired by rotation and

were nominated for re-election left the meeting room, and returned to the meeting only when subsequent agendas arose, so that the shareholders could discuss and cast their votes independently. The Bank collected ballots from all participating shareholders.

- For the directors' remuneration agenda, the amount and each type of remuneration i.e. remuneration, attendance fee, and pension were specified. Included in this agenda for consideration was remuneration for the Committees reporting directly to the Board of Directors, along with the policy and criteria for consideration of payments.
- For the auditor appointment and auditor's remuneration agenda, the Bank proposed the nominated auditor(s) to be appointed or reappointed, including details on companies they worked for, experience and competence, independence, the number of years the auditor has been serving as the Bank's auditor, audit fees and other relevant and necessary information as per the regulations of the regulators for the purpose of the shareholders' consideration.
- For the annual dividend payment agenda, the dividend payment policy, pay-out rate and the proposed dividend amount were stated with a comparison to those of the previous five-year period. The item indicates the date of payment along with the rationale and other supporting information for consideration.

The shareholders will receive their dividend payments within 30 days after the shareholders' approval (in the case of an annual dividend payment) or approval by the Board of Directors (in the case of an interim payment).

- For the registration and vote-count processes, the Bank used the standardized barcode system [operated by Inventtech Systems (Thailand) Co., Ltd. which provides the service to listed companies via

Thailand Securities Depository Co., Ltd. (TSD). 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 arranged for 14 registration counters for the shareholders and they were separated from the registration counters for juristic persons, mutual funds and custodians.

The shareholders who attended the AGM in person were able to register by presenting either their ID cards, civil servant/state enterprise ID cards, driving licenses or passports. After the AGM was duly convened, the shareholders were entitled to register to exercise their rights to vote on the agendas for which resolutions had not yet been passed. The shareholders who had already registered received ballots to exercise their voting rights on each agenda.

- Those attending the AGM included the Chairman of the Board, the President and CEO, and the chairman of every committee reporting directly to the Board of Directors. The latter comprised the Chairman of the Audit Committee, the Chairman of the Nomination and Remuneration Committee, the Chairman of the Risk and Compliance Committee, and the Chairman of the Executive Committee together with the Bank's senior executives, auditors and representatives from Allen & Overy (Thailand) Co., Ltd., the law firm that served as the meeting's inspector, and delegates from the Thai Investors Association whom the Bank invited to join the AGM as observers. The Chairman of the Board introduced these persons to the AGM one by one.
- 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 and explained were the criteria and procedures for casting votes. Before voting on each agenda, the shareholders were entitled to express their opinions or raise questions about the agenda 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. The shareholders with special conflicts of interest on any agendas were not entitled to vote on such agendas, except for the election of directors agenda. For this agenda, the Bank's Articles of Association state that the nominated directors and shareholders who are nominated have the right to vote.
- For the Bank's shareholding structure, none of the Bank's directors hold more than 25 percent of the registered and paid-up ordinary shares.
- The Bank video taped the entire meeting and separated the file into video clips of each agenda for dissemination on the Bank's website.
- Subsequent to the AGM, the Bank conveyed a summary of the meeting resolutions and the voting results on each agenda item to the shareholders and the public via the SET's disclosure channels on the meeting date. The results of the vote were posted on the Bank's website on the following working day. The Bank also enclosed the notices and letters from 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, complete, and clear Minutes of the AGM with the name list and titles of directors and senior executives who attended and did not attend the meeting. The Bank invited the inspector, observers from the Thai Investors Association, and shareholder volunteers to witness the vote count. They also included an explanation of the method of vote casting and vote count before the meeting, use of ballots, details of each agenda, opinions of the Board of Directors on individual agenda, opportunity to raise inquiries and comments, 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 i.e. approval,

disapproval, or abstention. The Minutes were presented to the Chairman of the Board and all members of the Audit Committee for review of their correctness and completeness before being submitted to the Chairman of the Board to sign, and then submit to the relevant government authorities within 14 days of the AGM date. Furthermore, the Minutes were also disseminated on the Bank's website.

Section 2 Equal Treatment of Shareholders

All shareholders are regarded as owners of the Bank. Thus, it is the Bank's policy to provide equal treatment to all of its shareholders, minor and foreign shareholders alike. It is the Bank's policy, as part of good corporate governance principles, to treat every individual shareholder equally, regardless of gender, age, nationality, religion, political opinion, or disability.

2.1 Treatment of shareholders in the meeting of shareholders

The Bank conducts meetings of shareholders in accordance with transparent and correct procedures, e.g.

- In appointment of a director who has a special conflict of interest in any agenda 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 on that agenda. If a shareholder appoints any person as a proxy, such proxy has the right to participate in a meeting and cast votes on the shareholder's behalf in all cases;
- An adequate amount of time for a meeting is allocated;
- Equal opportunities for the shareholders and proxies for express their opinions and raise questions at a meeting are provided;
- In casting votes on each agenda, the ballots provided by the Bank at the time of registration are used.

It is Krungsri's policy to provide equal treatment to all of its shareholders, minor and foreign shareholders alike. It is our policy, as part of good corporate governance principles, to treat every individual shareholder equally.

Details of the procedures under this topic are shown in Section 1 Shareholders' Rights.

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

- All of the Bank's directors, executives, and employees are required to strictly abide by the relevant laws, directives, or policies of the Bank, as well as codes of business and ethical conduct. It is prohibited to use the Bank's inside information for personal interests or disclosed to other persons.
- The use of internal information for the benefit of stock trading is prohibited is an illegal act and contradicts the principles governing conflict of interest. All of the Bank's directors, executives, and employees must perform in compliance with the relevant laws and regulations and the law governing financial institution businesses, and the law on securities and exchange.
- This policy must be conveyed to all directors, executives, and employees for their acknowledgement and compliance, which is monitored on a regular basis.
- The Bank requires that in case directors, executives, or employees, including their spouses and minor children, acquire the Bank's shares, they must hold them for at least three months.
- At any time the Bank is going to disclose any important financial data to the public, it will announce a blackout period to prohibit any of the Bank's shares from being traded by the Bank's directors, executives, and employees normally three working days both before and after notification to the SET.
- The Bank's directors and executives as specified by law including their spouses and minor children must

report any changes in their holding of the Bank's securities due to any purchase, sale, transfer, or acceptance of a transfer to the SEC and to the Board of Directors for acknowledgement.

- In case the Bank's securities are acquired during serving as a director, executive or employee of the Bank, no sale or transfer can be made until three months after the acquisition, except when permitted otherwise with the endorsement of the Audit Committee or other authorized persons.
- There have been no cases of insider trading committed by the Bank's directors, executives, or employees.

2.3 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.
- The Audit Committee will provide opinions relating to the necessity of such transactions and the propriety of the pricing and consider the disclosure of any transaction that may incur a conflict of interest to ensure its accuracy, adequacy and transparency.
- In case of a related party transaction requiring approval from a meeting of shareholders, the Bank will disclose details and rationale of the transaction as well as opinions of the Board of Directors to the shareholders before making the transaction.
- The Bank has neither violated nor failed to comply with the criteria for related party transactions as well as sale and purchase of assets.

- For transactions occurring in 2015, the Bank showed all details in the Annual Registration Statement (Form 56-1) under the topic 'Related Party Transactions' and the Annual Report (Form 56-2) under the topic 'Related Party Transactions'. The details showed that such transactions were a part of the Bank's normal trading activity and made at the market value and on an arm's length basis.

2.4 Conflict of interest 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' conflict of interest related to the management of the Bank or its subsidiaries. The reports shall include their stakeholding in their positions, shareholdings and transactions which the reporting procedures are clearly established. The reports shall be delivered to the Chairman of the Audit Committee and the Chairman of the Board for acknowledgement, respectively.
- In any meeting of the Board of Directors, any directors who have related interest 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 prohibiting granting of any loan, or loan-like transaction, or debt guarantees to its directors, and senior executives, and other related persons, except loans granted in the form of credit card or loan as part of welfare loan in accordance with the regulations of the Bank of Thailand.

Section 3 Roles of Stakeholders

3.1 Treatment to the stakeholders

The Bank attaches importance to and respects every group of stakeholders equally. It has therefore incorporated in the Principles the Bank's business philosophy and roles to all groups of stakeholders, i.e. investors, shareholders, Board of Directors, executives, employees, customers, business partners, debtors, and relevant commercial banks or financial institutions as well its responsibility to society and the environment as follows:

- **Investors:** The Bank places a priority on disclosing financial and general information that is correct, adequate, transparent, timely, and up-to-date. In addition to conveying its information via various channels including the media, the Bank has the Investor Relations Department to coordinate, provide answers, announce significant performance details, and establish good relations with investors and stakeholders.
- **Shareholders:** The Bank takes every shareholder into account and equally respects his/her rights. It provides its shareholders with opportunities to offer comments, suggestions, from which the useful ones will be applied to improve the Bank's business operation for higher growth and better performance. As a consequence, it is able to bring about appropriate returns to shareholders in the long term. Furthermore, significant information is disclosed to the shareholders in a correct and adequate manner, with clarity, transparency and accountability including facilitating the shareholders to fully exercise their rights is also made.
- **Board of Directors:** The Bank gives an opportunity for all directors to fully perform their duties with independence in expressing opinions and giving recommendations on the Bank's operations to the Management. The Bank also provides the directors with a

Krungsri attaches importance to and respects every group of stakeholders equally. It has therefore incorporated in the Principles the Bank's business philosophy and roles to all groups of stakeholders.

Directors' Handbook, in which the content has been regularly updated. In addition, the Bank notifies the directors of appropriate training courses organized by the Thai Institute of Directors (IOD) on a quarterly basis. In this regard, the Corporate Secretariat Department is responsible for supporting performance and activities of the Board of Directors in order to ensure full compliance with the laws and the 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 Bank. Moreover, in order to enhance the executives' potential, the Bank provides them with 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 others in the same business, along with welfare higher than those required by law. Examples include 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 opinions have been used to set action plans for the Bank's further improvement.

As for employees' healthcare, the Bank stipulates a set of principles on the working environment, health and safety in 'The Spirit & The Letter'. In this regards, the Bank has set up a committee to specifically oversee safety, occupational health and working environment in order to ensure employees' safety and health. For example, the Bank annually provides physical examination, a '5 Soh' activity, indoor exercise area so that the employees can relax after work, and has also established a number of clubs including bicycle and table tennis clubs. Details are shown in annual data list, the Annual Registration Statement (Form 56-1)

and the Annual Report (Form 56-2) under the topic 'Social Responsibility'.

The Bank is strongly determined to develop its employees' excellence by designing and developing learning programs to encourage their advancement in line with the Bank's Mission and Vision. Above all, the programs respond to the development needs of individual employees. The emphasis is on the variety of courses and learning patterns, which must respond sufficiently to the employees' needs. Additionally, the Bank has initiated the Krungsri Learning Companion or KLC, a new learning management approach. With this respect, Cloud Computing Technology is employed in learning and personnel development activities. This provides employees with opportunities to access a wider range of knowledge as well as the latest information on training "anywhere and anytime". In order to drive its business toward success more effectively, the Bank encourages knowledge sharing in every business entity as well as a self-learning culture.

The Bank aims to foster excellence among its personnel by encouraging employees to express themselves through Krungsri Core Values and show strong leadership and professionalism in order to offer customers the most satisfactory experience. It has designed learning programs that support its employees to be good citizens, including being responsible to consumers, participating in the development of their communities and society, and preserving environment. Examples of these programs include Krungsri ... Preserve the World, 5 Soh, and the good corporate governance courses.

- **Respect for human rights:** The Bank gives importance to compliance with the international human rights principles and commits itself to abide by any laws concerning freedom of association, privacy, working time, wages and working hours. Importantly, the Bank ensures that there is no discrimination in

employment. Aside from complying with the law, the Bank is determined to create an environment where every employee working for the Bank where its business is operated is taken into account. Guidelines on fair employment contain objectives that not only comply with the applicable labor and employment laws, but also promote a culture of mutual respect.

It is required that every director, executives and employee must respect and abide by principles of human rights; at the same time, he/she must not support any activity that would violate human rights. This is deemed as a part of good governance and also includes an offer of appropriate welfare to the employees, safe workplaces and a safe working environment, compliance with the applicable laws and obligations concerning the environment, health and safety, creating a working environment free from discrimination, and protecting employees' information.

The Bank has stipulated the criteria and guidelines for fair employment not only to abide by relevant labor and employment laws but also to declare its clear intention of no violation of the human rights. Accordingly, it has developed appropriate policies on employment, wages and welfare.

Furthermore, the Bank provides other forms of welfare in response to its employees' needs that may arise in the future so that all employees can focus on their work without any worries. The Bank's welfare is divided into 3 groups: financial assistance; medical payments, and welfare loans. To ensure that the employees are aware of the benefits available to them and their families, the Bank provides every employee with welfare details in the form of an Employee Handbook and through the Krungsri People online system.

- **Customers:** The Bank's business is operated with honesty, integrity and fairness. It provides customers with services and advice equally to protect their best interest and deliver maximum satisfaction with quality

products and excellent services that are convenient, swift, and make life easier in line with the slogan 'Make Life Simple'. In addition, the Bank makes comprehensive and correct information available for its customers.

The Bank has stipulated the strict measures for safeguarding the customers' personal data to prevent any violation of the customers' rights, details of which are stated in the Employee Handbook. The measures require that customers' information or secrets must not be disclosed, unless required by law or authorized in writing by a customer, and the use of the customers' information for its own benefit is prohibited. In this regard, every employee and executive must review **The Spirit & The Letter** every 2 years via the Krungsri Learning Companion (KLC). The Spirit & The Letter is a part of the Code of Conduct that stresses honesty under the scope of the laws and good governance. Such conduct is intended to enhance transparency and responsibility to the stakeholders in carrying out the Bank's business.

Furthermore, the Bank invites customers to share their opinions for further improvement of its services. The Bank assesses the customers' satisfaction and also designates a clear target. In this regard, the Bank has developed a customer satisfaction survey form, the results of which will be analyzed to develop and improve the quality of services provided by its employees. Moreover, the customers can file any complaints or make recommendations via several channels. Details are as shown in the Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) under the topic '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 conditions as agreed and promotes activities that will lead to better



mutual understanding. Furthermore, the Bank has drawn up a clear policy and guidelines for procurement (code of conduct and procurement methods) including policies and measures for selection and screening of suppliers to ensure there are no human rights violations.

The Bank has also stipulated a policy on giving or receiving gifts and entertainment to which employees must adhere for the purpose of fair treatment of all related parties and to ensure transparency and accountability. The Bank encourages its suppliers to join other companies in allied anti-fraud, anti-bribery, and anti-corruption networks. In 2014, the Bank and 17 financial companies under Krungsri Group were certified and received membership certificates of the Thailand Private Sector Collective Action Coalition Against Corruption. Details of essential principles of the policy and guidelines on anti-fraud and corruption of Krungsri Group are shown in the Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) under the topic 'Collective Action Coalition Against Corruption (CAC)'.

- **Creditors:** The Bank demonstrates its awareness 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 the creditors' confidential information, while providing them with correct and complete information as well as promoting activities to enhance better mutual understanding.

In addition, the Bank has stipulated a comprehensive managerial structure for business operation and has outlined 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 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 situations.

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 is unable to comply with the agreed conditions, it will notify its debtors in advance in order that they can mutually consider the issues and find potential solutions. Details are shown in the Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) under the topic 'Social Responsibility'.

The Bank has also specified a clear and concrete policy on fair treatment and responsibility to the creditors, in particular guarantee conditions, capital management, and default of repayment.

- **Commercial banks or financial institutions:** The Bank requires every employee to follow its policy on compliance with the competition law without any exception. Punitive measures will be imposed in case of violation since the Bank has a clear intention to prevent any unfair competition. As well, the Bank's employees must treat its business competitors in line with international principles under the scope of laws relating to business competition while also adhering to the rules of fair competition.

The Bank cooperates in any activities beneficial to the overall business to prevent any impacts 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 neither seeks any confidential information in a dishonest or inappropriate manner nor makes 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 shown in the Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) under the topic 'Social Responsibility'.

- **Responsibility to society and the environment:** The Bank takes into account the importance of embedding awareness of responsibility to the sustainable advancement and the growth of society as a whole. This is because sustainability is a fundamental element for the Bank to accomplish its mission, which is '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'. The Bank has translated this concept into concrete actions through various projects and activities for social benefit (Corporate Social Responsibility or CSR) in addition to applying the concept to its normal business operation. The Bank's Board of Directors has therefore stipulated policies outlining its responsibility to society and the environment as follows:
 - Policy on environment, health, and safety;
 - Policy on preserving the environment with concrete practical guidelines;
 - Policy on efficient usage of natural resources.

The Bank has also designed training courses for its employees to promote their understanding of the environment via E-learning.

- The Bank organizes social and environmental activities and also supports those of public charitable organizations, government and private agencies and donations for charity. The emphasis is on creating projects that collaboratively develop communities, society and the environment in six aspects: poverty elimination; youth and education development; religion; arts and culture; environment; public health and healthcare; and rehabilitation of disaster victims. The Bank encourages its employees to take part in the activities. Details are shown in the Annual Registration Statement (Forms 56-1) and the Annual Report (56-2) under the topic 'Social Responsibility'.

Being aware of its responsibilities to the society, which is connected with its goal of sustainability, the Bank produces a report on sustainability to communicate with the stakeholders. It contains the Bank's principles and details of operations related to enhancement of sustainable development in 3 areas: economic, social and environmental sustainability. The report can be downloaded from the Bank's website.

- **Non-infringement of intellectual property or copyright:** The Bank prohibits its employees from using intellectual property of third parties without permission i.e. copyright, patent, trademark, software, or other proprietary data. This is to ensure that the usage of intellectual property does not violate any third party's right and always complies with the law.

The Bank has a clear policy and guidelines on non-infringement of intellectual property or copyright, which is contained in a document on personal commitment to Krungsri The Spirit & The Letter. All full-time, temporary and contractual employees must sign annually to this document in order to acknowledge and understand their commitment to and compliance with the Bank's policy.

- **Anti-fraud and corruption, and bribery prohibition:** The Bank is one of the first Thai commercial banks certified as a member of the CAC by the CAC Council. Seventeen companies in Krungsri Group are also certified as CAC members. The Bank is dedicated to make its intention explicit and continually developing anti-fraud and corruption awareness and practices. The Bank is well aware that being an organization with transparent business engagement and free of corruption will help build confidence among the stakeholder groups and is in line with the good governance.

According to the Bank's operational regulations, the Anti-corruption Program sets out a system of warning and reporting, whistleblowing and

Krungsri takes into account the importance of embedding awareness of responsibility to the sustainable advancement and the growth of society as a whole. This is because sustainability is a fundamental element for the Bank to accomplish its mission.

protecting informers. In terms of providing information where reasonable doubt of corruption exists, the Bank has set up whistleblowing channels that are easy to access for employees and outsiders. Importantly, the procedure can make those providing information confident that after requesting consultation, guidance, giving information or any traces, they will not be at risk. After a report containing reasonable doubt of any fraud and corruption is received, the issue must be investigated. In this regard, the Bank will set up a fraud and corruption investigation committee to conduct an investigation, solve a problem, provide feedback, and report details to the senior executives, the Audit Committee, and the Board of Directors.

The Bank's anti-fraud and corruption measures include abstaining from giving or receiving articles or other benefits, providing knowledge and alerting employees to be aware of the importance of anti-fraud, bribery and corruption practices. The Bank has stipulated 4 compulsory courses for employees under the Krungsri Learning Companion (KLC): Good Corporate Governance Principles (CG); The Spirit & The Letter (S&L); Anti-Money Laundering and Combating the Financing of Terrorism (AML&CFT); and Gifts & Entertainment.

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 the stakeholders can make convenient and fast contact with the Bank to ask for information, express their complaints in case their rights are violated, or whistleblower to the Bank of any traces as follows:
 - Traces on unlawful or unethical conduct, incomplete financial data, internal control system issues and other matters can be provided to the Audit Committee through:

- Postal mail to Chairman of the Audit Committee (Miss Potjanee Thanavaranit), or Audit Committee Member (Mr. Virat Phairatphiboon), or Audit Committee Member (Mr. Phong-adul Kristnaraj), or Secretary to the Audit Committee (Miss Puntipa Hannoraseth) and sent to Bank of Ayudhya PCL, Head Office 1222 Rama III Road, Bang Phong Phang, Yannawa, 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 suspected wrongdoing or violations of policies, rules and regulations of the Bank via 4 channels as follows:

1. Ombudspersons: Miss Ladawan Kongkruapun and Mrs. Thidarath Sethavaravichit, Bank executives who are accepted by employees and executives in terms of integrity, honesty, ethics, and non-partisan behavior;
 2. Branch Operational Risk Management Department;
 3. Human Resources Group;
 4. Audit Committee.
- A complainant may or may not give his/her name. In this respect, 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 a problem. The complaint will be solved using the appropriate procedures and with the

appropriate remedies. The result will be reported to the Bank's executives or the Board of Directors, as the case may be. The Bank prohibits any counteraction against the complainant, or interference in the problem-solving process. Any counteractions will be a cause of maximum disciplinary punishment, including termination of employment.

In 2015 and previous years, the Bank had not been under any investigation by any regulator for failure to declare information deriving from significant incidents within the timeline designated by such regulators.

Section 4 Disclosure of Information and Transparency

4.1 Shareholding structure

The Bank discloses information on its shareholding structure on its website and in the annual report in which a list of names of the major shareholders and ordinary shareholders with over 0.5 percent of total shares is provided.

4.2 Disclosure of information

The Bank takes into account the importance of disclosure of its information concerning financial and general matters to its shareholders, investors and the public. Consequently, it specifies guidelines for disclosure of information on both financial and other matters that must be disclosed via channels for access, in both Thai and English, correctly, adequately, transparently, equally, and in a timely manner, in compliance with the relevant laws and regulations. The Bank regularly updates important information so that it is always up-to-date.

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

- **Disclosure of information on shareholding of directors and executives:** The Bank discloses information on shareholding of the Bank's directors and executives, both directly and indirectly (shareholding of spouses and their minor children in the Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) under the topic 'The Bank's shareholding of directors and executives'.

- **Disclosure of information in the annual report:** The Bank discloses information deemed useful for its shareholders as follows:
 - The Bank follows the good corporate governance principles as specified by the SET in 5 core sections: shareholders' rights; equitable treatment of shareholders; stakeholders' roles; information disclosure and transparency; and responsibilities of the Board of Directors;
 - The Bank has identified its Mission and Vision for business operation, which are the fundamental purpose including medium-term and long-term goals. Details are as follows:

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.

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

In addition, the Bank has identified its Core Values, which are the foundation of its organizational culture, and makes clear to employees its expectations, which will enable the Bank to accomplish its mission and vision.

- The Bank discloses its financial status and operating performance to the stakeholders as follows:

Financial statements: The Bank discloses its financial statements audited by a certified public

Krungsri takes into account the importance of disclosure of its information concerning financial and general matters to its shareholders, investors and the public.

- accountant and endorsed by the SEC as being presented fairly in all material aspects in accordance with the generally accepted accounting principles. In the previous year, the Bank prepared and submitted its yearly and quarterly financial statements within the submission deadlines. Also, attached is the Management Discussion and Analysis (MD&A) for investors' better knowledge and understanding on the Bank's yearly and quarterly operating performances. The SEC has never ordered the Bank to make any corrections to these financial statements.
- Apart from measuring the Bank's operating performance, the annual report also identifies rewards the Bank received, which reflect its success and excellence in various aspects, i.e. corporate governance, business operation, employee engagement, innovation and other initiatives in marketing as well as brand building. In addition, it outlines details related to customer satisfaction, operating performance and successes of the business group in each year.
 - The annual report identifies the nature of business and competition, including important developments in terms of authorities' regulations, the business environment, and important development of the Bank relevant to its performance in each year.
 - It discloses information on Krungsri Group's subsidiaries and associated companies, types of business, the Bank's shareholding in subsidiaries and associated companies, including income structure.
 - It discloses important risks factors that may affect the Bank's business operation including credit risk, market risk, liquidity risk, and operational risk. In this regard, the nature of each type of risk is specified along with the risk management practices in place to control such risks.
 - It specifies the dividend payment policy as per the Bank's Articles of Association and the authorities' regulations.
 - In terms of the stakeholders' roles, information is specified on receipt of complaints and communication channels with the Bank in order that different groups of the stakeholders can contact, ask for information, make complaints, or provide information about any possibly doubtful conduct conveniently and rapidly.
 - It specifies the names of the Board of Directors as of December 31, 2015 totaling 12 directors consisting of 5 non-executive directors, 4 independent directors, and 3 executive directors.
 - It specifies the Bank's Board of Directors' backgrounds and identifies each director's status: non-executive director, independent director or executive director.
 - The Bank has established a clear and transparent policy on remuneration of directors comparable to the industry benchmark. It is stated that the policy must be approved by the AGM. In this regard, the directors who are assigned to perform as member of the committees that report directly to the Board of Directors i.e. the Audit Committee, the Nomination and Remuneration Committee, and Risk and Compliance Committee will receive higher remuneration corresponding to the amount of additional work. The remuneration of each director is disclosed.
 - It discloses the number of meetings of the Bank's Board of Directors and Committees reporting directly to Board of Directors, including the number of meetings attended by each director.
 - It discloses information on participation in development and training courses of directors in the previous year.
 - It discloses information on any changes in shareholding of the directors and senior executives, showing the number of shares held at the end of the previous year and the end of the current year. The Bank also discloses any increase or decrease in the shares held during the year. It specifies that directors

and executives as well as their spouses and minor children report changes in their ownership of the Bank's shares to the SET and the Board of Directors for acknowledgement.

- The Bank has established remuneration for executives in compliance with the principles and policies stipulated by the Board of Directors, which correspond with the Bank's operating performance and each individual executive's performance.
- The Bank has drawn up a policy on screening of transactions between the Bank, subsidiaries or associated companies and the stakeholders. It is required that any such significant transactions must be considered and approved by the Board of Directors. The directors and executives with conflicts of interest will not join any consideration and voting on transactions between the Bank, subsidiaries or associated companies, and stakeholders or individuals having either actual or potential conflicts of interest. The Bank discloses related party transactions executed in each year.
- To comply with the criteria as stipulated by the Bank of Thailand and the SEC, the Bank hires an independent auditor through a process of selection before submitting their names for appointment as the Bank's auditor. The selected auditor must not be related to or have any stakeholding with the Bank, its executives, major shareholders, or related party in any manner that may lead to any impact on his/her independence in performing work. The Bank discloses the auditor's remuneration (audit fee and other service fees).
- The Bank produces financial statements and financial information in the annual report in line with the financial reporting standards. The appropriate accounting policy is selected based on the concept of prudence, regular practice, and usage of reasonable estimation. In addition, adequate essential information is disclosed in the notes to its financial statements,

which is audited without any unqualified opinion by the independent auditor. The financial statements reflect the actual financial status and operating performance, and thus are useful for the shareholders and general investors. The Bank's 2015 financial statements were certified without any unqualified opinion by the independent auditor.

• **Information disclosure channels:**

The Bank has established various channels for disclosure of its information relating to financial and general matters so that stakeholders can access the information easily. The content is produced in both Thai and English. The stakeholders may search for such information or ask for information via:

- The Bank's website: www.krungsri.com
- E-mail: irgroup@krungsri.com
- Call Center at 1572
- Postal mail to :

Bank of Ayudhya PCL, Head Office,
1222 Rama III Road, Bang Phong
Phang, Yan Nawa, Bangkok 10120

Furthermore, the Bank discloses its information via the SET's disclosure channels including disseminates its information, performance reports and other important developments to investors on a regular basis.

• **Information posted on the bank's website:**

The Bank takes into account the importance of disclosure of its information and transparency in accordance with the Principles. To ensure that its information disclosure is carried out correctly, adequately, equally, transparently, and in a timely manner, in compliance with the relevant laws and regulations, the Bank discloses important information on the Bank's website in both Thai and English i.e. the nature of its business operations, financial statements, newsletters, shareholding structure, organizational structure, business group structure, information relating to the committees and executives, investor relations information, the Bank's Articles of Association, retrospective annual



reports, and a downloadable shareholders meeting notification.

In this regard, after disclosing financial or significant information that may have an impact on the Bank's securities price or the shareholders' benefits to the SET, it will post the mentioned information on its own website.

The Bank reviews and assesses the effectiveness of the disclosure process on a regular basis. In 2015 and the previous years, the Bank has not received any complaint from the SEC or the SET due to its failure to disclose any information within the stipulated time frame.

4.3 Unit to foster relationships with investors and stakeholders:

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 related parties.

- **Establishment of the Investor Relations Department:** The Bank established its Investor Relations Department in 2002 with the key mission of managing investor relations-related duties and activities, in particular the disclosure of both financial and non-financial information under the good corporate governance principles and in compliance with the policy governing disclosure and other relevant laws. Apart from the information concerning Krungsri

Group, the disclosures include comparative operating performance and financial status, current operations, and business competitiveness.

- **Major stakeholders** include shareholders, investors, employees, securities analysts and credit rating agencies, both domestic and abroad.
- **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 became a subsidiary of MUFG. The Investor Relations Department communicates the Bank's increasing business potential to its stakeholders aside from meeting with MUFG's investor relations team to share their experience or discuss about good practical guidelines for information disclosure and investor relations activities.
- **Engagement of senior executives**, both in planning and participating in investor relations activities, is an essential factor reinforcing the effectiveness of two-way communication with the stakeholders. The senior executives meet with the investors both domestically and abroad to exchange perspectives on business development and strategy as well as business and industry trends.

The participants in meetings with the investors throughout 2015 included the President and Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Head of Corporate Strategy and Planning, Head of Corporate Communications Division, and Head of Investor Relations Department.

Despite changes in the Bank's shareholding structure, the Investor Relations Department continues to organize investor relations activities continually, including meetings with investors and analysts, participating in conferences locally and internationally, and meeting one-on-one with investors and 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 MUFG.

- **In 2015, the Bank's executives and the Investor Relations Department disclosed information via a variety of activities, such as:**

- The President and Chief Executive Officer was invited as a speaker on 'Krungsri's Business Strategy' at the MUFG investor relations seminar in Tokyo, Japan. The event offered an opportunity to Japanese institutional investors, securities analysts and credit rating agencies of Japan to learn about the Bank's business and its business strategy. The Chief Financial Officer also joined in the question and answer session.
- The President and Chief Executive Officer was invited as First Keynote speaker on the topic 'Realizing the future of banking in Thailand' at IDC Financial Insights' Financial Services Summit 2015 in which participated by over 150 decision makers and experts from the financial services, IT and telecommunications industries as well as regulators.
- The President and Chief Executive Officer was invited as keynote speaker on the topic 'Unlocking Potential for Market and Client Leadership' at Deloitte Asia Pacific

Leadership Conference where there were approximately 180 Deloitte Leaders from 20 countries participated in the conference.

- The President and Chief Executive Officer was invited as a panel speaker on the topic 'The Top Secret of Success: Business Outlook & Must do for 2016' at M Academy 4th Roundtable, organized by McThai Co., Ltd. The event was attended by over 100 business executives and leaders.
- The Investor Relations Department gave a talk on Thailand's economic situation, the Thai commercial banking system and the overall banking business to the students from Brigham Young University (BYU) and the USC Marshall School of Business from the United States.
- The Corporate Secretariat and Investor Relations Departments talked and exchanged their perspectives on banking business operation with the senior executives of the Hanoi Stock Exchange (HNX) and listed companies in Vietnam under the topics of good corporate governance and sustainable growth.
- The Investor Relations Department took the analysts and investors on site visits to automobile sales agencies and microfinance business for first-hand experience of both businesses in Thailand.

Major investor relations activities in 2015 can be summarized below

Type of Meeting	Number of sessions	Number of Companies	Number of Participants
Company visit with investors/analysts	29	44	95
Conference call	6	8	9
Participation in domestic conference/meeting with domestic investors*	13	62	72
Participation in international conference/ meeting with foreign investors*	3	14	14
Meeting with securities analysts**	1	30	34
Meeting with credit rating agencies for Krungsri Group**	5	5	12
Site visit	7	18	62

Remarks * In 2015, of the 16 conferences and meetings, three of which included participation of the President and Chief Executive Officer and/or Chief Operating Officer and/or Chief Financial Officer.

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

• **Information reported to the Board of Directors and senior executives:**

Aside from providing services to stakeholders who are outsiders as mentioned above, the Investor Relations Department follows up the Bank's operating performance and other factors related to the Bank's business operations to be reported regularly to the Board of Directors and senior executives as well as comments and perspectives of securities analysts, important developments that may have an impact on changes in the Bank's securities prices, and analyses of appropriate shareholding structures and consequent reports. In addition, reports on investor relations activities (participation in meetings with local and foreign investors) are produced as well as an investor relations activities plan to the Board of Directors quarterly.

- **Information reported to the 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 may affect the Bank's securities price. These communication channels include electronic communication to shareholders/stakeholders.

In addition, the Investor Relations Department provides historical

financial information on a quarterly basis, which is regularly updated for the benefit of investors and persons who are interested in the Bank's financial information that can be accessed and downloaded from the Bank's website under the 'Investor Relations' topic at <https://www.krungsri.com/bank/en/InvestorRelations/FinancialInformationandReports/KrungsriTimeseriesSheet.html>.

The Investor Relations Department regularly delivers information, operating performance reports, and updates on other important developments of the Bank to the investors so that they are constantly aware of any important developments. Also, communication channels with a contact person is disseminated on the Bank's website.

The Investor Relations Department's role and duty for information disclosure, support, relationship development, as well as confidence building among the shareholders, investors, and analysts has the purpose of enabling the Bank's securities to reflect its fair price and value in the long run, hence improving investors' confidence.

In 2015, the Investor Relations Department won the 'Best Investor Relations Company (Thailand)' from the Corporate Governance Asia Magazine for two consecutive years.

The award reflected its excellence in communication capability and the Bank's investor relations activities.

Section 5

Responsibilities of the Bank's Board of Directors

The Bank's Board of Directors initiated the establishment of the Principles to serve as part of the policy and guidelines for supervision of business operation and to specify the roles and duties of the Board of Directors. The Principles were scrutinized by the committees in charge of corporate governance before being submitted to the Board of Directors for consideration and approval. The Principles were then disseminated to all employees. To ensure the appropriateness of the Principles to changing business circumstances and conditions, the Board of Directors assigned the Legal Group the responsibility of reviewing the Principles annually, or promptly upon any significant change before being submitted to the committees in charge of corporate governance and the Board of Directors for consideration, respectively.

Furthermore, the Board has stipulated the Code of Conduct, which was disseminated throughout the organization as well as posted on the Bank's website. The Code serves as the Bank's policy on honesty, applying to all directors, executives and employees, who must understand and follow the same while working with the Bank. All personnel not only have to follow the Code in writing, but also in accordance with the Spirit of Integrity. Supervisors' duties include the provision of information on the Code of Conduct to employees and monitoring conduct to ensure that all employees uphold the Code as their working guideline. Importantly, employees must realize that in case of any violation, the Bank will impose maximum disciplinary measures, which may include employment termination.

To ensure that everyone in the organization has knowledge of its essence and consequently follows the code correctly, the Principles and the Code of Conduct have been incorporated into a compulsory e-learning course,

which every employee must attend every 2 years, and when there are significant improvements in the content of the Principles or Code.

The Vision and Mission of the Bank were revised after its major shareholder changed to Bank of Tokyo-Mitsubishi UFJ, Limited (BTMU) in 2014. The President and Chief Executive Officer submitted a draft of the Vision and Mission to the Board of Directors for consideration, amendment, and final approval. The Bank subsequently communicated the new Vision and Mission throughout the organization to ensure that its executives and employees acknowledged and understood it. Any future review will be submitted to the Board of Directors at the appropriate time.

5.1 Board of Directors

- The Board of Directors comprises 12 directors: 5 non-executive directors; 4 independent directors (including one woman); and 3 executive directors. The Board of Directors plays an important role in stipulating policies, the direction of business operation and strategies, and overseeing and inspecting the Bank's operations to ensure transparency and compliance with the law. It is also responsible for corporate governance to ensure maximum benefits of the Bank and shareholders.
- In selection of the directors, apart from individual qualifications and other prerequisites as stipulated by the relevant laws and regulations, the Bank's Articles of Association, and in line with the good corporate governance principles and international practices, Board diversity is also taken into account in terms of special skills that the Bank may lack, expertise, gender and specialized proficiency beneficial to the Bank, for example in economics, business administration, accounting and international business, engineering and laws.
- The Bank clearly identifies the definition of the independent director, stating that he/she must be independent from the Bank's

The Board has stipulated the Code of Conduct, which was disseminated throughout the organization as well as posted on the Bank's website. The Code serves as the Bank's policy on honesty, applying to all directors, executives and employees, who must understand and follow the same while working with Krungsri.

Management and major shareholders. Additional provisions relate to strict criteria on shareholding. The title and type of directorship of each individual director are clearly disclosed.

- Details of the criteria on directors' selection and appointment are shown in the Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) under the topic 'Selection and Appointment of Directors and High-Level Executives'.
- Currently, the Board of Directors consists of qualified persons with experience in commercial banking and related businesses at the national and international levels as well as experience in management of governmental organizations. In addition, there is no executive director who is a director of other listed companies.
- The Chairman of the Board is a non-executive director, and therefore performs his duties independently. Furthermore, he is not the President or Chief Executive Officer. Their duties and responsibilities are clearly separated. The Chairman of the Board plays an important role in overseeing and supporting the Board of Directors so that the directors can fully perform their duties according to the designated direction and strategies. This includes taking part in consideration and setting of targets, providing consultancy and recommendations to the executives, and supervising the Board of Directors' meetings and shareholders meetings so that they run effectively. He also takes part in creating and promoting good corporate governance standards for the Board of Directors.
- The Bank separates the roles and duties of the Board of Directors and the Management, aside from clearly designated approval authority of the Board of Directors on significant issues, i.e. loan approval authority.
- The Board of Directors reports its own accountability towards the financial report, which incorporates in the annual report to ensure confidence among the shareholders and general investors that the report truly reflects

the Bank's financial status and operating performance.

5.2 Offices of directors, senior executives, President and Chief Executive Officer

The Board of Directors has specified that a director may hold the position(s) of chairman, executive director, or authorized signatory director of other companies but no more than 3 business groups in compliance with the criteria stipulated by the Bank of Thailand. To ensure that the management of the companies in the Bank's business group is in line with the Bank's policies, comparable to industry benchmarks, effective and accountable, the Bank's senior executives can serve as committee members or directors in subsidiaries but not on more than six boards or committees, except in case of necessity.

5.3 Board of Directors meetings

- A Board of Directors meeting is held at least once a month, with the meeting date and important agendas for each monthly meeting stipulated in advance for the entire year. Additional meetings may be held to address necessary or urgent matters. The Corporate Secretary compiles and proposes the agendas that the Executive Committee and/or the relevant committees reporting directly to the Board of Directors have endorsed to the Chairman of the Board and the President and Chief Executive Officer for joint consideration and endorsement before proposing to the Board of Directors meeting. In this regard, the directors may propose agendas to the meeting by informing the Chairman of the Board, the President and Chief Executive Officer, 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 soft files to the directors for consideration and study at least seven days prior to the meeting date. If the directors require additional information or documents, they can make their requests to the executive directors or the Corporate Secretary.

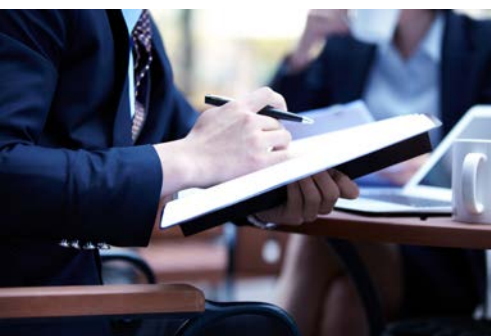
- Every director is obligated to attend every Board of Directors meeting, unless he/she has imperative business such as a meeting with a government agency, an overseas business trip, or has fallen ill. The majority of the directors attended more than 75 percent of all meetings in 2015.
- The Board of Directors also encourages the non-executive directors to organize meetings among themselves to independently discuss various issues without the presence of the Management and to report a summary of their opinions to the President and Chief Executive Officer for acknowledgement. In 2015, two meetings of non-executive directors were held on May 27, 2015 and November 25, 2015.
- All of the meetings in 2015 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 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 Chairman of the Board provides an opportunity for all directors to make inquiries or suggestions and to debate issues fully and independently. The 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.
- The minutes of the meeting clearly identify in detail the date and time that the meeting is declared open and closed, lists of absent and present directors, summary of the agendas, issues discussed and recommendations of the Board of Directors, including explanations by the Management and resolutions of the Board of Directors. The minutes of the meeting are signed by the chairman of the meeting and the minutes taker. Any directors with conflicts of interest in a matter under discussion will not join the consideration and voting on that matter. In this regard, the Corporate Secretary will verify the information and notify every director prior to the

meeting, which is also recorded in the minutes of the meeting.

- After the minutes of the meeting are adopted by the meeting, the Corporate Secretariat Department is responsible for dispatching copies of the minutes of the meeting to the relevant internal and external units within a stipulated time, and also for safeguarding the minutes of the meeting in the form of hard copy and soft file for the purpose of reference and verifiability. Any amendment to the minutes of the meeting cannot be made without the approval of the Board of Directors meeting.

5.4 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 ensuring that the duties of the Board of Directors is in accordance with the Principles and reflecting the effectiveness and productivity of the Board of Directors and the Management. In addition, the evaluation gives the Board of Directors an opportunity to review its performance, problems and any obstacles encountered during the previous year for further improvement.
- The performance evaluation is intended to assess the performance of the duties of the Board of Directors as a whole. Each director will give opinions on the overall performance of the Board of Directors. The evaluation covers six major issues:
 1. Structure and qualifications of the Board of Directors;
 2. Roles, duties and responsibilities of the Board of Directors;
 3. Meetings of the Board of Directors;
 4. Performance of the directors;
 5. Relationship with the Management;
 6. Professional development of director and executives.
- The Corporate Secretariat Department will propose the performance assessment form to the Nomination and Remuneration Committee for consideration before delivery to the individual directors 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 the same to enhance the effectiveness of the Bank's operations for ultimate benefits to the Bank.
- In 2015, the Bank initiated performance assessments of the committees reporting directly to the Board of Directors.

5.5 Remuneration of directors and executives

- The Bank has established a clear and transparent policy on remuneration for the directors, comparable to the industry benchmark for similar-sized banks. In this respect, the duties and responsibilities as well as contributions of each director to the Bank are taken into account and the remuneration is sufficient to attract and retain qualified directors.
- The policy and remuneration for the directors i.e. annual retainer fee; attendance fee; bonus/pension and other benefits, and any amendments thereto 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, pension, and directors' remuneration as members of the committees reporting directly to the Board of Directors. Remuneration for the directors is clearly separated from remuneration for other duties.
- Remuneration of the executives including the President and Chief Executive Officer 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. The executives who are also directors of

the Bank, members of the committees reporting directly to the Board of Directors, sub-committees, and directors in any companies in the Bank's business group 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 (as defined by the Capital Market Supervisory Board)'.

5.6 Board of Directors and executives development

- The Bank holds an orientation for new directors before they start performing their duties. The President and Chief Executive Officer and senior executives are responsible for each core business group i.e. the Chief Financial Officer, General Counsel, Head of Human Resources, and Chief Risk Officer will present summary explanations on the nature of the Bank's businesses, various areas of its operations, laws that directors should be aware of, and other related information. Documentation and a Directors Manual are prepared and dispatched to the directors for their information while performing their duties for the Bank.
- The Bank encourages its directors, executives, corporate secretary and personnel whose work relates to corporate governance to attend, from time to time, seminars and training courses relevant to their work, organized by the Thai Institute of Directors Association, the SET, and other leading local and international training institutes. In addition, they are encouraged to use the Krungsri Learning Companion system to learn more about good corporate governance, The Spirit & The Letter, and IT Security policy. This online system is available on computer, mobile phone, or tablet. Also, books containing details on the roles and duties of directors are available for the purpose of research and study.
- The Bank organizes a specific strategy session to explain in detail essential

topics of the Bank's strategic plan to the Board of Directors for their knowledge. The session provides them time to ask questions and understand the topics in detail.

- In each quarter, the Corporate Secretary gathers information on available training courses organized by the Thai Institute of Directors Association and delivers it to the directors in advance so that they can plan their schedules for the courses. In 2015, the directors attended the following courses organized by the Thai Institute of Directors Association such as Director Certification Program Update, How to Develop a Risk Management Plan, Role of the Nomination and Governance Committee, Risk Management Program for Corporate Leaders, and Director Certification Program. The Bank discloses related details in the Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) under the topic 'Details on Directors, Executives, Persons with Managerial Authority and Corporate Secretary (as defined by the Capital Market Supervisory Board which is prescribed by the Bank)'.

5.7 Succession and management development plans

- The Nomination and Remuneration Committee is responsible for approval of a succession plan for the key positions of Head of Group/Chief Officer to ensure continuity of the Bank's operations.
- The Bank develops succession plans and specific training and development plans by considering employees at the executive level of the Bank and its subsidiaries 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 (successors); and 2) those who will be ready within 2-5 years (future successors). The Bank also designates emergency candidates in

case of any immediate change in an executive position while a successor is still being prepared.

The Bank makes career plans for successors based on necessity analysis and has a development plan to promote employees' self-development in line with the competency-based management concept. In the previous year, in addition to the individual development plan emphasizing development of vital skills and knowledge useful for their work, the Bank focused on developing leadership capability (Krungsri Leadership Competency) in six areas. The Bank expects that its successors receive continual development of the knowledge and skills necessary for leaders.

5.8 Committees reporting directly to the Board of Directors and Sub-committees

- The Board of Directors appoint committees reporting directly to the Board of Directors to assist in performing duties such as the Nomination and Remuneration Committee, Audit Committee, and Risk and Compliance Committee. Their roles and responsibilities are clearly specified in addition to the background, qualifications, composition, number of meetings attended and individual statistics on meeting attendance.

In addition, the Bank appointed sub committees such as the Risk Management Committee and the Compliance Committee to scrutinize related matters before submitting recommendations to the Board of Directors. The Bank specifies the composition, qualifications, and roles and responsibilities in the appointment order of each sub committee.

- The Bank discloses related details in the Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) under the topic 'Management Structure' and 'Details on Directors, Executives, Persons with Managerial Authority and Corporate Secretary (as defined by the Capital Market Supervisory Board which is prescribed by the Bank)'.



5.9 Reports of the Audit Committee

- The Audit Committee reports its performance as well as its opinions on various matters as assigned by the Board of Directors by the Audit Committee's minutes of the meeting on a regular basis.
- The Audit Committee reports its opinion on the adequacy of the Bank's internal control and risk management systems aside from considering related party transactions or those may represent a conflict of interest to ensure that they comply with the policy on conflict of interest designated by the Board of Directors before submitting its report to the Board of Directors.
- The Bank discloses its assessment and review of its internal control system, related party transactions, nomination of auditors, review of financial report, and monitoring of compliance with the policies and overall summaries/ comments on different matters of the Audit Committee.
- The Bank discloses related details in the Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) under the topic 'Report of the Audit Committee'.

5.10 Internal control and internal audit systems

- The Bank has established a clear internal audit system in line with the international practice, called the Three Lines of Defense which comprises the business unit, compliance unit, and internal audit unit. These 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 for acknowledgement. In this regard, the Bank appointed Miss Puntipa Hannoraseth, Head of Audit, to be responsible for audit work. Also, any

appointment, transfer, termination of employment, remuneration, and consideration of annual bonus will be considered and approved by the Audit Committee.

- The Bank discloses related details in the Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) under the topic 'Report of the Audit Committee'.

5.11 The Risk and Compliance Committee

- The Board of Directors appoints the Risk and Compliance Committee to review and assess the overall risk management and compliance and to directly report to the Board of Directors.
- The Risk and Compliance Committee's duties include reviewing and assessing annual compliance report and a policy/ policies for overall risk management as well as formulating and monitoring implementation of strategies for integrated risk management and compliance policy to ensure coverage, effectiveness and appropriate level of the Bank's risk appetite, along with providing recommendations on Good Corporate Governance, Code of Conduct, and The Spirit & The Letter, including business ethics and good practices of the Bank's management and employees.

5.12 Risk management

- The Bank appointed the Risk Management Committee to determine the scope and policy of integrated risk management. The Bank also established the Risk Management Group to analyze, assess, monitor and control risk management related to loan approval. 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 government authorities. The adequacy of the risk management system and its effectiveness are reviewed by the Board of Directors on a regular basis. The key risks disclosed include credit risk, market risk, liquidity risk, and operational risk.

- The Bank discloses related details in the Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) under the topic 'Risk Factors and Risk Management'.

5.13 Corporate Secretary

The Board of Directors appointed Mrs. Thidarat Sethavaravichit, Senior Vice-President of the Corporate Secretariat Department, as Corporate Secretary and to act as Secretary to the Board of Directors and Secretary to the Executive Committee with the following duties and responsibilities:

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 shareholders' meetings and Board of Directors meetings and prepare minutes of meetings in compliance with laws and the Bank's Articles of Association, including follow-up of matters arising from meeting resolutions;
4. Advise the Board of Directors on relevant legal issues and the Bank's Articles of Association that it has to know in performing its duties for the benefit of the Bank;
5. Arrange for an orientation and provide information to newly appointed directors;
6. Coordinate with secretaries of Committees being appointed by the Board of Directors.

The selection of the Corporate Secretary is based on qualifications, direct work experience and graduation in laws. The Bank encourages the Corporate Secretary to take related training courses beneficial to the performance of duties, which are organized by the Institute of Directors Association and other agencies, e.g. Company Secretary Program, Board Reporting Program, Director Certification Program and Corporate Governance for Executives. 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 CGR Scorecard', apart from field trips to learn more about corporate secretary tasks domestically and abroad for gaining more experience.

Moreover, The Bank conducts matters in compliance with the good corporate governance principles:

- There has not been any case involving accusations due to misconduct or violation of regulations of the SEC and the SET;
- There has not been any case on fraud or violation of moral standards;
- There has not been any case of a non-executive director resigning for a reason related to the Bank's corporate governance;
- There has not been any case of defamation as a consequence of the failure of the Board of Directors to perform its supervisory duty.
- There have not been any case of the director or senior executive of the Bank who have worked for or been a partner of the outside audit company providing its services to the Bank during the past 2 years.

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 the Krungsri Group in order to maintain its best-in-class standards of corporate governance. In this regard, the Bank empowers relevant executives and company directors within the Bank's business group to supervise business operations, plans and annual budgets, and to provide the Bank with important information for approval before action.

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

Krungsri has regulatory mechanisms in place for supervising and overseeing the operation of subsidiaries and associated companies across the Krungsri Group in order to maintain its best-in-class standards of corporate governance.

The Bank clearly establishes procedures and practices for the nomination of candidates to the position of director in the Bank's financial business group. Companies that 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 employed within the Krungsri Group or external candidates 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 shall pass a resolution to submit the proposed candidates to the Bank's Board of Directors for consideration and endorsement for further appointment/election as company 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 company directors in the Bank's 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 business group of the resolution of the Bank's Board of Directors in terms of further action.

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

The Bank takes into account the importance of disclosure policy within the Bank's financial business group. The Bank disclosed information regarding the related party transactions under section 7.23 of notes to the consolidated and the Bank's financial statement for the year ended December 31, 2015.

The Bank and its subsidiaries have transactions with associates and related companies in 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 has appointed as director of the entity. Such related party transactions are priced at an arm's length basis during 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 the Related Party Transactions Section.

The Bank recognizes the importance of internal controls over the Bank's financial business group. Each company is required to maintain an adequate internal control system. This should encompass the business functions unit, supervisory units and the internal audit function to ensure efficiency in promoting proper 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 the Internal Control and Internal Audit System Sections.

POLICIES AND MEASURES AGAINST INSIDER INFORMATION

Krungsri places significant importance on policies and measures against insider trading and tipping by prohibiting securities trading with the use of insider information. All staff are required to be fully aware, understand and comply with such policies and measures. The Bank

requires all staff to regularly attend training on policies and measures against insider information usage as a component of Krungsri's The Spirit & The Letter (S&L) as well as complete compulsory tests. In addition, Bank staff are required to sign an acknowledgment of codes of conduct under the Bank's S&L initiative in order to ensure that they recognize, understand, and continuously comply with the specified measures.

Trading of Bank's shares during the 'Blackout Period' from 3 days before to 3 days after the announcement of the Bank's quarterly financial performance is not allowed. The Bank's executives and staff, including all family members, are required to hold their Bank's shares for at least 3 months after taking possession unless otherwise approved by the Board of Directors or other authorized persons. Under certain circumstances, the Bank may prohibit trading of Bank's shares specifically among restricted staff.

Regarding other confidential information, including customer information and the Bank's trade secrets, the Bank established guidelines for keeping information confidential in order to prevent the leaking of information such as identifying selected staff with access to information database, setting up working stations separate from other departments, and labeling hard copy files as for 'restricted persons only'.

The Bank also implements policies and measures against insider trading and tipping in line with those of BTMU to meet global standards, such as requesting certain units relating to specific transactions to review conflict of interest issues prior to business transactions. In case any conflict of interest occurs, related units must follow the procedures on the 'Information Wall' to prevent information disclosure between parties which could lead to any advantage or disadvantage resulting from the transactions. Enhancing measures to manage and control Material Non-Public Information (MNPI) is also strenuously enforced.

Furthermore, the Bank enforces punishment against any persons who breach policies and measures against insider trading and tipping. Penalties include forced distribution of profits, liquidation of holdings, and termination of employment.

INTERNAL CONTROL SYSTEM AND INTERNAL AUDIT

Internal Control System

Krungsri recognizes the importance of internal controls and adopts the model of three lines of defense — an international governance standard which involves business functions, a compliance supervision function, and an internal audit function. The three functions will coordinate efforts through work processes and controls applicable to each line of defense in order to ensure that the Bank achieves its goals compliance with the good governance and effective internal control principles based on the COSO (The Committee of Sponsoring Organizations of the Treadway Commission). This Internal Control Integrated Framework consists of the following 5 key components:

- **Control Environment** — The organizational structure is aligned with the nature of the Bank's business operations; A segregation of duties is adopted to achieve checks and balances; The scope of authority is clearly determined; and principles of integrity and professionalism are emphasized.
- **Risk Assessment** — Opportunities and impacts associated with possible incidents affecting the Bank's achievement of its goals are assessed in order to identify risk management and control measures.
- **Control Activities** — The Bank establishes well-defined policies and operational procedures; effective resource maintenance and utilization processes, segregation of duties, and operations reviews.

- **Information & Communication** — The Bank implements 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 that the Bank's risk management is effective and appropriate.



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 the financial reporting process. The Audit Group has a role in conducting a review to provide assurance that internal controls of financial reporting processes are effective.

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

Our 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 effectively for the achievement of the Bank's objectives and goals.

Responsibilities and Goal of the Audit Group

The Audit Group continuously enhances its audit methodology, moving towards international audit practices in 5 key areas as follows:

1. Assurance Service
2. Consulting Service
3. Personnel Development
4. Audit Quality Control and Improvement
5. Value Adding to the Bank

1. Assurance Service

1.1 Annual Audit Plan

The annual audit plan is developed in accordance with a risk-based approach as adopted jointly by high-level executives and external financial auditors. In addition, the plan is approved by the Bank's Audit Committee. During the year, the audit plan is reviewed and amended in response to new or changing in response to risks. In 2015, the Audit Group adopted guidelines on risk assessment from BTMU to further enhance risk assessment in the annual audit plan.

1.2 Audit Process and Supporting IT Systems

The Bank adopts 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 is developed to support the analysis of potential irregularities. The Audit Group continuously develops audit programs in order to effectively support audit activities relating to emerging risks and new products of the Bank.



Auditing software is also employed in the management of audit processes, which includes audit planning, resource allocation, random sampling, data analysis, audit data recording and archiving, and audit issue tracking. In 2015, the Audit Group made significant advances in analyzing the root cause of audit issues to enhance the quality of audit issue rectification. Moreover, the Audit Group improved its audit methodology by adapting several audit practices leveraged from the Internal Audit and Credit Examination Divisions of BTMU.



1.3 Audit Report Presentation and Audit Tracking

The results of all internal control system reviews are reported directly to executives of audited functional units and relevant functional units for collaborative consideration of improvements and rectifications within appropriate timeframes. 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 issue follow up 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 improves efficiency of audit issue follow up.

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. In 2015, the Audit Group developed cooperative relationship with the Branch Risk Monitoring and Controlling Section, a function in the second line of defense, to continuously monitor the emerging risks in branch operations.

3. Personnel Development

In cooperation with the Human Resource Learning and Development Department, the Audit Group has developed an annual training roadmap. 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. In 2015, BTMU was requested to provide training sessions in the areas of credit and global markets to help internal

auditors in gaining a better understanding of complicated BTMU products. Knowledge tests covering new rules and regulations are regularly conducted through online testing. 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 are engaged to collaboratively perform audit functions for the purpose of sharing knowledge about auditing. In 2015, a total of 64 audit officers of the Bank received 107 audit certificates.

4. Audit Quality Control and Improvement

With a view to controlling and improving audit quality, the Audit Group employs 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 results are considered and incorporated into the determination of the audit quality improvement plan. In 2015, to enhance the Internal Quality Assurance Review, the Audit Group adapted the internal assessment guidelines from BTMU in accordance with other international Supervisory Standards. Moreover, an independent External Quality Assessment of the Audit Group will be performed at least once every 5 years by an independent assessment team from outside the Bank. The last assessment was conducted in 2014 and the result showed that there is full compliance with the IIA Standards. As a subsidiary of BTMU, a peer review was conducted by the Internal Audit and Credit Examination Division of BTMU in March 2015 to provide recommendations on audit practices as well.

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. 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 Group.

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:

- 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 Group, 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 (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: University of California at Los Angeles, USA
- Master in Marketing (MIM8) : Thammasat University
- Master of Applied Finance : Monash University, Melbourne, Australia

Relevant work experience:

- 2015 - Present: Bank of Ayudhya Pcl., Risk and Compliance Committee Secretary, Fraud Management Committee Member, Data Governance Committee Member
- 2007 - Present: Bank of Ayudhya Pcl., Compliance Committee Member and Secretary, Risk Management Committee Member
- July 2015 - Present: Bank of Ayudhya Pcl., Chief Compliance Officer
- August 2007 - June 2015: Bank of

Ayudhya Pcl., EVP Compliance Division

- May 2013 - July 2014: Krungsri Asset Management Co., Ltd., Director
- November 2008 - August 2015: Siam Realty and Services Co.,Ltd., Director
- 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

Trainings:

- 2015: Training Course for Head of Compliance (refresher course) by The Thai Bankers' Association and The Thai Institute of Banking and Finance Association
- 2014: Future Leader for Future Business for EVP by Assumption University (ABAC)
- 2014: Advanced Audit Committee Program (AACP) by Thai Institute of Directors (IOD)
- 2013: Anti-Corruption for Executive Program (ACEP) by Thai Institute of Directors (IOD)
- 2013: Training Course for Head of Compliance (class 1) by The Securities and Exchange Commission (SEC) and ThaiBanker Association (TBA)
- 2010: Director Accreditation Program (DAP) by Thai Institute of Directors (IOD)
- 2008: Certified Compliance Officer by American Academy of Financial Management (AAFM)

We strictly complied with the anti-corruption policy as our promise to operate our business with honesty, integrity, transparency, and audibility.

COLLECTIVE ACTION COALITION AGAINST CORRUPTION (CAC)

Actions against corruption under the Principle of Good Corporate Governance are a significant part of Krungsri Group's ongoing Mission. In 2015, Krungsri Group has enhanced and facilitated initiatives in line with our anti-corruption policy and established programs to create up-to-date frameworks for carrying out Anti-Corruption measures by the Group. Krungsri also conducted various activities aimed at awakening all staff to the importance of being part of the Collective Action Coalition Against Corruption, subject to guidelines prescribed by the Board of Directors, so as to encourage the public sector without direct or indirect giving or receiving, relating to corruption as follows:

Regarding the revision of Anti-Corruption Policy, the Bank continued to adhere to its key principles without significant changes, including zero tolerance for any violation, directly or indirectly, of anti-corruption principles laid down by the Board of Directors. The Bank also maintained existing measures and operating procedures regarding all activities which may cause the risk of corruption, including established a whistleblowing channel as well as appropriate internal controls in addition to continuous examination and evaluation of the adequacy of the internal control system, as overseen by the Audit Committee, who reports to the Board of Directors. The Bank also required all executives and staff to undergo compulsory training pertaining to the Anti-Corruption Policy and Program for preventing and combating corruption, whether through class room or E-Learning.

Krungsri organized various anti-corruption activities to emphasize the importance of this matter. For example, the Bank produced short films and encouraged all

staff to participate in anti-corruption events during Spirit & Letter week. The goal is to raise awareness among executives and staff regarding the operation of business with honesty, transparency and audibility from Krungsri as key principles to prevent corruption. Furthermore, in compliance with its anti-corruption policy, Krungsri publicized our policy via several channels such as posters in public areas or bank buildings, internal communications and corporate compliance news in order to establish communication channels for raising integrity concerns on any incident that may breach relevant regulations and the Bank's policies (whistleblowing).

Krungsri executives and staff along with the Thai Bankers Association (TBA), the Thai Institute of Directors (IOD) and leading organizations in Thailand, participated in the 'Active Citizen Against Corruption' event organized by Anti-Corruption Organization of Thailand on September 6, 2015, also known as National Anti-Corruption Day. Joining and cooperating with all sectors is to demonstrate the Krungsri Group's commitment in adhering to the anti-corruption policy as our promise to operate our business with honesty, integrity, transparency and audibility.

MANAGEMENT STRUCTURE



The Bank's management structure consists of the Board of Directors and four Committees for the Board reporting directly to 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 laws and consistent with the business code of conduct and good corporate governance principles.

Currently, the Chairman of the Board and the President and Chief Executive Officer 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 twelve 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 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 Association 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 and 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 reaching the age of 72 years. If a director reaches the age of 72 years while holding the directorship position, the director is allowed to hold the office until the end of



the term of office. If a director has yet not reach the age of 72 years at the time of nominating for election, the director 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 years, 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 approved as proposed.

Duties and Responsibilities of the Board of Directors

In compliance with the Bank's good Corporate Governance Principles, the Board of Directors shall have independence in making decisions for the best interest of the Bank and its shareholders and shall bear the fiduciary duties of overseeing the management on the Group. Principal fiduciary duties to which directors must perform are;

1. Duty of Care, which requires a director to be diligent and prudent in managing the Group's affairs.
2. Duty of Loyalty, which dictates that a director must act in good faith and must not allow his/her personal interest to prevail over the interest of the Group.
3. Duty of Obedience, which requires a director to comply with the laws, the Bank's objectives, Articles of Association of the Bank, the resolutions of the Board of Directors and shareholders' meetings and the Good Corporate Governance Principles.

4. Duty of Disclosure, which requires a director to reveal the information that is accurate, adequate, transparent and timely.

The Board of Directors shall be responsible for performing the following duties:

1. Consider and set the overall business direction and strategic goals for the Group.
2. Consider and approve the annual business plan and budget proposed by the management.
3. Consider and approve significant matters of the Group 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 important for the Group's operation 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 Group'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 policies and practice guidelines on anti-fraud and corruption.
10. Ensure the implementation of risk management process and procedures and regular reviews of the policies and strategies.
11. Ensure the implementation of succession plans for senior executives.
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 Committees for the Board as appropriate and necessary to support the Board of Directors' performance of duties.
16. Ensure proper, adequate, clear and transparent disclosure of important information, financial and non-financial, to government authorities, shareholders, investors and general public, 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.

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.
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.

Qualifications for Independent Directors

The Bank has established the following qualifications for independent directors which conform to the notification of the 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 percent 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 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 office.
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 percent of the total voting shares of other companies/ partnership companies which operate the same business and is in competition of the business of the Bank, subsidiary company, or associated company.

9. Not having other characteristics which may cause in capability to provide independent opinion relating to the business operations of the Group.

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, parent company, subsidiary company, same-level subsidiary company, 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, 2015, the Board of Directors consists of 12 directors as below:

Name - Surname	Position
Non-executive Directors	
1. Mr. Veraphan Teepsuwan	Chairman
2. Mr. Go Watanabe ^{1/}	Vice-Chairman (Authorized Signatory) / Nomination and Remuneration Committee Member
3. Mr. Takeshi Ogasawara	Director / Risk and Compliance Committee Member
4. Mr. Atsushi Murakami ^{2/}	Director
5. Miss Nopporn Tirawattanagool	Director (Authorized Signatory) / Nomination and Remuneration Committee Member / Risk and Compliance Committee Member
Independent Directors	
6. Mr. Karun Kittisataporn	Independent Director / Chairman of the Nomination and Remuneration Committee
7. Miss Potjanee 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 Risk and Compliance Committee
Executive Directors	
10. Mr. Noriaki Goto	Director (Authorized Signatory) / Chairman of the Executive Committee
11. Mrs. Janice Van Ekeren ^{3/}	Director (Authorized Signatory)
12. Mr. Pornsanong Tuchinda ^{4/}	Director (Authorized Signatory) / Executive Committee Member

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

- Remark: ^{1/} Appointed as the Vice-Chairman (Authorized Signatory), effective from May 1, 2015.
^{2/} Appointed as the Bank's director in replacement of Mr. Kanetsugu Mike who resigned, effective from May 1, 2015.
^{3/} Resigned from being the Bank's director, effective January 1, 2016.
^{4/} Appointed as the Bank's director in replacement of Mr. Philip Tan Chen Chong who resigned, effective from October 1, 2015.

- As of January 4, 2016, the Bank's directors authorized to sign on behalf of the Company are that Mr. Go Watanabe and Mr. Noriaki Goto jointly sign and affix the Company's seal; or either Mr. Go Watanabe or Mr. Noriaki Goto co-sign with either Ms. Nopporn Tirawattanagool or Mr. Pornsanong Tuchinda, totaling of two directors to jointly sign and affix the Company's seal.

Meetings of the Board of Directors

In 2015, there were a total of 13 meetings i.e. 12 ordinary meetings as scheduled in advance and 1 special meetings with details below:

Members of the Board of Directors	Number of Meetings Attended/ Total Number of Meetings Held				
	Board of Directors	Nomination and Remuneration Committee	Audit Committee	Risk and Compliance Committee	Executive Committee
Non-executive Directors					
1. Mr. Veraphan Teepsuwan	12/13				
2. Mr. Go Watanabe	11/13	13/22			
3. Mr. Takeshi Ogasawara	9/13			12/13	
4. Mr. Atsushi Murakami	7/8				
5. Miss Nopporn Tirawattanagool	13/13	21/22		13/13	
Independent Directors					
6. Mr. Karun Kittisataporn	13/13	22/22			
7. Miss Potjaneer Thanavarant	13/13		22/22		
8. Mr. Virat Phairatphiboon	13/13	20/22	21/22		
9. Mr. Phong-adul Kristnaraj	13/13		22/22	13/13	
Executive Directors					
10. Mr. Noriaki Goto	13/13				41/44
11. Mrs. Janice Van Ekeren	10/13				22/33
12. Mr. Pornsanong Tuchinda	3/3				36/44

Additionally in 2015, 2 meetings of non-executive directors were held on May 27 and November 25, 2015.

Nomination and Remuneration Committee

Composition

The Board of Directors appoints the Nomination and Remuneration Committee which consists of not less than three non-executive directors, provided that the Chairman of the Committee shall be an independent director and that 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

- 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 subcommittees reporting directly to the Board of Directors, 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 holds 50 percent or more of shares. Such selection and/or screening is 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, members of subcommittees reporting directly to the Board of Directors, 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 holds 50 percent 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 subcommittees 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 holds 50 percent 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 subcommittees reporting directly to the Board of Directors, 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 holds 50 percent or more of shares for submission to the Board of Directors for consideration and approval.
 - To ensure that the Bank's directors, managing directors, and directors of entities in which the Bank holds 50 percent 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 by 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 and 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 holds 50 percent 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 holds 50 percent 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. needed with the Bank being responsible for the expenses incurred.

Names of Members and Meetings of the Nomination and Remuneration Committee

In 2015, there were a total of 22 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	22/22
2. Mr. Virat Phairatphiboon	Member	20/22
3. Miss Nopporn Tirawattanagool	Member	21/22
4. Mr. Go Watanabe ^{1/}	Member	13/22
Members who resigned or whose the term of office ended during the year		
1. Mr. Kanetsugu Mike ^{2/}	Member	9/22

Secretary to the Nomination and Remuneration Committee is Mr. Pornsanong Tuchinda ^{3/}

Remark: ^{1/} Appointed as the Nomination and Remuneration Committee member by the Board of Directors, effective on May 1, 2015, in replacement of Mr. Kanetsugu Mike who resigned.

^{2/} Resigned as Bank Director, effective on May 1, 2015.

^{3/} Appointed as Acting Head of Human Resources Group and served as secretary to the Nomination and Remuneration Committee by position, effective on December 1, 2015. In this regard, Mr. Vasin Udomratchatavanich, EVP, Human Resources Group was appoint as Acting Head of Human Resources Group and served Remuneration Committee by position from August 17 to November 30, 2015 in replacement of Miss Anuttara Panpothong who resigned

Audit Committee

Composition

The Board of Directors appoints 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, subsidiary company, associated company, same-level subsidiary company, major shareholders or managerial authority of the Bank, and not being a director of listed companies which are subsidiary company or same-level subsidiary 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 the financial reporting preparation process were designed effectively, and that the Bank's financial reports and any disclosed documents relating to the financial performance of the Bank and its group companies is accurate, adequate, reliable, and reflect the true and fair view of the financial status of the Bank and its group companies 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 external auditors including their remunerations prior to submission 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.
3. Review the process in relation to non-audit services from the audit firm of the external auditor and give consent to the engagement of such service and related fees to ensure that it will not impair the independence of the external auditor.

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

4. Review the internal control, risk management system, and compliance system of the Bank and its group companies to ensure that they are suitable, adequate, and efficient.

Internal audit practice complies with internal audit standards and ensure internal audit unit's independence.

As approve the appointment, transfer, dismissal, remuneration and annual merit review of the Head of Audit Group of the Bank.

5. Consider internal control, risk management, and compliance with relevant laws and regulations by considering minutes of meetings of Risk and Compliance Committee, Risk Management Committee, and Compliance Committee.
6. Consider and approve the Internal Audit Plan as well as consider the Internal Audit Charter, Internal Audit Policy, and Policy for reviewing of credits, credit-like transactions and contingent liabilities, and give consent to the amendment to the annual Credit Review Plan after being approved by the Bank's Board of Directors.
7. 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, review the report on Self-Evaluation Tool prepared by internal audit for Countering Bribery of the Bank and certain group companies which have no established audit committees, to ensure correctness and completeness before submission to the Bank's Board of Directors and/or concerned board of directors of the group companies.
8. Review and cooperate with the senior management and internal audit team in reviewing and examining irregularities, errors, or suspicious matters to establish corrective methods and finalize solutions to rectify such matters.

Related parties transactions or transactions that may create conflicts of interest

9. Consider the accuracy and completeness of 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

10. Arrange for a procedure for receiving from employees regarding observations unqualified financial statement reports or other matters while ensuring employees the independence of investigation and monitoring appropriate actions to resolve such matter. Receive and consider complaints or other information from interested parties and acknowledge the results of complaint resolution from the responsible department through the internal audit team.

Compliance with regulatory requirements

11. Oversee and monitor the operations, business undertakings or actions taken by the Bank to ensure compliance with the Securities and Exchange Act, the Stock Exchange of Thailand regulations or laws, announcements, and regulations pertaining to commercial banking business including internal policies and procedures.

Others

12. Ensure that preliminary investigation is carried out after receiving the external auditor's report on behavior suspicious of fraud or violation of laws by the Bank's board members and management. The Audit Committee shall report the results of such investigation to the Securities and Exchange Commission and the external auditor under Section 89/25 of the Securities and Exchange Act within 30 days from the date they are notified by the external auditor. The further detail investigations shall be carried out as appropriate and report the result to the Bank's Board of Directors to rectify within appropriate timeline.
13. Consider inviting the management of internal control, risk management and compliance function for meeting as necessary to assure the appropriateness of internal control, risk management and compliance with relevant laws and regulations.
14. 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.
15. 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.
 16. 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 them to the shareholders in the Bank's Annual Report.
 17. Submit timely reports to the Board of Directors for remedial action upon the Audit Committee finding or suspecting 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 it to the Office of the Securities and Exchange Commission and the Bank of Thailand.
 18. Obtain outside counsel or other professional advice as the committee deems appropriate.
 19. 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 2015, there were a total of 22 meetings, i.e. 12 ordinary meetings and 10 special meetings, 2 out of 10 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 Potjaneer Thanavarant	Chairman	22/22
2. Mr. Virat Phairatphiboon	Member	21/22
3. Mr. Phong-adul Kristnaraj	Member	22/22

Secretary to the Audit Committee is Miss Puntipa Hannoraseth

Remark: All three members are competent and experienced in reviewing bank financial statements.

Risk and Compliance Committee

Composition

The Board of Directors appoints the Risk and Compliance Committee consisting of no less than a total of 3 non-executive directors. One of the Committee members, which shall be an independent director, shall be appointed as Chairman of the Committee.

Qualifications

Committee members shall possess knowledge, experience as well as thorough understanding of their duties and responsibilities, including good judgments to ensure benefits of the Bank and/or companies in its financial business group.

Term of Office

The term of office is three years.

Authority, Duties and Responsibilities

1. Review, assess and propose to the Board of Directors, in a timely manner, the annual compliance report and policies for overall risk management which shall include major risks but not limited to credit risk, market risk, liquidity risk, operational risk, legal risk, reputational risk, and compliance risks.
2. Determine and review compliance policies including seek approval of principles and practices for effective compliance measures, set Risk Management Group and Compliance Division's duties and scope of work commensurate to the complexity of commercial banking business and in accordance with this Charter.
3. Formulate and monitor implementation of strategies for integrated risk management and

compliance policy to ensure coverage, effectiveness, and appropriate level of the Bank's risk appetite.

4. Continuously review the adequacy of the overall risk management and compliance policy and system, the effectiveness of system and policy implementation in order to improve the level of awareness, control level, and effectiveness of the same.
5. Review and regularly report to the Board of Directors on improvements needed to ensure effectiveness of the risk and compliance policy and measures and inform the Audit Committee of non-compliance issues for acknowledgement.
6. Review and monitor all pending / overdue issues from Bank of Thailand, National Credit Bureau Co., Ltd., Securities and Exchange Commission, Anti-Money Laundering Office, etc. and compliance related issues to ensure that they are rectified per the specified timeline.
7. Evaluate the performance of Head of Compliance to ensure independency and prevent possible conflict of interest.
8. Provide recommendations on best practices, development and improvement plans, and information communicated to the public regarding Good Corporate Governance.
9. Determine/ review recommendations on Code of Conduct and The Spirit & The Letter including business ethics and good practices of the Bank's senior management and employees, ensure publication and communication to all staff for acknowledgement and usage as guidelines.
10. Perform any other tasks as assigned by the Board of Directors as agreed by Risk and Compliance Committee.

Names of Members and Meetings of the Risk and Compliance Committee

In 2015, there were a total of 13 meetings with details below:

Members of the Risk and Compliance Committee	Position	Number of Meetings Attended/ Total Number of Meetings Held
1. Mr. Phong-adul Kristnaraj ^{1/}	Chairman	13/13
2. Miss Nopporn Tirawattanagool ^{2/}	Member	13/13
3. Mr. Takeshi Ogasawara ^{2/}	Member	12/13

Secretary to the Risk and Compliance Committee is Mr. Saengchart Wanichwatphibun

Remark: ^{1/} Appointed as the Chairman of the Risk and Compliance Committee by the Board of Directors, effective on January 1, 2015.

^{2/} Appointed as Risk and Compliance Committee member by the Board of Directors, effective on January 1, 2015.

Executive Committee

Composition

The Board of Directors appoints the Executive Committee consisting of no less than ten members, namely, President & Chief Executive Officer as the Chairman of the Executive Committee, Chief Operating Officer, Head of Retail and Consumer Banking, Head of Commercial Banking, Head of JPC/MNC Banking, Head of Global Markets, Chief Financial Officer, Chief Risk Officer, General Counsel, Head of Human Resources, and other suitable executives.

Qualifications

Committee members shall have extensive knowledge, capability, experience, and thorough 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 two years in accordance with the directive of the appointment of the Executive Committee.

Authority, Duties and Responsibilities

1. To supervise the Bank's operations to ensure compliance with all relevant laws and the Bank's regulations.
2. To supervise the Bank's business management to achieve the set goals, policies, strategies, and business plans.
3. To assist the Board of Directors in setting optimal policies and plans by providing full and accurate information.
4. To screen strategic plans, annual business plan, capital expenditure

budgets, operational objectives and other project plans, including incomes/ non-interest expenditure controls before submitting them to the Board of Directors.

5. To assign other committees and subcommittees to consider matters which occur from the Bank's ordinary operations.
6. To prepare reports as assigned by the Board of Directors.
7. To review policy and business plans prepared by the President & Chief Executive Officer, 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.
8. 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.
9. To consider, approve, and monitor the following operations:
 - 9.1 High cost investment.
 - 9.2 Launching of new product or cessation of providing service or adjustment of prices which have been approved.
 - 9.3 Go into business by capital investment, share investment, business partnership or contracts or agreements.
 - 9.4 Provision of credit or guarantee apart from the Bank's ordinary operations.
 - 9.5 Any actions resulting in property rights or right over the Bank's assets.
 - 9.6 Liability payments or liability payment before due date.
 - 9.7 Changes of remuneration or employee benefit policy.
 - 9.8 Changes to strategies relating to

- the provision of credit and acceptance of deposits.
- 9.9 Credit limit opening and closing.
- 9.10 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.
- 9.11 Credit requests and relevant operations relating to credit within its scope of authorizations delegated from the Board of Directors in accordance with the credit policy and based on acceptable risk in accordance with the risk policy of the Bank.
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 appropriate, 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 Executive Committee may fulfill its objectives.
13. To have the authority to appoint and set the roles and responsibilities of subcommittees 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 committees and subcommittees 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 2015, there were a total of 44 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	Chairman	41/44
2. Mr. Pornsanong Tuchinda	Member	36/44
3. Mr. Sudargo (Dan) Harsono ^{1/}	Member	19/21
4. Mr. Masaaki Suzuki ^{2/}	Member	13/21
5. Miss Phawana Niemloy	Member	42/44
6. Mr. Chandrashekar Subramanian Krishoolndmangalam	Member	40/44
7. Miss Duangdao Wongpanitkrit	Member	39/44
8. Mr. Tak Bunnag	Member	37/44
Members who resigned or whose the term of office ended during the year		
1. Mr. Philip Tan Chen Chong ^{3/}	Member	21/23
2. Mr. Motoi Mitsuishi ^{4/}	Member	11/23
3. Miss Anuttara Panpothong ^{5/}	Member	20/27
4. Mrs. Janice Van Ekeren ^{6/}	Deputy Chairman	22/33

Secretary to the Executive Committee is Mrs. Thidarat Sethavaravichit

- Remark: ^{1/} Appointed as the Head of Retail and Consumer Banking, effective on July 1, 2015, by which he will serve as the Executive Committee member ex officio.
- ^{2/} Appointed as the Head of JPC/MNC Banking, effective on July 13, 2015, by which he will serve as the Executive Committee member ex officio.
- ^{3/} Ceased to serve as the Head of Retail and Consumer Banking, effective on July 1, 2015, by which his Executive Committee membership terminates.
- ^{4/} Ceased to serve as the Head of JPC/MNC Banking, effective on July 10, 2015, by which his Executive Committee membership terminates.
- ^{5/} Resigned from the Head of Human Resources Group, effective on August 17, 2015, by which her Executive Committee membership terminates.
- ^{6/} Ceased to serve as the Senior Executive Vice President, Office of the President and CEO, effective on October 1, 2015, by which her Executive Committee membership terminates.

Shareholding of Directors and Executives

(As defined by the Capital Market Supervisory Board which is prescribed by the Bank)

Name-Surname	December 31, 2015			December 31, 2014			Total Shares Increase / (Decrease) During the Year (shares)
	No. of Shares (shares)		Total Shareholding (%) ^{1/}	No. of Shares (shares)		Total Shareholding (%) ^{1/}	
	Directors/ Executives	Spouse and Child who has not yet reached adulthood		Directors/ Executives	Spouse and Child who has not yet reached adulthood		
Non-Executive Directors							
1. Mr. Veraphan Teepsuwan	1,960	251,901	0.0035	1,960	251,901	0.0042	-
2. Mr. Go Watanabe	-	-	-	-	-	-	-
3. Mr. Takeshi Ogasawara	-	-	-	-	-	-	-
4. Mr. Atsushi Murakami	-	-	-		N.A. ^{2/}		N.A. ^{2/}
5. Miss Nopporn Tirawattanagool	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-
11. Mrs. Janice Rae Van Ekeren	-	-	-	-	-	-	-
12. Mr. Pornsanong Tuchinda	-	-	-	-	-	-	-
Executives							
13. Mr. Sudargo (Dan) Harsono	-	-	-	-	-	-	-
14. Mr. Masaaki Suzuki	-	-	-		N.A. ^{2/}		N.A. ^{2/}
15. Mrs. Wanna Thamsirisup	-	-	-	-	-	-	-
16. Miss Phawana Niemloy	-	-	-	-	-	-	-
17. Miss Duangdao Wongpanitkrit	-	-	-	-	-	-	-
18. Mrs. Voranuch Dejakaisaya	-	-	-	-	-	-	-
19. Miss Puntipa Hannoraseth	-	-	-	-	-	-	-
20. Mr. Chandrashekar Subramanian Krishnoolndmangalam	-	-	-	-	-	-	-
21. Mr. Rohit Khanna	-	-	-	-	-	-	-
22. Mr. Tak Bunnag	-	-	-	-	-	-	-
23. Mr. Sayam Prasitsirigul	-	-	-	-	-	-	-
24. Mr. Phonganant Thanattrai	-	-	-	-	-	-	-
25. Mr. Pairote Cheunkrut	-	-	-		N.A. ^{2/}		N.A. ^{2/}
26. Mr. Nuttawit Boonyawat	1	-	0.0000		N.A. ^{2/}		N.A. ^{2/}
27. Mr. Thakorn Piyapan	-	-	-		N.A. ^{2/}		N.A. ^{2/}
28. Mr. Koichi Ogawa	-	-	-		N.A. ^{2/}		N.A. ^{2/}
29. Mr. Hiroshi Takimoto	-	-	-		N.A. ^{2/}		N.A. ^{2/}
30. Mr. Masashi Onodera	-	-	-		N.A. ^{2/}		N.A. ^{2/}
31. Mr. Kenji Fukaya	-	-	-		N.A. ^{2/}		N.A. ^{2/}
32. Mr. Yuzo Nakada	-	-	-		N.A. ^{2/}		N.A. ^{2/}
33. Mr. Hironori Okada	-	-	-		N.A. ^{2/}		N.A. ^{2/}
34. Mr. Masashi Nimura	-	-	-		N.A. ^{2/}		N.A. ^{2/}
35. Mrs. Porawan Rungsang	-	-	-		N.A. ^{2/}		N.A. ^{2/}
36. Miss Suwanna Jakraworavudh	-	-	-		N.A. ^{2/}		N.A. ^{2/}
37. Mr. Udomkarn Udomsab	-	-	-		N.A. ^{2/}		N.A. ^{2/}

Name-Surname	December 31, 2015			December 31, 2014			Total Shares Increase / (Decrease) During the Year (shares)
	No. of Shares (shares)		Total Shareholding (%) ^{1/}	No. of Shares (shares)		Total Shareholding (%) ^{1/}	
	Directors/ Executives	Spouse and Child who has not yet reached adulthood		Directors/ Executives	Spouse and Child who has not yet reached adulthood		
38. Mrs. Kittiya Srisanit	-	-	-	N.A. ^{2/}			N.A. ^{2/}
39. Mr. Congsin Congcar	-	-	-	-	-	-	-
40. Miss Pisara Pattanasiri	-	-	-	-	-	-	-
41. Mr. Kriangsak Jongsukkgiparnich	-	-	-	-	-	-	-
42. Mrs. Varabhorn Achakornlak	-	-	-	-	-	-	-
43. Miss Jiraporn Popairoj	2,374	-	0.0000	2,374	-	0.0000	-
44. Miss Pornnapa Patarasatienkul	-	-	-	-	-	-	-
45. Mrs. Akanit Mattison	-	-	-	-	-	-	-
46. Mr. Khomson Adunwitthayakorn	-	-	-	-	-	-	-
47. Mr. Jamorn Phianphrom	2	-	0.0000	2	-	0.0000	-
48. Miss Somjai Pattanakitpairoj	-	-	-	-	-	-	-
49. Mrs. Orawan Julapol	-	-	-	-	-	-	-
50. Miss Sukanda Thawilwang	-	-	-	-	-	-	-
51. Mr. Tetsuya Yoshimura	-	-	-	N.A. ^{2/}			N.A. ^{2/}
52. Miss Wimol Sivarorosakul	-	-	-	N.A. ^{2/}			N.A. ^{2/}
53. Mr. Sangiem Garnjanawigai	-	-	-	N.A. ^{2/}			N.A. ^{2/}
54. Mr. Vatchara Pumnoi	-	-	-	-	-	-	-
55. Mr. Teerasak Nimnaparaj	-	-	-	-	-	-	-
56. Miss Siriporn Sribooncharoen	-	-	-	-	-	-	-
57. Mrs. Samanporn Chantanahom	-	-	-	-	-	-	-
58. Miss Pornnip Sae Lor	-	-	-	-	-	-	-
59. Mrs. Kamoltip Jittimapon	-	-	-	-	-	-	-
60. Miss Rattaporn Pornprasit	-	-	-	-	-	-	-
61. Miss Benjawan Surachutikarn	-	-	-	-	-	-	-
62. Mrs. Anantaya Padanupong	-	-	-	-	-	-	-
63. Mr. Takashi Kanai	-	-	-	-	-	-	-
64. Miss Thatsaphin Cholsuwat	-	-	-	-	-	-	-
65. Miss Sunan Pimsawang	-	-	-	-	-	-	-
66. Mr. Montien Jangsutimon	-	-	-	-	-	-	-
67. Miss Pornnip Undamrongkarn	-	-	-	-	-	-	-
68. Miss Darunee Laiphukham	-	-	-	-	-	-	-
69. Miss Thitiporn Kittipiyakul	-	-	-	N.A. ^{2/}			N.A. ^{2/}
70. Mr. Vichai Kolsonvoravattanakul	-	-	-	N.A. ^{2/}			N.A. ^{2/}
71. Mrs. Suchavalee SrisaraKorn	-	-	-	N.A. ^{2/}			N.A. ^{2/}
72. Mrs. Tatsawan Dumrisomkul	-	-	-	-	-	-	-
73. Miss Thanawan Santananont	-	-	-	-	-	-	-
74. Miss Soamkulaya Pinkayan	-	-	-	-	-	-	-
75. Miss Chanida Kwansanertthechin	-	-	-	-	-	-	-

Remark: ^{1/} Includes spouse and child who has not yet reached adulthood. As of December 31, 2014 and December 31, 2015, the Bank had a total of 6,074,143,747 ordinary shares sold and 7,355,761,773 ordinary shares sold respectively.

^{2/} In 2014, he/she was not the director and/or the executive that falls as defined by the Capital Market Supervisory Board which is prescribed by the bank.

Details of Directors, Executives, Persons with Managerial Authority and Corporate Secretary

(As defined by the Capital Market Supervisory Board which is prescribed by Krungsri)

(1) Information of Directors, Executives, Persons with Managerial Authority and Corporate Secretary

• Board of Directors

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
Non-Executive Directors				
1. Mr. Veraphan Teepsuwan Age 74 years - Chairman (Jan 3, 2007) % Shareholding ^{1/} 0.0035% (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> 2002 – 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 (Authorized Signatory) 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. Go Watanabe Age 57 years - Vice-Chairman (Authorized Signatory) (May 1, 2015) - Nomination and Remuneration Committee Member (May 1, 2015) % 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	May 1, 2015 – Present May 1, 2015 – Present Jan 2, 2014 – Apr 30, 2015 <u>Other Companies / Organizations</u> Jul 2013 – Present Jul 2013 – Present Jun 2013 – Present May 2012 – May 2013	Vice-Chairman (Authorized Signatory) Nomination and Remuneration Committee Member Director Resident Managing Officer for Asia & Oceania Director Managing Executive Officer, Chief Executive Officer for Asia & Oceania (Singapore) Managing Executive Officer, Group Head, Nagoya Corporate Banking Group	Bank of Ayudhya PCL Mitsubishi UFJ Financial Group, Inc. Vietnam Joint Stock Commercial Bank for Industry and Trade The Bank of Tokyo – Mitsubishi UFJ, Ltd., Singapore

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
2. Mr. Go Watanabe (Cont')		Jul 2011 – May 2012	Executive Officer, General Manager, Global Corporate Banking Division, Head Office, Global Head of Financial Institutions	The Bank of Tokyo – Mitsubishi UFJ, Ltd., Singapore
		Apr 2009 – Jul 2011	Executive Officer, Deputy President, General Manager of Shanghai Branch	The Bank of Tokyo – Mitsubishi UFJ, Ltd., China
3. Mr. Takeshi Ogasawara Age 62 years - Director (Jan 2, 2014) - Risk and Compliance Committee Member (Jan 1, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Bachelor of Law (LL.B.), Faculty of Law, Kyoto University, Japan	Jan 1, 2015 – Present	Risk and Compliance Committee Member	Bank of Ayudhya PCL
		Jan 2, 2014 – Present	Director	
		Jan 2, 2014 – Jan 4, 2015	Compliance Review Committee Member	
		<u>Other Companies / Organizations</u>		
		May 2012 – Present	Deputy President, Central Region of Japan	The Bank of Tokyo – Mitsubishi UFJ, Ltd., Tokyo, Japan
		May 2011 – May 2012	Senior Managing Director, Chief Compliance Officer in charge of Corporate Risk Management, Credit Policy & Planning, non-Japanese Credit	
		Jan 2010 – May 2011	Managing Director, Chief Compliance Officer in charge of Corporate Risk Management, Credit Policy & Planning	
		May 2009 – Jan 2010	Managing Director, Chief Compliance Officer in charge of Corporate Risk Management, Information Security Management, Credit Policy & Planning	

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
4. Mr. Atsushi Murakami Age 54 years - Director (May 1, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- LL.M, University of Pennsylvania Law School, USA - LL.B, Osaka University, Japan	May 1, 2015 – Present <u>Other Companies / Organizations</u>	Director	Bank of Ayudhya PCL
		May 2014 – Present	Board Member	Japan Electronic Payment Promotion Organization (JEPPPO)
		May 2014 – Present	Managing Executive Officer, Deputy Chief Executive, Retail Banking Business	The Bank of Tokyo-Mitsubishi UFJ, Ltd., Tokyo, Japan
		May 2014 – Present	Executive Manager and General Manager, Retail Banking Planning Division	
		May 2013 – May 2014	Executive Officer and General Manager, Retail Business Promotion Division	
		May 2012 – May 2013	Executive Officer and General Manager, Consumer Finance Division	
		Jun 2010 – May 2012	Executive Officer and General Manager, Consumer Finance Division	
		May – Jun 2010	General Manager, Consumer Finance Division	
		May 2014 – Present	Executive Officer in Charge of Retail Banking Business, Mitsubishi UFJ Financial Group, Inc.	Mitsubishi UFJ Financial Group, Inc.
		May 2013 – May 2014	Executive Officer and General Manager, Mitsubishi UFJ Financial Group, Inc. Retail Business Planning Division	
		May 2012 – May 2013	Executive Officer and General Manager, Mitsubishi UFJ Financial Group, Inc. Retail Business Promotion Planning Division	
		Jun 2010 – May 2012	Executive Officer and General Manager, Mitsubishi UFJ Financial Group, Inc. Consumer Finance Planning Division	
		May – Jun 2010	General Manager, Mitsubishi UFJ Financial Group, Inc. Consumer Finance Planning Division	
		Jun 2011– Present	Board Member (Non-Executive Director)	JCB Co., Ltd.

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
5. Miss Nopporn Tirawattanagool Age 61 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-	<ul style="list-style-type: none"> - 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 • Risk Management Program for Corporate Leaders (RCL), Year 2015 	Jan 1, 2015 – Present	Risk and Compliance Committee Member	Bank of Ayudhya PCL
		Jan 2, 2014 – Present	Director (Authorized Signatory)	Grand Canal Land PCL
		Apr 28, 2010 – Present	Nomination and Remuneration Committee Member	
		Apr 8, 2010 – Jan 1, 2014 <u>Other Listed Companies</u>	Director	
		May 6, 2015 – Present	Director (Authorized Signatory)	Srivichaivejvivat PCL
		Oct 17, 2014 – Present	Director	Sri Ayudhya Capital PCL
		May 14, 2013 – Present	Nomination and Remuneration Committee Member	
		Apr 22, 2013 – Present	Director	
		Apr 2012 – Present	Director	Siam City Cement PCL
		Jul 22, 2014 – Present	Director of Nomination and Compensation Committee	
		Jan 22, 2014 – Present	Director of Governance, Risk and Compliance Committee	
		<u>Other Companies / Organizations</u>		
		May 8, 2015 – Present	Director (Authorized Signatory)	CKS Holding Co., Ltd.
		May 8, 2015 – Present	Director (Authorized Signatory)	Super Assets Co., Ltd.
		May 8, 2015 – Present	Director (Authorized Signatory)	C.K.R Co., Ltd.
		May 8, 2015 – Present	Director (Authorized Signatory)	The Bangkok Lighters Co., Ltd.
		May 8, 2015 – Present	Director (Authorized Signatory)	The Thai Tapioca Flour Produce Co., Ltd.
		May 8, 2015 – Present	Director (Authorized Signatory)	Cyber Venture Co., Ltd.
		Apr 9, 2015 – Present	Director (Authorized Signatory)	Khao Kheow Country Club Co., Ltd.
		Apr 9, 2015 – Present	Director (Authorized Signatory)	Siam Puri Engineering Co., Ltd.
		Apr 9, 2015 – Present	Director (Authorized Signatory)	Siam Purimongkol Co., Ltd.
		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.

[illegible]

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
7. Miss Potjaneé Thanavaranit Age 69 years - Independent Director (Apr 8, 2010) - Chairman of the Audit Committee (Apr 25, 2012)	- 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.1 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) • Director Certification Program (DCP), Year 2002 • Role of the Chairman Program (RCP), Year 2006 • Role of the Compensation Committee (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 May 2014 – Present	Independent Director Audit Committee Member Chairman of the Remuneration Committee Chairman of the Good Corporate Governance Committee	Oishi Group PCL
% Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-		Feb 2009 – Present Feb 2009 – Present Apr 2014 – Present Jun 2012 – Apr 2014	Independent Director Audit Committee Member Audit Committee Member Nomination and Remuneration Committee Member	Thai Reinsurance PCL
		May 2007 – Present Jun 2009 – Present Apr 2007 – Present Apr 2007 – Present 2007 – Present 2007 – Present <u>Other Companies / Organizations</u> 2007 – Present	Independent Director Independent Director Independent Director Audit Committee Member Chairman of the Board (Independent Director) Audit Committee Member Chairman of the Compensation and Nomination Committee	Berli Jucker PCL Bangkok Insurance PCL Univentures PCL
		Oct 2006 – Present Oct 2, 2014 – Sep 6, 2015 Apr 2010 – Jul 2013	Member of the Council of State Member of National Reform Council Director	Office of the Council of State National Reform Council
		Nov 2008 – Mar 2013 Sep 2007 – Apr 2012	Chairman of the Audit and Evaluation Committee of Ministry of Commerce Member and Treasurer	BJC Logistics and Warehouse Co., Ltd. Ministry of Commerce Bhumirajanagarindra Kidney Foundation

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
8. Mr. Virat Phairatphiboon Age 67 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 Managing Multinational Finance, Graduate Institute of Business Administration of Chulalongkorn University, Year 1985 - 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	Nomination and Remuneration Committee Member	Bank of Ayudhya PCL
		May 21, 1999 – Present	Audit Committee Member	
		Dec 2, 1998 – Present	Independent Director	
		<u>Other Listed Companies</u>		
		May 2012 – Present	Chairman of the Audit Committee	Tipco Foods (Thailand) PCL
		2007 – Present 2007 – May 2012	Independent Director Audit Committee Member	

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
9. Mr. Phong-adul Kristnaraj Age 65 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-	<ul style="list-style-type: none"> - 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 • Director Certification Program Update (DCPU), Year 2015 • How to Develop a Risk Management Plan (HRP), Year 2015 • Role of the Nomination and Governance Committee (RNG), Year 2015 	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 (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
Executive Directors				
10. Mr. Noriaki Goto Age 53 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-	- Master of Business Administration, Graduate School of Business, The University of Chicago, USA - Bachelor of Arts (Law), School of Law, Waseda University, Japan - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Director Certification Program (DCP-English), Year 2015	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 28, 2015 – Present May 14, 2014 – May 27, 2015 Aug – 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 Chairman 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 (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
11. Mrs. Janice Rae Van Ekeren Age 56 years - Director (Authorized Signatory) (Jan 3, 2007 – Dec 31, 2015) - Senior Executive Vice President, Office of the President and CEO (Oct 1 – Dec 31, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: Terminated from Director and Executive positions, effective January 1, 2016	- 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	Oct 1 – Dec 31, 2015 Jan 3, 2007 – Dec 31, 2015 Jan 2, 2014 – Sep 30 2015 Jan 5 – Sep 30, 2015 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> Mar 20, 2014 – Nov 15, 2015 May 11 – Oct 2, 2015 Jan 2012 – Dec 2014 Jan 2012 – Dec 2014 Jan – Dec 2011 Nov 2009 – Mar 2013	Senior Executive Vice President, Office of the President and CEO Director (Authorized Signatory) Deputy Chairman of the Executive Committee Chief Operating Officer 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) Director (Authorized Signatory) Treasurer Board of Governors Secretary Director (Authorized Signatory)	Bank of Ayudhya PCL

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
12. Mr. Pornsanong Tuchinda Age 54 years - Director (Authorized Signatory) (Oct 1, 2015) - Head of Commercial Banking (Jan 5, 2015) - Acting Head of Human Resources Group (Dec 1, 2015) - Senior Executive Vice President (Jan 13, 2010) - Executive Committee Member (Feb 24, 2010) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 1, 2016	- Master of Business Administration (Finance and Management), Babson College, Massachusetts, 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	Dec 1, 2015 – Present	Acting Head of Human Resources Group	Bank of Ayudhya PCL
		Oct 1, 2015 – Present	Director (Authorized Signatory)	
		Jan 5, 2015 – Present	Head of Commercial Banking	
		Feb 24, 2010 – Present	Executive Committee Member	
		Jan 13, 2010 – Present	Senior Executive Vice President	
		Jul 1 – Dec 31, 2015*	Acting Head of Corporate and Investment Banking Group	
		Jan 5 – Jun 30, 2015	Acting Head of Corporate Banking Group	
		Jan 7 – Jun 30, 2015	Acting Head of Corporate Banking Division 1	
		Jan 7 – Jun 30, 2015	Acting Head of Corporate Banking Division 3	
		Jan 1, 2014 – Apr 1, 2015	Advisor to the Board of Directors	
		Oct 1, 2012 – Jan 4, 2015	Head of Corporate Banking	
		Jul 1, 2012 – Jan 4, 2015	Risk Management Committee Member	
		Nov 11, 2013 – Jul 24, 2014	Acting Head of Transaction Banking Business	
		Jan 2007 – Dec 31, 2013	Director	
		Jul – Sep 2012	Acting Head of Corporate Banking	
		Jan 2010 – Sep 2012	Head of Transformation	
		Apr – Jun 2010	Acting Head of Human Resources	
		Apr – Jun 2010	Secretary to the Nomination and Remuneration Committee	
		<u>Other Listed Companies</u>		
		Mar 2010 – Jun 2014	Audit Committee Member	
		May 2008 – Jun 2014	Remuneration Committee Member	Focus Development and Construction PCL
		Mar 2005 – Jun 2014	Independent Director	
		May 2008 – Feb 2010	Chairman of the Audit Committee	
		<u>Other Companies / Organizations</u>		
		Nov 2009 – Mar 15, 2015	Chairman (Authorized Signatory)	Krungsri Securities PCL
		2007 – Sep 2010	Chairman	
				Triple P Development 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 (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
1. Mr. Sudargo (Dan) Harsono Age 55 years - Head of Retail and Consumer Banking (Jul 1, 2015) - Acting Head of Personal Loan Division (Jul 1, 2015) - Acting Head of E-Business Division (Jan 7, 2015) - Senior Executive Vice President (Sep 1, 2015) - Executive Committee Member (Jul 1, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 1, 2016	<div>- Master of Business Administration in Finance and Marketing, Indiana University, Bloomington, IN, USA</div> <div>- Bachelor of Science Cum Laude, Biomedical and Electrical Engineering (Honors Program), University of Southern California, LA, USA</div> <div>- Certificate of training and seminar, Thai Institute of Directors Association (IOD)</div> <div>▪ Director Certification Program (DCP-English), Year 2008</div>	Sep 1, 2015 – Present	Senior Executive Vice President	Bank of Ayudhya PCL
		Jul 1, 2015 – Present	Head of Retail and Consumer Banking	
		Jul 1, 2015 – Present	Executive Committee Member	
		Jul 1, 2015 – Present	Acting Head of Personal Loan Division	
		Jan 7, 2015 – Present	Acting Head of E-Business Division	
		Jul 1 – Dec 31, 2015*	Acting Head of Krungsri Consumer Group	
		Jul 1 – Sep 30, 2015	Acting Head of Krungsri Auto Group	
		Aug 3, 2007 – Aug 31, 2015	First Executive Vice President	
		Jan 5 – Jun 30, 2015	Head of Marketing and Branding Group	
		Oct 1, 2013 – Jan 4, 2015	Head of Marketing and International Business Development	
		Apr 2010 – Sep 2013	Head of Marketing and Cross Sell	Krungsri Securities PCL
		Aug 2007 – Apr 2010	Chief Marketing Officer	
		Jan 2008 – Feb 2010	Executive Committee Member	
		<u>Other Companies / Organizations</u>		
		Sep 28, 2015 – Present	Chairman (Authorized Signatory)	
		Sep 8, 2015 – Present	Chairman (Authorized Signatory)	
		Sep 30, 2015 – Present	Chairman (Authorized Signatory)	
		May 29 – Sep 29, 2015	Director	
		Nov 2009 – May 28, 2015	Chairman (Authorized Signatory)	
		May 11, 2015 – Present	Director	
		Jan 2008 – Apr 2011	Director	
		Feb 24, 2015 – Present	Director	
		Nov 2009 – Feb 23, 2015	Director (Authorized Signatory)	
		Sep 29, 2014 – Present	Chairman (Authorized Signatory)	
		Aug 25, 2014 – Present	Director (Authorized Signatory)	
		Aug 25, 2014 – Present	Director (Authorized Signatory)	
		Jan 2008 – Apr 23, 2015	Director (Authorized Signatory)	

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
4. Miss Phawana Niemloy Age 56 years - General Counsel (May 18, 2007) - First Executive Vice President (Jan 3, 2007) - Executive Committee Member (Jun 27, 2007) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- 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 Jun 27, 2007 – Present Jan 3, 2007 – Present Jul 11, 2007 – Jan 4, 2015 <u>Other Companies /</u> <u>Organizations</u> Sep 2002 – Present	General Counsel Executive Committee Member First Executive Vice President Vice Chairman of the Compliance Review Committee Director Executive Director and Assistant Secretary	Bank of Ayudhya PCL Mae Fah Luang Foundation under Royal Patronage
5. Miss Duangdao Wongpanitkrit Age 47 years - Chief Financial Officer (Jan 1, 2013) - First Executive Vice President, Finance Group (Apr 1, 2013) - Executive Committee Member (Jan 1, 2013) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of February 29, 2016	- MBA. (Financial Accounting), Chulalongkorn University - Bachelor of Business Administration (Accounting), Thammasat University - Certified Public Accountant (CPA Thailand) - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Financial Institutions Governance Program (FGP), Year 2011 • Director Certification Program (DCP), Year 2013 • Corporate Governance for Capital Market Intermediaries (CGI), Year 2015	Apr 1, 2013 – Present Jan 1, 2013 – Present Jan 1, 2013 – Present Feb 1, 2013 – Jan 6, 2015 Jan 1, 2013 – Jan 4, 2015 Jan 1, 2013 – Jan 4, 2015 Jun 2007 – Dec 31, 2012 <u>Other Companies /</u> <u>Organizations</u> Nov 26, 2015 – Present May 29, 2015 – Present Apr 21, 2015 – Present Nov 2009 – Present Jan 2013 – Feb 29, 2016* Apr 2009 – Jul 2013 Apr 2009 – Jun 2012	First Executive Vice President, Finance Group Chief Financial Officer Executive Committee Member Acting Executive Vice President, Financial Planning and Analysis Division, Finance Group Risk Management Committee Member Compliance Review Committee Member Executive Vice President, Financial Planning and Analysis Division, Finance Group Director (Authorized Signatory) Director Director Director (Authorized Signatory) Director (Authorized Signatory) Director (Authorized Signatory) Director	Bank of Ayudhya PCL Ayudhya Development Leasing Co., Ltd. Ngern Tid Lor Co., Ltd. (Formerly CFG Services Co., Ltd.) Krungsri Ayudhya AMC Ltd. Ayudhya Capital Services Co., Ltd. Ayudhya Capital Auto Lease PCL Ayudhya Card Services Co., Ltd. Ayudhya Total Solutions PCL

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
8. Mr. Chandrashekar Subramanian Krishoolndmangalam Age 53 years - Chief Risk Officer (Jan 3, 2007) - First Executive Vice President (Jan 3, 2007) - Executive Committee Member (Jan 3, 2007) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master in Commerce, Bombay University, India - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Director Certification Program (DCP-English), Year 2008	Jan 3, 2007 – Present	Chief Risk Officer	Bank of Ayudhya PCL
		Jan 3, 2007 – Present	Executive Committee Member	
		Jan 3, 2007 – Present	First Executive Vice President	
		Jan 2, 2014 – Jan 4, 2015	Risk Management Committee Member	
		Jul 11, 2007– Jan 4, 2015	Compliance Review Committee Member	
		Jan 3, 2007 – Jan 1, 2014	Vice Chairman of the Risk Management Committee	
		<u>Other Companies / Organizations</u>		
		May 29, 2015 – Present	Director	Ngern Tid Lor Co., Ltd. (Formerly CFG Services Co., Ltd.)
		Mar 26, 2015 – Present	Director (Authorized Signatory)	Ayudhya Development Leasing Co., Ltd.
		Mar 20, 2014 – Jan 27, 2015	Chairman (Authorized Signatory)	
		May 7, 2014 – Present	Director (Authorized Signatory)	Krungsri Factoring Co., Ltd.
		Nov 2011 – Mar 19, 2014	Director (Authorized Signatory)	
		Apr 21, 2015 – Present	Chairman (Authorized Signatory)	Krungsri Ayudhya AMC Ltd.
		May 2008 – Apr 20, 2015	Director (Authorized Signatory)	
		Apr 2008 – Present	Director	Ayudhya Capital Auto Lease PCL
		Nov 2009 – Dec 2011	Director	Total Services Solutions PCL
9. Mr. Rohit Khanna Age 42 years - Head of Corporate Strategy and Planning Group (Jul 1, 2015) - Acting Head of Business Transformation Division (Jan 7, 2015) - First Executive Vice President (May 1, 2012) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- 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	Jul 1, 2015 – Present	Head of Corporate Strategy and Planning Group	Bank of Ayudhya PCL
		Jan 7, 2015 – Present	Acting Head of Business Transformation Division	
		May 1, 2012 – Present	First Executive Vice President	
		Mar 15 – Jun 30, 2015	Head of Corporate Planning Group	
		Jan 5 – Mar 14, 2015	Co-Head of Corporate Planning Group	
		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>		
		Oct 13, 2015 – Present	Chairman (Authorized Signatory)	Siam Realty and Services Co., Ltd.
		Aug 2012 – May 11, 2015	Director (Authorized Signatory)	Krungsriayudhya Card Co., Ltd.
		Oct 2010 – Apr 29, 2015	Chairman (Authorized Signatory)	Total Services Solutions PCL

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
12. Mr. Phonganant Thanattrai Age 51 years - Head of Distribution Group (Jul 1, 2015) - Acting Head of Provincial Branch Business Division (Jan 7, 2015) - Acting Head of Metropolitan Branch Business Division (Jul 1, 2015) - First Executive Vice President (Apr 1, 2012) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Business Administration, Thammasat University - Bachelor of Business Administration, Assumption University	Jul 1, 2015 – Present	Head of Distribution Group	Bank of Ayudhya PCL
		Jul 1, 2015 – Present	Acting Head of Metropolitan Branch Business Division	
		Jan 7, 2015 – Present	Acting Head of Provincial Branch Business Division	
		Apr 1, 2012 – Present	First Executive Vice President	
		Jan 5 – Jun 30, 2015	Head of Retail Banking and Distribution Group	
		Nov 1, 2011 – Jan 4, 2015	Compliance Review Committee Member	
		Nov 1, 2011 – Jan 4, 2015	Head of Distribution	
		Nov 2011 – Mar 2012	Executive Vice President	
		Jul 2010 – Nov 2011	Executive Vice President, Branch Metropolitan Business Division, Distribution Group	
		<u>Other Companies / Organizations</u>		
		Apr 20, 2015 – Present	Director	Krungsriayudhya Card Co., Ltd.
		Aug 4, 2014 – Present	Director (Authorized Signatory)	Krungsri Asset Management Co., Ltd.
		Dec 2010 – Aug 3, 2014	Director	
		Apr 3 – Sep 15, 2015	Director	Krungsri Securities PCL
		2006 – Jul 2010	Executive Vice President, Value Center GM – SME / Branch Banking / Secured Lending	Standard Chartered Bank (Thai) PCL
13. Mr. Pairote Cheunkrut Age 50 years - Head of Krungsri Auto Group (Oct 1, 2015) - First Executive Vice President (Oct 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Business Administration, Oklahoma City University, USA - Bachelor of Accounting, Bangkok University	Oct 1, 2015 – Present	Head of Krungsri Auto Group	Bank of Ayudhya PCL
		Oct 1, 2014 – Present	First Executive Vice President	
		Jan 5 – Sep 30, 2015	First Executive Vice President, Office of the President and CEO	
		Oct 1, 2014 – Jan 4, 2015	First Executive Vice President, Krungsri Auto Group	
		<u>Other Companies / Organizations</u>		
		Aug 19, 2015 – Present	Chairman (Authorized Signatory)	Ayudhya Capital Auto Lease PCL
		Nov 10, 2008 – Aug 18, 2015	Director (Authorized Signatory)	
		May 2007 – Sep 30, 2015	Managing Director	

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
14. Mr. Nuttawit Boonyawat Age 53 years - First Executive Vice President, Office of the President and CEO (Jan 5, 2015) - Advisor to the President and CEO (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Science, Abilene Christian University, USA - Bachelor of Arts (Economics), University of the Thai Chamber of Commerce	Jan 5, 2015 – Present	First Executive Vice President, Office of the President and CEO	Bank of Ayudhya PCL
		Jan 5, 2015 – Present	Advisor to the President and CEO	
		Nov 1, 2013 – Jan 4, 2015	First Executive Vice President, Risk Management Group	
		Nov 1, 2010 – Oct 31, 2013	First Executive Vice President, Risk Management Group and Acting Department Manager, Collateral Valuation Department	
		Mar 31 – Oct 31, 2010	First Executive Vice President, Risk Management Group and Corporate Credit Risk Division, SME Credit Risk Division and Collateral Valuation Department	Bank of Ayudhya PCL
		<u>Other Listed Companies</u>		
		Apr 24, 2015 – Present	Director	Eastern Star Real Estate PCL
		Apr 28, 2014 – Present	Director	Matching Maximize Solution PCL
		<u>Other Companies / Organizations</u>		
		Feb 23, 2015 – Present	Director (Authorized Signatory)	Home Sukhumvit Co., Ltd.
		Aug 2, 2013 – Present	Director (Authorized Signatory)	TV Digital HR Co., Ltd.
		Oct 6, 2010 – Present	Director (Authorized Signatory)	Grand Larn Luang Co., Ltd.
		Nov 13, 1997 – Present	Director	K.S. Fortune Co., Ltd.

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
15. Mr. Thakorn Piyapan Age 44 years <ul style="list-style-type: none"> - Head of Krungsri Consumer Group (Jan 1, 2016) - First Executive Vice President (May 1, 2012) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 1, 2016	<ul style="list-style-type: none"> - Master of Finance, University of Colorado at Denver, USA. - Bachelor of Economics Thammasat University 	Jan 1, 2016 – Present*	Head of Krungsri Consumer Group	Bank of Ayudhya PCL
		May 1, 2012 – Present	First Executive Vice President	
		May 1, 2012 – Dec 31, 2015*	First Executive Vice President, Office of the President and CEO	
		Jul 1, 2010 – Apr 30, 2012	Executive Vice President, Head of Primary Banking Division and Acting Manager, Consumer Secured Loan Department Consumer Banking Group	
		<u>Other Companies / Organizations</u>		
		Jan 1, 2016 – Present*	Chairman (Authorized Signatory)	General Card Services Ltd.
		Feb 24 – Dec 31, 2015*	Director (Authorized Signatory)	
		Jan 1, 2016 – Present*	Chairman (Authorized Signatory)	Krungsriayudhya Card Co., Ltd.
		Oct 2, 2012 – Dec 31, 2015*	Director	
		Jan 1, 2016 – Present*	Chairman (Authorized Signatory)	Ayudhya Capital Services Co., Ltd.
		Nov 5, 2009 – Dec 31, 2015*	Director (Authorized Signatory)	
		May 1, 2012 – Dec 31, 2015*	Managing Director	
		Oct 6, 2015 – Present	Chairman (Authorized Signatory)	Total Services Solutions PCL
		May 12, 2015 – Present	Director (Authorized Signatory)	Tesco Card Services Ltd.
16. Mr. Koichi Ogawa Age 48 years <ul style="list-style-type: none"> - Deputy Head of Commercial Banking (Jan 5, 2015) - Acting Head of Corporate Banking Division 3 (Jul 1, 2015) - Executive Vice President (Jan 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 4, 2016	<ul style="list-style-type: none"> - Master of Sciences in Management, University of London, United Kingdom - Bachelor of Laws (International Laws) Waseda University, Japan 	Jul 1, 2015 – Present	Acting Head of Corporate Banking Division 3	Bank of Ayudhya PCL
		Jan 5, 2015 – Present	Deputy Head of Commercial Banking	
		Jan 1, 2014 – Present	Executive Vice President	
		Jan 1, 2014 – Jan 4, 2015	Deputy Head of Corporate Banking	
		<u>Other Companies / Organizations</u>		
		Jan 4, 2016 – Present*	Director	General Card Services Ltd.
		May 7, 2015 – Present	Director	Ayudhya Capital Auto Lease PCL
		Apr 3, 2015 – Present	Director (Authorized Signatory)	Krungsri Securities PCL
		May 2, 2014 – Apr 2, 2015	Director	
		Apr 2012 – Dec 2013	Deputy General Manager, Planning Department	The Bank of Tokyo - Mitsubishi UFJ, Ltd., Japan
		Sep 2008 – Apr 2012	Chief Manager, Planning Department	

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
17. Mr. Hiroshi Takimoto Age 50 years - Deputy Head of Retail and Consumer Banking (Jan 5, 2015) - Executive Vice President (Jan 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Business Administration (Finance), New York University Leonard N.Stern School of Business, USA - Bachelor of Arts (Economics), Keio University, Japan	Jan 5, 2015 – Present	Deputy Head of Retail and Consumer Banking	Bank of Ayudhya PCL
		Jan 1, 2014 – Present	Executive Vice President	
		Jan 1, 2014 – Jan 4, 2015	Deputy Head of Retail Banking	
		<u>Other Companies / Organizations</u>		
		May 14, 2014 – Present	Director (Authorized Signatory)	Total Services Solutions PCL
		May 12, 2014 – Present	Director (Authorized Signatory)	Krungsriayudhya Card Co., Ltd.
		Apr 11, 2014 – Present	Director (Authorized Signatory)	General Card Services Ltd.
		Mar 6, 2014 – Present	Director	Krungsri Asset Management Co., Ltd.
		Feb 17, 2014 – Present	Director (Authorized Signatory)	Ngern Tid Lor Co., Ltd. (Formerly CFG Services Co., Ltd.)
		Feb 13, 2014 – Present	Director	Ayudhya Capital Auto Lease PCL
		Feb 11, 2014 – Present	Director (Authorized Signatory)	Ayudhya Capital Services Co., Ltd.
		May 2012 – Dec 2013	Deputy General Manager, Retail Business Promotion Division	The Bank of Tokyo – Mitsubishi UFJ, Ltd., Japan
		Feb 2008 – May 2012	Deputy General Manager, Corporate Planning Division	Mitsubishi UFJ NICOS Co., Ltd.
18. Mr. Masashi Onodera Age 46 years - Deputy Head of JPC/MNC Banking (Apr 3, 2015) - Executive Vice President (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Business Administration, Northwestern University, Kellogg School of Management, USA - Bachelor of Laws University of Tokyo, Japan	Apr 3, 2015 – Present	Deputy Head of JPC/MNC Banking	Bank of Ayudhya PCL
		Jan 5, 2015 – Present	Executive Vice President	
		Jul 1 – Sep 30, 2015	Acting Head of Transaction Banking Division	
		Jan 5 – Apr 2, 2015	Head of Planning Division, Corporate Planning Group	
		<u>Other Companies / Organizations</u>		
		Jul 2014 – Jan 4, 2015	Deputy General Manager, General Administration	The Bank of Tokyo – Mitsubishi UFJ, Ltd., Bangkok Branch
		Jul 2011 – Jun 2014	Deputy General Manager, Asian Investment Banking Division	The Bank of Tokyo – Mitsubishi UFJ, Ltd., Singapore
		Jul 2009 – Jun 2011	Senior Manager, Structured Finance Division	
		Apr 2006 – Jun 2009	Manager of Asian Investment Banking Division	

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
19. Mr. Kenji Fukaya Age 47 years <ul style="list-style-type: none"> Chief Credit Officer (Jul 1, 2015) Executive Vice President (Oct 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Adjustment is made to the Thai name while English name remains unchanged	<ul style="list-style-type: none"> Bachelor of Economics (Economics) , Shiga University, Japan 	Jul 1, 2015 – Present Oct 1, 2014 – Present Jan 5 – Jun 30, 2015 Jan 5 – Jun 30, 2015 Oct 1, 2014 – Jan 4, 2015 <u>Other Companies / Organizations</u> Dec 2012 – Oct 2014 Jul 2011 – Dec 2012 Apr 2008 – Jul 2011	Chief Credit Officer* Executive Vice President Deputy Chief Credit Officer Acting Chief Credit Officer Deputy Chief Risk Officer Deputy General Manager, International Credit Division (Singapore) Assistant General Manager, International Credit Division (Singapore) Assistant General Manager, International Credit Division (Tokyo)	Bank of Ayudhya PCL The Bank of Tokyo – Mitsubishi UFJ, Ltd., Japan The Bank of Tokyo – Mitsubishi UFJ, Ltd., Japan The Bank of Tokyo – Mitsubishi UFJ, Ltd., Japan
20. Mr. Yuzo Nakada Age 47 years <ul style="list-style-type: none"> Deputy Chief Financial Officer (Mar 16, 2015) Head of Corporate Planning Division, Corporate Strategy and Planning Group (Jul 1, 2015) Executive Vice President (Apr 3, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	<ul style="list-style-type: none"> Master of Business Administration, Columbia University in the City of New York Bachelor of Arts in Foreign Studies, Sophia University Tokyo, Japan 	Jul 1, 2015 – Present Mar 16, 2015 – Present Apr 3, 2015 – Present Apr 3 – Jun 30, 2015 Mar 9 – Apr 2, 2015 <u>Other Companies / Organizations</u> Sep 2013 – Mar 2015 May 2012 – Sep 2013 Feb 2011 – May 2012 Nov 2009 – Feb 2011	Head of Corporate Planning Division, Corporate Strategy and Planning Group Deputy Chief Financial Officer Executive Vice President Head of Planning Division, Corporate Planning Group Executive Vice President - Planning Division, Corporate Planning Group Chief Manager, Head of Planning, Krungsri Project Management Office, Global Planning Division Managing Director, Head of CIBA Planning, Investment Banking Division for Americas (New York) Managing Director, Head of Alliance Strategy Office/ Planning Division for the Americas (New York) Senior Manager, North America Strategy Office/ Global Planning Division (Tokyo)	Bank of Ayudhya PCL The Bank of Tokyo – Mitsubishi UFJ, Ltd., Japan The Bank of Tokyo – Mitsubishi UFJ, Ltd., New York The Bank of Tokyo – Mitsubishi UFJ, Ltd., Japan

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
24. Miss Suwanna Jakraworavudh Age 54 years - Executive Vice President, Office of the President and CEO (Aug 19, 2013) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- MBA., Assumption University - Bachelor of Veterinary Medicine, Chulalongkorn University	Aug 19, 2013 – Present	Executive Vice President, Office of the President and CEO	Bank of Ayudhya PCL
		May 1, 2012 – Aug 18, 2013	Executive Vice President, Process Improvement Project Delivery Division, Business Transformation Group	
		Mar 1, 2011 – Apr 30, 2012	Executive Vice President, Distribution Planning and Development Division, Distribution Group	
		<u>Other Companies / Organizations</u> Aug 19, 2013 – Present	Executive Vice President, Head of Operations	Ayudhya Capital Services Co., Ltd.
25. Mr. Udomkarn Udomsab Age 40 years - Executive Vice President, Office of the President and CEO (Nov 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- MBA. (Finance), Case Western Reserve University, USA - Master of Science (Economics), University of Illinois, USA - Master of Arts (International Economics and Finance), Chulalongkorn University (International Program) - Bachelor of Science (Accounting), Thammasat University (International Program) - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Director Certification Program (DCP), Year 2015 • Corporate Governance for Capital Market Intermediaries (CGI), Year 2015	Nov 1, 2014 – Present	Executive Vice President, Office of the President and CEO	Bank of Ayudhya PCL
		<u>Other Listed Companies</u> Dec 1, 2015 – Present	Advisor to the Board of Directors	Pylon PCL
		Jul 2009 – Mar 2011	FVP, Head of Wealth Banking Department	TMB Bank PCL
		<u>Other Companies / Organizations</u> Nov 2014 – Present	Director (Authorized Signatory)	Krungsri Securities PCL
		Nov 1, 2014 – Present Aug 2013 – Oct 2014	Managing Director Chief Business Development	CIMB Principal Asset Management Co., Ltd.
		Apr 2011 – Jul 2013	Senior Vice President, Head of Institutional Business and Investment Strategy Department	ING Asset Management Co., Ltd.

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
28. Miss Pisara Pattanasiri Age 50 years - Executive Vice President (Jul 1, 2015) - Head of Financial Planning and Analysis Division, Finance Group (Jan 7, 2015) - Acting Head of Financial Planning and Analysis – Consolidation and Reporting Department, Finance Group (Jan 1, 2016) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 1, 2016	- MBA., Seattle University, USA - Bachelor of Accounting, Faculty of Commerce and Accountancy, Chulalongkorn University	Jan 1, 2016 – Present*	Acting Head of Financial Planning and Analysis – Consolidation and Reporting Department, Finance Group	Bank of Ayudhya PCL
		Jul 1, 2015 – Present	Executive Vice President	
		Jan 7, 2015 – Present	Head of Financial Planning and Analysis Division, Finance Group	
		Jan 7 – Dec 31, 2015*	Acting Head of Financial Planning and Analysis Consolidation Department, Finance Group	
		Jan 7 – Jun 30, 2015	Senior Vice President	
		Mar 1, 2013 – Jan 6, 2015	Senior Vice President and Manager, Financial Planning and Analysis Consolidation Department, Finance Group	
		Jun 2012 – Feb 28, 2013	Vice President, Financial Planning and Analysis Consolidation Department, Finance Group	
		Sep 2009 – Jun 2012	Vice President, Treasury Financial Planning and Analysis Department, Finance Group	
		<u>Other Companies / Organizations</u>		
		May 11, 2015 – Present	Director	Siam Realty and Services Co., Ltd.
29. Mr. Kriangsak Jongsukkiparnich Age 47 years - Senior Vice President (Jan 7, 2015) - Head of Accounting Division, Finance Group (Jan 7, 2015) - Acting Head of Operational Controllership Department, Finance Group (Jan 7, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- MBA. (Finance), Western Michigan University, USA - Bachelor of Faculty of Commerce and Accountancy (Cost Accounting), Chulalongkorn University	Jan 7, 2015 – Present	Senior Vice President	Bank of Ayudhya PCL
		Jan 7, 2015 – Present	Head of Accounting Division, Finance Group	
		Jan 7, 2015 – Present	Acting Head of Operational Controllership Department, Finance Group	
		Jul 1, 2013 – Jan 6, 2015	Senior Vice President and Manager, Operational Controllership Department, Finance Group	
		Mar 2011 – Jun 30, 2013	Senior Vice President, Operational Controllership Division, Finance Group	
		Jul 2007 – Feb 2011	Vice President, Operational Controllership Division, Finance Group	

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
32. Miss Pornnapa Patarasatiengkul Age 43 years - Senior Vice President, Head of Financial Planning and Analysis – Commercial Department, Finance Group (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Adjustment is made to the English name while Thai name remains unchanged.	- Master of Science (Finance), Thammasat University - Bachelor of Banking and Finance, Assumption University	Jan 5, 2015 – Present	Senior Vice President, Head of Financial Planning and Analysis – Commercial Department, Finance Group*	Bank of Ayudhya PCL
		Jun 18, 2012 – Jan 4, 2015	Senior Vice President and Manager, Corporate Financial Planning and Analysis Department, Finance Group	
		Mar – Jun 17, 2012	Senior Vice President and Manager, Financial Planning and Analysis Consolidation Department, Finance Group	
		Oct 2010 – Feb 2012	Vice President, Financial Planning and Analysis Consolidation Department, Finance Group	
		Apr 2009 – Sep 2010	Vice President, Finance Group	
		<u>Other Companies / Organizations</u>		
		Jul 2011 – Apr 28, 2015	Director	Siam Realty and Services Co., Ltd.
33. Mrs. Akanit Mattison Age 42 years - Senior Vice President, Head of Financial Planning and Analysis – Retail and Consumer Department, Finance Group (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Adjustment is made to the English name while Thai name remains unchanged.	- MBA., Assumption University - Bachelor of Banking and Finance, Assumption University	Jan 5, 2015 – Present	Senior Vice President, Head of Financial Planning and Analysis – Retail and Consumer Department, Finance Group*	Bank of Ayudhya PCL
		Jun 16, 2012 – Jan 4, 2015	Senior Vice President and Manager, Consumer and Distribution Financial Planning and Analysis Department, Finance Group	
		<u>Other Companies / Organizations</u>		
		Apr 2006 – Jun 2012	Senior Analyst, Financial Planning and Analysis Department, Finance Group	GE Capital, UK

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
37. Mrs. Orawan Julapol Age 48 years - Senior Vice President, Head of Financial Reporting Department, Finance Group (Jul 1, 2015) - Acting Head of Basel Reporting Section, Finance Group (Jan 1, 2016) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 1, 2016	- Master of Science in Accounting, Thammasat University - Bachelor of Accounting, Thammasat University - Bachelor of Law, Thammasat University - Certified Public Accountant (CPA Thailand)	Jan 1, 2016 – Present*	Acting Head of Basel Reporting Section, Finance Group	Bank of Ayudhya PCL
		Jul 1, 2015 – Present	Senior Vice President, Head of Financial Reporting Department, Finance Group	
		Jul 1, 2013 – Jun 30, 2015	Vice President and Head of Financial Reporting Department, Finance Group	
		Jun 2012 – Jun 30, 2013	Vice President, Data Management and Reporting Department, Finance Group	
		<u>Other Companies / Organizations</u> Jul 2009 – Jun 2012	Accounting Director	Double A (1991) PCL
38. Miss Sukanda Thawilwang Age 40 years - Senior Vice President, Head of Financial Planning and Analysis – Global Markets Department, Finance Group (Jul 1, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Adjustment is made to the English name while Thai name remains unchanged.	- Master of Arts in Business and Managerial Economics, (International Program), Chulalongkorn University - Bachelor of Economics (International Program), Thammasat University	Jul 1, 2015 – Present	Senior Vice President, Head of Financial Planning and Analysis – Global Markets Department, Finance Group*	Bank of Ayudhya PCL
		Jan 5 – Jun 30, 2015	Vice President and Head of Global Markets Financial Planning and Analysis Department, Finance Group	
		Sep 1, 2012 – Jan 4, 2015	Vice President, Treasury Financial Planning and Analysis Department, Finance Group	
		<u>Other Companies / Organizations</u> Jul 1997 – Aug 2012	Senior Manager (SVP), Business Finance Global Markets, Finance and Accounting Division	Standard Chartered Bank (Thai) PCL

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
39. Mr. Tetsuya Yoshimura Age 48 years - Senior Vice President, Head of Financial Liaison and Planning Department, Finance Group (Jan 1, 2016) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 1, 2016	- Bachelor of Laws, The University of Tokyo, Japan - Senior Vice President, Head of Financial Liaison and Planning Department, Finance Group (Jan 1, 2016)	Jan 1, 2016 – Present* Jun 26 – Dec 31, 2015* Jan 5 – Jun 25, 2015 <u>Other Companies / Organizations</u> Jul 29, 2014 – Jan 4, 2015 Nov 9, 2012 – Jul 28, 2014 Jul – Nov 2012 Sep 2007 – Jul 2012	Senior Vice President, Head of Financial Liaison and Planning Department, Finance Group Senior Vice President, Finance Group Consultant for Accounting Assistant General Manager, Strategic Planning Department (Merger-Accounting) Chief Manager, Financial Accounting Office Senior Manager, Financial Accounting Office Chief Manager, Accounting and Compliance	Bank of Ayudhya PCL The Bank of Tokyo – Mitsubishi UFJ, Ltd., Bangkok branch The Bank of Tokyo – Mitsubishi UFJ, Ltd., Japan The Bank of Tokyo – Mitsubishi UFJ, Ltd., Hong Kong branch
40. Miss Wimol Sivarorosakul Age 54 years - Senior Vice President, Financial Liaison and Planning Department, Finance Group (Jan 1, 2016) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 1, 2016	- Bachelor of Accounting, Faculty of Commerce and Accountancy, Chulalongkorn University - Thai Bankers Association Training School	Jan 1, 2016 – Present* Jan 5 – Dec 31, 2015* <u>Other Companies / Organizations</u> 2007 – Jan 4, 2015	Senior Vice President, Financial Liaison and Planning Department, Finance Group Senior Vice President and Head of Accounting Department (Bangkok Sathon Office), Finance Group Assistant General Manager, Accounting Department	Bank of Ayudhya PCL The Bank of Tokyo – Mitsubishi UFJ, Ltd., Bangkok Branch
41. Mr. Sangiem Garnjanawigai Age 53 years - Senior Vice President, Finance Group (Aug 13, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- MBA. (Finance), Bangkok University - Bachelor of Accounting Thammasat University - Certified Public Accountant (CPA Thailand) - Certificate of training and seminar, Thai Institute of Directors Association (IOD) • Director Certification Program (DCP), Year 2002	Aug 13, 2015 – Present <u>Other Companies / Organizations</u> Aug 13, 2015 – Present 2006 – Aug 2015	Senior Vice President, Finance Group Chief Financial Officer and MD Office, Office Management Chief Operating Officer	Bank of Ayudhya PCL Krungsri Asset Management Co., Ltd. Manulife Asset Management

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
42. Mr. Vatchara Pumnoi Age 48 years - Senior Vice President, Head of Krungsri Auto Finance and Accounting - Controllership Department, Krungsri Auto Group (Oct 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- MBA. (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, Head of Krungsri Auto Finance and Accounting - Controllership Department, Krungsri Auto Group Senior Vice President, Finance and Accounting Division Vice President, Finance and Accounting Division	Bank of Ayudhya PCL Ayudhya Capital Auto Lease PCL
43. Mr. Teerasak Nimnaparaj Age 40 years - Senior Vice President, Head of Krungsri Auto Finance and Accounting – Financial Planning and Product Analysis Department, Krungsri Auto Group (Nov 1, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Business Administration (Finance and Accounting), University of Illinois, Chicago, USA - Bachelor of Business Administration (Finance and Banking), Chulalongkorn University	Nov 1, 2015 – Present Jul 1, 2015 – Oct 31, 2015 Oct 1, 2014 – Jun 30, 2015 <u>Other Companies / Organizations</u> Jan 2011 – Sep 30, 2014 Jan 2009 – Dec 2010	Senior Vice President, Head of Krungsri Auto Finance and Accounting – Financial Planning and Product Analysis Department, Krungsri Auto Group Senior Vice President, Head of Krungsri Auto Finance and Accounting – Financial Planning and Product Analysis Section Vice President and Head of Krungsri Auto Finance and Accounting – Financial 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
44. Miss Siriporn Sribooncharoen Age 42 years - Vice President, Head of SME Financial Planning and Analysis Section, Finance Group (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- 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, Head of 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

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
45.Mrs. Samanporn Chantanahom Age 54 years - Vice President, Head of Financial Database Management Section, Financial Planning and Analysis – Consolidation and Reporting Department, Finance Group (Jan 1, 2016) % Shareholding 1/ -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 1, 2016	- MPA. (Public Administration), Southern University, USA - MS. (Economics), the National Institute of Development Administration - BA. (Economics), Thammasat University	Jan 1, 2016 – Present *	Vice President, Head of Financial Database Management Section, Financial Planning and Analysis – Consolidation and Reporting Department, Finance Group	Bank of Ayudhya PCL
		Mar 1, 2012 – Dec 31, 2015*	Vice President, Financial Planning and Analysis Consolidation Department, Finance Group	
		Mar 2007 – Feb 28, 2012	First Assistant Vice President, Financial Planning and Analysis Consolidation Department, Finance Group	
46. Miss Pomtip Sae Lor Age 36 years - Vice President, Head of Profitability Management Section, Financial Planning and Analysis – Consolidation and Reporting Department, Finance Group (Jan 1, 2016) % Shareholding 1/ -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 1, 2016	- Master of Applied Finance, University of Melbourne, Australia - Bachelor of Business Administration International Program, Faculty of Commerce and Accountancy, Thammasat University	Jan 1, 2016 – Present*	Vice President, Head of Profitability Management Section, Financial Planning and Analysis – Consolidation and Reporting Department, Finance Group	Bank of Ayudhya PCL
		Sep 1 – Dec 31, 2015*	Vice President, Financial Planning and Analysis Consolidation Department, Finance Group	
		Jan 5 – Aug 31, 2015	Vice President, Retail and Consumer Financial Planning and Analysis Department, Finance Group	
		Apr 18, 2013 – Jan 4, 2015	Vice President, Consumer and Distribution Financial Planning and Analysis Department, Finance Group	
		Jun 2012 – Apr 17, 2013	Vice President and Section Manager, Consumer Financial Planning and Analysis Section, Finance Group	
		Mar – Jun 2012	Vice President, Consumer and Distribution Financial Planning and Analysis Department, Finance Group	Tesco Card Services Ltd.
		Other Companies / Organizations		
		May 2013 – Aug 31, 2015	Finance Leader	

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
47. Mrs. Kamoltip Jittimaporn Age 54 years - Vice President, Head of Group Center of Excellence Finance Initiative Section, Operational Controllership Department, Finance Group (Dec 1, 2013) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- MBA. (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, Head of Group Center of Excellence Finance Initiative Section, Operational Controllership Department, Finance Group Vice President and Section Manager, Finance System Management Section, Operational Controllership 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
48. Miss Rattaporn Pornprasit Age 39 years - Vice President, Head of Retail Banking Financial Planning and Analysis Section, Finance Group (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- 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, Head of 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.
49. Miss Benjawan Surachutikarn Age 45 years - Vice President, Head of Foreign Business Accounting Department, Finance Group (Jan 1, 2016) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 1, 2016	- MBA. Cleveland State University, USA - Bachelor of Business Administration, Faculty of Commerce and Accountancy, Thammasat University - Certified Public Accountant (CPA Thailand)	Jan 1, 2016 – Present* Aug 1, 2013 – Dec 31, 2015* <u>Other Companies / Organizations</u> Oct 2006 – Jun 2013	Vice President, Head of Foreign Business Accounting Department, Finance Group Vice President and Head of 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

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
50. Mrs. Anantaya Padanupong Age 38 years - Vice President, Head of Distribution and Channel Financial Planning and Analysis Department, Finance Groups (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- 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, Head of 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
51. Mr. Takashi Kanai Age 48 years - Vice President, Head of Foreign Financial Reporting Department, Finance Group (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- 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, Head of 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
52. Miss Thatsaphin Cholsuwat Age 39 years - Vice President, Head of 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, Head of 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.

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
53. Miss Sunan Pimsawang Age 44 years - Vice President, Head of BOT Reporting Section, Financial Reporting Department, Finance Group (Mar 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- MBA. 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, Head of 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
54. Mr. Montien Jangsutimon Age 34 years - Vice President, Head of 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, Head of 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
55. Miss Pornpip Undamrongkarn Age 40 years - Vice President, Foreign Financial Reporting Department, Finance Group (Jan 5, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- MBA. Assumption University - Bachelor of Accounting Thammasat University	Jan 5, 2015 – Present Aug 16, 2014 – Jan 4, 2015 <u>Other Companies / Organizations</u> Feb – 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 (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
56. Miss Darunee Laiphukham Age 40 years - Vice President, Head of Enabling and Infrastructure Support Section, Financial Planning and Analysis – Consolidation and Reporting Department, Finance Group (Jan 1, 2016) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None- Remark: * Last update information as of January 1, 2016	- Bachelor of Accounting, Business Administration, Rajamangala University of Technology Rattanakosin Borpitpimuk Chakkawad Campus	Jan 1, 2016 – Present* Sep 1, 2014 – Dec 31, 2015* <u>Other Companies / Organizations</u> Apr 2011 – Aug 2014 Nov 2008 – Apr 2011	Vice President, Head of Enabling and Infrastructure Support Section, Financial Planning and Analysis – Consolidation and Reporting Department, Finance Group 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.
57. Miss Thitiporn Kittipiyakul Age 41 years - Vice President, Head of Accounting Closing Section, Accounting and Control Department, Accounting Division, Finance Group (Dec 1, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- MBA. (Accounting), Kasetsart University - Bachelor of Business Administration (Accounting), Ramkhamhaeng University - Certified Public Accountant (CPA Thailand)	Dec 1, 2015 – Present Jan 5 – Nov 30, 2015 <u>Other Companies / Organizations</u> Apr 1, 2014 – Jan 4, 2015 2009 – Mar 30, 2014	Vice President, Head of Accounting Closing Section, Accounting and Control Department, Accounting Division, Finance Group Vice President, Accounting Department (Bangkok Sathon Office), Finance Group Accounting Senior Manager Accounting Manager	Bank of Ayudhya PCL The Bank of Tokyo – Mitsubishi UFJ, Ltd., Bangkok Branch
58. Mr. Vichai Kolsonvoravattanukul Age 35 years - Vice President, Head of Finance Center Point of Contact (CPC) – Bank Initiative Support Section, Operational Controllership Department, Finance Group (Mar 1, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Accountancy, Chulalongkorn University - Bachelor of Business Administration (Accounting), Assumption University	Mar 1, 2015 – Present Mar 2013 – Feb 28, 2015	Vice President, Head of Finance Center Point of Contact (CPC) – Bank Initiative Support Section, Operational Controllership Department, Finance Group First Assistant Vice President and Head of Finance Center Point of Contact (CPC) – Bank Initiative Support Section, Operational Controllership Department, Finance Group	Bank of Ayudhya PCL

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
59. Mrs. Suchavalee Srisarakorn Age 47 years - Vice President, Finance Group (Dec 1, 2015) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- Master of Accounting, Faculty of Commerce and Accountancy, Thammasat University - Bachelor of Accounting, Faculty of Commerce and Accountancy, Thammasat University - Certified Public Accountant (CPA Thailand)	Dec 1, 2015 – Present <u>Other Companies / Organizations</u> Dec 1, 2015 – Present Oct 2005 – Nov 30, 2015	Vice President, Finance Group Vice President, Head of Finance & Accounting, Finance & Accounting Department Senior Vice President, Accounting and Finance Department, Support Division	Bank of Ayudhya PCL Ayudhya Development Leasing Co., Ltd. KTB Leasing Co., Ltd.
60. Mrs. Tatsawan Dumrisomkul Age 43 years - Vice President, Head of Krungsri Auto Finance and Accounting – Accounting Section, Controllership Department Krungsri Auto Group (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 – Sep 30, 2014 Jan 1, 2007 – Feb 28, 2014	Vice President, Head of Krungsri Auto Finance and Accounting – Accounting Section, Controllership Department, Krungsri Auto Group Vice President, Finance and Accounting Division (Accounting) Assistant Vice President, Finance and Accounting Division (Accounting)	Bank of Ayudhya PCL Ayudhya Capital Auto Lease PCL
61. Miss Thanawan Santananont Age 51 years - Vice President, Head of Krungsri Auto Finance and Accounting – Sourcing Section, Controllership Department, Krungsri Auto Group (Oct 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- MBA. (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, Head of Krungsri Auto Finance and Accounting – Sourcing Section, Controllership Department, Krungsri Auto Group Vice President, Finance and Accounting – Sourcing Assistant Vice President, Finance and Accounting Division – Sourcing	Bank of Ayudhya PCL Ayudhya Capital Auto Lease PCL

Name – Surname Age and Position (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
62. Miss Soamkulaya Pinkayan Age 37 years - Vice President, Head of Krungsri Auto Finance and Accounting – OPEX/ Branch Channel Section, Krungsri Auto Group (Oct 1, 2014) % Shareholding ^{1/} -None- Family Relationship with Directors and Executives -None-	- MBA. (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, Head of Krungsri Auto Finance and Accounting – OPEX/ Branch Channel Section, Krungsri Auto Group 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
63. Miss Chanida Kwansanerthechin Age 45 years - Vice President, Head of Krungsri Auto Finance and Accounting – Tax Controller Section, Krungsri Auto Group (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, Head of Krungsri Auto Finance and Accounting – Tax Controller Section, Krungsri Auto Group 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 (Appointment Date)	Education and training	Work Experience in the last 5 years		
		Period	Position	Name of Organization
Mrs. Thidarat Sethavaravichit Age 46 years - Senior Vice President and Corporate Secretary (Jul 1, 2010) - 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 Krungsri;
5. Arrange for an orientation and provide information to newly appointed directors;
6. Coordinate with secretaries of Committees being appointed by the Board of Directors.

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 Risk and Compliance 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 2015

Remuneration paid by the Bank in 2015 to directors and executives is as per the following details:

Cash remuneration

- (1) Total directors' remuneration (retainer fee, pension and attendance fee) of the 14 directors amounts to THB 45,332,000.00. 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 Risk and Compliance Committee	Total Remuneration
	Retainer fee	Attendance fee	Pension				
Non-Executive Directors							
1. Mr. Veraphan Teepsuwan ^{1/} - Chairman of the Board of Directors	2,080,000.00	928,000.00	1,296,000.00	-	-	-	4,304,000.00
2. Mr. Kanetsugu Mike ^{2/} - Vice Chairman - Member of the Nomination and Remuneration Committee	864,000.00	416,000.00	436,000.00	-	232,000.00	-	1,948,000.00
3. Mr. Go Watanabe ^{3/} - Vice Chairman - Member of the Nomination and Remuneration Committee	2,420,000.00	1,164,000.00	1,220,000.00	-	464,000.00	-	5,268,000.00
4. Mr. Takeshi Ogasawara - Member of the Risk and Compliance Committee	2,076,000.00	996,000.00	1,044,000.00	-	-	696,000.00	4,812,000.00
5. Mr. Atsushi Murakami ^{4/}	1,384,000.00	664,000.00	696,000.00	-	-	-	2,744,000.00
6. Ms. Nopporn Tirawattanagool - Member of the Nomination and Remuneration Committee - Member of the Risk and Compliance Committee	2,076,000.00	996,000.00	1,044,000.00	-	696,000.00	696,000.00	5,508,000.00
Independent Directors							
7. Mr. Karun Kittisataporn - Chairman of the Nomination and Remuneration Committee	2,076,000.00	996,000.00	1,044,000.00	-	732,000.00	-	4,848,000.00
8. Mr. Virat Phairatphiboon - Member of the Audit Committee - Member of the Nomination and Remuneration Committee	2,076,000.00	996,000.00	1,044,000.00	696,000.00	696,000.00	-	5,508,000.00
9. Ms. Potjanee Thanavarani - Chairman of the Audit Committee	2,076,000.00	996,000.00	1,044,000.00	732,000.00	-	-	4,848,000.00
10. Mr. Phong-adul Kristnaraj - Chairman of the Risk and Compliance Committee - Member of the Audit Committee	2,076,000.00	996,000.00	1,044,000.00	696,000.00	-	732,000.00	5,544,000.00

List of Directors	Remuneration of the Board of Directors			Remuneration of the Audit Committee	Remuneration of the Nomination and Remuneration Committee	Remuneration of the Risk and Compliance Committee	Total Remuneration
	Retainer fee	Attendance fee	Pension				
Executive Directors *							
11. Mr. Noriaki Goto	-	-	-	-	-	-	-
12. Ms. Janice Van Ekeren	-	-	-	-	-	-	-
13. Mr. Philip Tan Chen Chong ^{5/}	-	-	-	-	-	-	-
14. Mr. Pornsanong Tuchinda ^{6/}	-	-	-	-	-	-	-

Remark* Executive directors are not entitled to remuneration paid to directors.

^{1/} Waived the right to receive directors' remuneration of 4 months, i.e. January / February / March and October 2015, and had the amount credited to the accounts opened for loss relief and the Bank's annual Kathin merit-making ceremony

^{2/} Resigned on 1 May 2015

^{3/} Appointed as Vice Chairman on 1 May 2015

^{4/} Appointed as Director on 1 May 2015

^{5/} Resigned on 31 July 2015

^{6/} Appointed as Director on 1 October 2015

(2) The Executive Committee is not paid any remuneration.

(3) The total executives' remuneration paid in 2015 in the form of salary and bonus to the executives as defined by the Capital Market Supervisory Board which is prescribed by the Bank, i.e. President and Chief Executive Officer, Segment Head and Deputy Segment Head, Group Head and Deputy Group Head, and Executive Vice President and above under the Office of the President and CEO and Finance and Accounting Group / Division totaling 35 persons, amounts to THB 389,430,444.50.

Remark:

- 2 new executives joined the Bank during the year.
- 4 executives resigned from the Bank during the year.

Other remuneration

Contribution to the provident fund for executives (3) amounts to THB 14,355,739.61. The Bank does not provide any non-cash remuneration such as shares / warrants to executives.

CORPORATE SOCIAL RESPONSIBILITY



กรุงศรี
เราพร้อมแบ่งปัน
Krungthai Simple to Share

70 ปีกรุงศรี
70 โรงเรียนรอบรู้เรื่องเงิน



Throughout our 70 years of business, Krungsri has played a positive role in continuously driving Thailand's economic activities forward as a leading financial institution according to the principles of good supervision in business operations. The Bank operates in adherence to its responsibility towards society and all stakeholder groups. Krungsri also runs its business based on the corporate social responsibility guidelines determined by the Stock Exchange of Thailand as well as consideration of the economic, social, and environmental aspects.

Krungsri operates its business with social responsibilities consistently and performs its CSR activities both CSR-in-process and CSR-after-process as follows:

1. Good Supervision in Business Operations

The Bank fully complies with the principles of good supervision in business operations concerning the roles and rights of shareholders, the equitable treatment of shareholders, information disclosure and transparency, as well as the responsibility of the Bank's Board of Directors. Moreover, the determined practice guidelines cover internal control systems, internal audit, and effective risk management measures, including continuous monitoring and reporting. There are also measures for filing complaints about employees' or other stakeholders' unethical acts or misconduct that indicate wrongdoings.

In addition, the Bank has issued 'The Spirit & The Letter' and a good supervision in business operations manual as operating guidelines for all executives and employees.

2. Fair Business Practices

Krungsri promotes fair competition and proper treatment of stakeholders and the supply chain, ranging from shareholders, business partners, counterparties, customers and competitors. In ensuring the fair treatment of stakeholders, Krungsri advocates fair competition, promotion of responsibility towards society as a business partner, and respect for intellectual property rights in order to create shared values in the future.

In 2015, Krungsri won 'Asia's ICON on Corporate Governance' in recognition of our continuous corporate governance excellence for four consecutive years (2012-2015) at the 11th Corporate Governance Asia Recognition Awards 2015 hosted by Corporate Governance magazine.

3. Anti-Corruption

Krungsri's anti-corruption policies include fraud risk management plans, anti-corruption practices, continuous supervision and monitoring of compliance with anti-corruption policies, whistleblowing, as well as employees' training in anti-corruption practices in line with the Bank's The Spirit & The Letter.



Furthermore, Krungsri became one of the first Thai commercial banks to become a certified member of the Collective Action Coalition Against Corruption (CAC). All Krungsri's subsidiaries were also certified, demonstrating the Bank's commitment to conducting business with trustworthiness, transparency, good governance, and social responsibility.

Krungsri also encourages its staff to be well informed and to observe the Bank's anti-corruption policies and practices. All Krungsri staffs are required to attend training courses every two years, namely, Anti-Money Laundering / Combating the Financing of Terrorism (AML/CFT), The Spirit & The Letter (S&L), Gift & Entertainment (G&E) and Good Corporate Governance. These training courses provide essential knowledge for practical implementation of anti-corruption.

4. Respecting Human Rights

Respect for the human rights and dignity of all stakeholders is enshrined in Krungsri's values. Fair and equitable treatment regardless of ethnicity, faith, gender, or age is the foundation for the development of human resources and relations within the business.

Not only does the Bank observe the law and the universal principles of human rights, it treats all stakeholder groups including employees, shareholders, customers, and business partners in a fair and equal manner. Businesses that violate human rights

are prohibited. Equal service for every customer is encouraged. For example, there are specially designed buildings equipped with facilities for the disabled or physically challenged.

Moreover, the Bank realizes the importance of children's rights in alignment with business principles as per the Children's Rights and Business Principles (CRBP) set out by UNICEF. In addition to female employees' maternity leave, there is a child care facility on the 12th floor of the Head Office.

The Bank also provides a procedure for stakeholders should they wish to file a complaint on violation of human rights. Complaints can be made via the Bank's Call Center 1572.

5. Fair Labor Practices

Krungsri respects and observes fair labor practices, which consist of honoring employment rights according to the principles of human rights and fundamental rights at work, offering social protection and proper working conditions, including health protection and work safety.

The Bank has practical guidelines determining fair hiring, proper employee welfare, safe working conditions, compliance with laws and regulations relating to environment, hygiene, and safety, as well as a work environment with diversity and inclusion. In addition, employees' liberty to establish the Labor Union of





Bank of Ayudhya reflects our respect for employee rights and freedom.

Gallup, a world-class research and consultancy firm, has awarded Krungsri the Gallup Great Workplace Award for three consecutive years (2013-2015). This reflects our commitment to fair and equal care for employees of all levels, proper hiring compensation and welfare, as well as cooperation between the Bank and employees through Voice of Krungsri (VOK), which is an employee engagement survey that allows every employee to suggest how to improve the working environment in order to achieve optimum working conditions. The results of the survey will be processed by the Bank's Human Resources Group together with the Labor Union Committee of Bank of Ayudhya and the Welfare Committee in order to improve working environment and employee welfare. This annual survey serves as a channel for the organization's key stakeholders to voice their opinions.

Employees can make inquiries regarding welfare and benefits, file complaints, or inform HR of rights and working conditions issues through the internal channel, HR Service 5577.

6. Responsibility towards Consumers

'Customer Centricity' is one of the Krungsri Core Values and it is vital in business operations to ensure the Bank offers suitable financial products and excellent services. The core value of Customer Centricity has helped the Bank's business continuously meet customer demands as well as comply with regulations, including the rules set by the Bank of Thailand, the Securities and Exchange Commission, the Stock Exchange of Thailand, the Office of the Insurance Commission, and the Office of the Consumer Protection Board.

In addition to providing customers with suitable financial products, Krungsri operates its business in a fair manner and values complete and accurate disclosure of product information to consumers, including product characteristics, risks, details, and key conditions as per standards in order to empower consumers to make sound decisions. 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, and testifying that the Bank's Call Center & Customer Complaint Resolution Process (CCRP) meets global standards.



7. Social and Community Development

Krungsri demonstrates its social responsibility under the 'Simple to Share' concept that is embedded in the Bank's diverse activities and projects, all of which focus on social responsibility in line with the capabilities of a strong financial institution. We realize that financial literacy is a vital foundation of daily life, establishing financial discipline, which in turn helps people become self-sufficient and part of a sustainable society in the future.

'70th Krungsri Anniversary 70 Schools Financial Literacy Project'

As 2015 marks Krungsri's 70th anniversary, the Bank organized the '70th Krungsri Anniversary 70 Schools Financial Literacy Project' for the purpose of educating elementary students about simple finance and the value of money. In 2015 more than 2,100 Krungsri employees volunteered to share financial expertise covering 3,839 participating children from 30 provinces nationwide.

Krungsri employees participated in the project at public schools of their choices. Apart from financial knowledge-sharing, there were recreational and social activities, arranged complementing the academic goal to make the lessons fun.

'Krungsri Simple Finance with Ngern Tid Lor'

As a leading financial institution faced with strong competition for retail customers, Krungsri places importance on financial inclusion together with financial and debt management knowledge, aiming to propel both society and the organization forward together.

For this reason, Krungsri brought about 6 financial literacy, training courses initiated by the Bank of Thailand to teach 12 retail customers of the Bank's subsidiaries to teach them how to properly manage money and reduce household debt. This project was organized by Krungsri employees who volunteered as expert coaches. There were 18 sessions held throughout the year with 223 participants, the majority of whom believed that the project was truly meaningful to them. The Bank has plans to expand the future scope of the project, seeing that it is a CSR-in-process that truly promotes responsibility within the value chain.

Other Social Contribution Activities

As a good corporate citizen, Krungsri meets the expectations of stakeholders by giving back to society, fostering engagement between employees and



Krungsri intends to enhance efficiency of access to financial service and development of financial literacy as well as continuously promote employee engagement in social development programs.

communities, supporting education, promoting people's health, and promoting Buddhism through social contribution activities, volunteering, cooperation networks, as well as support for various causes throughout the year 2015, totaling THB 11,041,600.

• Scholarships

Education is the crucial foundation for the development of the country so Krungsri has continuously promoted and supported education. In 2015, we presented the following scholarships to schools, foster homes, and foundations:

- 70 Years, 70 Scholarships

In celebration of the Bank's 70th anniversary on 1 April 2015, in addition to the annual Buddhist alms giving ceremony and the employees' long service awards, the CSR Department on behalf of the Bank held a special event granting educational opportunities to youths. The Bank's Board of Directors and senior executives presented 70 scholarships valued at THB 5,000 each and totaling THB 350,000 to underprivileged youths with good academic records and good behaviour from seven foster homes and foundations: Srisangwan School for Disabled Children, Foundation for the Welfare of the Crippled under the Royal Patronage of H.R.H. the Princess Mother, Pakkret Home for Children with Disabilities (Baan Nontapum), the Bangkok School for the Blind, Foundation for the Blind in Thailand under the Royal Patronage of H.M. the Queen, Maharaj Home for Boys, Setsatian School for the Deaf under the Royal Patronage of H.R.H. Crown Prince Maha Vajiralongkorn, Rajvithi Home for Girls, and the Foundation for Slum Child Care under the Royal Patronage of H.R.H. Princess Galyani Vadhana Krom Luang Naradhiwas Rajanagarindra.

- National Children's Day Scholarships

The Bank in cooperation with the Yannawa District Office and government as well as private



agencies organized the National Children's Day event on 10 January 2015 at Wat Dokmai School. The Bank provided scholarships worth THB 60,000 in total to six schools under the supervision of the Yannawa District Office.

- National Youth Day Scholarships

Krungsri presented scholarships worth THB 99,000 to 15 youths with continuously good academic performance and conduct under the care of Mahamek Home for Boys on the occasion of the National Youth Day. This educational support activity has been held by Krungsri for 30 consecutive years with the objective of supporting the academic studies of underprivileged children up to university level.

• Contributions and Partnership with External Organizations

One of the key accomplishments of undertaking social responsibility is the expansion of the base of those who will benefit from the organization's operations. Cooperation between the government and private sectors can substantially broaden success, so in arranging social contribution



activities, Krungsri has joined hands with several agencies in order to broaden the social groups that will gain as follows:

- **Mae Fah Luang Foundation under Royal Patronage**

In 2015, the Krungsri Management team led approximately 184 Krungsri Group and Krungsri Auto volunteers in carrying out the annual Upstream Check Dam Building Activity at Doi Tung Development Project in Chiang Rai Province under His Majesty the King's royal initiative. In our 7th year of activities, the volunteers built 20 weirs in the Ban Pa Kluai area. From 2009 to 2015, Krungsri has donated THB 6.28 million to the Mae Fah Luang Foundation and constructed more than 110 weirs in the Doi Tung Development Project area, which lead to the sustainable management of water resources for consumption and agricultural purposes as well as maintaining moisture in the forest and preventing forest fires, benefiting 11,000 locals in 29 villages.

- **Thanyarak Foundation under the Patronage of Her Royal Highness the Princess Mother**

The fact that breast cancer is one of the leading cancer types among Thai women has prompted Krungsri in cooperation with the Thanyarak Foundation under the patronage of H.R.H. the Princess Mother to provide free mobile mammogram

services for low-income women residing in the vicinity of the Head Office since 2010. To date, 1,539 women have benefited from the project. Krungsri volunteers have also demonstrated breast self-examination to those who came to receive the mammogram services.

In 2015, Krungsri continued its health-promoting efforts by donating THB 2 million to support the purchase of a mobile mammography unit. An additional donation of THB 500,000 was given to the Foundation to cover the mammogram service costs. Some 247 women living in the community surrounding the Bank benefited from this project in 2015.

- **Fine Arts Department**

Since Phranakorn Si Ayutthaya Province is the birthplace of the Bank, we developed an initiative to conserve the unique Thai culture and the historical sites that are part of the proud history of Ayutthaya. Krungsri has given funds worth almost THB 30 million to support the Fine Arts Department efforts to preserve and restore numerous historical





sites since 2005 up to present. Krungsri volunteers, meanwhile, cleaned and improved the landscape of the historical and monumental sites.

- **Support for Other Social Contribution Activities**

In addition to giving financial support to the projects that have been carried out through Krungsri's networking, in 2015 we provided support in other forms as follows:

- Financial support to the Anti-Corruption Organization of Thailand, Thai Bankers' Association (THB 509,000)
- Financial donation to support the 'Saving For Change Project' of the Thai Banker's Association in collaboration with CSR club of The Thai Banker's Association (THB 274,860)
- Financial donation to support publication of 'Financial Literacy' campaign by the Securities and Exchange Commission Thailand (THB 123,000)
- Financial donation to support 'the Hornbill Foundation' of Mahidol University (THB 100,000)

• **Volunteer Projects**

The success of social responsibility efforts depends upon collaboration among all parties concerned. We are proud to have created 'Krungsri Volunteer' as the program to manage and keep track of the efforts of Krungsri's employees who participated in CSR activities throughout the year. In this regard, CSR volunteer hours are counted as an employee's Key Performance Indicator (KPI) and considered to be 'core KPI' for higher

executives in encouraging subordinates to contribute at least 8 volunteer hours per year.

- **Blood Donation**

Krungsri in collaboration with the Thai Red Cross Society organized regular employee blood donation event every quarter since 2007 at the Head Office, Rama III Road.

In 2015, we expanded the geographic coverage to Krungsri provincial branches for the first time at Soi Khao Ta Lo Branch in Chon Buri, Phuket Branch in Phuket, and Mae Rim Branch in Chiang Mai, host blood donation activities, which received positive feedback from both Krungsri's employees and local residents. At the end of the year, there were 2,108 blood donors with 843,200 cc. of blood donated to the Thai Red Cross society.

- **Expanding Horizons**

In 2015, 135 Krungsri volunteers participated in music, art and financial literacy activities for disadvantaged children from various organizations/ foundations/schools as follows;

1. Baan Nontapum, 23 May 2015
2. Samakkhi Ruam Jai Child Care Center, 23 May 2015.
3. Chong Lom Child Care Center, 27 June 2015
4. Setsatian School for the Deaf under the Royal Patronage of H.R.H. Crown Prince Maha Vajiralongkorn, 18 July 2015



- **Reforestation and Check Dams Building**

In 2015, 150 Krungsri volunteers participated in the reforestation and check dam building activities as follows;

1. Building a total of 84 check dams at Huay Sai Royal Development Study Center, Cha-am District, Phetchaburi Province in collaboration with Siam City Cement on 6 June 2015.
2. Planting a total of 2,000 mangrove trees in Ang Sila District, Chon Buri Province on 8 August 2015 and in Bang Prakong District, Chachoengsao Province on 12 September 2015.

- **Ayutthaya Conservation**

Almost 300 Krungsri Volunteers participated in six historic site preservation activities in Ayutthaya Province

1. Wat Phukhao Thong, 11 July 2015
2. Wat Choeng Tha, 22 August 2015
3. Wat Tra Krai, 26 September 2015
4. Wat Khok Praya, 31 October 2015
5. Wat Klong Mai Sra Bua, 21 November 2015
6. Wat Phra Sri San Petch, 19 December 2015

• **Fundraising**

Krungsri facilitated public benefit organizations' fundraising by providing available office space without any charge at the Head Office, Rama 3. THB 1,597,146.25 was the amount of fund raised in 2015 through the following events:

- Selling of products for the Support Arts and Crafts International Center of Thailand (Public Organization) 'following in Her Majesty the

Queen's footsteps...In supporting Thai arts and crafts' (THB 617,499)

- Donation made to Operation Smile Thailand (THB 161,512)
- First aid kit sale, in support of the Thai Red Cross Society (THB 150,000)
- Donation boxes for gathering unused belongings to be sold for financial support to youths of Yuvabadhana Foundation (THB 124,070)
- 'Save the environment' bag sale in support of the Thai Red Cross Society (THB 64,700)
- 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 (THB 19,284)

• **Supporting Natural Disaster Victims**

With a concept of 'Simple to Share', Krungsri has extended support to those affected by natural disasters at home and abroad. We are aware that immediate and sufficient support is critical for the victims. In 2015, we have offered various kinds of direct support in the form of financial donations and necessary supplies to the victims through many charitable organizations and also through direct support.

- **Fundraising for earthquake victims in Nepal**, Krungsri and the United Nations Children's Fund (UNICEF) worked together to raise funds for families affected by earthquakes in Nepal. Krungsri exempted service fees for donors making cross-region

Krungsri is determined to create value to society through our responsibility and engagement with communities.

transfers. With donations totaling over THB 4 million, Krungsri donated another THB 1 million to support this immediate relief effort.

In addition, Krungsri and subsidiaries made a donation of THB 85,000 through 'Krungsri Songkran Festival 2015' to the Thai Red Cross Society in support of earthquake victims in Nepal.

- **Fundraising to support flood victims in Myanmar** was made through the United Nations Children's Fund (UNICEF) totaling THB 31,431.99.
- **Donation to flood victims in three southern border provinces**, mobilized fund through 'Than Nam Jai' account with a total donation amount of THB 96,000
- **Blanket donation to aid people impacted from cold weather**, with a total of 2,000 blankets worth THB 233,640, covering in northern and northeastern provinces such as Chiang Rai, Chiang Mai, Uttaradit,

Phetchabun, Tak, Nakhon Phanom, Udon Thani, Ubon Ratchathani, Khon Kaen, Chaigaphum, and Srisaket.

In addition, Krungsri volunteers joined efforts to create a total of 148 hand crafted blankets and 782 knitted hats in the 'Craft Nights' activity to donate blankets and hats to children from the Border Patrol Police School under Royal Patronage of Princess Srinagarindra and five Child Development Centers, Bo Kluea District, Nan Province.

8.Environment Conservation

As a service provider, the use of resources and office facilities are vital. We realize that it is our responsibility to reduce resource consumption and mitigate any environmental impact. We therefore joined the Shred2Share campaign by InfoZafe which is the first service provider in the country that offers one-stop service for information management systems aligned with international standards. Results can be summarized as follows:

Environment practices and impact	2013	2014	2015
Amount of paper recycled (Tons)	417.57	406.89	345.79
Amount of CO ₂ emission reduction (kg.)	108,571.26	105,784.55	89,905.11
Amount of coal reduction (kg.)	45,934.00	44,755.05	35,478.61
Amount of water saved (m ³)	20,879.09	20,343.21	17,289.45

Remark: Data of Krungsri Bank, Krungsri Auto, and Krungsri Consumer

In 2015, Krungsri raised environmental awareness among the employees by launching a campaign to reduce styrofoam consumption in the Head Office Canteen. The result turned out to be successful as the styrofoam consumption has been reduced by 100% (Zero Styrofoam Consumption). Moreover, Krungsri's employees are encouraged to reduce the resource consumption by being offered discounts if they bring their own food containers.

- **Krungsri Ploenchit Tower Project**
On August 1, 2015, Krungsri officially started the construction of 'Krungsri

Ploenchit Tower', an office building and surrounding area that meets the Leadership in Energy & Environmental Design (LEED) standard. It was designed with more green spaces and recreational areas for employees in front of the building and on the rooftop. Building materials were carefully selected with environmentally friendly criteria with lower electricity and water consumption and low volatile organic compound (VOC) to protect users from chemicals. Krungsri also proposed this building project to the US Green Building Council (USGBC) at the LEED Gold level.



9. Innovation and Disclosure of Innovative CSR Practices

Krungsri always keeps an eye on changes and adheres to our core value 'Embracing Changes'. We therefore come up with new technologies and innovations to develop business, which helps satisfy our customer's needs.

Krungsri is able to meet customers' diverse demands and enhance lifestyles by utilizing technology to facilitate and enable customers to execute financial transactions anywhere and anytime. Krungsri Digital Banking has been employed to enhance customers' experience, minimize transportation costs and carbon footprint, and reduce the use of paper and pollutions through three main electronic channels, namely SMS Banking, Internet Banking, and Mobile Banking.

Additionally, Krungsri develops process innovations which aim to streamline and enhance the

effectiveness of our operations to better satisfy customers' various needs. Krungsri also introduced the One Scan system to reduce operating complexity and enhance effectiveness of our credit approval system. This will enable branches to increase operational effectiveness and help reduce turnaround time while lessening environmental impact.

10. Sustainability Reporting

In 2015, Krungsri produced a sustainability report which was separated from the CSR report to communicate with the parties concerned regarding principles and procedures for promoting sustainable development which placed emphasis on three major foundations: economic sustainability, social responsibility, and environmental responsibility. This is our commitment to social responsibility and reaffirms our transparency and adherence to the principles of good corporate governance. The report is available at <https://www.krungsri.com/bank/en/Other/CSR/sustainability-development-reports.html> or QR Code



FINANCIAL REPORTING AND FINANCIAL STATEMENTS



MANAGEMENT DISCUSSION AND ANALYSIS

Executive Summary:

Krungsri Group delivered a strong performance in 2015 against the backdrop of a slowing economy caused by a subdued domestic demand and a weaker-than-expected global recovery. A net profit of THB 18,852 million was recorded, representing a 31.6% increase over 2014.

The increase in net profit was attributed to substantially higher net interest income, supported by loan growth, higher net fees and service income growth, and effective expenses management, mirroring Krungsri's strengthened operating platform and capability together with the synergies achieved from the successful integration of Krungsri and Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU) Bangkok Branch at the beginning of 2015.

Total loans reached THB 1,303,454 million, an increase of THB 290,693 million, or 28.7%, from the year earlier. In 2015, the corporate segment was the key contributor of loan growth with a notable increase of 84.6%, largely

driven by a transfer of corporate loan from BTMU Bangkok Branch. The retail segments' growth of 12.0% was broad-based and attributed to growth in hire purchase, mortgages, credit cards and personal loans. Meanwhile, the SME segment recorded a contraction of 8.2%.

Deposits reached a new milestone of THB 1,046,290 million, an increase of THB 208,734 million, or 24.9%, from December 2014, mainly resulting from deposit transfer from BTMU Bangkok Branch of THB 146,865 million, the sustain growth of our special savings products – "Mee Tae Dai" and "Jad Hai".

Net fees and service income increased 16.7%, mainly driven by loan-related fees, wealth, fund management & securities-related fees and card business fees.

Non-performing loans represented 2.24% of total loans, decreasing from 2.79% in 2014, a satisfactory level despite adverse pressures from the weak economic condition, reflecting prudent business undertaking together with continued resolution of legacy NPLs. The Bank sold THB 2,874 million of NPLs in 2015.

Our total provision was THB 45,313 million, with an excess provision over the Bank of Thailand's reserve requirements of THB 13,340 million, representing 41.7%



over the Bank of Thailand's reserving requirements. The loan loss coverage ratio was 140.6%.

Earnings per share (EPS) increased to THB 2.54 in 2015 from THB 2.33 in 2014.

Going forward, 2016 presents new business opportunities, especially with the commencement of ASEAN Economic Community (AEC) and the economic recovery. We expect the economy to regain momentum on the back of a pick-up in both public and private investment, which should be more favorable for business expansion. With our projected GDP growth of 3.2% in 2016, we expect loan growth to be more broad-based and exceed GDP growth. Yet, given the ongoing challenges in the operating environment from both external and internal developments, Krungsri continues to be prudent in the conduct of our business with the loan growth projected at 5-6% in 2016.

Summary of Financial Performance and Status:

Key 2015 deliverables:

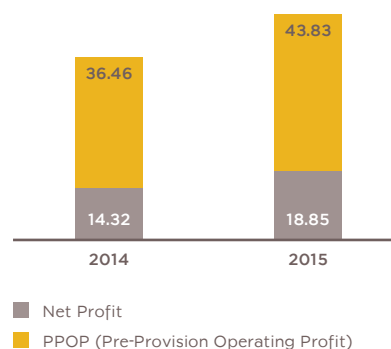
- **Loan Growth:**
Increased 28.7%, or THB 290,693 million, compared to December 2014, largely driven by loan transfer from BTMU Bangkok Branch.
- **Deposit Growth:**
Increased 24.9%, or THB 208,734 million, compared to December 2014.
- **Net Profit:**
Increased to THB 18,852 million, representing a 31.6% increase over 2014, driven by higher net interest income supported by robust loan

growth, net fees and service income growth and disciplined expenses management.

- **Net Interest Margin (NIM):**
Recorded at 4.15% compared to 4.32% in 2014, largely attributed to higher component of corporate lending.
- **Net Fees and Service Income:**
Increased 16.7% from 2014, supported by loan-related fees, wealth & fund management & securities-related fees and card business fees.
- **Cost to Income Ratio:**
Improved to 47.1% from 48.5% in 2014, reflecting strong growth in total income and increased efficiency from Krungsri and BTMU Bangkok Branch's integration synergy together with our disciplined expenses management.
- **Non-Performing Loans (NPLs):**
Represented 2.24% of total loan, decreasing from 2.79% in 2014.
- **Coverage Ratio:**
Stood at 140.6%.
- **Capital Adequacy Ratio:**
Recorded at 13.6 % compared to 14.7% recorded in December 2014.

PPOP & Net Profit

Unit: THB billion



In 2015, operating profit was THB 43,826 million, representing an increase of THB 7,366 million, or 20.2% from 2014, driven by higher net interest income as a result of higher interest income from loan alongside a notable reduction in interest expense, together with higher net fees and service income and non interest income.

In 2015, net profit increased to THB 18,852 million, representing a 31.6% increase over 2014, attributed to higher net interest income resulting from lending

growth, net fees and service income, largely driven by the business transfer from BTMU Bangkok Branch, and effective expense management.

Statements of Profit or Loss and other Comprehensive Income

Consolidated	2015	2014	Change YoY	
			THB mn	%
Interest Income	81,946	74,609	7,337	9.8
Interest Expense	25,596	26,665	(1,069)	(4.0)
Interest Income, Net	56,350	47,944	8,406	17.5
Fees and Service Income	22,670	19,191	3,479	18.1
Fees and Service Expense	5,440	4,421	1,019	23.0
Fees and Service Income, Net	17,230	14,770	2,460	16.7
Non-interest and Non-fees Income	9,193	8,046	1,147	14.3
Other Operating Expenses	38,947	34,300	4,647	13.5
Pre-Provision Operating Profit (PPOP)	43,826	36,460	7,366	20.2
Impairment Loss of Loan and Debt Securities	20,186	18,106	2,080	11.5
Income Tax Expense	4,788	4,031	757	18.8
Net Profit	18,852	14,323	4,529	31.6
Other Comprehensive income, net	(222)	626	(848)	(135.5)
Total Comprehensive income	18,630	14,949	3,681	24.6
Net Profit Attributable To				
Owners of the Bank	18,634	14,169	4,465	31.5
Non-Controlling Interest	218	154	64	41.6
Net Profit	18,852	14,323	4,529	31.6
Total Comprehensive Income Attributable To				
Owners of the Bank	18,410	14,796	3,614	24.4
Non-Controlling Interest	220	153	67	43.8
Total Comprehensive income	18,630	14,949	3,681	24.6
Earning Per Share (THB)	2.54	2.33	0.21	9.0

Financial Performance

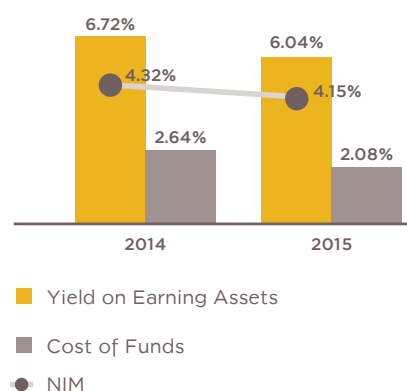
Net Interest Income

Consolidated	2015	2014	Change YoY	
			THB mn	%
INTEREST INCOME				
Interest on loans	55,279	49,688	5,591	11.3
Interest on interbank and money market items	2,806	2,598	208	8.0
Hire purchase and financial lease income	21,312	20,193	1,119	5.5
Investments and trading transactions	87	174	(87)	(50.0)
Investments in debt securities	2,462	1,956	506	25.9
Total Interest Income	81,946	74,609	7,337	9.8
INTEREST EXPENSE				
Interest on deposits	15,454	15,583	(129)	(0.8)
Interest on interbank and money market items	1,665	1,484	181	12.2
Interest on borrowings	3,494	5,504	(2,010)	(36.5)
Contributions to Financial Institution Development				
Fund and Deposit Protection Agency	4,941	4,076	865	21.2
Borrowing fee expenses	28	4	24	600.0
Other interest expenses	14	14	0	0.0
Total Interest Expenses	25,596	26,665	(1,069)	(4.0)
Interest Income, net	56,350	47,944	8,406	17.5
Net Interest Margin	4.15%	4.32%		
Yield on Earning Assets	6.04%	6.72%		
Cost of Funds	2.08%	2.64%		

For 2015, net interest income reached THB 56,350 million, an increase of THB 8,406 million or 17.5% compared to 2014 as interest income significantly grew resulting primarily from loan growth. Interest expense declined from an improvement in funding costs, reflecting a lower policy rate along with effective interest expense management.

NIM recorded at 4.15% in 2015 in line with the Bank's guidance of 4.0%. Krungsri's overall yield moderated to 6.04% in 2015 from 6.72% in 2014, reflecting the higher component of corporate loan. Nevertheless, our cost of funds also significantly improved to 2.08% from 2.64% in 2014 in line with a lower policy rate and a higher mix of lower-cost funds.

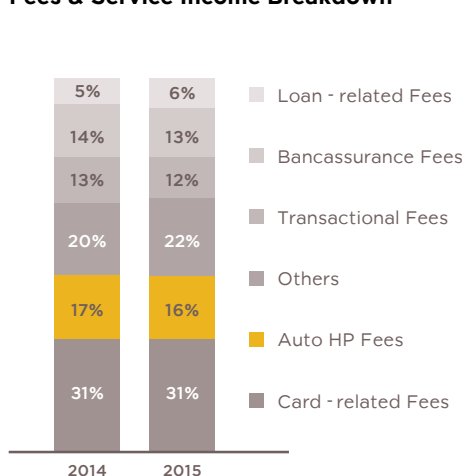
Net Interest Margin (NIM)



Net Fees and Service Income

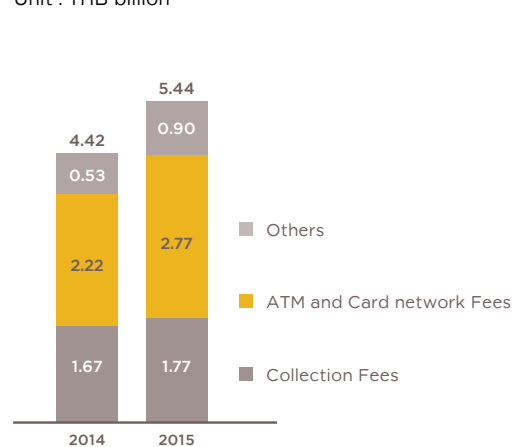
Consolidated	2015	2014	Change YoY	
			THB mn	%
Acceptances, aval and guarantees	521	512	9	1.8
Other fees and service income	22,149	18,679	3,470	18.6
Fees and service income	22,670	19,191	3,479	18.1
Fees and service expense	5,440	4,421	1,019	23.0
Fees and Service Income, net	17,230	14,770	2,460	16.7

Fees & Service Income Breakdown



Fees & Service Expense

Unit : THB billion



Net fees and service income in 2015 was THB 17,230 million, increasing by THB 2,460 million, or 16.7% compared with 2014, reflecting enhanced fee income generation achieved from the synergy with MUFG/BTMU. The increase in fees and service income was mainly driven by a significant increase of 34.9% in loan-related fees, a 34.6% increase in wealth & fund management & securities-related fees and a 20.5% increase in card

business fees. Meanwhile, transactional fees, auto-hire purchase fees and Bancassurance fees grew 15.6%, 9.5% and 9.4%, respectively. Fees and service expense increased 23.0%, mainly due to an increase in variable expenses relating to the fee growth in the card business and wealth & fund management & securities-related activities.

Non-interest and Non-fees Income

Consolidated	2015	2014	Change YoY	
			THB mn	%
Gains (losses) on trading and foreign exchange transactions	3,216	1,574	1,642	104.3
Gains (losses) on investments	409	1,237	(828)	(66.9)
Share of profit (loss) from investment for using equity method	358	159	199	125.2
Bad debt recoveries	3,042	3,054	(12)	(0.4)
Other operating income	2,168	2,022	146	7.2
Total Non-interest and Non-fees Income	9,193	8,046	1,147	14.3

Non-interest and non-fees income increased THB 1,147 million, or 14.3%, mainly attributed to higher gains on trading and foreign exchange transactions of THB 1,642 million, or 104.3%. This increase in gains on trading and foreign exchange transaction largely resulted from the Global Markets Group's

enhanced capability achieved through synergy with MUFG/BTMU. Other operating income increased THB 146 million or 7.2% mainly from an increased from gains on sale of properties for sale of THB 340 million, while gains on investments from Available for Sales (AFS) decreased THB 828 million, or 66.9%.

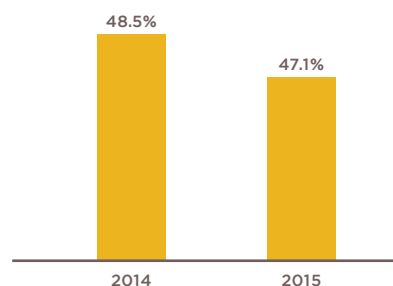
Other Operating Expenses

Consolidated	2015	2014	Change YoY	
			THB mn	%
Employee's expenses	18,914	16,102	2,812	17.5
Premises and equipment expenses	6,831	6,452	379	5.9
Taxes and duties	2,548	2,115	433	20.5
Directors' remuneration	48	48	0	0.0
Other expenses	10,606	9,583	1,023	10.7
Total Other Operating Expenses	38,947	34,300	4,647	13.5

Operating expenses increased THB 4,647 million, or 13.5%, largely driven by an increase in employee's expenses of THB 2,812 million, or 17.5%, mainly due to the integration of employees from BTMU Bangkok Branch and annual merit increases. Other expenses increased THB 1,023 million or 10.7%, mainly from an increase in promotion expenses of THB 478 million. Moreover, taxes and duties increased THB 433 million or 20.5%, reflecting an increase in business volume.

In 2015, the cost-to-income ratio significantly improved from 48.5% in 2014 to 47.1%. This was a result of

Cost-to-Income Ratio



stronger growth in total income, increased efficiency associated with the synergy achieved through Krungsri and BTMU Bangkok Branch's integration and our disciplined expenses management.

Impairment loss of loans and debt securities

Consolidated	2015	2014	Change YoY	
			THB mn	%
Impairment loss on debt instrument (reversal)	(4)	0	(4)	-
Bad Debt and Doubtful Accounts	18,862	16,739	2,123	12.7
Loss on Debt Restructuring	1,328	1,367	(39)	(2.9)
Total impairment loss of loan and debt securities	20,186	18,106	2,080	11.5

In accordance with 2015 total loan growth and an increase in NPLs in the SME and retail segments which were impacted by the weak economic condition, loan loss provisions for the year amounted to THB 20,186 million, an increase of THB 2,080 million, or 11.5%, from the prior year.

As of December 31, 2015, total provision stood at THB 45,313 million, with an excess provision of THB 13,340 million, or 41.7% over the Bank of Thailand's reserve requirements. The coverage ratio was 140.6%.

Financial Status

Statement of Financial Position

Consolidated	2015	2014	Change	
			THB mn	%
ASSETS				
Cash	33,690	31,155	2,535	8.1
Interbank and money market items, net	194,094	80,364	113,730	141.5
Investments, net	110,027	60,573	49,454	81.6
Investments in subsidiaries, associates and joint ventures, net	1,576	1,217	359	29.5
Loans to customers	1,353,559	1,057,636	295,923	28.0
Accrued interest receivable	3,572	2,636	936	35.5
Deferred revenue	(50,105)	(44,875)	(5,230)	(11.7)
Allowance for doubtful accounts	(43,218)	(38,159)	(5,059)	(13.3)
Revaluation allowance for debt restructuring	(1,726)	(1,617)	(109)	(6.7)
Properties for sale, net	5,050	5,456	(406)	(7.4)
Others	98,998	56,976	42,022	73.8
TOTAL ASSETS	1,705,517	1,211,362	494,155	40.8
LIABILITIES AND SHAREHOLDERS' EQUITY				
Deposits	1,046,290	837,556	208,734	24.9
Interbank and money market items, net	275,059	46,612	228,447	490.1
Debt issued and borrowings	108,121	151,805	(43,684)	(28.8)
Others	85,299	43,719	41,580	95.1
TOTAL LIABILITIES	1,514,769	1,079,692	435,077	40.3
Issued and paid-up share capital	73,558	60,741	12,817	21.1
Retained earning	61,938	49,329	12,609	25.6
Others	55,252	21,600	33,652	155.8
TOTAL SHAREHOLDERS' EQUITY	190,748	131,670	59,078	44.9
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	1,705,517	1,211,362	494,155	40.8
Book value per share (THB)	25.93	21.68	4.25	19.6

As of December 31, 2015, assets stood at THB 1,705,517 million, representing an increase of THB 494,155 million, or 40.8% from December 2014, largely attributed to a higher net loan volume of THB 290,693 million, or 28.7%, mainly a result of loan transfer from BTMU Bangkok Branch and an increase in interbank and money market items of THB 113,730 million, driven by an increase in loans to money market of THB 46,412 million and deposits with financial institutions of THB 32,016 million.

Liabilities grew 40.3%, or THB 435,077 million. The growth in liabilities was driven by an increase in interbank and money market items of THB 228,447 million, largely driven by an increase in loans from financial institutions, and an increase in deposits of 24.9% or THB 208,734 million, mainly resulting from the deposit transfer from BTMU Bangkok Branch, the sustained performance of special savings products – "Mee Tae Dai"

and "Jad Hai". Meanwhile, debt issued and borrowings decreased THB 43,684 million, or 28.8%, in part driven by the maturity of debentures, totaling THB 67,740 million, offsetting new issuance of debentures in the amount of THB 32,600 million. In addition, the decrease in debt issued and borrowings was also due to early redemption of subordinated debenture no. 1/2010 totaling THB 20,000 million in 2Q/15.

Total shareholders' equity rose to THB 190,748 million, an increase of THB 59,078 million, or 44.9%, from December 2014. The increase was mainly due to an increase in additional new shares issued in 1Q/15 and equity holders' net income of THB 18,852 million in 2015. This increase was partially offset by dividends payout of THB 5,885 million.

Book value per share as of December 31, 2015 increased 19.6% to THB 25.93 from THB 21.68 at the end of 2014.

Loans to customers

Loans by segment

Consolidated	2015	2014	Change	
			THB mn	%
Corporate	544,413	294,955	249,458	84.6
- Thai Corporate	374,232	267,147	107,085	40.1
- International Corporate (JPC/MNC)	170,181	27,808	142,373	512.0
SMEs	202,469	220,651	(18,182)	(8.2)
Retail	556,572	497,155	59,417	12.0
- Hire purchase	264,820	241,008	23,812	9.9
- Mortgage	160,157	132,966	27,191	20.4
- Credit cards and personal loans	131,595	123,181	8,414	6.8
Total *	1,303,454	1,012,761	290,693	28.7

* Loans to customers net of deferred revenue

In 2015, total outstanding loans stood at THB 1,303,454 million, an increase of THB 290,693 million, or 28.7%, from the year earlier. In 2015, the corporate segment was the key contributor of loan growth with a notable increase of 84.6%, largely driven by a transfer of corporate loan from BTMU Bangkok Branch. The retail segments' growth of 12.0% was broad-based and attributed to growth in hire purchase, mortgages, credit cards and personal loans. Meanwhile, the SME segment recorded a contraction of 8.2%.

As of December 31, 2015, commercial lending comprising corporate and SME customers accounted for 57% of our total loan portfolio, while retail lending, represented the remaining 43%. This changing mix of the lending portfolio compared to end of 2014 was a result of loan portfolio transfer in the amount of THB 232,772 million from BTMU Bangkok Branch.

Under the retail segment, mortgage loans grew strongly at 20.4% in 2015, and 8.4%

in 4Q/15, driven by Krungsri's implementation of new strategies including an adoption of One Scan system (enhanced process efficiency through digitization). In addition, the government's assistance measures for the property sector, launched in October 2015, also contributed to an acceleration of loans recorded in 4Q/15.

Auto hire purchase loans grew 9.9% from last year, with 4.6% growth recorded in 4Q/15, fuelled by an acceleration of car purchase before the excise tax increases due to come into effect in 2016. The satisfactory growth in auto hire purchase loan amid a contraction in domestic car sales (In 2015, domestic car sales decreased 9.3% year-on-year) highlighted an increase in volume from partners coupled with Krungsri's strong business franchise.

Krungsri's credit cards and personal loans expanded 6.8% in 2015, largely attributed to a strong growth of 8.4% recorded in 4Q/15, due to the seasonality effect of high year-end spending pattern together with an improvement in consumer spending following the government's stimulus measures.

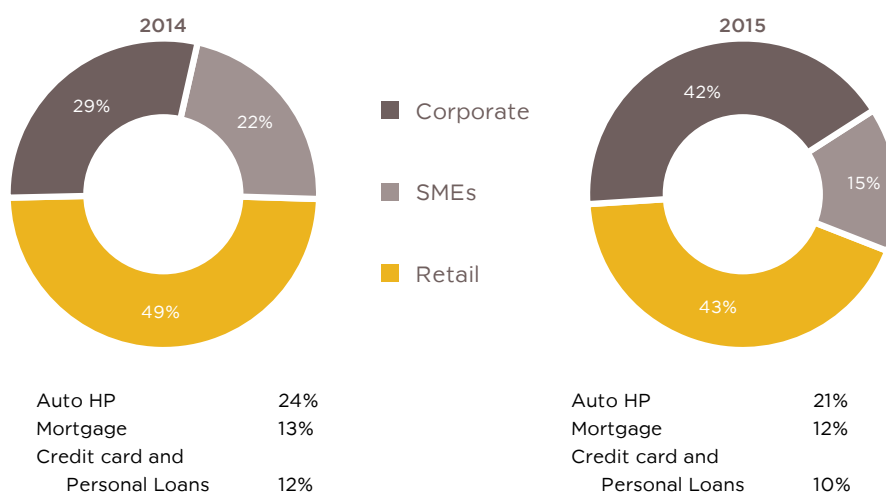
Given the weak economic backdrop and our prudent portfolio management, the SME portfolio contracted 8.2% in 2015.

Corporate loans growth picked up towards the end of 2015, recording at 6.4% in 4Q/15, driven largely by an increase in Thai corporate loans due to an increase in term loan demand. For 2015 corporate loan grew 84.6% primarily as a result of corporate loan portfolio transfer from BTMU Bangkok Branch in January.

In sum, Krungsri Group delivered a satisfactory performance in growing our loans in 2015 against the backdrop of a slowing economy caused by subdued domestic demand and a weaker-than-expected global recovery.

Going forward, 2016 presents new business opportunities, especially with the commencement of ASEAN Economic Community (AEC) and the economic recovery. We expect the economy to regain momentum on the back of a pick-up in both public and private investment, which should be more favorable for business expansion. With our projected GDP growth of 3.2% in 2016, we expect loan growth to be more broad-based and exceed GDP growth. Yet, given the ongoing challenges in the operating environment from both external and internal developments, Krungsri continues to be prudent in the conduct of our business with the loan growth projected at 5-6% in 2016.

Loan Composition



Loan classification and provision

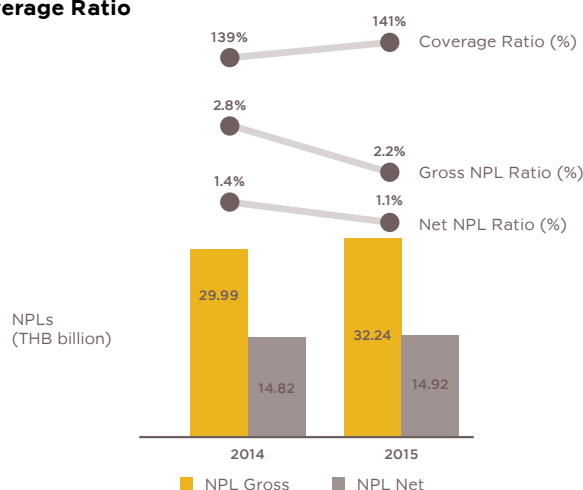
Unit : THB million

Consolidated	2015		2014		Change	
	Loans and Accrued Interest Receivable	Provision	Loans and Accrued Interest Receivable	Provision	Loans and Accrued Interest Receivable	Provision
Normal	1,226,187	9,204	952,203	6,665	273,984	2,539
Special mention	48,598	3,802	33,202	3,239	15,396	563
Substandard	10,824	6,255	10,031	4,969	793	1,286
Doubtful	8,412	4,271	8,601	3,341	(189)	930
Doubtful of loss	13,006	6,346	11,360	6,441	1,646	(95)
Total	1,307,027	29,878	1,015,397	24,655	291,630	5,223
Surplus Reserve		13,340		13,504		(164)
Total	1,307,027	43,218	1,015,397	38,159	291,630	5,059

Non-performing loans

Consolidated	2015	2014	Change	
			THB mn	%
Non-Performing Loans (Net)	14,919	14,818	101	0.7
Non-Performing Loans (Gross)	32,239	29,988	2,251	7.5
Loans loss reserves (LLR)	45,313	39,958	5,355	13.4
Coverage Ratio	140.6%	133.2%	7.4%	5.6
BOT Requirement	31,973	26,453	5,520	20.9
Actual / Required LLR	141.7%	151.1%	(9.4%)	(6.2)

NPLs and Coverage Ratio



Despite the adverse pressures from the weak economic condition, asset quality was satisfactorily maintained in 2015. As of December 31, 2015, gross NPLs stood at THB 32,239 million, an increase of THB 2,251 million from THB 29,988 million at the end of 2014. The ratio of gross NPLs to total loans stood at 2.24% at the end of 2015, decreasing from 2.79% at the end of 2014.

In 2015, the Bank sold two tranches of NPLs in 2Q/15 and 4Q/15, reducing outstanding NPLs by THB 2,874 million.

As of December 31, 2015 our total provisions stood at THB 45,313 million, with an excess provision over Bank of Thailand requirements of THB 13,340 million. Correspondingly, the actual provisioning ratio when compared to Bank of Thailand requirements stood at 141.7%, while the Group's coverage ratio was 140.6%.

Investment in Securities

As of December 31, 2015, Krungsri Group had investments in government securities with a book value of THB 92,204 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 17,823 million.

Funding Structure

Consolidated	2015	2014	Change	
			THB mn	%
Current	29,615	20,234	9,381	46.4
Savings	509,428	404,466	104,962	26.0
Time	507,247	412,856	94,391	22.9
< 6 months	164,737	75,815	88,922	117.3
6M - 1 Year	315,806	246,144	69,662	28.3
> 1 Year	26,704	90,897	(64,193)	(70.6)
Total Deposit	1,046,290	837,556	208,734	24.9
B/E	37,421	25,950	11,471	44.2
Debenture	55,843	90,983	(35,140)	(38.6)
Total Funding	1,139,554	954,489	185,065	19.4

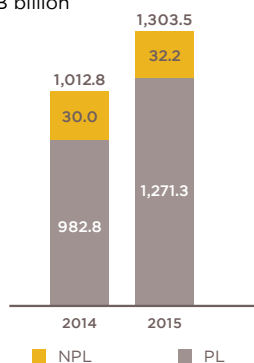
As of December 31, 2015, overall funding for the Bank, including deposits, bills of exchange and debentures, increased THB 185,065 million, or 19.4%, from December 2014.

Deposits totaled THB 1,046,290 million, an increase of THB 208,734 million, or 24.9%, from December 2014. The growth in deposits mainly resulted from deposit transfer from BTMU Bangkok Branch of THB 146,865 million, the sustain growth of our special savings products – "Mee Tae Dai" and "Jad Hai" which increased more than THB 27,000 million.

As a result, the proportion of current and savings deposits (CASA) as a percentage of total deposits increased to 51.5%, compared to 50.7% as of December 2014.

Loans

Unit: THB billion



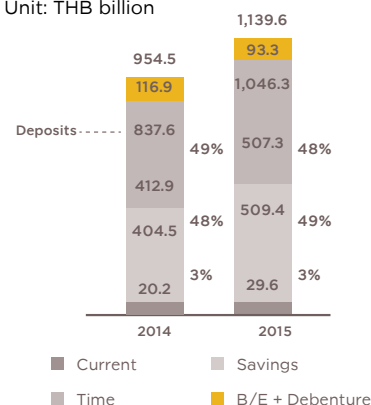
Bills of exchange (B/E) totaled THB 37,421 million, an increase of THB 11,417 million, or 44.2%, from December 2014.

Debentures stood at THB 55,843 million as of December 2015. The decrease of THB 35,140 million or 38.6% from December 2014 was driven by the maturity of debentures totaling THB 67,740 million, offsetting new issuance of debentures in the amount of THB 32,600 million.

Consequently, the loan to deposit ratio increased to 125%, and the loan to deposit plus bill of exchange and debentures ratio increased to 114%.

Deposits + B/E + Debenture

Unit: THB billion



	2014	2015
L/D	121%	125%
L/D+B/E+Debenture	106%	114%

Contingencies

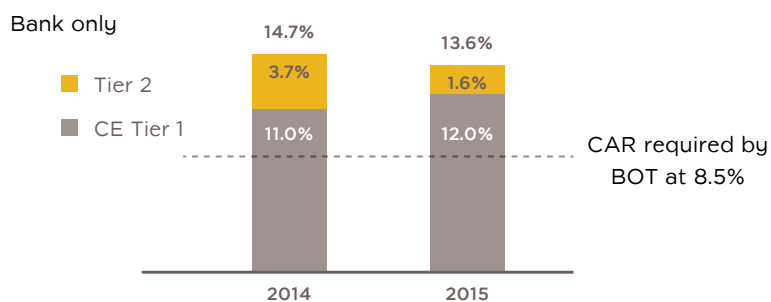
Consolidated	2015	2014	Change	
			THB mn	%
Avals to bills and Guarantees of loans	2,266	1,947	319	16.4
Liability under unmatured import bills	2,560	7,688	(5,128)	(66.7)
Letters of credit	4,727	5,701	(974)	(17.1)
Other contingencies	138,421	171,021	(32,600)	(19.1)
Total	147,974	186,357	(38,383)	(20.6)

The Krungsri Group's contingencies as of December 31, 2015 totaled THB 147,974 million, a decrease of THB 38,383 million, or 20.6%, from December 31, 2014. This decrease was driven mainly by a decrease in other contingencies of THB 32,600 million and liability under unmatured import bill of THB 5,128 million.

Statutory Capital

As of December 31, 2015, the Bank's capital remained strong at THB 166,264 million, equivalent to 13.6% of risk-weighted assets with 12.0% in common equity tier 1 capital. The Bank's Tier 2 capital ratio decreased to 1.6% from 3.7% in December 2014, mainly owing to early redemption of subordinated debenture (totaled THB 20,000 million) in 2Q/15. The current level of capital remained strong and sufficient to provide Krungsri with the flexibility to continue growing our business.

Capital Adequacy Ratio



THB billion	2014	2015
CE Tier 1	98.99	146.18
Tier 2	33.44	20.08
Total Capital	132.43	166.26

Credit Ratings

In December 2015, TRIS Rating affirmed Krungsri's company rating (National Rating) at AAA with stable outlook.

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, 2015 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
--	--------

Baseline Credit Assessment (BCA)	Ba1
---	-----

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 Ratings (Foreign Currency)

- | | |
|---------------------|--------|
| - Long Term | A- |
| - Subordinated Debt | BBB+ |
| - Short Term | F2 |
| - Viability Rating | bbb |
| - Support | 1 |
| - 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 (subordinated) | AA+ |
| - Outlook | Stable |

2015 Key Performance Targets

Consolidated	2014	2015	2015 Targets	
Loan Growth (Net)	+69.3 bn +7.3%	+290.7 bn +28.7%	4-6% *	✓
NPLs Ratio	2.79%	2.24%	< 2.5%	✓
Deposit Mix: Savings and Current	51%	52%	> 50%	✓
Loan Mix: Retail	49%	43%	~ 40%	✓
L/Deposit+Debentures+B/E	106%	114%	n.d.	~
NIM	4.32%	4.15%	~ 4%	✓
Fee income growth (YoY)	3.5%	18.1%	12%+	✓
Cost to Income Ratio	48.47%	47.05%	< 50%	✓
Provisions	179 bps	153 bps	~ 150 bps	✓
Loan Loss Coverage	133%	141%	135%+	✓
CAR (Bank Only)	14.7%	13.6%	n.d.	~

* Excluding the effect of the loan transfer from BTMU Bangkok Branch

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 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, 2015.



Mr. Noriaki Goto
President and Chief Executive Officer



Mr. Pornsanong Tuchinda
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 Thanavaranit	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 2015, the Audit Committee held a total of 22 meetings with management and senior executives in charge of concerned units and internal auditors. Also the Committee met with the external auditor for 2 meetings 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:

• 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, 2015 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.

• 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 2015, 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 internal control system of the Bank and its group companies.

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 submission to the Board of Directors. It also approved Audit Group's mid-term business plan and audit plans as well as monitored auditing activities, 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 Review 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 credit granting processes of the Bank and its group companies are appropriate.

The Audit Committee is of the opinion that internal control and internal audit systems of the Bank and its group companies are sufficient, appropriate, and continuously developed. Also, the Audit committee is of the opinion that the Head of Audit Group has adequate and appropriate educational background, work experience, training to carry out its duties. An annual performance evaluation of the Head of Audit Group was considered.

• 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.

- **Good governance**

The Audit Committee received and considered complaint and acknowledging the result of complaint resolution from the responsible department.

The Audit Committee is of the opinion that complaint resolution management has been appropriately and transparently conducted.

- **Risk management**

The Audit Committee considered minutes of the Risk and Compliance Committee and minutes of the Risk Management Committee meetings regarding control, supervision, assessment, monitoring and management of the overall risks of the Bank.

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.

- **Compliance with regulatory requirements**

The Audit Committee oversaw and monitored the operations, business undertaking or actions taken by the Bank and its group companies 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 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 and its group companies have 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.

- **External auditor**

The Audit Committee considered, selected and nominated the external auditor of the Bank and its group companies 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 and its group companies. The Audit Committee also considered appropriateness of audit fee.

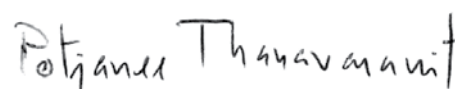
The Audit Committee has considered and nominated the auditors of Deloitte Touche Tohmatsu Jaiyos Audit Company Limited as the independent auditors of the Bank and its group companies for 2015, and has also considered audit fee as deemed appropriate. In this regard, the shareholders' meeting has already granted approval on auditor and the audit fee.

- **Others**

The Audit Committee Charter was reviewed and updated to be clearer and more comprehensive. The Audit Committee has assessed its performance in 2015 in order to enhance the effectiveness of the Committee's performance.

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.



Ms. Potjanee Thanavaranit
Chairman of the Audit Committee

REPORT OF THE NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee (NRC) is composed of four Bank directors, two of which are independent directors, namely Mr. Karun Kittisataporn who serves as Chairman and Mr. Virat Phairatphiboon, and the other two are non-executive directors, namely Ms. Nopporn Tirawattanagool and Mr. Go Watanabe, Vice Chairman of the Board of Directors, who has joined the NRC since April 2015.

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, members of committees reporting directly to the Board of Directors, and senior executives of the Bank as well as directors and managing directors or persons holding equivalent positions regardless of title of entities in which the Bank holds 50% or more of shares.

In 2015, the Nomination and Remuneration Committee held a total of 22 meetings. Throughout the year, the Nomination and Remuneration Committee carried out supervisory role to ensure compliance with nomination and remuneration policies and strategies according to the specified framework. Candidates for directorship of the Bank and companies in the financial group as well as the Bank's senior executives were carefully screened and selected.

In terms of selection/nomination, the Nomination and Remuneration Committee screened/selected well qualified senior executives to assume newly established positions or fill vacancies as well as to efficiently respond to the Bank's restructuring initiatives. The Nomination and Remuneration Committee attached great importance to formulation and development of succession plan and encouraged job rotation to achieve sustainable human resources management and, primarily, to promote career advancement opportunities of internal executives. Additionally, the Nomination and Remuneration Committee selected and nominated directors and managing directors of companies in the financial group for the Board of Directors' consideration and approval.

Directors' remuneration was determined based on relevant roles and responsibilities as well as performance, the Bank's operating results, overall economic conditions and market rates. As regards remuneration of the Bank's senior executives, in addition to the aforementioned criteria applicable to directors, the Nomination and Remuneration Committee considered their performance against their goals and KPIs, and determined appropriate compensation payment guidelines for further submission to the Board of Directors for consideration and approval.

Furthermore, the Nomination and Remuneration Committee made suggestions on and considered appropriateness of the Bank's organization restructuring proposals following the business integration with the Bank of Tokyo-Mitsubishi UFJ Limited (BTMU) to ensure alignment with the business strategies of the Bank and BTMU. Constructive advice and recommendations were regularly given for efficient and aligned human resources management and supervision across Krungsri Group.

The Nomination and Remuneration Committee has always committed to strengthening corporate governance and regulatory compliance in the Bank's business operations especially in relation to formulation of human resources and organization-wide policies to support the Bank's smooth and strong move in the determined direction. In performing its duties, the Nomination and Remuneration Committee has invariably 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 RISK AND COMPLIANCE COMMITTEE

On 27 August 2014, the Board of Directors has appointed the Risk and Compliance Committee to review, provide recommendations and supervise overall risk management, compliance principles and practices, including Good Corporate Governance principles, of Bank of Ayudhya Public Company Limited (the "Bank") and the companies in the financial business group. It is to ensure that the Bank operates in compliance with the established regulations, policies, procedures and processes correctly and appropriately, as well as to prevent the Bank and the companies in the financial business group from any undesired impact.

The Risk and Compliance Committee consists of 3 Bank's directors as follows:

- | | | |
|--------------------------------|--------------------------|----------|
| 1. Mr. Phong-adul Kristnaraj | (Independent Director) | Chairman |
| 2. Ms. Nopporn Tirawattanagool | (Non-executive Director) | Member |
| 3. Mr. Takeshi Ogasawara | (Non-executive Director) | Member |

Mr. Saengchart Wanichwatphibun, Chief Compliance Officer, was also appointed as the Risk and Compliance Committee Secretary.

In 2015, the Committee has held 13 meetings, and the minutes of the meetings were all proposed to the Board of Directors for acknowledgement, whereby the key performances can be summarized as follows:

1. Review and provide recommendations on 51 Bank's policies covering policies for the overall risk management and compliance policies prior to proposing to the Board of Directors, in order to ensure that each policy is consistent with regulations, requirements and guidelines stipulated by the regulators.
2. Formulate, monitor and provide recommendations on implementation of strategies for overall risk management and compliance policy to ensure effectiveness of risk management and compliance policies and system.
3. Review Compliance Annual Report prior to proposing to the Board of Directors for approval and, subsequently the Bank of Thailand and relevant regulators.
4. Assess, review and provide recommendations on practices of Good Corporate Governance principle, Code of Conduct, and The Spirit and The Letter.

The Committee has fully performed its duties responsibly with the intention and aim according to assigned roles and responsibilities, based on accuracy, transparency, consistency and the Good Corporate Governance for the best interest of the Bank and the companies in the financial business group. Furthermore, the Committee has also conducted a committee performance assessment in order to use the assessment result as a guideline to continue to enhance the Committee's roles and responsibilities in a more efficient manner.



Mr. Phong-adul Kristnaraj
Chairman of the Risk and Compliance 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, 2015, and the related consolidated and Bank's statements of profit or loss and other 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, 2015, and financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.



Permsak Wongpatcharapakorn

Certified Public Accountant (Thailand)

Registration No. 3427

BANGKOK

February 24, 2016

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, 2015

THB : '000

ASSETS	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	As at December 31, 2015	As at December 31, 2014	As at December 31, 2015	As at December 31, 2014
CASH	33,689,886	31,154,503	33,595,831	31,077,762
INTERBANK AND MONEY MARKET ITEMS, NET (Note 7.2)	194,094,463	80,363,742	192,212,476	77,210,265
DERIVATIVES ASSETS (Note 7.3)	35,657,181	2,653,196	35,657,181	2,653,196
INVESTMENTS, NET (Note 7.4)	110,026,901	60,572,815	110,010,315	60,852,251
INVESTMENTS IN SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES, NET (Note 7.5)	1,575,581	1,217,448	48,895,618	48,231,169
LOANS TO CUSTOMERS AND ACCRUED INTEREST RECEIVABLES, NET (Note 7.6)				
Loans to customers	1,353,558,616	1,057,635,974	1,238,706,187	904,469,031
Accrued interest receivables	3,572,495	2,636,440	2,359,771	1,557,735
Total loans to customers and accrued interest receivables	1,357,131,111	1,060,272,414	1,241,065,958	906,026,766
<u>Less</u> Deferred revenue	(50,104,606)	(44,875,328)	(27,093,462)	(14,279,451)
<u>Less</u> Allowance for doubtful accounts (Note 7.7)	(43,218,108)	(38,159,030)	(26,286,904)	(19,796,925)
<u>Less</u> Revaluation allowance for debt restructuring (Note 7.8)	(1,725,739)	(1,616,773)	(412,397)	(563,209)
Net loans and accrued interest receivables	1,262,082,658	975,621,283	1,187,273,195	871,387,181
CUSTOMERS' LIABILITY UNDER ACCEPTANCE	558,322	508,328	558,322	508,328
PROPERTIES FOR SALE, NET (Note 7.9)	5,049,764	5,456,180	2,857,041	2,842,702
PREMISES AND EQUIPMENT, NET (Note 7.10)	20,993,113	19,952,366	19,320,134	18,219,369
GOODWILL AND OTHER INTANGIBLE ASSETS, NET (Note 7.11)	14,477,378	14,583,611	3,831,864	3,394,164
DEFERRED TAX ASSETS (Note 7.12)	5,369,190	4,982,739	703,283	485,060
ACCOUNTS RECEIVABLE FOR INVESTMENTS	1,036,546	2,133,297	1,036,546	2,133,297
OTHER ASSETS, NET (Note 7.13)	20,905,527	12,162,110	16,599,421	7,745,702
TOTAL ASSETS	1,705,516,510	1,211,361,618	1,652,551,227	1,126,740,446

BANK OF AYUDHYA PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF FINANCIAL POSITION (CONTINUED)
AS AT DECEMBER 31, 2015

THB : '000

LIABILITIES AND EQUITY	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	As at December 31, 2015	As at December 31, 2014	As at December 31, 2015	As at December 31, 2014
DEPOSITS (Note 7.14)	1,046,289,670	837,555,978	1,052,071,691	843,747,653
INTERBANK AND MONEY MARKET ITEMS, NET (Note 7.15)	275,059,500	46,612,062	277,245,782	48,256,752
LIABILITY PAYABLE ON DEMAND	3,210,983	1,935,682	3,210,983	1,935,682
DERIVATIVES LIABILITIES (Note 7.3)	26,692,658	2,159,708	26,692,658	2,159,708
DEBT ISSUED AND BORROWINGS (Note 7.16)	108,120,551	151,805,341	88,277,551	97,267,531
BANK'S LIABILITY UNDER ACCEPTANCE	558,322	508,328	558,322	508,328
PROVISIONS (Note 7.17)	6,758,757	5,450,935	6,138,420	4,931,302
DEFERRED TAX LIABILITIES (Note 7.12)	32,179	24,036	-	-
ACCOUNTS PAYABLE FOR INVESTMENTS	1,118,197	518	1,118,197	518
OTHER LIABILITIES (Note 7.19)	46,927,975	33,639,023	30,658,643	16,023,896
TOTAL LIABILITIES	1,514,768,792	1,079,691,611	1,485,972,247	1,014,831,370
EQUITY				
SHARE CAPITAL (Note 7.20)				
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
Issued and paid-up share capital				
7,355,761,773 ordinary shares of				
Baht 10 each	73,557,618		73,557,618	
6,074,143,747 ordinary shares of				
Baht 10 each		60,741,437		60,741,437
PREMIUM ON ORDINARY SHARES	52,878,749	13,802,216	52,878,749	13,802,216
OTHER RESERVES	1,981,132	7,337,670	1,958,374	7,310,755
RETAINED EARNINGS				
Appropriated				
Legal reserve	3,584,800	2,877,700	3,584,800	2,877,700
Unappropriated	58,352,894	46,451,470	34,599,439	27,176,968
TOTAL BANK'S EQUITY	190,355,193	131,210,493	166,578,980	111,909,076
NON-CONTROLLING INTEREST	392,525	459,514	-	-
TOTAL EQUITY	190,747,718	131,670,007	166,578,980	111,909,076
TOTAL LIABILITIES AND EQUITY	1,705,516,510	1,211,361,618	1,652,551,227	1,126,740,446

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



Mr. Pornsanong Tuchinda
Director

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

BANK OF AYUDHYA PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED DECEMBER 31, 2015

THB : '000

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
INTEREST INCOME (Note 7.28)	81,946,689	74,608,546	57,426,564	49,117,190
INTEREST EXPENSES (Note 7.29)	25,596,345	26,665,047	24,637,285	24,698,154
INTEREST INCOME, NET	56,350,344	47,943,499	32,789,279	24,419,036
FEES AND SERVICE INCOME	22,670,208	19,191,682	11,260,771	9,130,605
FEES AND SERVICE EXPENSES	5,440,602	4,421,274	2,814,706	2,144,900
FEES AND SERVICE INCOME, NET (Note 7.30)	17,229,606	14,770,408	8,446,065	6,985,705
GAINS ON TRADING AND FOREIGN EXCHANGE TRANSACTIONS, NET (Note 7.31)	3,215,541	1,574,183	3,230,853	1,581,358
GAINS ON INVESTMENTS, NET (Note 7.32)	409,042	1,237,125	409,042	1,197,636
SHARE OF PROFIT FROM INVESTMENT FOR USING EQUITY METHOD	358,241	159,285	-	-
DIVIDEND INCOME	170,908	239,461	5,476,532	9,957,016
BAD DEBTS RECOVERIES	3,042,248	3,054,245	118,930	46,774
GAINS ON SALE PROPERTIES FOR SALE	995,968	655,673	456,864	250,233
OTHER OPERATING INCOME	1,001,184	1,126,505	970,127	541,362
TOTAL OPERATING INCOME	82,773,082	70,760,384	51,897,692	44,979,120
OTHER OPERATING EXPENSES				
Employee's expenses	18,914,085	16,101,921	13,619,533	10,481,916
Directors' remuneration	48,242	48,445	45,332	42,930
Premises and equipment expenses	6,830,942	6,451,861	5,308,066	4,808,536
Taxes and duties	2,548,037	2,114,760	1,830,085	1,420,777
Others	10,605,817	9,582,924	5,555,001	4,776,899
Total other operating expenses	38,947,123	34,299,911	26,358,017	21,531,058
IMPAIRMENT LOSS OF LOANS AND DEBT SECURITIES (Note 7.33)	20,185,840	18,106,553	9,192,820	5,050,000
PROFIT FROM OPERATING BEFORE INCOME TAX EXPENSES	23,640,119	18,353,920	16,346,855	18,398,062
INCOME TAX EXPENSES (Note 7.34)	4,787,816	4,030,750	2,206,800	1,701,204
NET PROFIT	18,852,303	14,323,170	14,140,055	16,696,858

BANK OF AYUDHYA PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (CONTINUED)
FOR THE YEAR ENDED DECEMBER 31, 2015

THB : '000

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
OTHER COMPREHENSIVE INCOME				
Items that will be reclassified subsequently to profit or loss:				
Gain on remeasuring available-for-sales investment	6,251	1,309,425	6,251	1,326,008
Gain arising from translating the financial statements of a foreign operation	3,896	630	-	-
Income tax relating to components of other comprehensive income (Note 7.35)	(1,250)	(261,885)	(1,250)	(265,202)
Items that will not be reclassified subsequently to profit or loss:				
Actuarial losses on defined benefit plans	(289,131)	(527,908)	(262,342)	(470,151)
Share of other comprehensive income of joint venture	(108)	-	-	-
Income tax relating to components of other comprehensive income (Note 7.35)	57,840	105,582	52,468	94,030
Total other comprehensive income, net	(222,502)	625,844	(204,873)	684,685
TOTAL COMPREHENSIVE INCOME	18,629,801	14,949,014	13,935,182	17,381,543
NET PROFIT ATTRIBUTABLE				
Owners of the Bank	18,634,185	14,169,527	14,140,055	16,696,858
Non-controlling interest	218,118	153,643	-	-
	18,852,303	14,323,170	14,140,055	16,696,858
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE				
Owners of the Bank	18,410,036	14,796,139	13,935,182	17,381,543
Non-controlling interest	219,765	152,875	-	-
	18,629,801	14,949,014	13,935,182	17,381,543
EARNINGS PER SHARE OF OWNERS OF THE BANK				
BASIC EARNINGS PER SHARE BAHT	2.54	2.33	1.93	2.75
WEIGHTED AVERAGE NUMBER OF ORDINARY SHARES SHARES	7,341,716,644	6,074,143,747	7,341,716,644	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



Mr. Pornsanong Tuchinda
Director

STATEMENTS OF CHANGES IN EQUITY

BANK OF AYUDHYA PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED DECEMBER 31, 2015

THB : '000

	CONSOLIDATED FINANCIAL STATEMENTS										
	Owners of the Bank									Non-	
	Issued and Paid-up Share Capital	Premium on Share Capital	Other reserves				Retained Earnings		Total Bank's Equity	Controlling Interest	Total
			Asset Appraisal Surplus	Revaluation Surplus (deficit) on Investments	Foreign Currency Translation	Deficit from Business Combination under Common Control	Appropriated Legal Reserve	Unappropriated			
Balance as of January 1, 2014	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 7.20.3)	-	-	-	-	-	-	-	(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
Balance as of January 1, 2015 as previously reported	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
Effects on application of the new accounting policy (Note 3)	-	-	-	-	-	-	-	(55,627)	(55,627)	-	(55,627)
Balance as of January 1, 2015 as adjusted	60,741,437	13,802,216	6,390,131	947,098	441	-	2,877,700	46,395,843	131,154,866	459,514	131,614,380
Issue of ordinary shares related to business combination	12,816,181	39,076,533	-	-	-	(5,217,755)	-	-	46,674,959	-	46,674,959
Change in revaluation surplus	-	-	(146,511)	-	-	-	-	146,511	-	-	-
Dividend payment (Note 7.20.3)	-	-	-	-	-	-	-	(5,884,610)	(5,884,610)	(286,775)	(6,171,385)
Increase in legal reserve	-	-	-	-	-	-	707,100	(707,100)	-	-	-
Total comprehensive income	-	-	-	5,001	2,727	-	-	18,402,308	18,410,036	219,765	18,629,801
Change in shareholding in subsidiary company	-	-	-	-	-	-	-	(58)	(58)	21	(37)
Balance as of December 31, 2015	73,557,618	52,878,749	6,243,620	952,099	3,168	(5,217,755)	3,584,800	58,352,894	190,355,193	392,525	190,747,718

BANK OF AYUDHYA PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF CHANGES IN EQUITY (CONTINUED)
FOR THE YEAR ENDED DECEMBER 31, 2015

THB : '000

THE BANK'S FINANCIAL STATEMENTS								
	Issued and Paid-up Share Capital	Premium on Share Capital	Other reserves			Retained Earnings		Total
			Asset Appraisal Surplus	Revaluation Surplus (deficit) on Investments	Deficit from Business Combination under Common Control	Appropriated Legal Reserve	Unappropriated	
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 7.20.3)	-	-	-	-	-	-	(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
Balance as of January 1, 2015 as previously reported	60,741,437	13,802,216	6,363,657	947,098	-	2,877,700	27,176,968	111,909,076
Effects on application of the new accounting policy (Note 3)	-	-	-	-	-	-	(55,627)	(55,627)
Balance as of January 1, 2015 as adjusted	60,741,437	13,802,216	6,363,657	947,098	-	2,877,700	27,121,341	111,853,449
Issue of ordinary shares related to business combination	12,816,181	39,076,533	-	-	(5,217,755)	-	-	46,674,959
Change in revaluation surplus	-	-	(139,627)	-	-	-	139,627	-
Dividend payment (Note 7.20.3)	-	-	-	-	-	-	(5,884,610)	(5,884,610)
Increase in legal reserve	-	-	-	-	-	707,100	(707,100)	-
Total comprehensive income	-	-	-	5,001	-	-	13,930,181	13,935,182
Balance as of December 31, 2015	73,557,618	52,878,749	6,224,030	952,099	(5,217,755)	3,584,800	34,599,439	166,578,980

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



Mr. Pornsanong Tuchinda
Director

STATEMENTS OF CASH FLOWS

BANK OF AYUDHYA PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2015

THB : '000

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
CASH FLOWS FROM OPERATING ACTIVITIES				
Income from operating before income tax expenses	23,640,119	18,353,920	16,346,855	18,398,062
Adjustments to reconcile income to cash received (paid) from operating activities:				
Depreciation and amortization	3,351,530	3,323,694	2,136,804	2,192,753
Deferred interest expenses	2,461	2,943	2,461	2,943
Impairment loss of loans and debt securities	20,185,840	18,106,553	9,192,820	5,050,000
(Gains) losses on translation in foreign currencies	8,269,182	(388,012)	8,269,182	(388,012)
Share of profit from investment for using equity method	(358,241)	(159,285)	-	-
Gains on investments	(409,042)	(1,237,125)	(409,042)	(1,197,636)
Increase (Decrease) in discount on investments	267,555	(1,594)	267,555	(1,806)
Gains on sales of properties for sale	(995,968)	(655,673)	(456,864)	(250,233)
(Gains) losses on sales of premises and equipment	(42,491)	(46,590)	7,948	(18,329)
Loss on impairment of properties for sale (reversal)	(301,248)	401,227	(375,071)	153,010
Loss on impairment of premises and equipment	2,477	3,891	-	-
Loss on impairment of other assets (reversal)	(107,848)	166,326	147,897	31,262
Provision for contingent liabilities (reversal)	62,360	(6,449)	62,360	(6,449)
Increase in other reserves	882,959	874,395	519,913	414,927
Interest income, net	(56,350,344)	(47,943,499)	(32,789,279)	(24,419,036)
Income tax refunded	69,906	-	-	-
Interest received	86,588,989	75,405,537	69,190,303	62,565,563
Interest paid	(25,494,321)	(26,420,850)	(24,432,604)	(24,772,820)
Dividend income	(170,908)	(239,461)	(5,476,532)	(9,957,016)
Dividend received	172,288	240,273	171,060	237,888
Increase in other accrued expenses	1,144,441	595,940	557,887	289,347
Income tax paid	(5,047,861)	(4,889,296)	(2,468,516)	(1,657,735)
Income from operations before changes in operating assets and liabilities	55,361,835	35,486,865	40,465,137	26,666,683
(Increase) decrease in operating assets				
Interbank and money market items	5,706,011	9,190,156	5,522,228	7,965,215
Derivatives assets	(10,199,157)	2,226,844	(10,199,157)	2,226,844
Current investments - securities for trading	5,417,357	(3,446,489)	5,713,379	(3,737,511)
Loans to customers	(82,689,635)	(87,336,442)	(103,115,323)	(86,428,100)
Properties for sale	9,165,437	1,804,645	3,372,843	351,538
Other assets	(7,635,071)	1,244,337	(8,069,357)	(1,432,649)
Increase (decrease) in operating liabilities				
Deposits	59,292,461	73,639,714	58,882,806	75,491,049
Interbank and money market items	(7,856,059)	(8,850,251)	(7,314,467)	(8,412,487)
Liability payable on demand	694,150	(609,697)	694,150	(609,697)
Derivatives liabilities	8,718,898	(2,980,269)	8,718,898	(2,980,269)
Other liabilities	10,773,928	(3,174,040)	13,223,107	1,038,450
Net cash from operating activities	46,750,155	17,195,373	7,894,244	10,139,066

BANK OF AYUDHYA PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF CASH FLOWS (CONTINUED)
FOR THE YEAR ENDED DECEMBER 31, 2015

THB : '000

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sales of investments in securities	76,302,565	86,578,527	76,298,954	86,515,060
Cash paid for purchases of investments in securities	(48,465,058)	(68,433,590)	(48,465,058)	(68,414,667)
Cash paid for investment in subsidiaries	-	-	(2,100,000)	(18,400,000)
Cash paid for non-controlling interest from repatriation of subsidiary	-	(9)	-	-
Cash received for repatriation capital from investment in subsidiaries	-	-	1,435,550	-
Dividend received from subsidiaries	-	-	5,306,041	9,719,940
Proceeds from sales of premises and equipment	229,028	96,442	14,383	32,925
Cash paid for purchases of premises and equipment	(2,973,558)	(1,770,117)	(2,428,504)	(1,114,284)
Cash paid for purchases of other assets	(1,228,882)	(668,134)	(1,072,221)	(568,775)
Net cash from investing activities	23,864,095	15,803,119	28,989,145	7,770,199
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from debts issued and borrowings	251,940,430	231,134,487	240,325,830	200,486,800
Cash paid for repayment of debts issued and borrowings	(315,315,979)	(253,933,949)	(269,006,569)	(210,555,922)
Proceeds from business combination	71,767	-	71,767	-
Cash paid for repayment of liabilities under finance lease agreements	(26,141)	(30,988)	(26,141)	(30,988)
Dividend payment	(6,171,385)	(4,859,361)	(5,884,609)	(4,859,315)
Net cash from financing activities	(69,501,308)	(27,689,811)	(34,519,722)	(14,959,425)
Total	1,112,942	5,308,681	2,363,667	2,949,840
Gains arising from translating the financial statements of a foreign operation	2,727	441	-	-
Effect of exchange rate change on cash	154,402	(39,581)	154,402	(39,581)
Net increase in cash and cash equivalents	1,270,071	5,269,541	2,518,069	2,910,259
Cash and cash equivalents as at January 1,	34,198,183	28,928,642	31,077,762	28,167,503
Cash and cash equivalents as at December 31,	35,468,254	34,198,183	33,595,831	31,077,762

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



Mr. Pornsanong Tuchinda
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, 2015

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, 2015 and 2014, the Bank has 16 subsidiaries as follows:

- 1.1 Ayudhya Development Leasing Company Limited, was incorporated in Thailand on July 25, 1991, has changed its registered address from 65/182-185, 22nd Floor, Chamnan Phenjati Business Center, Rama IX Road, Huaykwang Subdistrict, Huaykwang District, Bangkok to 1222, 16th Floor, Bank of Ayudhya, Rama III Road, Bang Phongphang Subdistrict, Yannawa 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 and is located at 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 Ngern Tid Lor Company Limited (formerly 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 and is located at 1222, 5th A Floor, Building C, Bank of Ayudhya, Rama III Road, Bang Phongphang Subdistrict, Yannawa District, Bangkok. The subsidiary's main business is credit cards and personal loans. 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-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.
- 1.6 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 Phongphang 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 Phongphang 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 and is located at 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, 19th Floor, Bank of Ayudhya, Rama III Road, Bang Phongphang 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, Phonethan Village, Sayseththa District, Vientiane Capital, Lao PDR. The subsidiary's main business is hire-purchase, leasing and sales finance.

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 2014) "Presentation of Financial Statements", including the Procedures, Policies and Presentation in accordance with the Bank of Thailand ("BOT") Notification Sor.Nor.Sor. 21/2558 regarding the Preparation and Announcement of Financial Statements of Commercial Banks and Holding Companies of Financial Industry dated December 4, 2015.

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 2015

The Federation of Accounting Professions has issued the Notifications regarding the Thai Financial Reporting Standards, which are effective for the accounting period beginning on or after January 1, 2016 onwards. Thai Financial Reporting Standards which are related to the Bank and subsidiaries are as follows:

Thai Accounting Standards (TAS)

TAS 1 (Revised 2015) Presentation of Financial Statements

TAS 7 (Revised 2015)	Statement of Cash Flows
TAS 8 (Revised 2015)	Accounting Policies, Changes in Accounting Estimates and Errors
TAS 10 (Revised 2015)	Events After the Reporting Period
TAS 12 (Revised 2015)	Income Taxes
TAS 16 (Revised 2015)	Property, Plant and Equipment
TAS 17 (Revised 2015)	Leases
TAS 18 (Revised 2015)	Revenue
TAS 19 (Revised 2015)	Employee Benefits
TAS 21 (Revised 2015)	The Effects of Changes in Foreign Exchange Rate
TAS 24 (Revised 2015)	Related Party Disclosures
TAS 27 (Revised 2015)	Separate Financial Statements
TAS 28 (Revised 2015)	Investments in Associates and Joint Ventures
TAS 33 (Revised 2015)	Earnings per Share
TAS 34 (Revised 2015)	Interim Financial Reporting
TAS 36 (Revised 2015)	Impairment of Assets
TAS 37 (Revised 2015)	Provisions, Contingent Liabilities and Contingent Assets
TAS 38 (Revised 2015)	Intangible Assets

Thai Financial Reporting Standards (TFRS)

TFRS 3 (Revised 2015)	Business Combinations
TFRS 5 (Revised 2015)	Non-current Assets Held for Sale and Discontinued Operations
TFRS 8 (Revised 2015)	Operating Segments
TFRS 10 (Revised 2015)	Consolidated Financial Statements
TFRS 11 (Revised 2015)	Joint Arrangements
TFRS 12 (Revised 2015)	Disclosure of Interests in Other Entities
TFRS 13 (Revised 2015)	Fair Value Measurement

Thai Standards Interpretations (TSI)

TSI 15 (Revised 2015)	Operating Leases - Incentives
TSI 27 (Revised 2015)	Evaluating the Substance of Transactions in the Legal Form of a Lease
TSI 31 (Revised 2015)	Revenue - Barter Transactions Involving Advertising Services
TSI 32 (Revised 2015)	Intangible Assets - Web Site Costs

Thai Financial Reporting Standard Interpretations (TFRI)

TFRI 1 (Revised 2015)	Changes in Existing Decommissioning, Restoration and Similar Liabilities
TFRI 4 (Revised 2015)	Determining whether an Arrangement contains a Lease
TFRI 5 (Revised 2015)	Rights to Interests arising from Decommissioning, Restoration and Environmental Rehabilitation Funds
TFRI 10 (Revised 2015)	Interim Financial Reporting and Impairment
TFRI 13 (Revised 2015)	Customer Loyalty Programmes
TFRI 14 (Revised 2015)	TAS 19 (Revised 2014) - The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction
TFRI 17 (Revised 2015)	Distributions of Non-cash Assets to Owners
TFRI 18 (Revised 2015)	Transfers of Assets from Customers
TFRI 21 (Revised 2015)	Levies

The management of the Bank and subsidiaries anticipate that the above Thai Financial Reporting Standards will be adopted in the Bank and 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. These subsidiaries are as follows:

	Business Type	Place of incorporation and operation	Proportion of ownership interest and voting power held by the Bank (%)	
			As at December 31,	
			2015	2014
Subsidiaries				
Ayudhya Development Leasing Company Limited	Leasing and hire-purchase	Thailand	99.99	99.99
Ayudhya Capital Auto Lease Public Company Limited	Hire-purchase and auto leasing	Thailand	100.00	100.00
Ngern Tid Lor Company Limited (formerly CFG Services Company Limited)	Hire-purchase and motorcycle loans	Thailand	100.00	100.00
Ayudhya Card Services Company Limited ⁽¹⁾	Credit cards and personal loans	Thailand	100.00	100.00
Ayudhya Capital Services Company Limited	Credit cards and personal loans	Thailand	100.00	100.00
General Card Services Limited	Credit cards and personal loans	Thailand	100.00	100.00
Krungsriayudhya Card Company Limited	Credit cards and personal loans	Thailand	100.00	100.00
Siam Realty and Services Company Limited	Car rental services and personnel services	Thailand	100.00	100.00
Total Service Solutions Public Company Limited	Collection services	Thailand	100.00	100.00
Krungsri Asset Management Company Limited	Fund management	Thailand	76.59	76.59
Krungsri Ayudhya AMC Limited	Asset management	Thailand	100.00	100.00
Krungsri Securities Public Company Limited	Securities	Thailand	98.71	98.71
Krungsri Factoring Company Limited	Factoring	Thailand	100.00	100.00
Krungsri Life Assurance Broker Limited ⁽²⁾	Life assurance broker	Thailand	100.00	100.00
Krungsri General Insurance Broker Limited ⁽²⁾	General insurance broker	Thailand	100.00	100.00
Krungsri Leasing Services Company Limited ⁽³⁾	Hire-purchase, leasing and sales finance	Lao PDR	70.00	70.00

⁽¹⁾ Subsidiary is in the process of liquidation.

⁽²⁾ Indirectly holding via Ayudhya Capital Services Company Limited of 100%

⁽³⁾ 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.

3. ADOPTION OF NEW AND REVISED THAI FINANCIAL REPORTING STANDARDS

Since January 1, 2015, 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, 2015. Thai Financial Reporting Standards which are related to the Bank and its 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 24 (Revised 2014)	Related Party Disclosures
TAS 27 (Revised 2014)	Separate Financial Statements
TAS 28 (Revised 2014)	Investments in Associates and Joint Ventures

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 (TSI)

TSI 15 (Revised 2014)	Operating Leases - Incentives
TSI 27 (Revised 2014)	Evaluating the Substance of Transactions in the Legal Form of a Lease
TSI 31 (Revised 2014)	Revenue - Barter Transactions Involving Advertising Services
TSI 32 (Revised 2014)	Intangible Assets - Web Site Costs

Thai Financial Reporting Standard Interpretations (TFRI)

TFRI 1 (Revised 2014)	Changes in Existing Decommissioning, Restoration and Similar Liabilities
TFRI 4 (Revised 2014)	Determining whether an Arrangement contains a Lease
TFRI 5 (Revised 2014)	Rights to Interests arising from Decommissioning, Restoration and Environmental Rehabilitation Funds
TFRI 10 (Revised 2014)	Interim Financial Reporting and Impairment
TFRI 13 (Revised 2014)	Customer Loyalty Programmes
TFRI 14	TAS 19 (Revised 2014) - The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction
TFRI 17 (Revised 2014)	Distributions of Non-cash Assets to Owners
TFRI 18 (Revised 2014)	Transfers of Assets from Customers

The Federation of Accounting Professions has issued the Notifications regarding the Conceptual Framework for Financial Reporting (Revised 2015) which are effective on November 6, 2015 onwards.

The above TFRSs and Conceptual Framework have no material impact to the Bank and its subsidiaries' financial statements except for the followings

New and revised TFRSs on Consolidated and Separate Financial Statements, Investment in Associates and Joint Ventures, Joint Arrangements and Disclosure of Interests in Other Entities

In December 2014, the Federation of Accounting Professions issued a package of five TFRSs comprising: TFRS 10 "Consolidated Financial Statement", TFRS 11 "Joint Arrangements", TFRS 12 "Disclosure of Interests in Other Entities", TAS 27 (Revised 2014) "Separate Financial Statements" and TAS 28 (Revised 2014) "Investments in Associates and Joint Ventures" to be effective to the financial statements for the period beginning on or after January 1, 2015 onwards.

From the assessment, TAS 27 (Revised 2014) "Separate Financial Statement" has no impact as this TFRSs applies to only the Bank's financial statements. For four remaining new and revised standards, the Bank and its subsidiaries have reviewed its investments in other entities to assess whether the conclusion to consolidate, classification and accounting for the investments are different from the previous TFRSs and what the additional financial disclosure are. No significant differences are found except for the classification of investment in Tesco Card Services Limited, Tesco Life Assurance Broker Limited and Tesco General Insurance Broker Limited as investment in joint venture in accordance with TFRS 11 "Joint Arrangements" as disclosed in Note 7.5 and per the accounting policy below. As investment in joint venture shall be accounted for using the cost method in the separate financial statements in accordance with TAS 27 (Revised 2014) "Separate Financial Statements" and equity method in the consolidated financial statements in accordance with TAS 28 (Revised 2014) "Investment in Associates and Joint Venture" the

same as the accounting treatment applied when such investments were previously presented as investment in associates, there is no financial impact from this change.

Accounting policy for joint arrangement

A joint arrangement is an arrangement over which two or more parties have joint control. Investment in joint arrangement is classified as either joint operation or joint ventures, depending on the legal form, contractual rights and obligations, other factors and circumstances. The accounting for investment in joint operation, the entity recognizes its direct right to the (and its share of) jointly held assets, liabilities, revenues and expenses of joint operation while investment in joint venture is accounted for using the equity method.

New TFRSs on fair value measurement

TFRS 13 "Fair Value Measurement" defines fair value, set out a single fair value measurement framework and disclosure requirements. This TFRS applies to both financial and non-financial instrument items for which other TFRSs require or permit fair value measurements and disclosures about fair value measurements except for certain items as detailed in TFRS.

In order to comply with TFRS 13, the counterparty's credit risk is required to be reflected in the fair value measurement as the credit valuation adjustment (CVA). CVA is an estimate of the adjustment to fair value of derivative products to account for the possibility that the counterparty may default and the Bank and its subsidiaries may not receive the full market value of the transactions. CVA is calculated by taking the expected exposure (EE) multiply by probability of default (PD) and loss given default (LGD). The Bank and its subsidiaries have recognized the effect of this first time adoption by adjusting to the beginning retained earnings balance as at January 1, 2015 as allowed by TFRS on the transitional application as follows:

	Unit: THB million	
	CONSOLIDATED FINANCIAL STATEMENTS 2015	THE BANK'S FINANCIAL STATEMENTS 2014
Retained earnings - Unappropriated		
Beginning balance as at January 1 before application of new accounting policy	46,451	27,177
Decrease in derivative assets	(70)	(70)
Increase in deferred tax assets	14	14
Beginning balance as at January 1 after application of new accounting policy	46,395	27,121
Derivative assets		
Beginning balance as at January 1 before application of new accounting policy	2,653	2,653
Decrease in derivative assets	(70)	(70)
Beginning balance as at January 1 after application of new accounting policy	2,583	2,583
Deferred tax assets		
Beginning balance as at January 1 before application of new accounting policy	4,983	485
Increase in deferred tax assets	14	14
Beginning balance as at January 1 after application of new accounting policy	4,997	499

Disclosure requirement of TFRS 13

Disclosure requirement of TFRS 13 needs not be applied in comparative information provided for period before the initial application. Therefore, the disclosure of fair value measurement for the balance as at December 31, 2014 has not been made for comparative purpose. The Bank and its subsidiaries' certain financial assets and liabilities are measured at fair value as at December 31, 2015. The information relating to fair value measurement is summarized in the Note 5.5.

4. SIGNIFICANT ACCOUNTING POLICIES

4.1 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 Sor.Nor.Sor. 21/2558 regarding the Preparation and Announcement of Financial Statements of Commercial Banks and Holding Companies of Financial Industry dated December 4, 2015.

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.

4.2 Derivatives

The Bank and its subsidiaries have recognized derivatives transactions as follows:

4.2.1 Derivatives for trading are recorded at fair value and profit or loss from the price appraisal are recognized as income or expense in the statements of profit or loss and other comprehensive income.

4.2.2 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.

4.3 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 Sor.Nor.Sor. 21/2558 regarding the Preparation and Announcement of Financial Statements of Commercial Banks and Holding Companies of Financial Industry dated December 4, 2015, requiring commercial banks to present the investments as investments, net and investments in subsidiaries, associates companies and joint ventures, 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 profit or loss and other 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 statements of profit or loss and other 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 profit or loss and other 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 profit or loss and other 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 and joint ventures 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 profit or loss and other comprehensive income.

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 profit or loss and other 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 profit or loss and other comprehensive income.

4.4 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 finance 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.

4.5 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 profit or loss and other comprehensive income.

Bad debt recovery is recorded as income in the statements of profit or loss and other comprehensive income when received.

4.6 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 profit or loss and other 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 profit or loss and other comprehensive income.

The Bank has recalculated the fair value of restructured debts in every month based on the discounted market interest rate as of the processing date and based on the discounted market interest rate as of the financial statements date that shown every quarter, except for commercial loan, the recalculation based on the discounted interest rate at contractual rate. The Bank adjusts 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 profit or loss and other comprehensive income for the year and classified investments in receivables as loans in accordance with the BOT's criteria.

4.7 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 6.3. Losses on impairment of properties for sale are shown as an expense in the statements of profit or loss and other 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 profit or loss and other comprehensive income.

4.8 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 profit or loss and other 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 profit or loss and other 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 expenses in the statements of profit or loss and other comprehensive income.

4.9 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 profit or loss and other comprehensive income.

4.10 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 method.

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 finance leases and hire-purchase contracts by the effective interest rate method.

4.11 Recognition of expenses

The Bank and its subsidiaries recognize expenses, including interest expenses on an accrual basis.

4.12 Employee benefits

The Bank and subsidiaries have 3 types of employee benefits as follows:

4.12.1 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.

Member 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 profit or loss and other comprehensive income.

4.12.2 Post-employment benefit obligations

- Pension plan
The employees who were permanently employed 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.
- Special retirement allowance
The employee will receive "Special Retirement Allowance" additional to legal severance payment plan upon resignation in accordance with the Bank's policy.

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 profit or loss and other comprehensive income.

Actuarial gains (losses) are recognized in other comprehensive income.

4.12.3 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 profit or loss and other comprehensive income when the employees render the service.

4.13 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 profit or loss and comprehensive income.

4.14 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.

4.15 Taxation

Income tax expenses (income) represent the sum of the tax currently payable and deferred tax.

4.15.1 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 profit or loss and other 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.

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.

4.15.2 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.

Deferred tax assets and liabilities must offset when there is a legally enforceable right to set off current tax assets against current tax liabilities 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 statements of profit or loss and other 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.

4.16 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.

4.17 Foreign currency transactions

4.17.1 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 statements of profit or loss and other comprehensive income.

4.17.2 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.

4.18 Business combination

Business combination which is not under common control

The Bank recognises the identifiable assets acquired, the liabilities assumed and any non-controlling interest in the acquiree separately from goodwill at fair value.

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 costs have been recognized as expenses in the statements of profit or loss and other 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 profit or loss and other comprehensive income.

Goodwill is stated at cost less allowance for impairment (if any).

Business combination under common control

The Bank recognises the business combination under common control similar to pooling of interests in accordance with the accounting guidance "Business Combination Under Common Control". The assets and liabilities of the acquiree are recognised using the net book value at the date of business combination. The difference between the cost of business combination and the interest of the Bank in the acquiree's net book value is recognized as premium (deficit) from business combination under common control presented under the Bank's equity in the statement of financial position.

5. RISK MANAGEMENT

5.1 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 7.7), 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, change in fair value of financial instruments 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 (RMC) 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. 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 and aggregate net FX position under an acceptable risk level and regularly reviews to be in line with business strategy and change in

market circumstance, meanwhile the RMC and 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 report on regular basis 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 report on regular basis 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 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 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 May 2015, BOT has announced guidelines on liquid assets to the expected net cash outflows over 30 days under acute stressed scenarios of at least 60% by January 2016. Therefore, the requirement will rise by 10% each year to reach 100% on January 2020 onwards. Bank has assessed impacts of compliance and calculated and reported the daily LCR 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.

5.2 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, 2015 and 2014 are summarized as follows :

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS							
	2015						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	155,882	7,067	200	-	-	30,945	194,094
Investments, net	30,497	11,741	59,817	3,551	-	4,421	110,027
Loans to customers	698,200	193,963	296,548	21,273	32,239	61,231	1,303,454
Financial liabilities							
Deposits	782,118	229,983	4,552	22	-	29,615	1,046,290
Interbank and money market items, net	135,516	129,655	4,788	868	-	4,233	275,060
Debt issued and borrowings	37,421	13,368	42,488	14,844	-	-	108,121

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

THE BANK'S FINANCIAL STATEMENTS							
	2015						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	154,813	7,067	200	-	-	30,132	192,212
Investments, net	30,497	11,741	59,817	3,551	-	4,404	110,010
Loans to customers	714,296	184,656	268,048	20,737	21,627	2,249	1,211,613
Financial liabilities							
Deposits	786,894	229,988	4,552	22	-	30,616	1,052,072
Interbank and money market items, net	137,690	129,654	4,789	868	-	4,245	277,246
Debt issued and borrowings	37,421	7,500	28,513	14,844	-	-	88,278

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

5.3 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, 2015 and 2014.

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS						
	2015			2014		
	Average Balance	Interest Amount	Average Rate (%)	Average Balance	Interest Amount	Average Rate (%)
Interest bearing financial assets						
Interbank and money market items	142,623	2,806	2.0	101,170	2,598	2.6
Investments	102,893	2,549	2.5	69,077	2,130	3.1
Loans to customers	1,224,140	76,592	6.3	954,295	69,881	7.3
Total	1,469,656	81,947		1,124,542	74,609	
Interest bearing financial liabilities						
Deposits	967,567	20,113	2.1	773,602	19,368	2.5
Interbank and money market items	234,057	1,665	0.7	73,211	1,485	2.0
Debt issued and borrowings	115,946	3,818	3.3	159,420	5,812	3.6
Total	1,317,570	25,596		1,006,233	26,665	

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS						
	2015			2014		
	Average Balance	Interest Amount	Average Rate (%)	Average Balance	Interest Amount	Average Rate (%)
Interest bearing financial assets						
Interbank and money market items	140,913	2,784	2.0	99,640	2,573	2.6
Investments	102,533	2,546	2.5	68,849	2,127	3.1
Loans to customers	1,125,477	52,097	4.6	832,941	44,417	5.3
Total	1,368,923	57,427		1,001,430	49,117	
Interest bearing financial liabilities						
Deposits	972,578	20,126	2.1	777,084	19,370	2.5
Interbank and money market items	236,130	1,690	0.7	74,618	1,504	2.0
Debt issued and borrowings	87,465	2,821	3.2	100,885	3,824	3.8
Total	1,296,173	24,637		952,587	24,698	

5.4 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, 2015 and 2014.

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS								
2015								
	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	52,475	92,208	32,417	16,729	-	-	265	194,094
Investments, net	-	24,815	11,849	65,993	3,760	-	3,610	110,027
Loans to customers	40,896	246,764	271,708	473,129	238,718	32,239	-	1,303,454
Financial liabilities								
Deposits	539,043	274,392	228,255	4,578	22	-	-	1,046,290
Interbank and money market items, net	8,618	260,443	347	4,784	868	-	-	275,060
Debt issued and borrowings	-	37,421	13,368	42,488	14,844	-	-	108,121

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

THE BANK'S FINANCIAL STATEMENTS								
2015								
	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	51,204	91,597	32,417	16,729	-	-	265	192,212
Investments, net	-	24,815	11,849	65,993	3,759	-	3,594	110,010
Loans to customers	69,885	205,951	240,454	437,040	236,656	21,627	-	1,211,613
Financial liabilities								
Deposits	543,118	274,392	229,962	4,578	22	-	-	1,052,072
Interbank and money market items, net	10,803	260,444	348	4,783	868	-	-	277,246
Debt issued and borrowings	-	37,421	7,500	28,513	14,844	-	-	88,278

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

5.5 Estimated fair value of financial instruments

Fair value is the price that would be received from sell an asset or paid for transfer a liability in an orderly transaction between market participants at the measurement date in the principal market or, in the absence of a principal market, the most aliquid market where the Bank and its subsidiaries are able to access.

Fair value measurement of financial instruments are determined according to the following hierarchy:

- Level 1 - Quoted price (unadjusted) in active market for identical assets or liabilities that the Bank and its subsidiaries can access at the measurement date
- Level 2 - Quoted price in active market for similar assets or liabilities, the quoted price for identical or similar assets in inactive market and other valuation technique where significant inputs used to measure the fair value are observable
- Level 3 - Using techniques where significant inputs used to measure the fair value are unobservable

A summary of carrying amount of financial instruments as at December 31, 2015 and 2014 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS						
	2015			2014		
	Measured at fair value	Not measured at fair value	Total carrying amount	Measured at fair value	Not measured at fair value	Total carrying amount
Financial assets:						
Cash	-	33,690	33,690	-	31,155	31,155
Interbank and money market items, net	-	194,094	194,094	-	80,364	80,364
Derivatives assets	28,910	6,747	35,657	2,653	-	2,653
Investments, net	108,831	1,196	110,027	60,206	367	60,573
Loans to customers and accrued interest receivables, net	-	1,262,083	1,262,083	-	975,621	975,621
Total	137,741	1,497,810	1,635,551	62,859	1,087,507	1,150,366
Financial liabilities:						
Deposits	-	1,046,290	1,046,290	-	837,556	837,556
Interbank and money market items, net	-	275,060	275,060	-	46,612	46,612
Liability payable on demand	-	3,211	3,211	-	1,936	1,936
Derivatives liabilities	25,794	899	26,693	2,160	-	2,160
Debt issued and borrowings	-	108,121	108,121	-	151,805	151,805
Total	25,794	1,433,581	1,459,375	2,160	1,037,909	1,040,069

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS						
	2015			2014		
	Measured at fair value	Not measured at fair value	Total carrying amount	Measured at fair value	Not measured at fair value	Total carrying amount
Financial assets:						
Cash	-	33,596	33,596	-	31,078	31,078
Interbank and money market items, net	-	192,212	192,212	-	77,210	77,210
Derivatives assets	28,910	6,747	35,657	2,653	-	2,653
Investments, net	108,831	1,179	110,010	60,502	350	60,852
Loans to customers and accrued interest receivables, net	-	1,187,273	1,187,273	-	871,387	871,387
Total	137,741	1,421,007	1,558,748	63,155	980,025	1,043,180
Financial liabilities:						
Deposits	-	1,052,072	1,052,072	-	843,748	843,748
Interbank and money market items, net	-	277,246	277,246	-	48,257	48,257
Liability payable on demand	-	3,211	3,211	-	1,936	1,936
Derivatives liabilities	25,794	899	26,693	2,160	-	2,160
Debt issued and borrowings	-	88,277	88,277	-	97,268	97,268
Total	25,794	1,421,705	1,447,499	2,160	991,209	993,369

Financial instruments measured at fair value

Classification of financial instruments measured at fair value by the level of fair value hierarchy as at December 31, 2015 is summarized as follows:

Unit: THB million

	CONSOLIDATED AND THE BANK'S FINANCIAL STATEMENTS			
	Fair value			Carrying
	Level 1	Level 2	Total	amount
			fair value	
Derivatives assets - trading book	-	28,910	28,910	28,910
Trading investments	-	1,075	1,075	1,075
Available-for-sale investment	1,519	106,237	107,756	107,756
Derivative liabilities - trading book	-	25,794	25,794	25,794

There are no transfers of financial assets and liabilities measured at fair value between level 1 and level 2 during the year ended December 31, 2015.

Valuation technique for financial instrument measured at fair value are as follows:

Derivative - trading book

The valuation techniques using to determine the fair value of derivatives is dependent on the type of instrument and available market data used to measure the fair value. These valuation techniques include discounted cash flow model, option pricing model and other standards model commonly used by market participants. The data used in the valuation is the observable input e.g. interest rate, forward exchange rate. Credit valuation adjustments are also made against the valuation of derivative products to reflect the possibility that the counterparty may default and the Bank may not receive the full market value of the transactions.

Investments

Investment in domestic debt securities listed in Thai Bond Market Association ("ThaiBMA"), discounted cash flow using ThaiBMA yield curve as the discounted rate to determine the fair value.

Equity securities traded in the Stock Exchange of Thailand ("SET"), the fair value is determined by using the last bid price of SET.

Investment in unit trust not listed in SET, the fair value is determined by using the net asset value at the reporting date announced by the asset management company.

Financial instruments not measured at fair value

Fair value of financial instruments which are not measured at fair value and their fair value hierarchy level classification is summarized as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS						
	2015				2014	
	Level 2	Fair value Their carrying amounts are considered as a reasonable approximate of fair value	Total fair value	Carrying amount	Fair value	Carrying amount
Financial assets:						
Cash	-	33,690	33,690	33,690	31,155	31,155
Interbank and money market items, net	-	194,094	194,094	194,094	80,364	80,364
Derivatives assets - banking book	6,288	-	6,288	6,747	-	-
Held to maturity and general investments	-	1,196	1,196	1,196	367	367
Loans to customers and accrued interest receivables, net	-	1,262,083	1,262,083	1,262,083	975,621	975,621
Total	6,288	1,491,063	1,497,351	1,497,810	1,087,507	1,087,507
Financial liabilities:						
Deposits	1,046,795	-	1,046,795	1,046,290	837,803	837,556
Interbank and money market items, net	-	275,060	275,060	275,060	46,612	46,612
Liability payable on demand	-	3,211	3,211	3,211	1,936	1,936
Derivatives liabilities - banking book	1,024	-	1,024	899	-	-
Debt issued and borrowings	72,001	37,434	109,435	108,121	152,974	151,805
Total	1,119,820	315,705	1,435,525	1,433,581	1,039,325	1,037,909

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS						
	2015				2014	
	Level 2	Fair value Their carrying amounts are considered as a reasonable approximate of fair value	Total fair value	Carrying amount	Fair value	Carrying amount
Financial assets:						
Cash	-	33,596	33,596	33,596	31,078	31,078
Interbank and money market items, net	-	192,212	192,212	192,212	77,210	77,210
Derivatives assets - banking book	6,288	-	6,288	6,747	-	-
Held to maturity and general investments	-	1,179	1,179	1,179	350	350
Loans to customers and accrued interest receivables, net	-	1,187,273	1,187,273	1,187,273	871,387	871,387
Total	6,288	1,414,260	1,420,548	1,421,007	980,025	980,025
Financial liabilities:						
Deposits	1,052,577	-	1,052,577	1,052,072	843,994	843,748
Interbank and money market items, net	-	277,246	277,246	277,246	48,257	48,257
Liability payable on demand	-	3,211	3,211	3,211	1,936	1,936
Derivatives liabilities banking book	1,024	-	1,024	899	-	-
Debt issued and borrowings	51,893	37,434	89,327	88,277	98,108	97,268
Total	1,105,494	317,891	1,423,385	1,421,705	992,295	991,209

Valuation technique for financial instruments not measured at fair value are as follows:

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.

Held to maturity and general investments

The carrying amount of held to maturity and general investments presented in the statement of financial position is the approximated fair value.

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 - banking book

The valuation techniques using to determine the fair value of derivatives is dependent on the type of instrument and available market data used to measure the fair value. These valuation techniques include discounted cash flow model, option pricing model and other standards model commonly used by market participants. The data used in the valuation is the observable input e.g. interest rate, forward exchange rate. Credit valuation adjustments are also made against the valuation of derivative products to reflect the possibility that the counterparty may default and the Bank may not receive the full market value of the transactions.

5.6 Capital funds

The Bank maintains the internal capital adequacy assessment process in accordance with the supervisory review process of the BOT and monitors on a regular basis to ensure that the current and future capital requirements are aligned with the risk appetite of the Bank.

The Bank maintains its capital funds in accordance with the criteria, methodologies and conditions prescribed by the BOT which is in line with the Basel III. As at December 31, 2015 and 2014, the Bank has capital fund and capital adequacy ratio as follows:

Unit: THB million

	Basel III Consolidated Supervision	
	2015	2014
Common Equity Tier 1 capital		
Issued and paid-up share capital	73,558	60,741
Premium on share capital	52,879	13,802
Statutory reserve	3,585	2,878
Unappropriated retained earning	48,663	40,469
Other comprehensive income	6,514	6,631
Owner changes - other	(5,218)	-
Less Deduction items from Common Equity Tier 1	(17,672)	(17,602)
Total Common Equity Tier 1 capital	162,309	106,919
Additional Tier 1	1,346	1,337
Total Tier 1 capital	163,655	108,256
Tier 2 capital	28,911	39,423
Total capital fund	192,566	147,679
Total risk weighted assets	1,327,814	1,036,225

Capital adequacy ratio (%)

	BOT regulatory minimum requirement	Basel III Consolidated Supervision	
		2015	2014
Total Common Equity Tier 1 capital / Total risk weighted assets	4.5	12.22	10.32
Total Tier 1 capital / Total risk weighted assets	6.0	12.33	10.45
Total capital / Total risk weighted assets	8.5	14.50	14.25
Capital after deducting capital add-on arising from Single Lending Limit* (THB million)		192,566	-
Capital ratio after deducting capital add-on arising from Single Lending Limit*		14.50	-

* Effective in January 2015

Unit: THB million

	Basel III The Bank	
	2015	2014
Common Equity Tier 1 capital		
Issued and paid-up share capital	73,558	60,741
Premium on share capital	52,879	13,802
Statutory reserve	3,585	2,878
Unappropriated retained earning	24,376	23,592
Other comprehensive income	6,581	6,693
Owner changes - other	(5,218)	-
Less Deduction items from Common Equity Tier 1	(9,578)	(8,719)
Total Common Equity Tier 1 capital	146,183	98,987
Additional Tier 1	-	-
Total Tier 1 capital	146,183	98,987
Tier 2 capital	20,081	33,438
Total capital fund	166,264	132,425
Total risk weighted assets	1,219,813	901,315

Capital adequacy ratio (%)

	BOT regulatory minimum requirement	Basel III The Bank	
		2015	2014
Total Common Equity Tier 1 capital / Total risk weighted assets	4.5	11.98	10.98
Total Tier 1 capital / Total risk weighted assets	6.0	11.98	10.98
Total capital / Total risk weighted assets	8.5	13.63	14.69
Capital after deducting capital add-on arising from Single Lending Limit* (THB million)		166,264	-
Capital ratio after deducting capital add-on arising from Single Lending Limit*		13.63	-

* Effective in January 2015

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 21, 2015
Information as at	June 30, 2015

The disclosure for the year ended December 31, 2015 will be provided on or before April 30, 2016 on the above Bank's website as indicated in the BOT's notification.

6. 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:

6.1 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.

6.2 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.

6.3 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.

6.4 Goodwill

Goodwill is tested for impairment using a fair value method of discounted cash flows on a semi-annual basis.

6.5 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.

6.6 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.

6.7 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.

6.8 Significant judgement on classification of joint arrangement

Tesco Card Services Limited is a separate limited liability company that Ayudhya Capital Services Company Limited (A subsidiary of the Bank) holds 50% of interests under the joint arrangement agreement which requires unanimous consent from the parties to the agreement for the relevant activities. Furthermore, there is no contractual arrangement or any other facts and circumstances indicate that Ayudhya Capital Services Company Limited and the party to the joint arrangement have rights to the assets and obligations for the liabilities of the joint arrangement. For Tesco Life Assurance Broker Limited and Tesco General Insurance Broker Limited, they are also separate limited liability companies that Tesco Card Services Limited wholly holds 100% of interest. Accordingly, Tesco Card Services Limited, Tesco Life Assurance Broker Limited and Tesco General Insurance Broker Limited are classified as a joint venture of the Bank and its subsidiaries.

7. ADDITIONAL INFORMATION

7.1 Additional information of cash flows

7.1.1 Non-cash transactions of premises and equipment for the year ended December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Premises and equipment payable at the beginning of the years	555	291	455	226
Purchases of premises and equipment	3,156	2,034	2,552	1,343
Less Cash payment	(2,974)	(1,770)	(2,428)	(1,114)
Premises and equipment payable at the end of the years	737	555	579	455

7.1.2 Non-cash transactions of computer software for the year ended December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Computer software payable at the beginning of the years	300	97	283	69
Purchases of computer software	1,229	871	1,075	770
Less Cash payment	(1,229)	(668)	(1,072)	(556)
Computer software payable at the end of the years	300	300	286	283

7.1.3 Others non-cash transactions for the year ended December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Increase in revaluation surplus on investments	6	1,309	6	1,326
Accumulated depreciation of premises appraisal deducted from premises revaluation surplus	(178)	(356)	(173)	(352)
Properties for sale debt repayment	7,466	87	2,537	-
Properties and premises transferred to be properties foreclosed	19	20	19	20

7.1.4 On January 5, 2015, the Bank has completed the business transfer of The Bank of Tokyo-Mitsubishi UFJ, Ltd. - Bangkok Branch ("BTMU's Bangkok Branch"), then allotted 1,281,618,026 newly issued ordinary shares as a private placement to The Bank of Tokyo-Mitsubishi UFJ, Ltd. ("BTMU") with the par value of Baht 10 per share and the offering price of Baht 40.49 per share as consideration and/or exchange for the transfer of business of BTMU's Bangkok Branch in accordance with the approval by the Board of Directors Meeting No.12/2014 held on December 17, 2014 under the resolution of the Extraordinary General Meeting of Shareholders No. 1/2013 held on October 31, 2013 to approve the private placement of not more than 1,500,000,000 newly issued ordinary shares with the par value of Baht 10 per share.

Book value of assets and liabilities of BTMU's Bangkok Branch of each item are as follows:

	Unit: THB million
Assets	
Cash	72
Interbank and money market items - net	115,012
Derivative assets	20,903
Investments - net	80,341
Loans to customers and accrued interest receivables - net	231,419
Others	1,064
	448,811
Liabilities	
Deposits	146,865
Interbank and money market items - net	216,837
Derivative liabilities	16,373
Debt issued and borrowings	19,691
Others	2,370
	402,136
Net assets	46,675
Deficit from business combination under common control	5,218
Purchase price	51,893

7.1.5 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.

7.2 Interbank and money market items, net (Asset)

Interbank and money market items, net (Asset) as at December 31, 2015 and 2014 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS						
	2015			2014		
	At Call	Time	Total	At Call	Time	Total
Domestic items						
Bank of Thailand and Financial Institution Development Fund	6,355	59,498	65,853	4,673	29,997	34,670
Commercial banks	1,355	1,485	2,840	1,711	1,251	2,962
Specialized financial institutions	-	48,288	48,288	-	-	-
Other financial institutions	202	27,633	27,835	5	30,580	30,585
Total	7,912	136,904	144,816	6,389	61,828	68,217
Add Accrued interest receivables	-	112	112	-	20	20
Less Allowance for doubtful accounts	-	(369)	(369)	-	(182)	(182)
Total domestic items	7,912	136,647	144,559	6,389	61,666	68,055
Foreign items						
US Dollar	27,262	4,602	31,864	9,610	299	9,909
Yen	13,697	56	13,753	165	-	165
Euro	514	-	514	512	-	512
Other currencies	3,090	313	3,403	1,475	248	1,723
Total	44,563	4,971	49,534	11,762	547	12,309
Add Accrued interest receivables	-	1	1	-	-	-
Total foreign items	44,563	4,972	49,535	11,762	547	12,309
Total domestic and foreign items	52,475	141,619	194,094	18,151	62,213	80,364

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS						
	2015			2014		
	At Call	Time	Total	At Call	Time	Total
Domestic items						
Bank of Thailand and Financial Institution Development Fund	6,355	59,498	65,853	4,673	29,997	34,670
Commercial banks	204	874	1,078	-	-	-
Specialized financial institutions	-	48,288	48,288	-	-	-
Other financial institutions	202	27,633	27,835	5	30,580	30,585
Total	6,761	136,293	143,054	4,678	60,577	65,255
Add Accrued interest receivables	-	112	112	-	18	18
Less Allowance for doubtful accounts	-	(369)	(369)	-	(182)	(182)
Total domestic items	6,761	136,036	142,797	4,678	60,413	65,091
Foreign items						
US Dollar	27,156	4,602	31,758	9,439	299	9,738
Yen	13,697	56	13,753	165	-	165
Euro	514	-	514	512	-	512
Other currencies	3,076	313	3,389	1,456	248	1,704
Total	44,443	4,971	49,414	11,572	547	12,119
Add Accrued interest receivables	-	1	1	-	-	-
Total foreign items	44,443	4,972	49,415	11,572	547	12,119
Total domestic and foreign items	51,204	141,008	192,212	16,250	60,960	77,210

7.3 Derivatives

7.3.1 Fair value and the notional amount classified by type of risk as at December 31, 2015 and 2014 are as follows:

Unit: THB million

Risk type	CONSOLIDATED AND THE BANK'S FINANCIAL STATEMENTS					
	2015			2014		
	Fair value / Readjustment based on			Fair value / Readjustment based on		
	an accrual basis			an accrual basis		
	Asset	Liabilities	Notional Amount	Asset	Liabilities	Notional Amount
Exchange rate	30,591	19,550	803,854	2,043	1,581	328,665
Interest rate	5,066	7,143	1,010,296	610	579	44,291
Total	35,657	26,693	1,814,150	2,653	2,160	372,956

7.3.2 Proportion of derivatives transactions classified by type of counterparty on the basis of notional amount as at December 31, 2015 and 2014 are as follows:

Counterparty	CONSOLIDATED AND THE BANK'S FINANCIAL STATEMENTS	
	2015	2014
	Proportion (%)	Proportion (%)
Financial institution	58.93	82.94
Related company	27.08	0.41
Third party	13.99	16.65
Total	100.00	100.00

7.4 Investments, net

Investments, net as at December 31, 2015 and 2014 consisted of the following:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS								
	2015				2014			
	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	1,074	1	-	1,075	4,251	2	(2)	4,251
Private sector's debt securities	-	-	-	-	16	-	-	16
	1,074	1	-	1,075	4,267	2	(2)	4,267
Add Revaluation allowance	1			-	-			-
Total	1,075			1,075	4,267			4,267
Securities Available-for-Sale								
Government and state enterprise securities	90,425	705	(1)	91,129	38,760	564	-	39,324
Private sector's debt securities	13,468	535	-	14,003	11,367	402	-	11,769
Domestic marketable equity securities	3,021	467	(516)	2,972	4,641	471	(253)	4,859
	106,914	1,707	(517)	108,104	54,768	1,437	(253)	55,952
Add Revaluation allowance	1,190			-	1,184			-
Less Allowance for impairment	(348)			(348)	(13)			(13)
Total	107,756			107,756	55,939			55,939
Securities Held-to-Maturity								
Private sector's debt securities	50				50			
Investment in accounts receivable	1,020				163			
	1,070				213			
Less Allowance for impairment	(64)				(64)			
Total	1,006				149			
Securities for General Investments								
Domestic non-marketable equity securities	377				408			
Foreign non-marketable equity securities	31				28			
	408				436			
Less Allowance for impairment	(218)				(218)			
Total	190				218			
Total Investments, net	110,027				60,573			

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS								
	2015				2014			
	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	1,074	1	-	1,075	4,251	2	(2)	4,251
Private sector's debt securities	-	-	-	-	312	-	-	312
	1,074	1	-	1,075	4,563	2	(2)	4,563
Add Revaluation allowance	1			-	-			-
Total	1,075			1,075	4,563			4,563
Securities Available-for-Sale								
Government and state enterprise securities	90,425	705	(1)	91,129	38,760	564	-	39,324
Private sector's debt securities	13,125	535	-	13,660	11,367	402	-	11,769
Domestic marketable equity securities	3,021	467	(516)	2,972	4,641	471	(253)	4,859
	106,571	1,707	(517)	107,761	54,768	1,437	(253)	55,952
Add Revaluation allowance	1,190			-	1,184			-
Less Allowance for impairment	(5)			(5)	(13)			(13)
Total	107,756			107,756	55,939			55,939
Securities Held-to-Maturity								
Private sector's debt securities	50				50			
Investment in accounts receivable	1,020				163			
	1,070				213			
Less Allowance for impairment	(64)				(64)			
Total	1,006				149			
Securities for General Investments								
Domestic non-marketable equity securities	344				375			
Foreign non-marketable equity securities	31				28			
	375				403			
Less Allowance for impairment	(202)				(202)			
Total	173				201			
Total Investments, net	110,010				60,852			

For the years ended December 31, 2015 and 2014, revaluation surplus (deficit) on investments presented in the equity consists of the following:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Beginning balance	1,184	(125)	1,184	(142)
Increase (decrease) during the year	6	1,309	6	1,326
Ending balance	1,190	1,184	1,190	1,184

As at December 31, 2015 and 2014, the Bank and its subsidiaries had investments in general investments in the consolidated and the Bank's financial statements of 2 companies and 1 company, respectively, subject to being delisted from the SET, with cost of THB 12 million and market price of THB 0.

7.5 Investments in subsidiaries, associates and joint ventures, 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, 2015 and 2014 are as follows:

Unit: THB million

			CONSOLIDATED FINANCIAL STATEMENTS				
Company Name	Business Type	Securities Investment Type	2015				
			Registered Share Capital	Proportion of Ownership Interest and Voting Power Held by the Bank (%)	Investment (Cost)	Investment (Equity Method)	Dividend
Joint ventures							
Tesco Card Services Limited ⁽¹⁾	Credit cards and personal loans	Common Stock	2,080	50.00	1,040	1,404	-
Tesco Life Assurance Broker Limited ⁽²⁾	Life assurance broker	Common Stock	12	50.00	-	55	-
Tesco General Insurance Broker Limited ⁽²⁾	General insurance broker	Common Stock	107	50.00	-	117	-
Associate							
Metro Designee Company Limited ⁽³⁾	Special Purpose vehicle	Common Stock	-	22.00	-	-	-
Investments in associate and joint ventures, net					1,040	1,576	-

Unit: THB million

			CONSOLIDATED FINANCIAL STATEMENTS				
Company Name	Business Type	Securities Investment Type	2014				
			Registered Share Capital	Proportion of Ownership Interest and Voting Power Held by the Bank (%)	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

⁽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 right as per the concession agreement between Mass Rapid Transit Authority of Thailand ("MRT") and Bangkok Expressway and Methor Public Company Limited ("BEM") (the Company is the result of the amalgamation between Bangkok Expressway Public Company Limited ("BECL") and Bangkok Metro Public Company Limited ("BMCL") in 2015) in case BEM breaches agreement with MRT or BEM breaches the loan agreement with the creditor group

THE BANK'S FINANCIAL STATEMENTS						
Company Name	Business Type	Securities Investment Type	2015			
			Registered Share Capital	Proportion of Ownership Interest and Voting Power Held by the Bank (%)	Investment (Cost)	Dividend
Subsidiaries						
Ayudhya Development Leasing Company Limited	Leasing and hire- purchase	Common stock	3,705	99.99	3,929	-
Ayudhya Capital Auto Lease Public Company Limited	Hire-purchase and auto leasing	Common stock	25,545	100.00	19,880	4,068
Ngern Tid Lor Company Limited (formerly CFG Services Company Limited)	Hire-purchase and motorcycle loans	Common stock Preferred stock }	2,290	100.00	2,126 1	300
Ayudhya Card Services Company Limited ⁽¹⁾	Credit cards and personal loans	Common stock	180	100.00	-	-
Ayudhya Capital Services Company Limited	Credit cards and personal loans	Common stock	5,925	100.00	11,941	-
General Card Services Limited	Credit cards and personal loans	Common stock	2,058	100.00	2,181	-
Krungsriayudhya Card Company Limited	Credit cards and personal loans	Common stock	5,906	100.00	6,275	-
Siam Realty and Services Company Limited	Car rental services and personnel services	Common stock	100	100.00	100	-
Total Services Solutions Public Company Limited	Collection services	Common stock	401	100.00	1,614	-
Krungsri Asset Management Company Limited	Fund management	Common stock	350	76.59	205	938
Krungsri Ayudhya AMC Limited	Asset management	Common stock	2,700	100.00	4,565	-
Krungsri Securities Public Company Limited	Securities	Common stock	600	98.71	731	-
Krungsri Factoring Company Limited	Factoring	Common stock	300	100.00	300	-
Associated Company						
Metro Designee Company Limited ⁽²⁾	Special purpose vehicle	Common stock	-	22.00	-	-
Investments in subsidiaries and associated company					53,848	5,306
Less Allowance for impairment					(4,952)	-
Investments in subsidiaries and associated company, net					48,896	5,306

⁽¹⁾ Subsidiary is 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 BEM in case BEM breaches agreement with MRT or BEM Breaches the loan agreement with the creditor group.

THE BANK'S FINANCIAL STATEMENTS						
2014						
Company Name	Business Type	Securities Investment Type	Registered Share Capital	Proportion of Ownership Interest and Voting Power Held by the Bank (%)	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	100.00	19,880	-
Ngern Tid Lor Company Limited (formerly CFG Services Company Limited)	Hire-purchase and motorcycle loans	Common stock } Preferred stock }	1,990	100.00	1,826 1	600 -
Ayudhya Card Services Company Limited ⁽¹⁾	Credit cards and personal loans	Common stock	180	100.00	-	-
Ayudhya Capital Services Company Limited	Credit cards and personal loans	Common stock	5,925	100.00	11,941	5,800
General Card Services Limited	Credit cards and personal loans	Common stock	2,058	100.00	2,181	1,300
Krungsriayudhya Card Company Limited	Credit cards and personal loans	Common stock	5,906	100.00	6,275	2,000
Siam Realty and Services Company Limited	Car rental services and personnel services	Common stock	100	100.00	100	20
Total Services Solutions Public Company Limited	Collection services	Common stock	401	100.00	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	100.00	6,000	-
Krungsri Securities Public Company Limited	Securities	Common stock	600	98.71	731	-
Krungsri Factoring Company Limited	Factoring	Common stock	300	100.00	300	-
Associated Company						
Metro Designee Company Limited ⁽²⁾	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 is 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, 2015**

Unit: THB million

	2015	2014
Cash flows from operating activities		
Income before income tax	208	492
Adjustments to reconcile income to cash provided (paid) from operating activities		
Bad debt and doubtful accounts	4	6
Loss on impairment of properties for sale	1	184
Depreciation and amortization	1	2
Gain on sales of properties for sale	(114)	(368)
Employment benefits expenses	4	40
Interest income, net	(98)	(119)
Interest received	98	124
Interest paid	-	(5)
Income tax paid	(82)	(180)
Income from operations before changes in operating assets and liabilities	22	176
Decrease in operating assets		
Investment in receivables	29	249
Loans to customers	8	100
Properties for sale	368	1,340
Other assets	38	135
Increase (decrease) in operating liabilities		
Other liabilities	(22)	(16)
Net cash from operating activities	443	1,984
Cash flows from investing activities		
Cash paid for purchases of equipment	(1)	-
Net cash from investing activities	(1)	-
Cash flows from financing activities		
Proceeds from bill of exchange issued	-	55
Cash paid for repayment of bill of exchange	-	(609)
Cash paid for repatriation capital	(1,435)	-
Net cash from financing activities	(1,435)	(554)
Net increase in cash and cash equivalents	(993)	1,430
Cash and cash equivalents as at January 1,	1,451	21
Cash and cash equivalents as at December 31,	458	1,451

7.6 Loans to customers and accrued interest receivables, net

Loans to customers and accrued interest receivables, net as at December 31, 2015 and 2014 are as follows:

(1) Classified by products

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Overdrafts	54,637	59,049	54,532	58,918
Loan against contract	649,911	468,548	744,533	583,006
Trade bill	269,242	180,136	270,382	180,094
Hire-purchase receivable	309,212	279,665	164,227	81,095
Lease contract receivable	13,825	18,713	2,578	1,158
Credit card receivable	53,310	50,291	-	-
Others	3,422	1,234	2,454	198
Total	1,353,559	1,057,636	1,238,706	904,469
<u>Less</u> Deferred revenue	(50,105)	(44,875)	(27,093)	(14,279)
Loans to customers after deferred revenue, net	1,303,454	1,012,761	1,211,613	890,190
<u>Add</u> Accrued interest receivables	3,573	2,636	2,359	1,557
Loans to customers and accrued interest receivable after deferred revenue, net	1,307,027	1,015,397	1,213,972	891,747
<u>Less</u> Allowance for doubtful accounts				
1) BOT requirement :				
Individual approach	(22,966)	(19,099)	(17,621)	(12,966)
Collective approach	(6,912)	(5,556)	(3,428)	(1,267)
2) Surplus reserve	(13,340)	(13,504)	(5,238)	(5,564)
<u>Less</u> Revaluation allowance for debt restructuring	(1,726)	(1,617)	(412)	(563)
Total loans to customers, net	1,262,083	975,621	1,187,273	871,387

(2) Classified by currency and residence of debtors

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS					
	2015			2014		
	Domestic	Foreign	Total	Domestic	Foreign	Total
Baht	1,228,060	10,948	1,239,008	979,088	10,521	989,609
US Dollar	53,126	6,236	59,362	14,057	7,301	21,358
Other currencies	1,915	3,169	5,084	516	1,278	1,794
Total	1,283,101	20,353	1,303,454	993,661	19,100	1,012,761

Unit: THB million

	THE BANK'S FINANCIAL STATEMENTS					
	2015			2014		
	Domestic	Foreign	Total	Domestic	Foreign	Total
Baht	1,136,251	10,948	1,147,199	856,518	10,520	867,038
US Dollar	53,126	6,232	59,358	14,057	7,301	21,358
Other currencies	1,915	3,141	5,056	516	1,278	1,794
Total	1,191,292	20,321	1,211,613	871,091	19,099	890,190

(3) Classified by business type and classification

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS						
2015						
	Normal	Special Mention	Substandard	Doubtful	Doubtful of Loss	Total
Agriculture and mining	13,747	1,104	86	109	764	15,810
Manufacturing and trading	336,142	14,798	2,675	2,714	3,442	359,771
Real estate and construction	74,491	2,923	915	691	880	79,900
Public utilities and services	140,557	4,879	481	524	1,836	148,277
Housing loans	154,115	1,881	1,102	1,269	1,790	160,157
Others	503,753	22,825	5,565	3,105	4,291	539,539
Total	1,222,805	48,410	10,824	8,412	13,003	1,303,454

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

THE BANK'S FINANCIAL STATEMENTS						
2015						
	Normal	Special Mention	Substandard	Doubtful	Doubtful of Loss	Total
Agriculture and mining	13,682	1,104	86	109	118	15,099
Manufacturing and trading	336,006	14,550	2,625	2,681	2,702	358,564
Real estate and construction	74,419	2,839	915	669	872	79,714
Public utilities and services	140,523	4,879	481	524	1,439	147,846
Housing loans	154,115	1,881	1,102	1,270	1,748	160,116
Others	436,808	9,180	1,969	1,649	668	450,274
Total	1,155,553	34,433	7,178	6,902	7,547	1,211,613

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

(4) Classified by type of classification

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
2015				
	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	1,226,187	845,656	1	9,204
Special mention	48,598	36,427	2, 13	3,802
Substandard	10,824	7,229	52, 100	6,255
Doubtful	8,412	4,692	49, 100	4,271
Doubtful of loss	13,006	5,459	100	6,346
Total	1,307,027	899,463		29,878 ⁽¹⁾
2. Surplus Reserve				13,340 ⁽²⁾
Total				43,218

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

⁽¹⁾ Including allowance for doubtful accounts on a collective approach for hire-purchase loans as at December 31, 2015 and 2014, of THB 6,912 million and THB 5,556 million, respectively.

⁽²⁾ Including allowance for doubtful accounts of loans granted to subsidiaries as at December 31, 2015 and 2014, at the rate of 1% of THB 145,769 million and THB 160,837 million equal to THB 1,458 million and THB 1,608 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, 2015 and 2014, of THB 1,726 million and THB 1,617 million, respectively, and excluding allowance for doubtful accounts for interbank and money market items as at December 31, 2015 and 2014, of THB 369 million and THB 182 million, respectively.

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS				
2015				
	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	1,157,819	781,259	1	8,462
Special mention	34,526	23,706	2, 13	2,537
Substandard	7,178	3,686	45, 100	3,750
Doubtful	6,902	3,445	45, 100	3,574
Doubtful of loss	7,547	1,860	100	2,726
Total	1,213,972	813,956		21,049 ⁽¹⁾
2. Surplus Reserve				5,238 ⁽²⁾
Total				26,287

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

⁽¹⁾ Including allowance for doubtful accounts on a collective approach for hire-purchase loans as at December 31, 2015 and 2014 of THB 3,428 million and THB 1,267 million, respectively.

⁽²⁾ Including allowance for doubtful accounts of loan granted to subsidiaries as at December 31, 2015 and 2014, at the rate of 1% of THB 145,769 million and THB 160,837 million, equal to THB 1,458 million and THB 1,608 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, 2015 and 2014, of THB 412 million and THB 563 million, respectively and excluding allowance for doubtful accounts for interbank and money market items as at December 31, 2015 and 2014, of THB 369 million and THB 182 million, respectively.

For the years ended December 31, 2015 and 2014, 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	
	2015	2014	2015	2014
Book value	2,874	2,514	2,874	2,960
Net book value	1,932	1,904	1,932	1,664
Sale price	1,932	2,082	1,932	1,664

As at December 31, 2015 and 2014, the Bank and Krungsri Ayudhya AMC Limited ("AMC") had non-performing loans which included interbank and money market items as follows:

Unit: THB million

	2015		
	The Bank	AMC	The Bank and AMC
Non-performing loans	21,627	624	22,251
Percentage of total loans	1.60	100.00	1.64
Non-performing loans, net	11,578	433	12,011
Percentage of total loans, net	0.86	100.00	0.89

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

As at December 31, 2015 and 2014, the Bank and its subsidiaries' non-performing loans are THB 32,239 million and THB 29,988 million, respectively.

(5) Troubled debt restructuring

For the years ended December 31, 2015 and 2014, the Bank and its subsidiaries had restructured the following debts:

Unit: THB million

Form of Restructuring	CONSOLIDATED FINANCIAL STATEMENTS							
	2015				2014			
	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	23,271	3,809	-	-	22,238	4,874	-	-
Reduction of principal and interest	6,587	701	-	-	8,941	936	-	-
Various forms of restructuring	459	1,966	-	-	189	784	-	-
Total	30,317	6,476	-	-	31,368	6,594	-	-

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS								
Form of Restructuring	2015				2014			
	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	549	1,503	-	-	700	2,021	-	-
Reduction of principal and interest	98	388	-	-	264	530	-	-
Various forms of restructuring	459	1,966	-	-	189	784	-	-
Total	1,106	3,857	-	-	1,153	3,335	-	-

For the years ended December 31, 2015 and 2014, 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	2015				2014			
	Average Aging (Year)	Number of Debtor	Amount of Debt		Average Aging (Year)	Number of Debtor	Amount of Debt	
			Before Restructuring	After Restructuring			Before Restructuring	After Restructuring
Present value of future cash flows	4.65	22,673	2,525	2,640	4.50	21,462	3,153	3,170
Fair value of collateral	8.39	598	1,284	1,284	6.43	776	1,721	1,721

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS								
Method	2015				2014			
	Average Aging (Year)	Number of Debtor	Amount of Debt		Average Aging (Year)	Number of Debtor	Amount of Debt	
			Before Restructuring	After Restructuring			Before Restructuring	After Restructuring
Present value of future cash flows	6.51	8	223	223	4.77	16	371	371
Fair value of collateral	9.27	541	1,280	1,280	7.25	684	1,650	1,650

For the years ended December 31, 2015 and 2014, the Bank and its subsidiaries recognized losses on debt restructured and interest received from debt restructured in the statements of profit or loss and other comprehensive income as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Losses on debt restructured (reversal)	1,328	1,368	(145)	(93)
Interest received from debt restructured	874	990	602	695

As at December 31, 2015 and 2014, the Bank and its subsidiaries recorded balances of total debt restructured and debt restructured during the years ended December 31, 2015 and 2014, in the statements of financial position as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Balances of total debt restructured	15,943	19,112	11,018	14,503
Balances of debt restructured during the year	5,440	5,914	2,865	2,749

(6) Lease receivables (Included hire-purchase receivables and finance lease)

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
2015				
	Within 1 Year	Amount due per agreements Greater than 1-5 Years	Greater than 5 Years	Total
Minimum lease payments	91,666	185,408	45,963	323,037
<u>Less</u> Unearned interest income				(50,047)
Present value of the minimum lease payments				272,990
<u>Less</u> Allowance for doubtful accounts				(12,655)
Total lease receivables, net				260,335

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
2014				
	Within 1 Year	Amount due per agreements 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

THE BANK'S FINANCIAL STATEMENTS				
2015				
	Within 1 Year	Amount due per agreements Greater than 1-5 Years	Greater than 5 Years	Total
Minimum lease payments	27,526	99,571	39,708	166,805
<u>Less</u> Unearned interest income				(27,041)
Present value of the minimum lease payments				139,764
<u>Less</u> Allowance for doubtful accounts				(3,427)
Total lease receivables, net				136,337

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS				
2014				
	Within 1 Year	Amount due per agreements 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

7.7 Allowance for doubtful accounts

Allowance for doubtful accounts as at December 31, 2015 and 2014 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS							
	2015						
	Normal	Special Mention	Substandard	Doubtful	Doubtful of Loss	Surplus Reserve	Total
Beginning balance	6,665	3,239	4,969	3,341	6,441	13,504	38,159
Items arising from business combination	1,991	155	-	377	-	-	2,523
Doubtful accounts (reversal)	596	803	6,687	2,677	8,266	(174)	18,855
Bad debts written off	(48)	(395)	(5,401)	(2,023)	(7,508)	-	(15,375)
Bad debts written off from sales of NPLs	-	-	-	(101)	(853)	-	(954)
Other	-	-	-	-	-	10	10
Ending balance	9,204	3,802	6,255	4,271	6,346	13,340	43,218

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

THE BANK'S FINANCIAL STATEMENTS							
	2015						
	Normal	Special Mention	Substandard	Doubtful	Doubtful of Loss	Surplus Reserve	Total
Beginning balance	5,956	1,635	2,532	2,307	1,803	5,564	19,797
Items arising from business combination	1,991	155	-	377	-	-	2,523
Doubtful accounts (reversal)	563	1,142	1,870	3,014	3,073	(330)	9,332
Bad debts written off	(48)	(395)	(652)	(2,023)	(1,297)	-	(4,415)
Bad debts written off from sales of NPLs	-	-	-	(101)	(853)	-	(954)
Other	-	-	-	-	-	4	4
Ending balance	8,462	2,537	3,750	3,574	2,726	5,238	26,287

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

As at December 31, 2015 and 2014, the Bank and its subsidiaries estimated the minimum total allowance under the BOT Guidelines as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Allowance for doubtful accounts*	31,974	26,453	21,830	14,978

* 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

	2015	2014
Consolidated financial statements	45,313	39,958
The Bank and Krungsri Ayudhya AMC Limited	27,401	20,947
The Bank's financial statements	27,069	20,542

* 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.

As at December 31, 2015 and 2014, 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 FINANCIAL STATEMENTS				
2015				
	Number	Outstanding Balance	Collateral	Allowance for Doubtful Accounts
Companies subject to be delisted by SET	2	2,225	845	1,291
Total	2	2,225	845	1,291

Unit: THB million

CONSOLIDATED 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

THE BANK'S FINANCIAL STATEMENTS				
2015				
	Number	Outstanding Balance	Collateral	Allowance for Doubtful Accounts
Companies subject to be delisted by SET	2	2,225	845	1,291
Total	2	2,225	845	1,291

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS				
2014				
	Number	Outstanding Balance	Collateral	Allowance for Doubtful Accounts
Companies subject to be delisted by SET	1	2,333	923	1,291
Total	1	2,333	923	1,291

7.8 Revaluation allowance for debt restructuring

Revaluation allowance for debt restructuring as at December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Beginning balance	1,617	1,520	563	659
Increase (decrease) during the year	1,328	1,368	(145)	(93)
Amount written off	(1,219)	(1,271)	(6)	(3)
Ending balance	1,726	1,617	412	563

7.9 Properties for sale, net

Properties for sale, net as at December 31, 2015 and 2014 are as follows:

Unit: THB million

Type of Properties For Sale	CONSOLIDATED FINANCIAL STATEMENTS			
	Balance as at January 1, 2015	Acquisition	Disposition	Balance as at December 31, 2015
1. Assets acquired from debt repayment				
1.1 Immovable	6,471	44	(1,047)	5,468
1.2 Movable	850	7,423	(7,529)	744
Total	7,321	7,467	(8,576)	6,212
2. Others	116	15	-	131
Total properties for sale	7,437	7,482	(8,576)	6,343
Less Provision for impairment	(1,981)	(2,122)	2,810	(1,293)
Total properties for sale	5,456	5,360	(5,766)	5,050

Unit: THB million

Type of Properties For Sale	CONSOLIDATED 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	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

Type of Properties For Sale	THE BANK'S FINANCIAL STATEMENTS			
	Balance as at January 1, 2015	Acquisition	Disposition	Balance as at December 31, 2015
1. Assets acquired from debt repayment				
1.1 Immovable	3,908	39	(755)	3,192
1.2 Movable	109	2,498	(2,332)	275
Total	4,017	2,537	(3,087)	3,467
2. Others	116	15	-	131
Total properties for sale	4,133	2,552	(3,087)	3,598
Less Provision for impairment	(1,290)	(116)	665	(741)
Total properties for sale	2,843	2,436	(2,422)	2,857

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

Immovable assets for sale classified by external and internal appraisers as at December 31, 2015 and 2014 consist of the following:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Immovable assets-Foreclosed assets				
Appraised by external appraisers	1,693	1,970	1,553	1,915
Appraised by internal appraisers	3,775	4,501	1,639	1,993
Total	5,468	6,471	3,192	3,908

7.10 Premises and equipment, net

Premises and equipment, net as at December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS			
	Balance as at January 1, 2015	Increase	Decrease	Balance as at December 31, 2015
Land				
Cost	3,633	673	(20)	4,286
Appraisal increase (Year 2013)	5,179	-	(5)	5,174
Appraisal decrease (Year 2013)	(79)	-	1	(78)
Premises				
Cost	6,808	327	(31)	7,104
Appraisal increase (Year 2013)	7,748	-	(40)	7,708
Appraisal decrease (Year 2013)	(134)	-	-	(134)
Equipment	13,302	1,632	(699)	14,235
Leasehold improvement	2,467	755	(126)	3,096
Total	38,924	3,387	(920)	41,391
Less Accumulated depreciation				
Premises				
- Cost	(3,482)	(265)	11	(3,736)
- Appraisal increase (Year 2013)	(4,938)	(172)	33	(5,077)
Equipment	(9,434)	(1,285)	611	(10,108)
Leasehold improvement	(1,525)	(278)	56	(1,747)
Total	(19,379)	(2,000)	711	(20,668)
Construction in progress	407	558	(695)	270
Premises and equipment, net	19,952			20,993

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
<u>Less</u> 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

	2015	2014
Depreciation for the years	2,000	2,180

As at December 31, 2015 and 2014, the Bank and its subsidiaries had premises and equipment which were fully depreciated but still in use, with the original costs amounting to THB 8,184 million and THB 7,624 million, respectively.

As at December 31, 2015 and 2014, the Bank and its subsidiaries had equipments which are under finance leases, with the original costs amounting to THB 458 million and THB 473 million, respectively.

Land and premises of the Bank and its subsidiaries were revalued in June 2013 by the independent professional qualified appraisers. The basis of valuation for land and premises are market value and depreciated replacement cost. The fair value of land and premises are determined as level 3 hierarchy.

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS				
	Balance as at January 1, 2015	Increase	Decrease	Balance as at December 31, 2015
Land				
Cost	3,632	673	(19)	4,286
Appraisal increase (Year 2013)	5,175	-	(1)	5,174
Appraisal decrease (Year 2013)	(79)	-	1	(78)
Premises				
Cost	6,750	327	(11)	7,066
Appraisal increase (Year 2013)	7,612	-	(2)	7,610
Appraisal decrease (Year 2013)	(134)	-	-	(134)
Equipment	10,178	1,165	(417)	10,926
Leasehold improvement	1,356	592	(28)	1,920
Total	34,490	2,757	(477)	36,770
Less Accumulated depreciation				
Premises				
- Cost	(3,452)	(264)	3	(3,713)
- Appraisal increase (Year 2013)	(4,833)	(172)	1	(5,004)
Equipment	(7,724)	(916)	415	(8,225)
Leasehold improvement	(654)	(137)	17	(774)
Total	(16,663)	(1,489)	436	(17,716)
Construction in progress	392	396	(522)	266
Premises and equipment, net	18,219			19,320

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

	2015	2014
Depreciation for the years	1,489	1,681

As at December 31, 2015 and 2014, the Bank had premises and equipment which were fully depreciated but still in use, with the original costs amounting to THB 6,293 million and THB 6,080 million, respectively.

As at December 31, 2015 and 2014, the Bank had equipments which are under finance leases, with the original costs amounting to THB 445 million and THB 458 million, respectively.

7.11 Goodwill and other intangible assets, net

Goodwill and other intangible assets, net as at December 31, 2015 and 2014 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
	Balance as at January 1, 2015	Increase	Decrease	Balance as at December 31, 2015
Cost				
Goodwill	9,947	-	-	9,947
Software	6,146	1,252	(2)	7,396
Other intangible assets	5,616	5	(25)	5,596
Total	21,709	1,257	(27)	22,939
Accumulated amortization				
Software	(3,437)	(735)	1	(4,171)
Other intangible assets	(3,668)	(618)	15	(4,271)
Total	(7,105)	(1,353)	16	(8,442)
Allowance for impairment	(20)	-	-	(20)
Goodwill and other intangible assets, net	14,584			14,477

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

	2015	2014
Amortization for the years	1,353	1,143

As at December 31, 2015 and 2014, the Bank and its subsidiaries had intangible assets which were fully amortized but still in use, with the original costs amounting to THB 1,772 million and THB 1,602 million, respectively.

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS				
	Balance as at January 1, 2015	Increase	Decrease	Balance as at December 31, 2015
Cost				
Goodwill	1,054	-	-	1,054
Software	5,165	1,089	-	6,254
Other intangible assets	77	5	(25)	57
Total	6,296	1,094	(25)	7,365
Accumulated amortization				
Software	(2,864)	(633)	-	(3,497)
Other intangible assets	(38)	(15)	17	(36)
Total	(2,902)	(648)	17	(3,533)
Goodwill and other intangible assets, net	3,394			3,832

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

	2015	2014
Amortization for the years	648	512

As at December 31, 2015 and 2014, the Bank had intangible assets which were fully amortized but still in use, with the original costs amounting to THB 1,349 million and THB 1,231 million, respectively.

7.12 Deferred tax

Deferred tax assets and deferred tax liabilities as at December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Deferred tax assets	5,369	4,983	703	485
Deferred tax liabilities	(32)	(24)	-	-
Net	5,337	4,959	703	485

Movements of deferred tax assets and deferred tax liabilities during the year are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS						
	Balance at January 1, 2015 as previously reported	Effects on Application of the new Accounting Policy	Balance at January 1, 2015 as adjusted	Items as recognized into Profit or Loss	Items as recognized into Other Comprehensive Income	Items as recognized into Other reserves of owners of the Bank	Balance at December 31, 2015
Deferred tax assets							
Impairment of assets	470	-	470	(120)	-	-	350
Loans and accrued interest receivables, net	5,562	-	5,562	181	-	-	5,743
Provisions	1,111	-	1,111	221	58	-	1,390
Others	746	14	760	(71)	42	42	773
Total	7,889	14	7,903	211	100	42	8,256
Deferred tax liabilities							
Asset appraisal surplus	1,599	-	1,599	35	-	-	1,634
Investments	193	-	193	(61)	42	-	174
Others	1,138	-	1,138	(27)	-	-	1,111
Total	2,930	-	2,930	(53)	42	-	2,919
Deferred tax assets - net	4,959	14	4,973	264	58	42	5,337

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
Deferred tax assets				
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
Deferred tax liabilities				
Asset appraisal surplus	1,669	(70)	-	1,599
Investments	9	(78)	262	193
Others	924	214	-	1,138
Total	2,602	66	262	2,930
Deferred tax assets - net	4,404	712	(157)	4,959

Unit: THB million

	THE BANK'S FINANCIAL STATEMENTS						
	Balance at January 1, 2015 as previously reported	Effects on Application of the new Accounting Policy	Balance at January 1, 2015 as adjusted	Items as recognized into Profit or Loss	Items as recognized into Other Comprehensive Income	Items as recognized into Other reserves of owners of the Bank	Balance at December 31, 2015
Deferred tax assets							
Impairment of assets	334	-	334	(128)	-	-	206
Loans and accrued interest receivables, net	1,169	-	1,169	232	-	-	1,401
Provisions	949	-	949	192	53	-	1,194
Others	190	14	204	(42)	40	42	244
Total	2,642	14	2,656	254	93	42	3,045
Deferred tax liabilities							
Asset appraisal surplus	1,591	-	1,591	(35)	-	-	1,556
Investments	193	-	193	61	42	-	296
Others	373	-	373	117	-	-	490
Total	2,157	-	2,157	143	42	-	2,342
Deferred tax assets - net	485	14	499	111	51	42	703

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
Deferred tax assets				
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
Deferred tax liabilities				
Asset appraisal surplus	1,661	(70)	-	1,591
Investments	4	(75)	264	193
Others	159	214	-	373
Total	1,824	69	264	2,157
Deferred tax assets - net	453	204	(172)	485

7.13 Other assets, net

Other assets, net as at December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Accrued income	1,926	1,868	338	272
Prepayment	1,615	423	1,404	194
Other receivables	11,207	8,911	8,395	5,523
Margin call to counterparty	5,167	82	5,167	82
Others	991	878	1,295	1,675
Total	20,906	12,162	16,599	7,746

7.14 Deposits

Deposits as at December 31, 2015 and 2014 are as follows:

(1) Classified by product

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Current deposit	29,615	20,234	30,616	21,246
Savings deposit	509,428	404,466	512,502	409,638
Time deposit				
- Less than 6 months	164,737	75,815	166,438	75,816
- 6 months to 1 year	315,806	246,144	315,810	246,148
- Over 1 year	26,704	90,897	26,706	90,900
Total	1,046,290	837,556	1,052,072	843,748

(2) Classified by currency and residence of depositors

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS					
	2015			2014		
	Domestic	Foreign	Total	Domestic	Foreign	Total
Baht	1,006,061	1,625	1,007,686	832,016	657	832,673
US Dollar	31,020	1,311	32,331	1,912	972	2,884
Other currencies	5,408	865	6,273	1,358	641	1,999
Total	1,042,489	3,801	1,046,290	835,286	2,270	837,556

Unit: THB million

	THE BANK'S FINANCIAL STATEMENTS					
	2015			2014		
	Domestic	Foreign	Total	Domestic	Foreign	Total
Baht	1,011,837	1,625	1,013,462	838,208	657	838,865
US Dollar	31,021	1,313	32,334	1,912	972	2,884
Other currencies	5,408	868	6,276	1,358	641	1,999
Total	1,048,266	3,806	1,052,072	841,478	2,270	843,748

7.15 Interbank and money market items, net (Liability)

Interbank and money market items, net (liability) as at December 31, 2015 and 2014 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS						
	2015			2014		
	At Call	Time	Total	At Call	Time	Total
Domestic items						
Bank of Thailand and Financial Institution Development Fund	-	4,670	4,670	-	7,324	7,324
Commercial banks	797	28,100	28,897	817	10,060	10,877
Specialized financial institutions	12	4,687	4,699	2,013	6,200	8,213
Other financial institutions	6,352	429	6,781	8,352	5,745	14,097
Total domestic items	7,161	37,886	45,047	11,182	29,329	40,511
Foreign items						
US Dollar	50	225,560	225,610	45	5,933	5,978
Yen	-	2,996	2,996	-	-	-
Euro	57	-	57	-	-	-
Other currencies	1,350	-	1,350	123	-	123
Total foreign items	1,457	228,556	230,013	168	5,933	6,101
Total domestic and foreign items	8,618	266,442	275,060	11,350	35,262	46,612

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS						
	2015			2014		
	At Call	Time	Total	At Call	Time	Total
Domestic items						
Bank of Thailand and Financial Institution Development Fund	-	4,670	4,670	-	7,324	7,324
Commercial banks	797	28,100	28,897	817	10,060	10,877
Specialized financial institutions	12	4,687	4,699	2,013	6,200	8,213
Other financial institutions	8,537	430	8,967	9,966	5,776	15,742
Total domestic items	9,346	37,887	47,233	12,796	29,360	42,156
Foreign items						
US Dollar	50	225,560	225,610	45	5,933	5,978
Yen	-	2,996	2,996	-	-	-
Euro	57	-	57	-	-	-
Other currencies	1,350	-	1,350	123	-	123
Total foreign items	1,457	228,556	230,013	168	5,933	6,101
Total domestic and foreign items	10,803	266,443	277,246	12,964	35,293	48,257

Additional information on interbank and money market items, net (liability) is as follows:

- As at December 31, 2015 and 2014, the outstanding balances of borrowing from the Bank of Thailand is Baht 4,670 million and Baht 7,324 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. The Bank had already made a repayment in May 2015.

7.16 Debt issued and borrowings

Debt issued and borrowings as at December 31, 2015 and 2014 are as follows:

Unit: THB million

				CONSOLIDATED FINANCIAL STATEMENTS					
	Currency	Interest rate (%)	Maturity	2015			2014		
				Domestic	Foreign	Total	Domestic	Foreign	Total
Subordinated debentures	THB	4.70	2022	14,844	-	14,844	34,844	-	34,844
Senior securities	THB	1.88-4.50	2016-2020	55,843	-	55,843	90,983	-	90,983
Bill of exchange	THB	0.88-1.72	2016	37,420	-	37,420	25,949	-	25,949
Other borrowings	THB	0.50	2017	13	-	13	29	-	29
				108,120	-	108,120	151,805	-	151,805

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS									
	Currency	Interest rate (%)	Maturity	2015			2014		
				Domestic	Foreign	Total	Domestic	Foreign	Total
Subordinated debentures	THB	4.70	2022	14,844	-	14,844	34,844	-	34,844
Senior securities	THB	2.00-3.59	2016-2018	36,000	-	36,000	62,387	-	62,387
Bill of exchange	THB	0.88-1.72	2016	37,421	-	37,421	8	-	8
Other borrowings	THB	0.50	2017	13	-	13	29	-	29
				88,278	-	88,278	97,268	-	97,268

Additional information on debts issued and borrowings is as follows:

- 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.

The BOT has granted the early redemption to the Bank for the whole amount of the subordinated debentures on March 19, 2015. Therefore, the Bank had exercised the right to redeem the subordinated debentures on June 23, 2015.

- 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 4.7% per annum, payable quarterly in February, May, August and November of each year. The Bank has the right to redeem subordinated 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.

7.17 Provisions

Provisions for the years ended December 31, 2015 and 2014 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS					
	Balance at January 1, 2014	Increase (Decrease)	Balance at December 31, 2014	Increase (Decrease)	Balance at December 31, 2015
Provision for post-employment benefits obligation	2,892	818	3,710	1,041	4,751
Others	1,691	50	1,741	267	2,008
Total	4,583	868	5,451	1,308	6,759

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS					
	Balance at January 1, 2014	Increase (Decrease)	Balance at December 31, 2014	Increase (Decrease)	Balance at December 31, 2015
Provision for post-employment benefits obligation	2,365	845	3,210	947	4,157
Others	1,688	33	1,721	260	1,981
Total	4,053	878	4,931	1,207	6,138

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, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Opening defined benefits obligation	3,710	2,892	3,210	2,365
Current service cost	354	259	290	195
Interest cost	149	130	131	108
Actuarial (gains) losses				
- Experience	(99)	(72)	(93)	(76)
- Demographic assumptions	2	-	2	-
- Financial assumptions	386	600	353	546
Benefit paid	(94)	(99)	(85)	(91)
Transfer employee from subsidiaries	(1)	-	5	163
Items arising from business combination	344	-	344	-
Closing defined benefit obligation	4,751	3,710	4,157	3,210

Actuarial (gains) losses are recognized in other comprehensive income for the years ended December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Included in retained earnings:				
As at 1 January	364	(164)	269	(201)
Recognized during the year	289	528	262	470
As at 31 December	653	364	531	269

Amounts recognized in the statements of profit or loss and other comprehensive income in respect of the defined benefit plans for the years ended December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Current service cost	354	259	290	195
Interest on obligation	149	130	131	108
	503	389	421	303

The principal actuarial assumptions used to calculate the obligation under the defined benefit plans as at December 31, 2015 and 2014 are as follows:

	CONSOLIDATED AND THE BANK'S FINANCIAL STATEMENTS	
	2015	2014
Financial assumptions		
Discount rate	3.3%	3.7%
Salary increase rate	6.0%	6.0%
Turnover rate	8.9%	8.9%
Retirement age	55 and 60 years	55 and 60 years

Significant Actuarial Assumptions - Impact on increase / (decrease) in Defined Benefit Obligation as at December 31, 2015 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS	THE BANK'S FINANCIAL STATEMENTS
Discount rate - 1% increase	(533)	(458)
Discount rate - 1% decrease	626	536
Salary increase rate - 1% increase	947	859
Salary increase rate - 1% decrease	(834)	(758)

7.18 Finance lease liabilities

Finance lease liabilities as at December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED AND THE BANK'S FINANCIAL STATEMENTS					
	2015			2014		
	Principal	Interest	Payment	Principal	Interest	Payment
Within one year	18	2	20	18	2	20
One year to five years	32	1	33	39	2	41
Total	50	3	53	57	4	61

7.19 Other liabilities

Other liabilities as at December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Accrued expenses	11,257	10,073	7,978	7,273
Tax payable	3,418	3,421	1,703	1,758
Deposit	4,849	6,632	828	459
Unearned income from customer loyalty program	2,633	2,315	88	71
Other payables	2,456	2,694	1,765	1,733
Margin call from counterparty	12,727	120	12,727	120
Others	9,588	8,384	5,570	4,610
Total	46,928	33,639	30,659	16,024

7.20 Share capital

7.20.1 Issued and paid-up share 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 The 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's 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 net asset of BTMU's Bangkok Branch and has completed the registration of paid-up share capital with 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

	January 5, 2015 (After allotment)	December 31, 2014 (Before allotment)
Issued and paid-up share capital	73,558	60,741
Premium on ordinary shares	52,879	13,802

7.20.2 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.

7.20.3 Dividend payment

The Annual General Meeting of Shareholders 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.

The Annual General Meeting of Shareholders No. 103 held on April 23, 2015, approved the dividend payment for the six-month period ended December 31, 2014 to the shareholders of 7,355,761,773 ordinary shares at THB 0.40 per share totaling THB 2,942 million with payment date on May 22, 2015.

The Board of Directors' Meeting No. 8/2015 held on August 26, 2015, approved the interim dividend payment for the six-month period ended June 30, 2015 to the shareholders of 7,355,761,773 ordinary shares at THB 0.40 per share totaling THB 2,942 million with payment date on September 24, 2015.

7.21 Assets with obligations and restrictions

As at December 31, 2015 and 2014, government and state enterprise securities with book value of THB 24,296 million and THB 4,995 million, respectively, are used as collateral for other commitments with government departments and state enterprises.

7.22 Contingencies

Contingencies as at December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Avals to bills	2,158	1,893	2,158	1,893
Guarantees of loans	108	54	108	54
Liability under unmatured import bills	2,560	7,688	2,560	7,688
Letters of credit	4,727	5,701	4,727	5,701
Other contingencies				
- Unused overdraft limit	48,231	61,583	48,321	61,713
- Unused credit line	35,467	62,902	35,467	62,902
- Other guarantees	54,622	46,397	54,622	46,397
- Others	101	139	101	139
Total	147,974	186,357	148,064	186,487

The Bank and its subsidiaries have entered into a long-term information technology service agreement, which will be expired in 2020 with a local company. As at December 31, 2015 and 2014, the Bank and its subsidiaries have a commitment to pay in the amounts of THB 2,677 million and THB 3,445 million, respectively.

As at December 31, 2015 and 2014, the Bank has commitments to pay regarding the information technology services the amounts of THB 1,420 million and THB 762 million, respectively.

As at December 31, 2015, the Bank has commitment payment amount of THB 1,601 million as a result of entering to the construction agreement of the office building.

7.23 Related party transactions

The Bank has business transactions with subsidiaries, associates, joint ventures 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 18, 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:

7.23.1 Assets, liabilities 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, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS											
	2015											
	Interbank and money market items (Assets)	Loans	Accrued Interest Receivables	Derivative (Assets)	Other assets	Deposits	Interbank and money market items (Liabilities)	Borrowings	Derivative (Liabilities)	Other Liabilities	Derivative (Notional amount)	Others*
Parent company												
The Bank of Tokyo-Mitsubishi UFJ Ltd.	15,927	-	-	2,747	4,239	-	229,036	-	6,579	311	544,233	6,192
Less: Allowance for doubtful accounts	(1)	-	-	-	-	-	-	-	-	-	-	-
Total	15,926	-	-	2,747	4,239	-	229,036	-	6,579	311	544,233	6,192
Joint ventures												
Tesco Card Services Limited	-	8,873	27	-	321	391	-	-	-	4	-	-
Tesco Life Assurance Broker Limited	-	-	-	-	8	134	-	-	-	-	-	-
Tesco General Insurance Broker Limited	-	-	-	-	22	499	-	-	-	-	-	-
Less: Allowance for doubtful accounts	-	(89)	-	-	-	-	-	-	-	-	-	-
Total	-	8,784	27	-	351	1,024	-	-	-	4	-	-
Related companies having joint major shareholders or directors												
	13	8,714	28	207	-	8,711	210	858	208	14	11,220	3,167
Less: Allowance for doubtful accounts	-	(85)	-	-	-	-	-	-	-	-	-	-
Total	13	8,629	28	207	-	8,711	210	858	208	14	11,220	3,167
Individual and related parties												
	-	311	-	-	-	779	-	-	-	477	-	-
Less: Allowance for doubtful accounts	-	(1)	-	-	-	-	-	-	-	-	-	-
Total	-	310	-	-	-	779	-	-	-	477	-	-
Total	15,939	17,723	55	2,954	4,590	10,514	229,246	858	6,787	806	555,453	9,359

* Others contain investment and contingencies

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS									
2014									
	Interbank and money market items (Assets)	Loans	Derivative (Assets)	Deposits	Interbank and money market items (Liabilities)	Borrowings	Derivative (Liabilities)	Derivative (Notional amount)	Others*
Parent company									
The Bank of Tokyo-Mitsubishi UFJ Ltd.	-	-	10	-	2	-	1	1,535	-
Total	-	-	10	-	2	-	1	1,535	-
Associates									
Tesco Card Services Limited	-	10,864	-	395	-	-	-	-	-
Tesco Life Assurance Broker Limited	-	-	-	94	-	-	-	-	-
Tesco General Insurance Broker Limited	-	-	-	392	-	-	-	-	-
Less Allowance for doubtful accounts	-	(109)	-	-	-	-	-	-	-
Total	-	10,755	-	881	-	-	-	-	-
Related companies having joint major shareholders or directors									
Less Allowance for doubtful accounts	-	(27)	-	-	-	-	-	-	-
Total	-	2,945	-	3,705	-	-	-	-	5,716
Individual and related parties									
Less Allowance for doubtful accounts	-	(1)	-	-	-	-	-	-	-
Total	-	293	-	638	-	-	-	-	-
Total	-	13,993	10	5,224	2	-	1	1,535	5,716

* Others contain investment and contingencies

THE BANK'S FINANCIAL STATEMENTS												
	2015											
	Interbank and money market items (Assets)	Loans	Accrued Interest Receivables	Derivative (Assets)	Other assets	Deposits	Interbank and money market items (Liabilities)	Borrowings	Derivative (Liabilities)	Other Liabilities	Derivative (Notional amount)	Others*
Parent company												
The Bank of Tokyo-Mitsubishi UFJ Ltd.	15,927	-	-	2,747	4,239	-	229,036	-	6,579	311	544,233	6,192
Less: Allowance for doubtful accounts	(1)	-	-	-	-	-	-	-	-	-	-	-
Total	15,926	-	-	2,747	4,239	-	229,036	-	6,579	311	544,233	6,192
Subsidiaries												
Ayudhya Development Leasing Company Limited	-	3,207	1	-	1	4	-	-	-	-	-	1
Ayudhya Capital Auto Lease Public Company	-	67,175	173	-	153	358	-	-	-	206	-	-
Ngern Tid Lor Company Limited (formerly CFG Services Company Limited)	-	5,886	3	-	9	91	-	-	-	-	-	2
Ayudhya Capital Services Company Limited	-	25,855	95	-	91	909	-	-	-	23	-	3
General Card Services Limited	-	12,494	32	-	53	325	-	-	-	-	-	-
Krungsri Ayudhya Card Company Limited	-	30,267	41	-	401	682	-	-	-	7	-	1
Siam Realty and Services Company Limited	-	540	-	-	-	56	-	-	-	48	-	-
Total Services Solutions Public Company Limited	-	-	-	-	1	1,085	-	-	-	17	-	-
Krungsri Asset Management Company Limited	-	-	-	-	63	-	1,096	-	-	-	-	722
Krungsri Ayudhya AMC Limited	-	-	-	-	-	458	-	-	-	69	-	37
Krungsri Securities Public Company Limited	-	-	-	-	6	2	1,090	-	-	2	-	-
Krungsri Factoring Company Limited	-	-	-	-	-	191	-	-	-	-	-	-
Krungsri Life Assurance Broker Company Limited	-	-	-	-	-	629	-	-	-	-	-	-
Krungsri General Insurance Broker Company Limited	-	-	-	-	-	986	-	-	-	-	-	-
Krungsri Leasing Services Company Limited	-	341	-	-	-	5	-	-	-	-	-	-
Total	-	145,765	345	-	778	5,781	2,186	-	-	372	-	766
Less: Allowance for doubtful accounts	-	(1,458)	-	-	-	-	-	-	-	-	-	-
Total	-	144,307	345	-	778	5,781	2,186	-	-	372	-	766
Joint ventures												
Tesco Card Services Limited	-	8,873	27	-	29	391	-	-	-	-	-	-
Tesco Life Assurance Broker Limited	-	-	-	-	-	134	-	-	-	-	-	-
Tesco General Insurance Broker Limited	-	-	-	-	-	499	-	-	-	-	-	-
Less: Allowance for doubtful accounts	-	(89)	-	-	-	-	-	-	-	-	-	-
Total	-	8,784	27	-	29	1,024	-	-	-	-	-	-
Related companies having joint major shareholders or directors	13	8,714	28	207	-	8,711	210	858	208	14	11,220	3,167
Less: Allowance for doubtful accounts	-	(85)	-	-	-	-	-	-	-	-	-	-
Total	13	8,629	28	207	-	8,711	210	858	208	14	11,220	3,167
Individual and related parties	-	251	-	-	-	779	-	-	-	349	-	-
Total	15,939	161,971	400	2,954	5,046	16,295	231,432	858	6,787	1,046	555,453	10,125

* Others contain investment and contingencies

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS									
2014									
	Interbank and money market items (Assets)	Loans	Derivative (Assets)	Deposits	Interbank and money market items (Liabilities)	Borrowings	Derivative (Liabilities)	Derivative (Notional amount)	Others*
Parent company									
The Bank of Tokyo-Mitsubishi UFJ Ltd.	-	-	10	-	2	-	1	1,535	-
Total	-	-	10	-	2	-	1	1,535	-
Subsidiaries									
Ayudhya Development Leasing Company Limited	-	6,819	-	9	-	-	-	-	1
Ayudhya Capital Auto Lease Public Company	-	78,583	-	406	-	-	-	-	296
Ngern Tid Lor Company Limited (formerly CFG Services Company Limited)	-	6,430	-	72	-	-	-	-	2
Ayudhya Capital Services Company Limited	-	25,013	-	870	-	-	-	-	3
General Card Services Limited	-	12,472	-	261	-	-	-	-	-
Krungsriayudhya Card Company Limited	-	30,943	-	720	-	-	-	-	1
Siam Realty and Services Company Limited	-	577	-	30	-	-	-	-	-
Total Services Solutions Public Company Limited	-	-	-	899	-	-	-	-	-
Krungsri Asset Management Company Limited	-	-	-	150	-	-	-	-	659
Krungsri Ayudhya AMC Limited	-	-	-	1,450	-	-	-	-	38
Krungsri Securities Public Company Limited	-	-	-	1,496	-	-	-	-	-
Krungsri Factoring Company Limited	-	-	-	188	-	-	-	-	-
Krungsri Life Assurance Broker Company Limited	-	-	-	501	-	-	-	-	-
Krungsri General Insurance Broker Company Limited	-	-	-	784	-	-	-	-	-
Total	-	160,837	-	7,836	-	-	-	-	1,000
Less Allowance for doubtful accounts	-	(1,608)	-	-	-	-	-	-	-
Total	-	159,229	-	7,836	-	-	-	-	1,000
Associates									
Tesco Card Services Limited	-	10,864	-	395	-	-	-	-	-
Tesco Life Assurance Broker Limited	-	-	-	94	-	-	-	-	-
Tesco General Insurance Broker Limited	-	-	-	392	-	-	-	-	-
Less Allowance for doubtful accounts	-	(109)	-	-	-	-	-	-	-
Total	-	10,755	-	881	-	-	-	-	-
Related companies having joint major shareholders or directors									
Less Allowance for doubtful accounts	-	(27)	-	-	-	-	-	-	-
Total	-	2,945	-	3,705	-	-	-	-	5,716
Individual and related parties	-	240	-	638	-	-	-	-	-
Total	-	173,169	10	13,060	2	-	1	1,535	6,716

* Others contain investment and contingencies

As at December 31, 2015 and 2014, the Bank charges interest rates to related parties at 1.0% - 21.78% p.a. and 1.0% - 15.99% p.a., respectively.

As at December 31, 2015 and 2014, the allowance for doubtful accounts of loans granted to subsidiaries of THB 1,458 million and THB 1,608 million, respectively, are not eliminated but treated as surplus reserve in the consolidated financial statements.

7.23.2 The Bank has investments in subsidiaries, associates and joint ventures as disclosed in Note 7.5 and has investments in related companies as follows:

Unit: THB million

CONSOLIDATED AND THE BANK'S FINANCIAL STATEMENTS							
	Business Type	Registered Share Capital	Ownership (%)	2015		2014	
				Investment Cost	Dividend Amount	Investment Cost	Dividend Amount
Related company							
Sri Ayudhya Capital Public Company Limited	Investment holding company	250	8.50	326	53	326	51
Less Allowance for impairment				(5)	-	(5)	-
Investment in related company, net				321	53	321	51

7.23.3 Income and expenses between the Bank and its subsidiaries, associates, joint ventures and related companies for the years ended December 31, 2015 and 2014 are as follows:

Unit: million Baht

CONSOLIDATED FINANCIAL STATEMENTS								
	2015				2014			
	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.	9	(1,418)	986	428	1	-	-	185
Total	9	(1,418)	986	428	1	-	-	185
Joint ventures / associates								
Tesco Card Services Limited	287	483	-	5	381	459	1	3
Tesco Life Assurance Broker Company Limited	-	6	2	-	-	-	-	-
Tesco General Insurance Broker Limited	-	22	3	-	-	19	2	-
Total	287	511	5	5	381	478	3	3
Related companies having joint major shareholders or directors	268	26	73	211	118	44	54	125
Total	268	26	73	211	118	44	54	125
Individual and related parties	10	1	13	-	10	1	12	-
Total	574	(880)	1,077	644	510	523	69	313

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS								
	2015				2014			
	Income Interest income	Non- interest income	Expenses Interest expenses	Non- interest expenses	Income Interest income	Non- interest income	Expenses Interest expenses	Non- interest expenses
Parent company								
The Bank of Tokyo-Mitsubishi UFJ Ltd.	9	(1,418)	986	428	1	-	-	185
Total	9	(1,418)	986	428	1	-	-	185
Subsidiaries								
Ayudhya Development Leasing Company Limited	192	8	-	-	302	8	-	-
Ayudhya Capital Auto Lease Public Company Limited	3,184	669	2	318	4,305	254	3	488
Ngern Tid Lor Company Limited (formerly CFG Services Company Limited)	271	40	-	-	362	7	-	1
Ayudhya Capital Services Company Limited	829	258	-	31	909	215	1	22
General Card Services Limited	337	33	-	5	388	15	1	6
Krungsriayudhya Card Company Limited	752	174	1	131	899	137	2	102
Siam Realty and Services Company Limited	14	16	-	502	17	2	-	471
Total Services Solutions Public Company Limited	-	2	9	99	-	1	15	66
Krungsri Asset Management Company Limited	-	532	9	3	-	329	7	12
Krungsri Ayudhya AMC Limited	-	12	1	-	5	14	1	-
Krungsri Securities Public Company Limited	-	18	17	8	-	16	16	14
Krungsri Factoring Company Limited	-	9	-	-	-	7	1	-
Krungsri Life Assurance Broker Limited	-	1	6	-	-	1	1	-
Krungsri General Insurance Broker Limited	-	2	7	-	-	1	2	-
Krungsri Leasing Services Company Limited	13	-	-	-	-	-	-	-
Total	5,592	1,774	52	1,097	7,187	1,007	50	1,182
Joint ventures / associates								
Tesco Card Services Limited	287	25	-	3	381	24	1	3
Tesco Life Assurance Broker Company Limited	-	-	2	-	-	-	-	-
Tesco General Insurance Broker Limited	-	9	3	-	-	8	2	-
Total	287	34	5	3	381	32	3	3
Related companies having joint major shareholders or directors								
	268	26	73	211	118	44	54	125
Total	268	26	73	211	118	44	54	125
Individual and related parties								
	10	1	13	-	10	1	12	-
Total	6,166	417	1,129	1,739	7,697	1,084	119	1,495

- 7.23.4 For the years ended December 31, 2015 and 2014, related party transactions among subsidiaries included collection services and other services of THB 915 million and THB 876 million, respectively, and office and vehicle rental and facilities service of THB 62 million and THB 65 million, respectively.
- 7.23.5 For the years ended December 31, 2015 and 2014, subsidiaries had related party transactions from the licenses relevant to technology and software for THB 45 million and THB 73 million, respectively.
- 7.23.6 For the years ended December 31, 2015 and 2014, related party transactions among subsidiaries from other services were THB 1,483 million and THB 1,298 million, respectively.
- 7.23.7 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.

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 Baht 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.

7.24 Management compensation

The Bank and its subsidiaries have 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 and its subsidiaries did not sell, give or lease any properties to directors, executive officers, or their related parties, or did not purchased or leased any assets from those persons, except, in 2015, the subsidiary had sold cars to managements in the amount of THB 5 million with the book value of THB 4 million.

For the years ended December 31, 2015 and 2014, compensations paid to key management personnel under TAS 24 (Revised 2014) "Related Party Disclosures" are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Short-term employee benefits	1,483	1,343	1,079	895
Post-employment benefits	48	37	33	21
Total	1,531	1,380	1,112	916

7.25 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, 2015 and 2014 which are summarized as follows:

Unit: THB million

TYPE OF LEASE	PERIOD	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
		2015	2014	2015	2014
Land and/or premises and equipment	Within 1 year	1,112	942	912	896
	Greater than 1-5 years	990	944	766	756
	Greater than 5 years	40	65	29	55
		2,142	1,951	1,707	1,707

7.26 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, 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, 2015 and 2014, no revenue from transactions with a single external customer or counter party amounted to 10% or more of the Bank's total revenue.

Operating segment by businesses for the years ended December 31, 2015 and 2014 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
	2015			
	Retail	Commercial	Others	Total
Interest income, net	33,302	23,051	(3)	56,350
Other operating income	20,638	7,252	(1,467)	26,423
Total operating income	53,940	30,303	(1,470)	82,773
Operating expenses	30,343	9,152	(548)	38,947
Impairment loss of loans and debt securities	17,135	3,269	(218)	20,186
Profit (loss) before tax	6,462	17,882	(704)	23,640
Taxation	1,326	3,544	(82)	4,788
Net Profit (loss)	5,136	14,338	(622)	18,852
Total assets	612,931	1,294,104	(201,518)	1,705,517

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	543,367	884,740	(216,745)	1,211,362

7.27 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, 2015 and 2014 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
	2015			
	Domestic	Foreign	Elimination	Total
Total assets	1,702,383	16,083	(12,949)	1,705,517
Interbank and money market items, net (Assets)	188,961	5,133	-	194,094
Investments, net*	111,544	58	-	111,602
Loans to customers and accrued interest receivable, net	1,258,107	3,976	-	1,262,083
Deposits	1,044,326	1,964	-	1,046,290
Interbank and money market items, net (Liabilities)	274,213	847	-	275,060
Debt issued and borrowings	108,121	-	-	108,121

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
2014				
	Domestic	Foreign	Elimination	Total
Total assets	1,209,966	17,985	(16,589)	1,211,362
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

THE BANK'S FINANCIAL STATEMENTS				
2015				
	Domestic	Foreign	Elimination	Total
Total assets	1,649,833	15,332	(12,614)	1,652,551
Interbank and money market items, net (Assets)	187,101	5,111	-	192,212
Investments, net*	158,848	58	-	158,906
Loans to customers and accrued interest receivable, net	1,183,653	3,620	-	1,187,273
Deposits	1,050,108	1,964	-	1,052,072
Interbank and money market items, net (Liabilities)	276,739	507	-	277,246
Debt issued and borrowings	88,278	-	-	88,278

Unit: THB million

THE BANK'S FINANCIAL STATEMENTS				
2014				
	Domestic	Foreign	Elimination	Total
Total assets	1,125,442	17,887	(16,589)	1,126,740
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

* Includes investments in subsidiaries, associates Joint ventures, net

(2) Results of operations classified by business

Results of operations classified by domestic and foreign business for the years ended December 31, 2015 and 2014 are as follows:

Unit: THB million

CONSOLIDATED FINANCIAL STATEMENTS				
	2015			
	Domestic	Foreign	Elimination	Total
Interest income	81,750	209	(13)	81,946
Interest expenses	25,588	21	(13)	25,596
Net interest income	56,162	188	-	56,350
Fees and service income, net	17,193	37	-	17,230
Other operating income	16,124	(6)	(6,925)	9,193
Other operating expenses	65,870	188	(6,925)	59,133
Profit from operating before tax	23,609	31	-	23,640

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

THE BANK'S FINANCIAL STATEMENTS				
	2015			
	Domestic	Foreign	Elimination	Total
Interest income	57,244	182	-	57,426
Interest expenses	24,629	8	-	24,637
Net interest income	32,615	174	-	32,789
Fees and service income, net	8,416	30	-	8,446
Other operating income	17,593	(6)	(6,925)	10,662
Other operating expenses	42,360	115	(6,925)	35,550
Profit from operating before tax	16,264	83	-	16,347

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

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.

7.28 Interest income

Interest income for the years ended December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Interbank and money market items	2,806	2,598	2,784	2,573
Investment and trading transactions	87	174	87	175
Investment in debt securities	2,462	1,956	2,459	1,952
Loans to customers	55,279	49,688	45,698	42,523
Hire purchase and finance lease	21,313	20,193	6,399	1,894
Total interest income	81,947	74,609	57,427	49,117

7.29 Interest expenses

Interest expenses for the years ended December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Deposits	15,454	15,583	15,479	15,596
Interbank and money market items	1,665	1,484	1,690	1,504
Contributions to Financial Institution Development Fund and Deposit Protection Agency	4,941	4,076	4,941	4,076
Debt issued and borrowing				
- Subordinated debenture	1,125	1,600	1,125	1,600
- Other	2,369	3,904	1,383	1,916
Borrowing fee expense	28	4	17	4
Other	14	14	2	2
Total interest expenses	25,596	26,665	24,637	24,698

7.30 Fees and service income, net

Fees and service income, net for the years ended December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Fees and service income				
- Acceptances, aval and guarantees	521	512	522	512
- Other	22,149	18,679	10,739	8,619
Total fees and service income	22,670	19,191	11,261	9,131
Fees and service expenses	5,440	4,421	2,815	2,145
Total fees and service income, net	17,230	14,770	8,446	6,986

7.31 Gains on trading and foreign exchange transactions, net

Gains on trading and foreign exchange transactions, net for the years ended December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Gains (losses) on trading and foreign exchange transactions				
- Foreign currency and derivative of currency	4,064	1,496	4,084	1,508
- Derivative of interest rates	(846)	39	(846)	39
- Debt securities	7	21	7	21
- Equity securities	(10)	19	(14)	13
- Other	1	(1)	-	-
Total	3,216	1,574	3,231	1,581

7.32 Gains on investments, net

Gains on investments, net for the years ended December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Gains on sales of investments				
- Available-for-sale	407	1,239	407	1,194
- General investments	2	8	2	9
- Subsidiaries and associates	-	-	-	5
	409	1,247	409	1,208
Losses on impairment				
- Available-for-sale	-	(10)	-	(10)
Total	409	1,237	409	1,198

7.33 Impairment loss of loans and debt securities

Impairment loss of loans and debt securities (reversal) for the years ended December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Interbank and money market items	6	(17)	6	(17)
Securities available-for-sale	(3)	-	-	-
Loans to customers	18,855	16,756	9,332	5,160
Loss on troubled debt restructuring	1,328	1,368	(145)	(93)
Total	20,186	18,107	9,193	5,050

7.34 Income tax expenses

Income tax expenses for the years ended December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	2015	2014	2015	2014
Current tax for the year	5,052	4,743	2,318	1,904
Deferred tax	(264)	(712)	(111)	(203)
Total income tax expenses	4,788	4,031	2,207	1,701

Reconciliation of effective tax rate

	CONSOLIDATED FINANCIAL STATEMENTS				THE BANK'S FINANCIAL STATEMENTS			
	2015		2014		2015		2014	
	(in THB million)	Rate (%)	(in THB million)	Rate (%)	(in THB million)	Rate (%)	(in THB million)	Rate (%)
Profit before tax	23,640		18,354		16,347		18,398	
Income tax at the domestic tax rate	4,728	20.00	3,671	20.00	3,269	20.00	3,680	20.00
Add Tax effect of income and expense that are not exempt for tax purposes	1,346	5.69	2,735	14.90	39	0.24	210	1.14
Less Tax effect of income and expense that are exempt for tax purposes	(1,286)	(5.44)	(2,375)	(12.94)	(1,101)	(6.74)	(2,189)	(11.89)
Income tax expenses as per statements of profit or loss and other comprehensive income	4,788	20.25	4,031	21.96	2,207	13.50	1,701	9.25

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% of net profit for an accounting period beginning on or after January 1, 2012 and 20% of net profit 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% of net profit for accounting periods beginning on or after January 1, 2015 but not later than December 31, 2015.

Moreover, on October 13, 2015 the cabinet approved to amend the Revenue Code by reduction corporate income tax rate from 30% to 20% permanently. Such Amendment was subsequently approved by the National Legislative Assembly on January 22, 2016 and currently be awaiting for publishing in the Royal Gazette.

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, 2015 and 2014.

7.35 Income tax relating to components of other comprehensive income

Income tax relating to components of other comprehensive income for the years ended December 31, 2015 and 2014 are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS					
	2015			2014		
	Amount before tax	Tax income (expenses)	Net amount after tax	Amount before tax	Tax income (expenses)	Net amount after tax
Item that will be reclassified subsequently to profit or loss						
Gains (losses) on remeasuring available-for-sale investment	6	(1)	5	1,310	(262)	1,048
Gains arising from translating the financial statements of a foreign operation	4	-	4	-	-	-
Item that will not be reclassified subsequently to profit or loss						
Actuarial gains (losses) on defined Benefit plans	(289)	57	(232)	(528)	106	(422)
Other comprehensive income	(279)	56	(223)	782	(156)	626

Unit: THB million

	THE BANK'S FINANCIAL STATEMENTS					
	2015			2014		
	Amount before tax	Tax income (expenses)	Net amount after tax	Amount before tax	Tax income (expenses)	Net amount after tax
Item that will be reclassified subsequently to profit or loss						
Gains (losses) on remeasuring available-for-sale investment	6	(1)	5	1,326	(265)	1,061
Item that will not be reclassified subsequently to profit or loss						
Actuarial gains (losses) on defined Benefit plans	(262)	52	(210)	(470)	94	(376)
Other comprehensive income	(256)	51	(205)	856	(171)	685

7.36 Reclassifications

The reclassifications in the statements of financial position as at December 31, 2014, presented for comparison are as follows:

Unit: THB million

	CONSOLIDATED FINANCIAL STATEMENTS		THE BANK'S FINANCIAL STATEMENTS	
	Current classifications	Previous classifications	Current classifications	Previous classifications
Deferred tax assets	4,983	7,889	485	2,642
Deferred tax liabilities	24	2,931	-	2,157

7.37 Event after reporting period

The Board of Director Meeting No. 1/2016, held on January 27, 2016 acknowledged that an agreement has been reached for the acquisition of all registered and issued shares (100%) of Hattha Kaksekar Limited ("HKL"), one of the leading microfinance companies in Cambodia. To comply with Section 107 of the Public Limited Companies Act B.E. 2535, the Bank will submit this matter to the Board of Directors to obtain shareholders' approval. This transaction is subject to satisfactory approval from the Bank of Thailand and/or other relevant regulators.

7.38 Approval of financial statements

These financial statements have been approved for issue by the Board of Directors on February 24, 2016.

AUDITOR'S FEE

Audit fees*

The Bank and its affiliates paid audit fees as the following:

- To the Bank and its affiliates' auditors of THB 26,363,100.
- To auditing firms, individuals or businesses whom the Bank's auditors employed, HKD 398,000 and USD 60,300.

Non-audit fees

The Bank 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 subsidiaries' auditors

- In the future, an additional sum of THB 688,000 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 past fiscal year, sum of THB 2,104,176, and in the future, an additional sum of HKD 44,500 and USD 2,700 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, 2015

The list of Ordinary Shareholders with over 0.5% of total shares (7,355,761,773 issued and paid-up ordinary shares at a par value of THB 10 per share) is as follows:

Item	Shareholders Name	Number of Shares	% of Total Shares
1.	The Bank of Tokyo-Mitsubishi UFJ, Ltd. BAY Account	5,655,332,146	76.88
2.	Stronghold Assets Company Limited	166,536,980	2.26
3.	The Great Luck Equity Company Limited	166,478,940	2.26
4.	GL Asset Company Limited	166,414,640	2.26
5.	BBTV Satelvision Company Limited	166,151,114	2.26
6.	BBTV Asset Management Company Limited	163,112,900	2.22
7.	Bangkok Broadcasting & T.V. Company Limited	160,789,220	2.19
8.	Mahakij Holdings Company Limited	158,726,810	2.16
9.	Tun Rung Rueng Company Limited	157,889,440	2.15
10.	Super Assets Company Limited	51,421,714	0.70
11.	C.K.R Company Limited	48,528,834	0.66
	Other Shareholders	294,379,035	4.00
TOTAL		7,355,761,773	100.00

Remark: 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, 2015

Registered capital	THB 75,741,437,470.00 Number of shares: 7,574,143,747 Par value: THB 10.00
Paid-up capital	THB 73,557,617,730.00 Number of shares: 7,355,761,773 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, 2015
Long Term Bonds (Non – Collaterals)				
1. 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
2. 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
3. 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
4. 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
5. Debenture No.1/2015 Series 1 (BAY172A) Amount: 4,000.00 Issue date: February 27, 2015 Debenture Rating (Fitch): AA- Agent: None	2.61%	February 27, 2017 (2 years)	-	4,000.00
6. Debenture No.1/2015 Series 2 (BAY182A) Amount: 4,000.00 Issue date February 27, 2015 Debenture Rating (Fitch): AA- Agent: None	2.89%	February 27, 2018	-	4,000.00

(Unit: THB million)

Type of Debentures	Interest Rates (p.a.)	Maturity Date	Conditions	Unredeemed amount and value as of December 31, 2015
7. Debenture No.2/2015 Series 1 (BAY179A) Amount: 8,000.00 Issue date: September 30, 2015 Debenture Rating (Fitch): AAA Agent: None	2.00%	September 30, 2017 (2 years)	-	8,000.00
8. Debenture No.2/2015 Series 2 (BAY189A) Amount: 7,000.00 Issue date: September 30, 2015 Debenture Rating (Fitch): AAA Agent: None	2.25%	September 30, 2018 (3 years)	-	7,000.00

Other Debt Instruments (Non – Collaterals) (Issued in 2015)

Bill of Exchange Major Investment Amount: 453,203.87 Issue date: January 5 - December 30, 2015 Debenture Rating (Fitch): AAA Agent: None	0.50% - 1.82%	Depending on the date of purchase (not over 270 days)	-	37,412.84
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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 2015

(Unit: THB million)

Type of Debentures	Amount	Issue Date	Maturity Date
Long Term Bonds (Non – Collaterals)			
1. Debenture No.1/2012 Series2 (BAY152A)	4,340.00	February 24, 2012	February 24, 2015
2. Debenture No.1/2012 Series4 (BAY152B)	1,900.00	February 24, 2012	February 24, 2015
3. Debenture No.1/2013 Series 1 (BAY156A)	6,000.00	June 28, 2013	June 28, 2015
4. Debenture No.1/2010 (BAY206A)	20,000.00	June 23, 2010	June 23, 2015
Other Debt Instruments (Non – Collaterals) (Issued in 2015)			
1. Bill of Exchange, Major Investment	415,791.03	January 5 - December 28, 2015	Depending on the date of purchase (2 – 270 days)

The Bank obligations on share issuance in the future
-None-

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 Bank of Thailand notification no. SorNorSor. 20/2558 Re: Guidelines on Accounting of Financial institutions section 8 of dividend Policy dated December 4, 2015 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 registered capital.

REFERRAL PARTIES

Name, office, telephone and facsimile of referral parties:

Registrar

- Ordinary shares : Thailand Securities Depository Co., Ltd.
93 The Stock Exchange of Thailand Building,
Rachadapisek Road, Din Daeng, Bangkok 10400
Tel : 0-2009-9999
Fax : 0-2009-9991
- Subordinated Debenture No. 1/2012 : Bank of Ayudhya PCL
- Long Term Debenture No. 1/2013 (1 tranche) 1222 Rama III Road, Bang Phongphang,
- Long Term Debenture No. 1/2014 (2 tranches) Yan Nawa, Bangkok 10120
- Long Term Debenture No. 1/2015 (2 tranches) Tel : 0-2296-2030, 0-2296-2796 and 0-2296-5692
- Long Term Debenture No. 2/2015 (2 tranches) Fax : 0-2683-1581 and 0-2683-1293

Agent

- Subordinated Debenture No. 1/2012 : KTB Bank PCL
977/3 SM Tower, Floor 4, Phaholyothin Road,
Samsennai, Phaya Thai, Bangkok 10400
Tel : 0-2298-0821 ext. 120, 121
Fax : 0-2298-0835
- Long Term Debenture No. 1/2013 (1 tranche) : None
- Long Term Debenture No. 1/2014 (2 tranches) : None
- Long Term Debenture No. 1/2015 (2 tranches) : None
- Long Term Debenture No. 2/2015 (2 tranches) : None

Auditors

- : Mr. Permsak Wongphatcharapakorn Certified Public Accountant Registered No. 3427
- Mr. Niti Jungnitnirundr Certified Public Accountant Registered No. 3809
- Mr. Chavala Tienprasertkit Certified Public Accountant Registered No. 4301

Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.
3 Rajanakarn Building, Floor 25,
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, Associates and Joint Ventures

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.

Bank of Ayudhya PCL Head Office, Floor 16
1222 Rama III Road, Bang Phongphang,
Yan Nawa, Bangkok 10120
Telephone : 0-2208-2300
Facsimile : 0-2683-1571-2

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

Ngern Tid Lor Co., Ltd.

Juthamard Building, Floor 4, 5, 9, 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.

House No.355, Nui 12 Khampheang Meung Road,
Phonethan Village, Saysettha District,
Vientiane Capital, Laos 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

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, Bangkapi, 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, 2015)

HEAD OFFICE

1222 Rama III Road, Bang Phongphang,
Yan Nawa, Bangkok 10120
Telephone:
Krungsri Call Center:
Fax:
Website:

0-2296-2000
1572
0-2683-1304
www.krungsri.com

BRANCH AND FINANCIAL SERVICES CENTERS

Number of branches in Thailand	673
Greater Bangkok and vicinity	290
Upcountry	383

Number of overseas branches outside Thailand	3
Foreign Currency Exchange Booths	93
Exclusive Banking Zones	27

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
21	UDORN DHANI BRANCH	042-246511, 042-221497, 042-244737
22	UBOLRAJ DHANI BRANCH	045-244885, 045-254065

No	Branch	Telephone
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
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

No	Branch	Telephone
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 KRUNGDHON 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	PRAISANEEKLANG BRANCH	02-2334372-3
76	U THONG BRANCH	035-551081, 035-551933, 035-551944
77	DET-UDOM BRANCH	045-361001-2
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

No	Branch	Telephone
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 SAKHAM 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	YAOVARAT 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
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

No	Branch	Telephone
131	SIKHU 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	02-2754906-10
148	(HUAIKHWANG) BRANCH 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
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

No	Branch	Telephone
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 PHRARAM THI 4 (KLONGTEOI) BRANCH	02-2609506-10
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 UDONTANI 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

No	Branch	Telephone
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 KAE0 LOP BURI BRANCH	036-422601-2
219	THANON SAWANWITHI NAKHON SAWAN BRANCH	056-227866-7, 056-227493-4
220	SUNGA1 KOLOK BRANCH	073-615741-3
221	MIN BURI BRANCH	02-5179897-9
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

No	Branch	Telephone
256	THANON SURASAK1 SIRACHA BRANCH	038-324272-6
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
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 HAI50KE ROI ET BRANCH	043-511830, 043-513307, 043-515002
290	LAMPHUN BRANCH	053-510246-50

No	Branch	Telephone
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 (INTERLINK 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
315	NONG KHAE 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

No	Branch	Telephone
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 KINGKAE0 (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
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

No	Branch	Telephone
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
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

No	Branch	Telephone
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
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 NAKHONSAWAN 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
426	KASEMRAD RATTANATIBETH HOSPITAL BRANCH	02-594 0937-9
427	TALAT WONGSAKORN BRANCH	02-5635341-2, 02-5635350, 02-5635343-4

No	Branch	Telephone
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,
432	THAI SUMMIT TOWER BRANCH	02-5172278-9, 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 02-3221278-80, 02- 3222416,
435	TESCO LOTUS PHATTHANAKAN BRANCH	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
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

No	Branch	Telephone
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	SOI BOONSAMPAN PATTAYA BRANCH	038-406683-5, 038-406684
475	SOI BUAKHAO PATTAYA BRANCH	038-415873-5
476	SOI NAKLUEA 16 PATTAYA BRANCH	038-416617-9
477	DON HUALO (AMATA NAKHON CHON BURI) BRANCH	038-453049-51
478	KO PHO CHON BURI BRANCH	038-209787-9
479	PTT THANON EKKACHAI BRANCH	034- 418190-2, 034-867708-10
480	PTT THANON SURANARAI NAKHON RATCHASIMA BRANCH	044 257061-3
481	THANON CHALOEM PHRA KIAT (PATTAYA SAI 3) BRANCH	038-424376, 038-424722-3, 038-410972
482	TESCO LOTUS WARIN CHAMRAP BRANCH	045-323770-3
483	THANON BANKOK KHON KAEN BRANCH	043-270455-7
484	SILPAKORN UNIVERSITY (SANAM CHANDRA PALACE CAMPUS) BRANCH	034- 271133, 034-271484, 034-271598
485	THANON PHRAYASATCHA CHON BURI BRANCH	038-272319-20, 038-272400, 038-287744
486	BAN SAI YUAN (RAWAI) BRANCH	076-388804-6, 076-3888004
487	PTT THANON TIWANON BRANCH	02-5845501-3
488	HOMEPRO KHON KAEN BRANCH	043 271624-6
489	HOMEPRO UDON THANI BRANCH	042-246000, 042-246733-4

No	Branch	Telephone
490	HUA HIN MARKET VILLAGE BRANCH	032-526463-7
491	PAI BRANCH	053-699062, 053-699097
492	ESPLANADE RATCHADA BRANCH	02-6609120-22
493	PETCHKASEM AVENUE BRANCH	02-8092961-2, 02-8092403
494	J.J. MALL BRANCH	02-2659544-6
495	PHATTHANANIKHOM SOI 12 (LOPBURI) BRANCH	036-436 066, 0369-436114, 036-436574-5
496	ALL SEASONS PLACE BRANCH	02-2501240-1, 02-2501244, 02-6853032-3
497	HUACHIEW CHALERM PRAKIET UNIVERSITY BRANCH	02-3126625, 02-3126719, 02-3126765
498	IMPERIAL WORLD SAMRONG BRANCH	02-3806214-6
499	ROBINSON SRIRACHA BRANCH	038-322067, 038-322086, 038-322107
500	TALAT SAVE ONE NAKHON RATCHASIMA BRANCH	044-222131, 044-222141, 044-222158
501	THANON PHUTTHANONTHON SAI 5 BRANCH	02-4207715, 02-4207720, 02-4207723
502	JUNGCEYLON PHUKET BRANCH	076-366029-30, 076-366141 FAX 076-366031
503	THE AVENUE CHAENGWATTHANA BRANCH	02-5738106, 02-5738107, 02-5738108
504	THE AVENUE PATTAYA BRANCH	038-052003-5
505	THANON PHRABARAMI PHUKET BRANCH	076-322179-80, 076-3222183
506	THANON THEPHARAK KM.22.5 (YES BANGPHLI) BRANCH	02-3152984-6
507	PA KHLOK PHUKET BRANCH	076-379851-3, 076-379850
508	THANON CHAO FA (EAST) PHUKET BRANCH	076-525071-2 FAX 076-525073
509	SAM KONG PHUKET BRANCH	076-523200-2
510	TESCO LOTUS SALAYA BRANCH	02-4822100-1
511	PTT THANON SERI THAI BRANCH	02-3798910, 02-3798914, 02-3798916
512	SOI KHAO TA LO PATTAYA BRANCH	038-333255-7
513	PTT RATCHAPHRUEK - RATTANATHIBET BRANCH	02-1919864-6
514	PTT THANON PRADIT MANUTHAM BRANCH	02-5383772, 02-5383511, 02-5383540
515	LAEMTHONG BANGSAEN BRANCH	038-385353-7
516	CENTRAL FESTIVAL SAMUI BRANCH	077-410497-500, 077-410501
517	BIG C AYUTTHAYA BRANCH	035-747152-4
518	THANON ASSUMPTION SRIRACHA BRANCH	038-338461-4, 038-338446

No	Branch	Telephone
519	THE GOVERNMENT COMPLEX COMMEMORATING (BUILDING B) BRANCH	02-1439636-8
520	CENRAL CHAENG WATTHANA BRANCH	02-1938081-3
521	CENTRAL FESTIVAL PATTAYA BEACH BRANCH	038-043250-3
522	HARBOR MALL L AEM CHABANG BRANCH	038-493673-5
523	CENTRAL CHON BURI BRANCH	038-053601-3
524	NICHADA THANI BRANCH	02-5822669, 02-5823015-6
525	SUNEE TOWER UBONRATCHATHANI BRANCH	045-316804-5, 045-316015
526	TALAT SURANAKHON NAKHONRATCHASIMA BRANCH	044-342828-30
527	SAHATHAI GARDENT PLAZA SURATTHANI BRANCH	077-910133-5, FAX 077-910136
528	BAN CHANG BRANCH	038-603349-50
529	LAT PHRAO 101 BRANCH	0-2375-5553, 0-2375-5196,
530	PTT THANON KANCHANAPHISEK 2 BRANCH	0-2375-5317 02-4479050-1
531	SOI MANGKORN SAMUT PRAKAN BRANCH	02-3343334-6
532	CENTRAL PLAZA KHONKAEN BRANCH	043-288100-2
533	ENERGY COMPLEX BRANCH	02-5370130-1
534	JOMTIEN BEACH (KONGDONGTAN) BRANCH	038-059572-4
535	ODEAN FASHION MALL HATYAI BRANCH	074-223861-3
536	SAHATHAI PLAZA THUNGSONG BRANCH	075-411666, 075-411900
537	THANON BANGNA-TRAT BANGNA TOWER BRANCH	02-3120370-2
538	BIG C RAMA IV BRANCH	02-259 3704-8
539	THE MALL NAKORN RATCHASIMA BRANCH	044-393457-9
540	THANON EAKKACHAI PHOJAE BRANCH	034-451636-8
541	TESCO LOTUS KAMTHIENG CHIENG MAI BRANCH	053-222873-5
542	BO BAE BRANCH	02-2820524-5, 02-2820538
543	TESCO LOTUS ARANYAPRATHET BRANCH	037-541718-20
544	ROBINSON TRANG BRANCH	075-820301-3
545	CHAMCHURI SQUARE BRANCH	02-1605240-2
546	THANON ROJANA (AYUDHYA) BRANCH	035-323597-9

No	Branch	Telephone
547	TESCO LOTUS CHUMPHON BRANCH	077-659917-8 , 077-659927
548	SEACON SQUARE BRANCH	02-1385711-3
549	CENTRAL PLAZA CHIANGRAI BRANCH	053-179712-4
550	BIG C HATYAI BRANCH	074-214570-2
551	SILOM BRANCH	02-2353950-2
552	PA PAYOM PHATTHALUNG BRANCH	074-841144-6
553	THANON MAHARAT KRABI BRANCH	075-624580-2
554	TESCO LOTUS HATYAI-NAI BRANCH	074-255098,074-255754-5
555	TESCO LOTUS THALANG PHUKET BRANCH	076-311522-4
556	SUKHUMVIT 15 BRANCH	02-2551763-5
557	CENTRAL PLAZA PHITSANULOK BRANCH	055-338490-2
558	CENTRAL PLAZA GRAND RAMA 9 BRANCH	02-1602912-4
559	BIC C CHANTABURI BRANCH	039-436467-9
560	WANG WISET TRANG BRANCH	096-296189-91
561	THE CRYSTAL BRANCH	02-5150980-2
562	TESCO LOTUS KHLONG THOM KRABI BRANCH	075-699530-2
563	BUENG KAN BRANCH	042-491692, 042-491961, 042-491965
564	KANTHARALAK BRANCH	045-661282, 045-661812, 045-662594
565	TALAT-RANGSIT BRANCH	02-5672453-5
566	EXCHANGE TOWER BRANCH	02-2611686-8
567	TESCO LOTUS LAMTHAP KRABI BRANCH	075-702184-6
568	SATHORN SQUARE BRANCH	02-1632811-3
569	ROBINSON SUPHANBURI BRANCH	035-454366-8
570	BIG C NAKHONPATHOM BRANCH	034-272086-9
571	THAKHONYANG MAHASARAKHAM BRANCH	043-970304-6
572	CENTRAL PLAZA UDONTHANI BRANCH	042-921433-5
573	THAI LIFE INSURANCE BUILDING (RATCHADAPISEK ROAD) BRANCH	02-2460091-3
574	TESCO LOTUS KLONG NGAE BRANCH	074-241325-7
575	BIG C CHACHOENGSAO BRANCH	038-512364, 038-512365, 038-512406
576	THONGLOR (VASU BUILDING) BRANCH	02-7138453, 02-7147941, 02-7149908, 02-7138617
577	MEGA BANGNA BRANCH	02-1051530-2
578	PATPONG BRANCH	02-2336681-3
579	TESCO LOTUS CHAIYA BRANCH	077-431502-3, 077-431753, FAX 077-431754
580	PURE PLACE RATCHAPHRUEK BRANCH	02-1948476-8
581	ZEER RANGSIT BRANCH	02-9927271-3

No	Branch	Telephone
582	AYUTTHAYA PARK SHOPPING COMPLEX BRANCH	035-801221-4
583	ASAWANN SHOPPING COMPLEX NONG KHAI BRANCH	042-414131 ,042-414137, 042-414142
584	CENTRAL STATION TOWER BRANCH	02-2366037-40
585	BIG C BANG PHLI BRANCH	02-3122252-3, 02-3122433-4
586	CENTRAL PLAZA SURATTHANI BRANCH	077-489802, 077-489803, 077-489804, 077-489805
587	TALAT NAKLUEA SOI 11 BRANCH	038-413723-4, 038-413741-3
588	BIG C NAKHONSAWAN 2 BRANCH	056-370746-50
589	PHANTHAINORASING BRANCH	034-872052-6
590	THANON KASIKORN THUNGSANG KHON KAEN BRANCH	043-242641-43, 043-242820-21
591	ROBINSON KANCHANABURI BRANCH	034-603410-14
592	TESCO LOTUS BANG PU BRANCH	02-3239254 -8
593	CENTRAL PLAZA UBON RATCHATHANI BRANCH	045-422451-5
594	SERMTHAI COMPLEX MAHASARAKHAM BRANCH	043-970626-8, 043-970512, 043-970516
595	CENTRAL PLAZA BANG NA BRANCH	02-3995307-11
596	ROBINSON SAKON NAKHON BRANCH	042-971744-8
597	TESCO LOTUS CHIANG KHONG BRANCH	053-791185-6, 053-791203-5
598	SUEN HENG PLAZA SISAKET BRANCH	045-644171-5
599	TESCO LOTUS WIANG SA BRANCH	077-310745-8, FAX 077-310750
600	TESCO LOTUS BUAYAI BRANCH	044-913733-8
601	CENTRAL FESTIVAL CHIANGMAI BRANCH	053-288755-9
602	ROBINSON SARABURI BRANCH	036-351480-4
603	CENTRAL FESTIVAL HAT YAI BRANCH	074-339913-7
604	ROBINSON SURIN BRANCH	044-042766-70
605	TESCO LOTUS NAKHON SI THAMMARAT BRANCH	075-357214-7
606	TESCO LOTUS ROJANA BRANCH	035-330479-83
607	MAHBOONKRONG CENTER BRANCH	02-6114546, 02-6114549, 02-6114663, 02-6114678
608	CENTRAL PLAZA SALAYA BRANCH	02-4296506-10
609	THANON NUANCHAN BRANCH	02-3638976-9
610	ROBINSON CHACHOENGSAO BRANCH	038-564260-4

No	Branch	Telephone
611	ROBINSON ROI ET BRANCH	043-540779-83
612	AUTO BUSINESS BANGKAE BRANCH	02-8038000
613	AUTO BUSINESS BANGNA BRANCH	02-7773555
614	AUTO BUSINESS BIG C BANGNA BRANCH	02-7440515, 02-7440305
615	AUTO BUSINESS BANGYAI BRANCH	02-7624223
616	AUTO BUSINESS RAMINDRA BRANCH	02-9180198
617	AUTO BUSINESS NONTABURI BRANCH	02-7624224
618	AUTO BUSINESS LAKSI BRANCH	02-7624225
619	AUTO BUSINESS YAOWARAT BRANCH	02-2322999
620	AUTO BUSINESS NAKHON RATCHASIMA BRANCH	044-708555
621	AUTO BUSINESS UBON RATCHATHANI BRANCH	045-208777
622	AUTO BUSINESS SISAKET BRANCH	045-633444
623	AUTO BUSINESS HATYAI BRANCH	074-491555
624	AUTO BUSINESS SURAT THANI BRANCH	077-243555
625	AUTO BUSINESS NAKHON SI THAMMARAT BRANCH	075-365555
626	AUTO BUSINESS TRANG BRANCH	075-265555
627	AUTO BUSINESS PHUKET BRANCH	076-298555
628	AUTO BUSINESS CHONBURI BRANCH	038-295555
629	AUTO BUSINESS RAYONG BRANCH	038-953555
630	AUTO BUSINESS CHIANG MAI BRANCH	053-307555
631	AUTO BUSINESS NAKHON SAWAN BRANCH	056-321555
632	AUTO BUSINESS PHITSANULOK BRANCH	055-229555
633	AUTO BUSINESS CHIANG RAI BRANCH	053-700555
634	AUTO BUSINESS ROIET BRANCH	043-521555
635	AUTO BUSINESS UDON THANI BRANCH	042-308555
636	AUTO BUSINESS SAKON NAKHORN BRANCH	042-744300
637	AUTO BUSINESS NAKHON PATHOM BRANCH	034-362555
638	AUTO BUSINESS AYUTTHAYA BRANCH	035-714555
639	AUTO BUSINESS PRANBURI BRANCH	032-542520
640	iPLACE LIFEESCAPE GARDEN - LAEM CHABANG BRANCH	038-190119, 038-190120-4
641	ROBINSON PRACHINBURI BRANCH	037-454745-9

No	Branch	Telephone
642	ROBINSON MUKDAHAN BRANCH	042-672419-23
643	AUTO BUSINESS SURIN BRANCH	044-539515
644	AUTO BUSINESS KRABI BRANCH	075-810250
645	AUTO BUSINESS SARABURI BRANCH	036-328555
646	AUTO BUSINESS PRACHIN BURI BRANCH	037-200734
647	AUTO BUSINESS LAMPANG BRANCH	054-377555
648	AUTO BUSINESS KAMPHAENG PHET BRANCH	055-720555
649	AUTO BUSINESS KHON KAEN BRANCH	043-367555
650	AUTO BUSINESS PHETCHABUN BRANCH	056-744199
651	AUTO BUSINESS CHUMPHON BRANCH	077-576555
652	BANGKOK SATHORN BRANCH	02-2663057-8, 02-2663071-3
653	EMQUARTIER BRANCH	02-003-6540-4
654	CENTRAL PLAZA RAYONG BRANCH	038-942-812-6
655	NONG PLING NAKHON SAWAN BRANCH	056-255748-52
656	BIG C PATTAYA KLANG BRANCH	038-411619-20, 038-411627, 038-411629, 038-411631
657	BIG C KALASIN BRANCH	043-810206-10
658	ROBINSON BURIRAM BRANCH	044-600737-41
659	CENTRAL PLAZA RAM INDRA BRANCH	02-5226388-92
660	INDRA-PRATUNAM BRANCH	02-2528900-4
661	CENTRAL PLAZA WESTGATE BRANCH	02-1942795-9
662	TESCO LOTUS SURATTHANI BRANCH	077-603055-60
663	KO TAO BRANCH	077-457136-40
664	MUEANG PHON BRANCH	043-415114-8
665	THE MALL THA PRA BRANCH	02-4777204-8
666	AEON SIRACHA SHOPPING CENTER BRANCH	038-312232-3, 038-312277-9
667	FUTURE PARK RANGSIT 2	02-5676091-5
668	BIG C SUKAPIBAL 3 BRANCH	02-9163504-8
669	ROBINSON SI SAMAN BRANCH	02-5015778-82
670	PHANG KHON BRANCH	042-771628, 042-771927, 042 772038, 042 772051, 042 772061
671	THE PROMENADE BRANCH	02-1304201, 02-1304231, 02-1304257, 02-1304275-6
672	ROBINSON MAE SOT BRANCH	055-530-420-4
673	BIG C LOP BURI BRANCH	036-784-403, 036-784-422, 036-784-423

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